



HM Prison &  
Probation Service

Action Plan: HMP LEEDS

Action Plan Submitted: 13<sup>th</sup> October 2022

A Response to the HMIP Inspection: 20–24 June 2022

Report Published: 29<sup>th</sup> September 2022

## INTRODUCTION

HM Inspectorate of Prisons (HMIP) and HM Inspectorate of Probation for England and Wales are independent inspectorates which provide scrutiny of the conditions for, and treatment of prisoners and offenders. They report their findings for prisons, Young Offender Institutions, and effectiveness of the work of probation, and youth offending services across England and Wales to Ministry of Justice (MoJ) and Her Majesty's Prison and Probation Service (HMPPS). In response to the report HMPPS / MoJ are required to draft a robust and timely action plan to address the priority and key concerns. Action plans provide specific steps and actions to address the priority and key concerns, that are clear, outcome focussed, measurable, achievable, and relevant with the owner and timescale of each step clearly identified. Action plans are sent to HMIP and published on the GOV.UK website. Progress against the implementation and delivery of the action plans will also be monitored and reported on.



ACTION PLAN: HMCIP REPORT

ESTABLISHMENT: HMP LEEDS

1. No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	<b>Priority concerns</b>			
1.	<b>The number of deaths at Leeds since the last inspection continued to be high, 29 in total including eight self-inflicted, one attributed to drug use and two waiting to be classified.</b>	<p>A regional pathway is in place led by commissioners NHSE, this explores the dying well in custody charter and works to the gold standard community framework to ensure prisoners have access to equitable care. The commissioners undertake an annual audit and review those who have been end of life during the reporting period along with checking compliance against the audit baselines to ensure comparability.</p> <p>A joint Health and Prison project has been commissioned to support prisoners held in segregation. The project will facilitate a health professional to be in the unit. Spilt between primary care and mental health the role will serve to improve support for prisoners and enhance re integration and improve collaboration between health and prison staff. The project will run until March 2023 and be reviewed.</p> <p>The Safety analyst is now utilised to identify risks and trends using data from the Incident reporting system (IRS), Safety diagnostic tool, Mercury and the Performance Hub which will support targeted interventions and risk management. This is reviewed through the monthly Strategic Safety meeting and the quarterly Regional Safety assurance visit.</p> <p>HMP Leeds will work to mitigate the risk by utilising initiatives which will support improved outcomes for prisoners.</p> <ul style="list-style-type: none"> <li>• Complete a review of the process for the Quality Assurance of Assessment, Care in Custody and Teamwork (ACCTS) to ensure quality is maintained.</li> <li>• A Continuous Improvement exercise has been completed which reviewed early days in custody. A Custody Care Record aimed at improving safety has been introduced. The review identified trends</li> </ul>	Governor	<p>Completed</p> <p>March 2023</p> <p>Completed</p> <p>December 2022</p> <p>January 2023</p>



		<p>and common risks to safety and will assist the Safety Team in developing appropriate mechanisms of support to be actioned, such as access to medication and risks and triggers training.</p> <ul style="list-style-type: none"> <li>• The Safety Team will ensure keyworkers are engaged with those prisoners subject to ACCT support when identified through care plans and reviews.</li> <li>• Provide training to staff working within Reception and First Night on the triggers of self-harm.</li> <li>• Suicide and Self Harm (SASH) training for staff will recommence in October 2022 with a target to train all staff by November 2023</li> <li>• HMP Leeds are piloting a Trauma Informed Project in partnership with Leeds Health VR Unit. All staff will be trained in Trauma Informed which will assist in the identification of risk and actions for support.</li> <li>• Increase of the number of staff trained as ACCT Assessors to ensure improved cover and flexibility.</li> <li>• Maintain regular reviews on the Safer Custody Action Plan and ensure outcomes are embedded. This takes place during the monthly Strategic Safety meeting and dip tested by the Safety team to ensure compliance</li> <li>• A continuous improvement exercise has been completed which has focused on the Listener Scheme. Listener retention will be improved by working with the Samaritans and their trainers.</li> </ul>		<p>February 2023</p> <p>January 2023</p> <p>November 2023</p> <p>June 2023</p> <p>January 2023</p> <p>Completed</p> <p>December 2022</p>
2.	<b>Too many prisoners were living in overcrowded cells originally designed for one.</b>	<p>For the foreseeable future, and in common with other prisons, it will be necessary for HMP Leeds to operate with an Operational Capacity that involves a level of crowding above its Certified Normal Accommodation.</p> <p>As part of prison reforms, the long-term goal is to reduce crowding, while maintaining enough capacity in the prison estate to manage the demands of the courts and the sentenced population as efficiently as possible. This level is kept under constant review, considering fluctuations in the prison population, and useable capacity across the estate. The prison ensures that this level of operational capacity is set to reflect the provision of safe and decent accommodation and the operation of suitable regimes and that levels of crowding in prisons are carefully managed.</p> <p>The occupancy of prison cells is determined by the Governor of each prison and, where cells are proposed for sharing when they were originally designed for single occupancy, this is certified by the relevant Prison Group Director in</p>	HMPPS	Completed



