



HM Prison &
Probation Service

Action Plan: HMP Haverigg

Action Plan Submitted 1st September 2021

A Response to the HMIP Inspection 17th May – 27th May 2021

Report Published 1st September 2021

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, Community Rehabilitation Companies (CRCs) 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 recommendations. The action plan confirms whether recommendations are agreed, partly agreed or not agreed (see categorisations below). Where a recommendation is agreed or partly agreed, the action plans provides specific steps and actions to address these. Actions are clear, measurable, achievable and relevant with the owner and timescale of each step clearly identified. Action plans are sent to HMIP and published on the HMPPS web based Prison Finder. Progress against the implementation and delivery of the action plans will also be monitored and reported on.

Term	Definition	Additional comment
Agreed	All of the recommendation is agreed with, can be achieved and is affordable.	The response should clearly explain how the recommendation will be achieved along with timescales. Actions should be as SMART (Specific, Measureable, Achievable, Realistic and Time-bound) as possible. Actions should be specific enough to be tracked for progress.
Partly Agreed	Only part of the recommendation is agreed with, is achievable, affordable and will be implemented. This might be because we cannot implement the whole recommendation because of commissioning, policy, operational or affordability reasons.	The response must state clearly which part of the recommendation will be implemented along with SMART actions and tracked for progress. There must be an explanation of why we cannot fully agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.
Not Agreed	The recommendation is not agreed and will not be implemented. This might be because of commissioning, policy, operational or affordability reasons.	The response must clearly state the reasons why we have chosen this option. There must be an explanation of why we cannot agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.



ACTION PLAN: HMCIP REPORT

ESTABLISHMENT: HMP HAVERIGG

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
	Key concerns and recommendations				
6.1	Key concern 1.33: While safety outcomes were currently good, there were some shortcomings in assurance structures; for example, governance of the use of force and secure cells was weak, the safeguarding strategy was out of date, and there was inadequate staff supervision of the peer workers who supported particularly vulnerable prisoners.	Agreed	<p>Use of Force The Use of Force Committee sits bi-monthly and reviews the reports of all instances where force has been used. The Head of Safety now reviews each incident and reports to the committee considering the evidence of:</p> <ul style="list-style-type: none"> • The justification and proportionality of the force applied. • Consideration of the risk of COVID transmission. • The de-escalation techniques used and recorded. • The video evidence provided where force was used. <p>Where the required standards are not met feedback is provided by the Head of Safety or the Use of Force Coordinator, to the officer(s) and/or supervisor concerned. Where there are more serious concerns or omissions a formal investigation is commissioned.</p> <p>Secure Cells The Head of Safety now provides oversight for the use of secure cells and has made improvements to the way that this is managed</p>	The Governor	Completed
				The Governor	Completed



	<p>Key recommendation: Leaders should implement robust governance of key areas of safety, including use of force, secure accommodation and safeguarding of the most vulnerable prisoners. (To the governor)</p>		<p>and recorded. Monthly assurance checks by the Business Hub are now in place and outcomes are included in the Senior Management Team (SMT) Compliance and Assurance report. HMP Haverigg will continue to monitor their use at the Use of Force Committee.</p> <p>For all incidents where a secure cell has been used the committee will ensure that there is evidence of;</p> <ul style="list-style-type: none"> • Authorised and appropriate use of the cell (in line with PSO 1700 Segregation guidelines). • Completion of safety screens within the required time frames. • Delivery of a decent regime including time outside, exercise, access to showers and phones. • Regular supervision of the prisoner by wing staff. • Minimal duration of stay in the secure cell, ensuring that this does not exceed 24 hours and only involves an overnight stay in exceptional circumstances. <p>Safeguarding The Head of Safety has updated the Safeguarding Strategy, ensuring that all associated links to other documents are also up to date and relevant.</p> <p>Arrangements for ensuring safe practice by the Resident Support Assistants (RSA) will be strengthened to include a rigorous selection and monitoring process, formal training and comprehensive methods for individuals to report concerns.</p>	<p>The Governor</p> <p>The Governor</p>	<p>Completed</p> <p>December 2021</p>
6.2	<p>Key concern 1.34: The general environment did not yet reflect that of a</p>	<p>Partly Agreed</p>	<p>This recommendation is party agreed because the removal of some internal fences and kitchen improvements will require an Estates Investment Proposal (EIP) bid to complete the work. Bars</p>		



