



HM Prison &
Probation Service

Action Plan: HMP Liverpool

Action Plan Submitted: 12 December 2022

A Response to the HMIP Inspection: 18–19 and 25–29 July 2022

Report Published: 15 November 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 LIVERPOOL

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1.1	The availability of illicit drugs was too high.	<p>HMP Liverpool are currently in the process of having window grilles fitted on a number of cells around the establishment. The grilles will assist in tackling the drone issue at the establishment. Following their implementation, the security team will monitor the number of drones entering the establishment to assess the impact of this measure. This will be achieved through the monitoring each month of the intrusions to assess if these are decreasing in number which would signify that the grills are having a positive effect.</p> <p>A barcode system has been implemented for legal and confidential mail (R39). This will be monitored with further contact made with local Solicitors to increase its use. The measurement of this will establish if the barcode system measure is deterring this entry of drugs into HMP Liverpool.</p> <p>The Enhanced Gate Search is to be provided with additional security equipment, namely two airport style x-ray machines. The x-ray machines will assist in the detection of illicit drugs (and other contraband) entering the establishment. The impact of the machines will be monitored each month to assess if it is reducing drugs entering through this area.</p> <p>A reprofiling exercise is currently underway which will assist in providing consistent staff to the Dedicated Search Team, which in turn will enable targeted searches being carried out following intelligence being received. The success of these searches will be monitored each month to assess if the intelligence received is providing positive returns.</p> <p>The establishment, with support from the Prison Group Director (PGD) Team, will conduct a full review of the drug strategy. This will include the supply and demand elements, along with measures available to tackle the availability of illicit drugs.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>June 2023</p> <p>January 2023</p> <p>January 2023</p> <p>January 2023</p> <p>March 2023</p>



		The Independent Substance Free Living (ISFL) landing will be re-instated on G-wing following its closure on I-Wing due to the refurbishment programme. The ISFL will have prisoner lead meetings and provide a representative to the main drug strategy meeting to ensure there is a service experienced input. The ISFL will also incentivise men who wish to remain substance free.	Governor	April 2023
1.2	The management of medicines was inadequate. Administration was not safe, there were delays in the delivery of medicines and the management of sedating medicines was not in line with national guidance	All staff have undergone one to one bespoke medication management competency training regarding administration of medications with specific training on secondary dispensing. All staff have engaged in pharmacy led training sessions ran three times a week at handover and Mipra (pain relief medication) training run by pharmacy technicians. Staff have been observed in practise and signed off accordingly. All staff have had training files updated to reflect the above. A new polypharmacy pathway has commenced reviewing all prescriptions aimed at improving safe prescribing and reducing the additional variables related to increasing numbers of patients receiving medication at dispensaries. Regime resources to support the administration of sedating medicines in line with national policy will be explored as part of the establishment's re-profiling exercise.	Head of Transformation for Spectrum Governor	This action is in progress and will be audited throughout the year. January 2023
1.3	There were not enough activity places for the population. Too many prisoners were unemployed, the allocation process was not efficient and the rate of pay for education acted as a disincentive	The pay policy for prisoners has been reviewed with an outcome of fairness for all, so that education pay rates reach parity with all pay rates within the establishment. HMP Liverpool have already increased activity places since the inspection. and will continue to increase activity places to meet demand by utilising part-time activity to deliver increased attendance and provide more spaces to reduce unemployment. To improve the allocation process HMP Liverpool will review best practice from other performing establishments and prioritise staffing resources in this area. Increased links with the induction process will be made to capture allocation and sequencing at this stage and weekly management information	Governor. Governor Governor	Completed March 2023 March 2023



		<p>will be scrutinised against allocated and attended activity. A review of revised services after 3-6 months will be conducted.</p> <p>HMP Liverpool will work closely with New Futures Network and the Employee Advisory Board to broker meaningful activity being brought into the prison. These new activities will be delivered via two new workshops and existing workshop space is planned to house new activity.</p>	Governor	March 2023
1.4	<p>Prisoners did not have enough time unlocked. Unemployed prisoners in particular were locked up for far too long</p>	<p>Prisoners on monthly 'nil'pay'/unemployed will be spoken to by the Head of Residence monthly to ensure there has been no change in their circumstances and offered the opportunity to attend in activity.</p> <p>HMP Liverpool will conduct a full review of the core day with a view to increasing the time out of cell for all prisoners, which include prisoners in work, unemployed, retired and those with disabilities.</p>	Governor Governor	December 2022 January 2023
	Key concerns			
1.5	<p>The standard of some living accommodation was inadequate. Too many prisoners were living in a cell designed for one and too many cells had broken windows.</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. While most single cells in the prison system could physically hold two people, the determination of the maximum crowded capacity of a particular establishment is a matter of operational judgement, considering risks to safety and stability. In times of severe population pressure, establishments will be expected to hold as many prisoners as they can safely accommodate, but equally that number should be determined by the operational managers responsible for managing the prison, not by a central process or by wider supply and demand issues</p>	Capacity Management, HMPPS Prison Supply Directorate	Ongoing



