



HM Prison &
Probation Service

Action Plan: HMP Parc

Action Plan Submitted: 21 October 2022

A Response to the HMIP Inspection: 21-22 June and 4-8 July 2022

Report Published: 11 October 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: HMIP REPORT

ESTABLISHMENT: HMP PARC

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	Levels of recorded self-harm remained too high.	<p>HMP Parc will aim to reduce the levels of self-harm by:</p> <ul style="list-style-type: none"> The introduction of a weekly Safety Intervention Meeting (SIM) will discuss and review all incidents of self-harm, including any near fatal incidents when they occur. The meeting is underpinned by improved access to data of all incidents from the previous week, including individuals, reasons, and locations, to increase the understanding of self-harm trends so appropriate actions can be raised to support those requiring it. Improving the strategic oversight of self-harm at the monthly safety meeting, through data analysis to identify trends and patterns so resources can be directed as required, and actions added to the consolidated action plan where they are monitored and tracked. Review the effectiveness of how data is analysed, with the subsequent actions being monitored closely at the monthly Safer Prisons Meeting to measure progress in reducing levels of self-harm. Ensuring that quality assurance checks by managers and the safety team have a greater focus on improving the quality of Assessment, Care in Custody and Teamwork (ACCT) reviews, especially around care planning, providing feedback and learning to individual case managers and the monthly safety meeting. 	<p>Director</p> <p>Director</p> <p>Director</p> <p>Director</p>	<p>Complete</p> <p>Complete</p> <p>December 2022</p> <p>December 2022</p>



		<ul style="list-style-type: none"> • Hold monthly reviews of demand and caseload numbers following the implementation of the new pathway, to ensure services are accessible in a timely manner and identify any unmet need. • As part of the preparatory work taking place ahead of the healthcare contract transfer, the health board has reviewed the information received in respect of the current staff profile, the healthcare needs assessment and recent prison inspections. This information has been used to ensure that the future staffing profile will meet the needs of the service and ensure CTMUHB are able to deliver the services described within the specification in a timely manner. There will be a period of bedding in post December once the service transfers. • Monitoring and compliance of the provision, including resources and waiting times, will be discussed at the monthly healthcare operational meeting by HMP Parc, and quarterly at the Prison Health Partnership Board chaired by HMPPS Wales. 	<p>Director/G4S Health</p> <p>November 2022</p> <p>CTMUHB</p> <p>March 2023</p> <p>Director/HMPPS Wales</p> <p>March 2023</p>
3	The shortage of staff in offender management and resettlement roles had led to a deterioration in rehabilitation and release planning for prisoners.	<p>To address staff shortages in offender management and resettlement to improve the delivery of rehabilitation and release planning, HMP Parc and HMPPS Wales will:</p> <ul style="list-style-type: none"> • Through the local recruitment strategy HMP Parc will continue to address any vacancies in offender management and resettlement, liaising with HMPPS Wales to address any vacancies/shortfalls as part of probation service delivery. New Offender Management staff have already been recruited and vacancy levels reduced as part of the strategy. • HMPPS Wales and the Regional Probation Director will undertake a review of the current probation provision and vacancies at HMP Parc. • HMP Parc will appoint a new head of the Prison Resettlement Team by the end of 2022, who will produce and lead on a new Resettlement strategy. 	<p>Director</p> <p>March 2023</p> <p>HMPPS Wales</p> <p>Complete</p> <p>Director</p> <p>Complete</p>



		<ul style="list-style-type: none"> • The Heads of Offender Management and the Prison Resettlement Team will review the contracted resettlement services provision and implement revised working practices to focus on release planning arrangements. • HMP Parc and HMPPS Wales will collaborate more closely to improve resettlement services delivered by contracted partners, which will include HMPPS sharing monthly performance data relating to these services. • HMP Parc will review all available data at a monthly resettlement meeting from January 2023 to monitor the provision, improvements and outcomes and address any concerns through an action plan. • HMP Parc will create a multi-agency resettlement hub, so all resettlement services are co-located to improve collaboration and communication between the different providers and provide a 'one stop shop' for all prisoners. 	Director	March 2023
			Director/HMPPS Wales	December 2022
			Director	January 2023
			Director	April 2023
	Key concerns			
4	Overall rates of violence were too high.	<p>HMP Parc will aim to reduce levels of violence through the following measures:</p> <ul style="list-style-type: none"> • HMP Parc will review all aspects of violence through a PRISM (Promoting Risk Intervention by Situational or Management) assessment by January 2023, that will be used to formulate a new violence reduction strategy. • The introduction of a weekly Safety Intervention Meeting (SIM) will discuss and review all violent incidents, and prisoners (perpetrators and victims) subject to a Challenge, Support, and Intervention Plan (CSIP). The meeting is underpinned by improved access to data of all incidents from the previous week, including individuals, reasons, 	Director	<p>January 2023</p> <p>December 2022</p>