<p>category D open prison, with internal walls, razor wire and bars on cell windows. Much of the prison also needed refurbishment and repair; many billets had leaking roofs and cracked floors. Some showers and the main kitchen were also in poor condition. A recent power loss in the kitchen caused by a broken part had resulted in considerable disruption and a limited menu for several weeks.</p> <p>Key recommendation: The prison should complete its transition to an open prison environment with proportionate physical security, and the living areas and main kitchen should be repaired and refurbished to provide consistently</p>		<p>on R1, R2 and R5 units are integral to the building and cannot be removed.</p> <p>Internal gate and fences The programme of work to remove internal fences will continue with approximately 50% of identified fences already removed. Approximately 70% of all internal fences can be removed utilising existing resources within the prison in this way.</p> <p>The remaining 30% of removable fences are more complex to remove having integral lighting, CCTV cables and extensive razor wire attached or being surrounded by unstable terrain. An EIP bid will be submitted for the completion of this work.</p> <p>Window Bars Since the inspection, bars have been removed from all the windows on the R3 and R6 units. As stated, the bars on R1, R2 and R5 units are integral to the building and cannot be removed.</p> <p>Roof repairs Funding has been allocated to repair roofs on the kitchen, the main administrative building and the building that was previously the segregation unit. This work will commence September 2021 and will be completed within the 2021-22 financial year.</p> <p>Some of the billets on R3 unit have leaky roofs and these will be repaired by the Prison Maintenance Party.</p> <p>Flooring Funding has been allocated for a significant amount of replacement flooring and this will be sufficient to repair all current damage on site. Work will commence in September 2021 and will be concluded within the 2021-22 financial year.</p> <p>Showers</p>	<p>The Governor</p> <p>HMPPS</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>March 2022</p> <p>March 2023</p> <p>Completed</p> <p>March 2022</p> <p>March 2022</p> <p>March 2022</p>
---	--	---	--	--



	decent living and working conditions. (To HMPPS and the governor)		<p>Funding has been allocated to replace showers on five billets on R2 unit and one billet on R6 unit which will bring all showers up to a decent standard on those units. Work has commenced and will conclude within the 2021-22 financial year.</p> <p>Only one shower unit on R3 unit then remains to be refurbished and this will be completed by prisoners on the Interior Fitting course as part of their coursework. This will be completed within the 2021-22 financial year.</p> <p>Kitchen Refurbishment Following a successful bid some funding has been allocated to complete immediate upgrades to the kitchen within the 2021-22 financial year. This will include new doors and frames, replacement flooring, new wall cladding and improvement to the electrical supply and extraction system. This work will commence October 2021 and will conclude within the 2021-22 financial year. However, this work when completed will not address all of the shortcomings in this area.</p> <p>In order to ensure that the kitchen area is improved to the required standard HMP Haverigg will submit further bids for more comprehensive work to be carried out in the 2022-23 financial year.</p>	The Governor	March 2022
				The Governor	March 2022
				The Governor	March 2022
				The Governor	March 2023
6.3	Key concern1.35: ROTL was a key objective for most prisoners at Haverigg. However, the range of voluntary and paid work opportunities in the community was very limited.	Agreed	<p>A Band 6 Business Community Engagement Manager has been appointed with lead responsibility for developing community opportunities, both paid and voluntary.</p> <p>The prison is a key member of the 'Altogether Cumbria' initiative which brings together a number of local and national employers. There are advanced plans for the development of a shared training facility outside the prison, which will provide training for prisoners on temporary release, as well as the creation of additional work placements for prisoners through that forum.</p>	The Governor	Completed
				The Governor	December 2021



