



HM Prison &  
Probation Service

Action Plan: HMP Holme House

Action Plan Submitted: 12<sup>th</sup> July 2023

A Response to the HMIP Inspection: 6<sup>th</sup> – 16<sup>th</sup> March 2023

Report Published: 26<sup>th</sup> June 2023

## 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 His 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.





2	<p><b>Prisoner attendance in education, skills and work was too low, despite recent improvements and leaders' actions to try to improve attendance.</b></p>	<p>HMP Holme House has recruited a Head of Education Skills and Work (HoESW) who will take up post in late July.</p> <p>The HoESW will be responsible for the strategic direction of the department, increasing capacity in work areas and attendance in Education and Work. This will be done by reviewing curriculum and provisions within the department, exploring why prisoners do not want to attend and work with prison offender managers and key workers to encourage attendance through their valuable communications.</p> <p>The appointment sequencing system has been improved to allow prisoners to attend multiple appointments throughout their period of allocated activity. This ensures essential appointments do not adversely impact on the allocations to education, skills and work.</p> <p>The Incentives policy is being used to encourage attendance by ensuring that employment is a pre-requisite for Enhanced status. Completion of courses will attract a bonus payment and non-attendance and non-engagement will be monitored and challenged by wing staff to ensure absences are legitimate. We have introduced assurance measures such as the non-attendance log to monitor trends allowing appropriate IEP action to be taken by residential units. In addition, we have introduced return slips evidencing appropriate absences.</p> <p>HMP Holme House will facilitate award events to celebrate the completion of courses with the aim of motivating and encouraging participation and attendance, as well as recognising success and achievement.</p>	Governor	<p>Complete</p> <p>September 2023</p> <p>Complete</p> <p>August 2023</p> <p>August 2023</p>
<p><b>Key concerns</b></p>				
3	<p><b>Over a third of prisoners shared a cell designed for one, with insufficient space to live in decent conditions.</b></p>	<p>Accommodating two prisoners in a cell designed for one is never desirable but continues to be necessary across the estate in order to accommodate all those committed to custody by the courts. Operational capacities, including manageable levels of crowding, are set by senior operational responsible for managing the prison,</p>	HMPPS	Complete



		<p>considering risks to safety and stability, and not by a central process or by wider supply and demand issues.</p> <p>We are delivering 20,000 additional modern uncrowded prison places, the largest prison build programme since the Victorian era, ensuring the right conditions are in place to rehabilitate prisoners, helping to cut crime and protect the public. We have already delivered c.5,200 places, including through the brand-new prison, HMP Fosse Way, which started accepting prisoners at the end of May. This is in addition to the new prison, HMP Five Wells, which opened last year. We have also delivered c.700 temporary places delivered through modular units.</p> <p>There may be options in future to further reduce crowding levels, for example if population growth is slower than projected and there is sufficient headroom in the estate. This would enable targeted reductions of the least suitable prison places (including crowded places), but it is not possible to commit to this based on the latest projected population. Furthermore, it is also difficult to predict how these national trends will play out at a local level and the proportion of prisoners held in crowded cells at HMP Holme House will always ultimately depend on regional population levels and demand.</p>		
4	<p><b>Tutors in functional English and mathematics did not implement the curriculum consistently well.</b> Too many prisoners on these courses did not complete their studies and did not gain qualifications</p>	<p>The education provider (NOVUS) will ensure that all teachers are trained to provide a consistent approach in their teaching quality, they will also be provided with guidance to refer to following the training. This will be delivered by Education managers guided by the Head of Education Skills and Work</p> <p>HMP Holme House and Novus will review the terms of reference and agenda for the Quality improvement group to ensure we collaboratively review quality of curriculum delivery.</p> <p>Learner Walks will be implemented to provide assurance that a consistent approach is being taken applying consistency of teaching,</p>	Governor	<p>December 2023</p> <p>December 2023</p> <p>September 2023</p>