		<p>and locations, to increase the understanding of violence trends so appropriate actions can be raised.</p> <ul style="list-style-type: none"> • The monthly Safety Meeting will review how safety data is analysed, identifying drivers for violence, and agreeing actions to address the risks associated with these drivers. The effectiveness of how data is analysed, and subsequent actions (that will be added to the consolidated action plan) will be monitored closely at the meeting to ensure that levels of violence continue to reduce. • All known acts of violence will be investigated by the violence reduction team within 72 hours, so appropriate actions and referrals can be raised. • The violence reduction team will carry out weekly quality assurance checks of CSIP's to ensure they are tailored to the individual, and that targets are effective in reducing/preventing further violence of perpetrators. Findings and learning points will be given to case managers and presented monthly to the SIM meeting. • HMP Parc will review the Incentives Policy annually to ensure it rewards positive behaviour, but also challenges negative behaviour. • Strengthening Peer support listener services to provide additional help to those in need. • Reintegration planning will be reviewed to ensure plans support prisoners returning to residential units from segregation. • HMP Parc will work with partners in the local police areas to prosecute prisoners who commit acts of violence, and for those who use weapons. • Referrals to the Independent Adjudicator will be made where incidents do not meet the criteria for police referrals. • Adjudications for acts of violence and referrals to the police will be tracked and monitored through the quarterly Segregation Monitoring and Review Group (SMARG) meeting, to ensure they dealt within in 		<p>March 2023</p> <p>December 2022</p> <p>April 2023</p> <p>April 2023</p> <p>April 2023</p> <p>March 2023</p> <p>December 2023</p> <p>December 2023</p> <p>April 2023</p>
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		appropriate timescales. Any identified delays will be escalated to the appropriate authority/police force.		
5	The availability of illicit drugs remained a significant threat.	<p>HMP Parc will aim to the availability of illicit drugs reduce through the following measures:</p> <p>HMP Parc’s tasking and coordination group will continue to review all intelligence weekly and produce a monthly tactical assessment to target current security threats. These Included the supply of illicit items including drugs, organised crime, and staff corruption. The monthly tasking and security meetings will generate actions to target resources based on the latest intelligence.</p> <p>Additionally, to the above measures HMP Parc will:</p> <ul style="list-style-type: none"> • Develop Covert Human Intelligence Source work with Law Enforcement Agency colleagues to enhance detection and support disruption of drug supply. Specific (restricted) targets have been set to increase outcomes in this area. • Review the profile of the intelligence team in line with revised strategic structure. • Increase the number of prisoners who are interviewed at the time of transfer and release to gain information to build the intelligence picture. • Carry out a review of the current suite of available technology to detect drugs and mobile phones and submit bids for increased investment in these areas where there is an identified requirement. • Secure enhanced equipment for mobile phone detection to improve reliability and resilience across the prison to allow for routine as well as targeted deployment. 	Director	<p>Complete</p> <p>June 2023</p> <p>December 2023</p> <p>June 2023</p> <p>December 2023</p> <p>June 2023</p>