	<p>Key recommendation: Prison leaders should expand the range of paid and voluntary work opportunities available to prisoners undertaking ROTL in the community.</p>		<p>HMP Haverigg will participate in the ‘Made Inside’ conference that will take place in late 2021, organised by the New Futures Network. This will showcase the opportunities for businesses to engage with HMP Haverigg, developing opportunities inside and outside of the prison. Following the conference HMP Haverigg will engage directly with potential employers to create placements for prisoners.</p> <p>HMP Haverigg will continue to build a portfolio of paid opportunities through the Business Community Engagement Manager role. The newly appointed Engagement Manager will identify and explore opportunities within the building trade, hospitality and agriculture industries by making direct contact with local companies, arranging face to face meetings and in holding networking events both in the prison and in the local community. HMP Haverigg expect to have a comprehensive range of both paid and voluntary work opportunities in place by March 2022.</p>	<p>The Governor</p> <p>The Governor</p>	<p>March 2022</p> <p>March 2022</p>
	<p>Recommendations</p>				
<p>6.4</p>	<p>Recommendation 2.12: All violent incidents should be accurately recorded on the incident reporting system. (To the governor)</p>	<p>Agreed</p>	<p>All violent incidents are now reported on the Incident Reporting System (IRS) immediately due to the following additional checks taking place:</p> <ul style="list-style-type: none"> All submitted Intelligence Reports are viewed by an Intelligence Analyst and a Senior Manager each day. They identify any relevant incidents where an IRS report has not been made, if an incident not reported is discovered while carrying out these checks the Manager ensures that this is reported appropriately. The Security Department review the daily record of events (produced by the Orderly Officer) to ascertain if 	<p>The Governor</p>	<p>Completed</p>



			<p>any incidents have occurred within the previous 24-hour period that require further reporting.</p> <ul style="list-style-type: none"> The manager in charge of the establishment during night state carries out checks on all observation books held on each unit throughout the establishment. These books are used to record incidents of note on the respective unit. If an incident not reported is discovered while carrying out these checks the Manager ensures that this is reported appropriately. <p>A self-audit of IRS will be completed after six months to assess performance in this area.</p>	The Governor	January 2022
6.5	<p>Recommendation 2.13: The local policy on the application of the incentives and earned privileges scheme should be followed consistently. (To the governor)</p>	Agreed	<p>Improved oversight of the Incentives Scheme will be provided by the Head of Residence who will report to the Conduct and Expectations Committee. The committee meets bi-monthly and is chaired by the Deputy Governor. Evidence of the following will be provided;</p> <ul style="list-style-type: none"> All newly arrived prisoners being placed on the Enhanced level of the scheme. Reviews for those on Standard level of the scheme taking place at least monthly. Decisions to downgrade prisoners only being taken at a case review attended by the prisoner. 	The Governor	September 2021
6.6	<p>Recommendation 2.17: Adjudicators should fully investigate all charges before a finding of guilt and ensure that prisoners are able to</p>	Agreed	<p>All adjudicating Governors are now ensuring the sufficiency of investigation before a finding of guilt and putting particular emphasis on recording decisions in relation to legal advice and ensuring that these are consistent with published Prisoner Discipline Procedures.</p>	The Governor	Completed



	access legal advice if requested. (To the governor)		The Deputy Governor now reviews the quality of 100% of completed adjudications each month and reports findings to the Conduct and Expectations Meeting which meets bi-monthly. Individual feedback is provided to adjudicators where necessary.		
6.7	Recommendation 2.19: All use of force should be fully justified and proportionate and should only be applied following the use of de-escalation techniques. (To the governor)	Agreed	<p>Handcuffs are no longer used routinely to escort prisoners to the secure cells. All incidents involving the use of handcuffs are now referred to the Quarterly Use of Force Scrutiny Committee where incidents are considered and reviewed in terms of them being justified and proportionate. Body Worn Video Camera recordings are part of the evidence used to inform this assessment.</p> <p>The Use of Force training package allows for trainers to make local adaptations to the delivery of training sessions in order to address local priorities. HMP Haverigg have instructed local trainers to include emphasis on de-escalation techniques so that this element is actively promoted at a local level.</p>	The Governor	Completed
6.8	Recommendation 3.3: Leaders should ensure that staff are confident to work in open category D conditions and with prisoners convicted of sexual offences. (To the governor)	Agreed	<p>The Learning and Development Committee has been re-launched and will develop a training strategy to ensure the continuing development of our staff to work with prisoners convicted of sexual offences and those in open conditions.</p> <p>An awareness package will be delivered to all staff over the next twelve months. It will be a classroom-based session delivered by the Psychology Team and will aim to build staff capability and confidence to work with people convicted of sexual offences.</p> <p>The Psychology Team will develop a more in-depth product for Offender Management Unit (OMU) colleagues, who require a greater understanding of sexual offending and assessing and managing risk.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>October 2021</p> <p>September 2022</p> <p>March 2022</p>