		<p>any issues arising can be discussed in the monthly educational Governance meeting.</p> <p>Release dates will be checked alongside prisoner allocations to functional skills to ensure there is enough time to complete the qualification.</p> <p>HMP Holme House will facilitate award events to celebrate the completion of courses with the aim of motivating and encouraging participation and attendance, as well as recognising success and achievement.</p>		<p>September 2023</p> <p>August 2023</p>
5	<p><b>There were currently too few full-time opportunities in prison industries.</b> Too much of the provision did not support prisoners to gain recognition for their skills development.</p>	<p>HMP Holme House will increase the current allocation for activity spaces. To assist the establishment a member of the national Public Commercial Services Union attended Holme House to complete risk assessments, with HMPPS health and safety, for the industries workshops, which identified more prisoners who were available to work in workshops</p> <p>Vocational qualifications have been introduced into the industrial cleaning activity area. Plans are in development to introduce new industries areas alongside identifying appropriate vocational qualifications.</p> <p>HMP Holme House will introduce learner celebration events where awards will be presented by the Head of Reducing Reoffending to prisoners that have gained qualifications and completed work to a high standard.</p>	Governor	<p>September 2023</p> <p>February 2024</p> <p>August 2023</p>
6	<p><b>Vulnerable prisoners did not have access to sufficient accredited vocational training.</b></p>	<p>HMP Holme House will reconfigure the current allocation of vulnerable prisoners (VP) work placements to allow access to more accredited vocational training. The reducing reoffending department will set up a task group to review workspace on the VP unit. This will incorporate a qualification for Business Enterprise to aid self-employment on release.</p>		<p>March 2024</p>



7	<p><b>Too many prisoners, including those convicted of sexual offences, left Holme House without targeted treatment or accredited interventions to address their offending behaviour.</b> A lack of staff had greatly reduced the number of accredited offending behaviour programmes and the provision did not now meet the needs of the population.</p>	<p>A needs assessment was completed for the Prisoners Convicted of Sexual Offence (PCOSO) and all main cohorts of prisoners.</p> <p>Healthy Sex Programme (HSP) was previously delivered at HMP Holme House; this was the only programme specifically designed to address sexual offending at Holme House and is for a limited cohort. HSP is a secondary programme for those with identified specific needs and is generally delivered to prisoners after they have undertaken a primary sexual offending programme. HSP relies on psychologists experienced in delivery of PCOSO programmes and was introduced to Holme House in order to meet national demand because at the time the team contained some HSP trained staff. Due to staff moving roles this has resulted in a lack of experienced staff to offer HSP and no means to train up additional staff as they lack the prerequisite experience.</p> <p>HSP funding remains available for HSP – this funding was always allocated to Yorkshire and Tees &amp; Psychology Group for delivery of HSP and remains funded but there is greater demand in HMP Hull and Moorland prisons for HSP. It is rare to have someone identified for HSP residing at Holme House and due to a national prioritisation system delivery was reliant on transferring individuals from other sites which was often compounded by prisoners' reluctance to transfer to Holme House to take up available places.</p> <p>HMP Holme House offers Thinking Skills Programme (TSP) (medium and higher risk general offending) and Kaizen (higher risks of general violence and/or intimate partner violence offending). The need assessment suggests this is an appropriate configuration of programmes delivery; however, indicated that some individuals at Holme House may have a learning disability and challenge (LDC) and, following further assessment, may require specific alternative interventions designed for individuals with LDC.</p>	National Psychology Services OBP National team	Complete
---	---	---	--	----------



		<p>To support access to offending behaviour programmes (OBP) for this population, Interventions Services have been supporting Treatment Managers to enable them to better support decision making and feedback to Prison Offender Managers (POMS) on appropriate OBP pathways. In addition, an increase in provision of OBP's, across the estate, for those with LDC is planned for this current financial year. This work will support future decision making at Holme House regarding what LDC alternative provision may be appropriate for the population.</p> <p>There have been some significant staffing issues faced at Holme House, impacting on the delivery of TSP and Kaizen programmes. They are currently in the process of re-building teams to plan future increases of delivery and work towards optimum delivery. Delivery of TSP is delivered by staff employed directly by HMP Holme House. Kaizen is delivered by a combination of staff from Psychology Services and those directly employed by HMP Holme House.</p> <p>The Governor has submitted a Workforce Planning Update application (WPU) to recruit a Programme Manager, to provide institutional support and oversight to OBP delivery. This role is integral to the support and coordination of OBP delivery in a prison. In addition, there has been central work to improve the recruitment of facilitators, improving the quality and approach to recruitment. There is also increased support for OBP teams driven by Directorate Programme Managers. This enables wider support mechanisms to be developed across sites; support events have been well attended by Holme House OBP Team representatives</p>		
--	--	---	--	--