		<ul style="list-style-type: none"> • Upgrade the Closed-Circuit TV cameras to assist in anti-corruption tactics and detection. • Continue case management for a robust pursue and supportive preventative dual approach for staff, with additional work scheduled to enhance Conflict of Interest Management from the point of staff recruitment. <p>HMP Parc will support prisoners who use drugs and reduce their need to acquire illicit drugs. This will be achieved by:</p> <ul style="list-style-type: none"> • Introducing an additional residential unit on A Block to allow this cohort of prisoners to access Healthcare and Substance Misuse Services (SMS) to support them with their drug habits. • Increase wing capacity further (in addition to A block), as a recent review has recognised that additional wing capacity is necessary to support the increase in this cohort of prisoners. • Referring all prisoners caught using drugs or testing positive for drugs are automatically referred to SMS to offer them support. <p>Strategic overview to support individuals using drugs will be discussed at the monthly drug strategy meeting, utilising current data to identify and monitor trends so actions and resources can be directed effectively. The meeting will also review the provision available to ensure available resources are sufficient to meet demand.</p>		<p>December 2023</p> <p>December 2023</p> <p>June 2023</p> <p>Complete</p> <p>Complete</p> <p>October 2023</p>
6	<p>There were gaps in the strategic oversight of important areas, including safety and rehabilitation. Data were not always used effectively to measure progress and drive improvement.</p>	<p>To improve strategic oversight and ensure data is used effectively to measure progress and drive improvement, HMP Parc will:</p> <ul style="list-style-type: none"> • Review all strategies annually, utilising all available data and information, to ensure they remain specific to the needs of the population. Including a review of all aspects of violence through a 	Director	April 2023



		<p>PRISM assessment by January 2023, that will be used to formulate a new violence reduction strategy.</p> <ul style="list-style-type: none"> Review the effectiveness of how data is analysed at all strategic meetings, with subsequent actions being monitored closely at the meetings to measure progress and drive improvements. <p>Specifically, to improve oversight in safety, rehabilitation, and health, HMP Parc and HMPPS Wales will:</p> <ul style="list-style-type: none"> Review how safety data is analysed at the monthly safety meeting, identifying trends, patterns and drivers for self-harm and violence, and agreeing actions to address the risks associated with these drivers. Actions will be added to the consolidated action plan where they will be monitored and tracked. Introduce a weekly SIM that provides increased access to management information to discuss and review all incidents of self-harm and violence. The new Head of Resettlement will chair a monthly resettlement/rehabilitation meeting which will identify strategic objectives. The prison will work with HMPPS partners to improve the resettlement data provided by probation and resettlement contractors. HMP Parc will monitor compliance of the healthcare provision, including resources and waiting times, at the monthly healthcare operational meeting. Additionally, HMPPS Wales will chair the quarterly Prison Health Partnership Board to monitor the health contract. 	<p>Director</p> <p>Director</p> <p>Director</p> <p>Director/HMPPS Wales</p> <p>Director/HMPPS Wales</p>	<p>April 2023</p> <p>December 2022</p> <p>Complete</p> <p>January 2023</p> <p>March 2023</p>
7	Opportunities to progress for some prisoners on A and B wings were more limited than for	To ensure all prisoners have equality of opportunity to progress, including employment opportunities, and access the more progressive units, HMP Parc will:		



	<p>other prisoners at Parc. Black and minority ethnic prisoners were under-represented on the more progressive units.</p>	<ul style="list-style-type: none"> Facilitate targeted monthly focus groups with Black and Minority Ethnic prisoners on A and B units, to identify any issues of disproportionality so appropriate actions can be raised to address them. The actions from these minutes will be added to the equalities consolidated action plan where they will be monitored and tracked at the monthly Equality, Diversity, and Inclusion (ED&I) meeting. The ED&I meeting will review how data is analysed across all aspects of prison life, including access to employment opportunities and the progressive units, so any disproportionality can be identified, and appropriate actions can be raised to address it. Hold monthly peer led Protected Characteristic (PC) forums on every unit supported by the equality officer, who will provide advice and support to the peer mentors and attend different forums each week. Hold monthly PC groups led by the head of equality or the equality manager to compliment the peer led forums, to discuss any issues that cannot be resolved at the forums. Trends and findings from these groups will be further discussed at the ED&I meeting to raise additional actions where required. 	<p>Director</p> <p>Director</p> <p>Director</p> <p>Director</p>	<p>April 2023</p> <p>March 2023</p> <p>April 2023</p> <p>April 2023</p>
8	<p>A significant shortfall in health care staff across many grades created a risk to patient safety.</p>	<p>To address the shortfalls of health care staff HMP Parc, HMPPS Wales and CTMUHB will:</p> <ul style="list-style-type: none"> G4S's recruitment campaigns to fill vacancies in the health team will remain ongoing until transfer of health provision to CTMUHB in December 2022, with a number of vacancies already been filled since the inspection by HMIP. A review of the Healthcare workforce is being undertaken by HMPPS Wales as part of the service transition to CTMUHB. The review has already identified that additional resources are required to support those who have mental health issues as this is the primary driver for self-harm. 	<p>Director/G4S Health</p> <p>HMPPS Wales/CTMUHB</p>	<p>December 2022</p> <p>March 2023</p>