			<p>The modular e-learning training package “Working with individuals who commit sexual offences” will continue to be supported and completions will be monitored by the Learning and Development Committee.</p> <p>Public Protection and OMU Champions will be introduced in all departments. They will be provided with more detailed information and training on related policies and procedures, they will also be a point of contact for staff and will help raise awareness of key issues.</p> <p>The OMU department will deliver another training open day event over the next year to help raise awareness of their work amongst the wider staff group.</p> <p>The Employee Assistance Programme provider ‘PAM Assist’ will deliver Reflective Sessions for staff, both on an individual and group basis, to help those who may be negatively affected by their work with this cohort.</p> <p>The Security Department will continue to raise awareness of the security standards in an open prison, with the production of themed learning bulletins and briefings for staff.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>Completed</p> <p>October 2021</p> <p>September 2022</p> <p>October 2021</p> <p>March 2022</p>
6.9	<p>Recommendation 3.10: Telephones should be screened to afford adequate privacy when prisoners are making calls. (To the governor)</p>	<p>Partly Agreed</p>	<p>This recommendation is party agreed because it is not possible to install privacy screens around the telephones on the R6 unit (which include two billets) as there is insufficient space to make the physical alterations. HMP Haverigg will however seek an alternative solution that provides the required level of privacy by looking at an assessment of cost to relocate the phones to another area.</p>	<p>The Governor</p>	<p>March 2022</p>



			A programme of work has now commenced to erect privacy screens around all the telephones on R1, R2, R3 and R5 units and this will be completed by the Prison Maintenance Party.	The Governor	December 2021
6.10	Recommendation 3.14: Self-cook facilities should be installed in the living areas so that prisoners can prepare meals for themselves. (To the governor)	Partly Agreed	This recommendation is partly agreed because HMP Haverigg are unsure if all living areas have the capability to include integrated facilities for meal preparation. HMP Haverigg will undertake a survey of all living areas which will be completed by March 2022. The survey will include identification of locations, design, equipment required and assessment of electrical capacity. The survey will also include costings for all work to be carried out. As the equipment costs are likely to be significant the completion of any work will be spread over two financial years.	The Governor	March 2022
6.11	Recommendation 3.25: Prison leaders should ensure rigorous tracking and analysis of applications, including through the development and promotion of the work of the resident information orderlies. (To the governor)	Agreed	<p>The local policy and introduction of Residential Information Orderlies (RIO) was in its infancy during the inspection team visit and processes were not fully embedded. Following the inspection, HMP Haverigg have given the arrangements increased focus and introduced assurance checks undertaken by the Business Hub and tracked through the Head of Function and Manager bi-lat process. A Residential Custodial Manager will be appointed to review the job description for the RIO and to provide oversight of their work.</p> <p>A monthly analysis on application type, timeliness and completion of responses will also be provided to the SMT and the Prison Council through which improved performance can be driven.</p>	The Governor	December 2021
6.12	Recommendation 3.26: Complaints monitoring data should be collected systematically and	Agreed	The Head of Business Assurance (HOBA) will produce a detailed monthly report to the SMT and the Prison Council showing trends and analysis of complaints themes. Monthly assurance and compliance checks are now being conducted by the Business	The Governor	September 2021