		accordance with Prison Service Instruction (PSI) 17/2012, which provides clear guidelines for determining cell capacities.		
3.	<b>Time out of cell for many prisoners was poor.</b>	<p>HMP Leeds have a dedicated Recovery Manager whose role is to improve the regime post Covid-19. The Recovery Manager has implemented a working group to improve time out cell and structured activity for all prisoners and improve the core day, included continued development of structured on wing activity (SOWA). The working group will meet monthly and include input from prisoners. SOWA reading groups will be created to further enhance opportunity for time out of cell and ensure the time is constructive.</p> <p>A review of Education have enabled sessions to be increased in duration from 1.5 hrs to 2.5 hrs</p> <p>Shannon Trust participants will be allocated improved time out of cell which will be available on residential units.</p> <p>A Recruitment campaign for workshop instructors to ensure capacity is maximised and maintained will enable workshops capacity to be increased to pre-Covid levels in line with local action plans and a review of Safe Systems of Work will be undertaken</p>	Governor	<p>March 2023</p> <p>Completed</p> <p>December 2022</p> <p>March 2023</p>
4.	<b>Leaders had not yet made sure that there were enough activity spaces, and the education curriculum was too narrow to meet the needs of a substantial proportion of prisoners.</b>	<p>A review that aims to improve scheduling which will ensure appointments do not impact on activity attendance will be commissioned.</p> <p>Education classes have been re-established to run both AM and PM to enhance the number of available spaces. Available spaces have returned to pre covid levels and a review of Safe Systems of Work has allowed a further increase. A review of the education curriculum provision and in particular for Level 2 courses including those for non-English speakers will be reviewed, with Maths and English already added to the timetable.</p> <p>Health &amp; Safety Novus inspection has been completed and has added 2 spaces to all classes. Since the inspection, available spaces have increased from 120 to 206 in line with local improvement and recovery plans.</p>	Governor	<p>December 2022</p> <p>November 2022</p> <p>Completed</p>



		HMP Leeds now has a Head of Education, Skills and Employment (HoESW) in post to look at strategic opportunities and gain additional funding to provide a broader range of courses both vocational and accredited.		Completed
5.	<b>Leaders and managers did not allocate prisoners to work activities that related to their aspirations or future career goals.</b>	A dedicated activity co-ordinator has been employed. This role will ensure that the individual digital learning plans are used effectively to allocate prisoners the activities which will support their needs and goals. Prisoners' appropriate activity will be identified on induction and then they will be allocated to the appropriate wing to support the activity. The co-ordinator will review the allocation of wing work and ensure prisoners are located on the right unit to access the activity they require to support their learning plan.	Governor	January 2023
6.	<b>Almost half of prisoners were remanded and they had very little support with planning for their resettlement.</b> Support available to them should be equivalent to other prisoners being released.	<p>The embedded pre-release team in HMP Leeds will provide immediate resettlement needs and pre-release support for all people in the prison including the unsentenced and out of area. The minimum will be to screen for resettlement needs via completion of a BCST2 for each new person arriving at the prison and provide against any immediate resettlement needs. This includes sustaining accommodation where possible. The pre-release team will liaise with the Community Offender Manager (COM) or Short Sentence Function as allocated and support pre-release planning activity throughout the sentence, including progressing referrals that have been made to Commissioned Rehabilitative Service (CRS) suppliers and providing a point of contact for CRS suppliers seeking to engage with the individual. We are working to extend the CRS Accommodation provision to all unsentenced and immediate releases this year.</p> <p>There has been a transition period following the unification of Probation which has impacted on the delivery of resettlement services in some prisons. Regional Probation Directors are working to stabilise the pre-release teams and CRS provision in their regions to improve service delivery to all people in prison</p>	Governor	March 2023
	<b>Key concerns</b>			
1.	<b>The recently opened Complex Needs Unit (CNU) had a clear aim of supporting prisoners with vulnerabilities including mental health problems.</b> Clarity concerning its approach and methodology, as well as structures and	A Complex Needs Unit (CNU) Policy has been introduced and widely circulated across the establishment to provide operating clarity regarding its approach and methodology which include the structures of governance and oversight.	Governor	Completed