		<ul style="list-style-type: none"> • HMPPS Wales and the Health Board are actively engaged in agreeing a service specification in preparation for the Health transferring to the CTMUHB on 15 December 2022. The new arrangement with healthcare will address the issues identified with both mental health and learning disability services. • Monitoring and compliance of the provision, including resources and waiting times, will be discussed at the monthly healthcare operational meeting by HMP Parc, and quarterly at the Prison Health Partnership Board chaired by HMPPS Wales. 	HMPPS Wales/CTMUHB	December 2022
			Director/HMPPS Wales	March 2023
9	<p>Governance and oversight of medicines management were poor and ineffective. Systems and procedures did not meet the robust standards required for safe and effective medicines management.</p>	<p>To improve governance and oversight of medicine management HMP Parc, HMPPS Wales and CTMUHB by:</p> <ul style="list-style-type: none"> • Implementation of recommendations from the Pharmacy Review undertaken by the Royal Pharmaceutical Society Audit, reported in December 2021. • HMP Parc have recruited an additional pharmacist, and G4S Health Policies for medicine management have being re-instated to replace the policies that were introduced temporarily as part of covid medicine management. • G4S health has reviewed local medicine management practices including the appropriate storage of medicines. • The utilisation of Ulysses (an incident reporting system) to ensure appropriate oversight both locally and via G4S Health Governance structures. • Quarterly meetings between G4S Health, the Lead Pharmacist and Operational Managers will be implemented to discuss medicine management. • As part of the preparatory work that has been completed by HMPPS Wales prior to the contract transfer from G4S Health to CTMUHB, the staffing structure has been reviewed and the requirement for 	<p>G4S Health /CTMUHB</p> <p>G4S Health</p> <p>G4S Health</p> <p>G4S Health</p> <p>Director/G4S Health</p> <p>HMPPS Wales/ G4S/CTMUHB</p>	<p>March 2023</p> <p>Complete</p> <p>Complete</p> <p>November 2022</p> <p>November 2022</p> <p>March 2023</p>



		<p>additional resources to ensure that there is appropriate governance and oversight has been identified and included in the staff profile. Current G4S policies and procedures will be adopted at transfer, and these will be reviewed and CTMUHB policies and procedures adopted accordingly. Appropriate monitoring and reporting governance frameworks will be established, which will feed into CTMUHB Governance processes to provide assurance that the appropriate procedures are in place and being followed to meet the required standards. There will be a period of bedding in once the service transfers in December hence the target date.</p> <ul style="list-style-type: none"> Once transfer of the contract is completed the monitoring and compliance of the provision will be discussed at the monthly healthcare operational meeting by HMP Parc, and quarterly at the Prison Health Partnership Board chaired by HMPPS Wales. 	Director/HMPPS Wales	March 2023
10	Access to the library was poor.	<p>HMP Parc will improve access to the library by:</p> <ul style="list-style-type: none"> Libraries will be established in residential areas and peers will assist in the ordering and delivery of books from the main library. The library in the Vulnerable Prisoners Unit will reopen following extensive repairs and a new timetable will be published to improve access. Prisoners who are engaged in education on the units will be given the opportunity to visit the library as part of their core week. Weekend access to the library will commence from October 2022. A comprehensive review will take place about maximising the potential of the library and changing it into a community hub. This will encourage prisoners to attend the area for engagement events and improve access to the library. The library will keep data on who is accessing it, which will be analysed to determine which wings and cohorts of prisoners are 	<p>Director</p> <p>Director</p> <p>Director</p> <p>Director Director</p> <p>Director</p>	<p>September 2023</p> <p>March 2023</p> <p>March 2023</p> <p>Complete June 2023</p> <p>December 2022</p>



		<p>accessing/utilising its services to identify any disproportionality in accessing it. The data will be discussed at the resettlement/rehabilitation and ED&I meetings to monitor accessibility and use.</p> <ul style="list-style-type: none"> • Additionally, the weekly regimes meeting will monitor library access and provide figures to the above meetings. • Commission a survey to establish the number of prisoners accessing the library to determine the level of prisoner engagement. 	<p>Director</p> <p>Director</p>	<p>Complete</p> <p>April 2022</p>
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