	analysed thoroughly to identify trends and help learn lessons. (To the governor)		Hub with performance being tracked and addressed through the Head of Function and Manager bi-lat process.		
6.13	Recommendation 4.19: Leaders and managers should increase prisoners' access to classroom facilities, such as ICT suites, as soon as practically possible so that prisoners can practise the skills they have learned on their courses. (To the governor)	Agreed	<p>HMP Haverigg have maximised attendance in all workshop and activity areas, however access has been limited due to COVID restrictions imposed to ensure that social distancing can be maintained. HMP Haverigg will request permission to move to Regime Level 1 and subsequently increase access to classroom facilities as soon as is practically possible. This will allow prisoners to practise the skills they have learned on their courses.</p> <p>The timescales for this will be determined by external factors relating to the progression of the pandemic, but an indicative date based on current planning is provided.</p>	The Governor	September 2021
6.14	Recommendation 4.20: Leaders and managers should ensure that those prisoners who have not been able to complete all components of a vocational qualification are given the opportunity to do so as soon as practically possible. (To the governor)	Agreed	<p>HMP Haverigg have maximised attendance in all workshop and activity areas however access has been limited due to COVID restrictions imposed to ensure that social distancing can be maintained. HMP Haverigg will request permission to move to Regime Level 1 as soon as it is safe to do so, this will allow all prisoners to participate in all components of a vocational qualification as soon as is practically possible.</p> <p>The timescales for this will be determined by external factors relating to the progression of the pandemic, but an indicative date based on current planning is provided.</p>	The Governor	September 2021



6.15	Recommendation 4.21: Leaders and managers should develop and apply consistently methods of recording the full range of knowledge, skills and behaviours that prisoners acquire in vocational workshops. (To the governor)	Agreed	<p>Portfolios in which learners can record the full range of knowledge, skills and behaviours will be introduced in the workshops where formal qualifications are not delivered (currently Woodwork and Welding). These will allow employability skills such as timekeeping, team working and practical skills to be recorded. Job sheets are already in place to capture Maths and English delivery and these will also be retained in the portfolios as evidence.</p> <p>The Industrial Manager will ensure that these are fully implemented and will report to the Reducing Reoffending Committee on performance.</p>	The Governor	September 2021
6.16	Recommendation 5.6: Prison leaders should have a plan, with suitable timescales, to encourage and enable community agencies to re-enter the establishment to provide comprehensive and in-person family services to prisoners as soon as possible. (To the governor)	Agreed	<p>The Family Link support service was provided remotely during the more restrictive stages of the pandemic, but in-person service resumed in July 2021. A full service will be resumed by December 2021 or sooner if it is practically possible.</p> <p>Once more relaxed visits arrangements can be delivered, and uptake has increased, there will be a further assessment of need with regards to any additional family support services that may be required.</p> <p>A 'Families and Significant Others' working group will be established to further develop this strand of work and report findings to the Reducing Reoffending committee.</p>	The Governor	December 2021
6.17	Recommendation 5.22: The reducing reoffending strategy should include all resettlement	Agreed	A comprehensive needs analysis will be completed to underpin the updated Reducing Reoffending Strategy. There will be an associated action plan to support implementation of the strategy.	The Governor	December 2021



	pathways and be underpinned by a comprehensive and up-to-date needs analysis and prison-wide action plan. (To the governor)				
6.18	Recommendation 5.23: All prisoners should have a review of their sentence plans and risk of harm assessments following their move to open conditions. (To the governor)	Partly Agreed	<p>This recommendation is partly agreed because not all sentence plan reviews and risk of harm assessments are completed by staff employed by HMP Haverigg.</p> <p>HMP Haverigg now ensure that all prisoners arriving, that are the responsibility of Prison Offender Managers, have their sentence plan and risk of harm assessments reviewed within the appropriate time scales in accordance with policy.</p> <p>The local Senior Probation Officer monitors those who are the responsibility of Community Offender Managers and where appropriate raise any backlog issues, that may arise, with the appropriate Senior Probation Officer in the community.</p>	The Governor	Completed
6.19	Recommendation 5.29: Interdepartmental risk management team meetings should have oversight of prisoners six months before their scheduled release date to ensure that actions are identified and	Agreed	The Interdepartmental Risk Management Meeting has had a refreshed agenda and now includes all prisoners who are six months prior to their release date. This took effect from the meeting in July 2021.	The Governor	Completed



	addressed in adequate time. (To the governor)				
6.20	Recommendation 5.30: Monitoring of prisoners' telephone calls should be timely, and records should contain a summary of conversations, with key points highlighted. (To the governor)	Agreed	The number of staff available to carry out this monitoring has been increased and there is now no backlog. All relevant staff have received a briefing about the level of detail required in the summary. Monthly assurance and compliance checks are now being conducted by the Business Hub with performance being tracked and addressed through the Head of Function and Manager bi-lat process.	The Governor	Completed

Recommendations	
Agreed	16
Partly Agreed	4
Not Agreed	0
Total	20