	systems of governance and oversight were, however, lacking.	<p>HMP Leeds will improve management support of the CNU. This will be achieved by ensuring staff have daily support from a Supervising Officer who will be responsible for daily governance and oversight of the unit, along with ensuring effective completion of personal care plans and re-integration plans. The neuro diversity manager will undertake a process of Quality Assurance.</p> <p>Reducing Reoffending are reviewing the implementation of bespoke in cell support for prisoners in the CNU through education to help to further enhance outcomes.</p>		<p>December 2022</p> <p>November 2022</p>
2.	<b>Prisoners with reduced or limited mobility were disadvantaged by a poor physical environment which made it difficult for them to access some areas or services.</b>	<p>During the inspection it was identified a key concern was access to exercise. Materials to improve access to exercise yards have been ordered and adjustments will be made.</p> <p>Forums with those prisoners with a disability will focus on the perceptions raised through the inspection survey. Chaired by a member of the SMT, the forums will serve to understand the barriers experienced by prisoners with disabilities, allow the prison to work constructively to make appropriate reasonable adjustments and ensure equitable access to services. Actions from the forums will be reviewed by the Equalities Manager and SMT lead with prisoners to ensure changes are embedded and communicated.</p> <p>HMP Leeds Neurodiversity Support Manager will begin a training program for staff in neuro diverse awareness, review and change prison signage and complete reviews and support plans for prisoners through disability passports.</p>	Governor	<p>November 2022</p> <p>Completed</p> <p>March 2023</p>
3.	<b>Some of the very basic processes and services needed in prison, such as an effective application system, the quality and quantity of food, and an efficient ordering system for the prison shop were poor which led to significant frustrations for prisoners.</b>	<p>The Governor has increased funding for food by 10p per prisoner per day which equates to a budget increase of approximately £45K per annum. The budget increase has improved the quality and quantity of food available.</p> <p>The Catering manager has now improved communication and consultation around the complexities and logistical problems surrounding food supply utilising notices and displays of information on connect TV. The Catering Manager attends monthly wing consultation forums and will complete two surveys per year, the results of which are discussed in additional food specific prisoner forums.</p>	Governor	<p>Completed</p> <p>Completed</p>



		<p>The catering manager has publicised a calendar of cultural events, which are supported by enhanced menus, used to celebrate significant occasions.</p> <p>Regular food surveys are carried out and the catering manager attends prisoner consultation events to address catering concerns, advertise and promote improvements and ensure prisoners and staff are aware of improvements being made.</p> <p>A canteen forum including DHL, staff and prisoners was held during August 22. This provided an opportunity for problems experienced with canteen processes to be raised directly with providers, an exercise we will repeat twice per year.</p> <p>A Custodial Manager has been identified to support the Business Hub and work with DHL on site, to review processes and ensure refunds are issued on the day.</p> <p>Access to the Prisoner Telephone PIN system during early days has been completed resulting in the implementation of a process providing all new receptions to Leeds with the ability to apply for additional PIN credit ahead of their first canteen</p> <p>A review of the applications process and the role of Prisoner Information Desk (PID) workers will be commissioned to create a system to answer prisoners applications and requests in a timely manner to reduce frustration.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>November 2022</p> <p>Completed</p> <p>January 2023</p>
4.	<b>Prisoners identified as requiring treatment under the Mental Health Act waited too long to be transferred to hospital.</b>	<p>HMPPS and NHS England and Improvement are fully committed to the 28-day timeframe, working together to improve the transfer and remission process, ensure delays are reduced and avoid prison being used inappropriately. In the White Paper 'Reforming the Mental Health Act', the Government committed to introducing a new statutory time limit of 28 days for transfers from prison to mental health hospitals following the NHS England and Improvement Transfer and Remission Guidance published in June 2021, being properly embedded.</p> <p>Upon publication of the Guidance, NHS England, Guidance for the transfer and remission of adult prisoners and immigration removal centre detainees under the Mental Health Act 1983 NHS England and Improvement commenced an implementation programme including webinars and bespoke regional and</p>	HMPPS Governor	Completed





		<p>provider focussed visits to ensure staff understand the changes made, key dates being monitored and escalation routes.</p> <p>NHS England and Improvement have also developed a new process for collecting and monitoring data on transfers. A data input portal has been running from April 2021, which enables providers to submit transfer and remission data. This is analysed to identify trends and areas where further improvement is needed to meet the 28-day timeframe set out in the guidance. Monitoring of the monthly data is ongoing and if timeframes are breached, targeted work will be carried out with local and regional teams and NHS funded providers. This data is not published as it is not possible to do so without potentially identifying individual patients/prisoners due to the small numbers in each establishment. Access to relevant data is available to commissioners and providers.</p> <p>The NHS Long Term Plan describes policy for mental health services which includes investment into community mental health services and alternatives to admission, to try and reduce the need for mental health inpatient care. The aim is to improve throughput across the whole pathway and consequently ensure appropriate access to mental health inpatient services when required. Additional investment in mental health services, £1bn per year by 2023/24, supports the ambition within the Long-Term Plan.</p> <p>There is an adequate supply of adult secure beds. The focus is on improving efficiency across the whole pathway, i.e., ensuring appropriate lengths of stay, reducing transitions and thereby improving throughput. This will make better use of existing capacity across the whole system, including the pathway to and from prison.</p> <p>For adult medium and low secure beds, the 15 Adult Secure NHS-led Provider Collaboratives play a lead role in managing the patient pathway and addressing the needs of their local population whilst also being involved in strategic national commissioning and preserving the integrity of the overall secure estate.</p>		
5.	<p><b>Leaders and managers did not monitor the quality of prison-led activities, and too many prison instructors were not qualified in teaching or training.</b> Consequently, instructors did not take account of prisoners' existing skills or learning support needs. In too many work areas, prisoners did not gain new or valuable skills for employment, beyond those required for the job or to achieve the qualification where relevant.</p>	<p>The Head of Education, Skills and Work and Learning Skills Manager have been recruited to monitor the quality of prison led activities.</p> <p>The Governor has introduced weekly Senior Management Team (SMT) learning walks. Learning Walks are a brief visit to the classroom or workshop that allows the manager to reflect on what learners are learning, current learning strategies, student engagement and interaction with</p>	Governor	<p>Completed</p> <p>December 2022</p>



		<p>the content. The findings are recorded and fed back to the Reducing Reoffending Team.</p> <p>HMP Leeds has secured places for two instructors to commence the Award in Education and Training (AET) teaching qualifications course via Novus. All instructors are to receive this training moving forward to ensure they are sufficient qualified in teaching and training.</p> <p>To support prisoners gaining new skills for employment, Progress in Workplace documents, will track prisoner attainment and have been rolled out in the kitchen and will be implemented for all wing-based job roles. The warehouse qualification will re-commence in workshops, which will be led by the newly trained instructor. A non-accredited textiles qualification will be rolled out initially in workshop 3, followed by workshop 2.</p> <p>Novus hub managers are now delivering outreach via the workshops and are working with the instructors to ensure Prisoner Learner Plans are being used to ensure existing skills and needs are identified and supported.</p>		<p>April 2023</p> <p>March 2023</p> <p>Completed</p>
6.	<b>Prisoner attendance at their allocated work placement during the working day was poor and required immediate and sustained improvement.</b>	<p>Since the HMIP/OFSTED inspection, weekly attendance has increased significantly, and HMP Leeds aim is to meet a target of 90% across all activities. A process of assurance has been developed to monitor and reach this target. Sustained improvement will be achieved in conjunction with the recovery manager who is supporting regime development to maximise opportunity for time out of cell.</p>	Governor	December 2022
7.	<b>Resettlement services aimed at ensuring prisoners were released to employment or a training place were not good enough and more targeted help to assist them on release was required.</b>	<p>As a result of work with the Accelerator Program a Prison Employment Lead (PEL) is now in place who is assisted by the housing specialist. The PEL is responsible for streamlining prisoners into job opportunities and ensuring prisoners are developed through education and training. The PEL coordinates and communicates with Information, Advice and Guidance (IAG) and Department of Work and Pensions (DWP) staff based in HMP Leeds and Community Integration Teams (CITS) and the Employment Advisory Board (EAB) to improve opportunities for prisoners. Regular meetings held with the</p>	Governor	April 2023



		<p>EAB Chair are identifying barriers to good resettlement to improve the performance.</p> <p>A review has been completed and HMP Leeds are now incorporating our main resettlement site HMP Wealstun. Two boards per year will be conducted at each site with a strategic West Yorkshire Board to specifically looks a job opportunity for prison leavers.</p> <p>A review of the communication processes between Community Offender Managers and Prison Offender Managers at the point of sentencing will be completed. The aim of this review will be to ensure prisoners planning needs are effectively met.</p> <p>HMP Leeds has provided a Head of Education, Work and Skills to support improvement of services for release.</p>		<p>April 2023</p> <p>December 2022</p> <p>Completed</p>
--	--	---	--	---