		<p>HMPPS are investing £3.8 billion to deliver 20,000 new, uncrowded prison places. 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, it will 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 Liverpool will ultimately depend on regional population levels and demand.</p> <p>The project to replace windows started in August 2018. Windows are replaced on a rolling basis as each wing closes for refurbishment. To date, approximately a third of cells have new windows. The full refurbishment of the site is due to be completed by 2024/25.</p>	<p>Capacity Management, HMPPS Prison Supply Directorate</p> <p>Project Delivery Director, MoJ Estates Directorate</p>	<p>Ongoing, to be completed by 2024/2025</p>
1.6	Prisoners waited too long to see a GP or a dentist.	<p>The GP issue has now been fully resolved with the employment of a full-time GP and the ability to provide additional clinics after the Covid-19 regime was stood down. Waiting times are recorded and data is provided to the Governor who attends quarterly meetings.</p> <p>Dentistry services plan to commence a secondary clinic and additional area for clinical treatment which will result in a further reduction in waiting times.</p>	<p>Head of Transformation</p> <p>Head of Transformation</p>	<p>Completed</p> <p>December 2022</p>
1.7	There was a lack of training and oversight for peer workers who provided care for other prisoners in receipt of social care.	<p>A formal peer worker support process for prisoners in receipt of social care will be introduced. This will include training and managerial oversight at a senior level. This will be introduced in partnership with key stakeholders including the NHS provider</p>	<p>Governor</p>	<p>April 2023</p>
1.8	Prisoners waited too long for a hospital transfer under the Mental Health Act for specialist care and treatment.	<p>NHS England continues to focus on the pathway for transfers and remissions of adult prisoners to and from mental health hospitals. New performance metrics data collection commenced in April 2021 and work is ongoing to improve consistency and quality. Work is also underway to develop a whole-pathway approach to the care. This includes diversion from the criminal justice system where appropriate, and reconnecting those leaving custody with health services in the community.</p>	<p>NHSE</p>	<p>Completed</p>



		<p>An updated version of the 2011 Prison Transfer and Remission Guidance was published June 2021 https://www.england.nhs.uk/publication/guidance-for-the-transfer-and-remission-of-adult-prisoners-and-immigration-removal-centre-detainees-under-the-mental-health-act-1983/ The updated timescales within the Guidance reflect recommendations from the Independent Review of the MHA; Modernising the Mental Health Act; Increasing choice, reducing compulsion (2017) and subsequent White Paper – Reforming the Mental Health Act (2021) which was open to public consultation.</p> <p>In terms of adult secure inpatient services, national and regional teams in NHS England are working closely with NHS-led Provider Collaboratives as the vehicle for the delivery of any changes to adult medium and low secure services. In line with the Long-Term Plan ambition the Provider Collaborative Programme gives local ownership to providers for the whole pathway, including the interface with the criminal justice system, and the resource for their own populations, enabling them to make commissioning decisions to improve and integrate services.</p> <p>The Mental Health Team manager provides a weekly update of the prisoners on waiting lists for transfer. This is then shared with the Governor and other senior managers, to review which allows for local monitoring. Where there are issues the Governor escalates them directly with the healthcare management team.</p>	Governor	Completed
1.9	<p>Attendance at education, vocational training and work was too low. Punctuality was a problem with delays caused by late movement, medication dispensing and health care appointments.</p>	<p>HMP Liverpool will implement a system to more accurately monitor uptake and engagement of prisoners in planned engagement and personal development activities. This information will be used to monitor attendance, and continue to challenge acceptable absences and unacceptable absences, ensuring HMP Liverpool are utilising all monthly activity provision within the establishment. This will be discussed at the weekly performance meeting, and monthly at the Reducing Reoffending meeting. This will have senior oversight and be scrutinised monthly by the Governing Governor and the Head of Reducing Re-Offending. Performance will also be scrutinised by visits from the Prison Group Directors team. This will be challenged by the Prison Group Director at the Quarterly Delivery Meeting.</p>	Governor	March 2023



		<p>HMP Liverpool will use alternative delivery methods for 'drop-in' personal development sessions that supports attendance within the constraints of current HMPPS staffing levels.</p> <p>Part-time education is being introduced in line with the blended learning model, which ensures prisoners can take part in education and activities, and not be affected by the regime, and other appointments.</p> <p>The pay policy was changed making pay rates comparable with activity to increase motivation to attend and work around appointments. Implementation of the new pay policy has been published and shared with prisoners, demonstrating the financial benefits of attendance at work. The allocations unit will continue to monitor those prisoners making themselves unemployed and will direct names of those back to the residential units. Residential Units now utilise keyworkers and prisoner representatives to encourage prisoners to work, and staff will continue to be briefed in the benefits of prisoners attending work and give those prisoners who make themselves unemployed ongoing opportunities and encouragement to attend.</p> <p>Residential areas work closely with the activities team, healthcare colleagues and Novus to ensure all interruptions are minimised. This information is reported on weekly at the performance management meeting for scrutiny and challenge, and any discrepancies are identified and resolved.</p> <p>The basic IEP regime has been re-introduced for those prisoners who persistently refuse to work or make themselves unemployed.</p>	<p>Governor/Novus Managers</p> <p>Governor</p> <p>Governor</p> <p>Governor/Novus</p> <p>Governor</p>	<p>March 2023</p> <p>March 2023</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>
1.10	Instructors in prison industries did not effectively identify or support prisoners with learning difficulties or development needs in English and mathematics.	<p>HMP Liverpool will introduce 'This is Maths and English' (This is ME) learning corners in all workshops for prisoners to improve English and Mathematics.</p> <p>Workshop instructors, with guidance from the Neurodiversity Support Manager, will be trained to support the 'This is ME' learning corners.</p> <p>All workshop instructors will be provided with training to enable them to better support prisoner's development of functional skills.</p>	<p>Governor</p> <p>Governor.</p> <p>Governor</p>	<p>March 2023</p> <p>March 2023</p> <p>March 2023</p>
1.11	Arrangements to manage public protection risks posed by prisoners were not sufficiently robust. The	<p>The communications monitoring weekly meeting has been reviewed and updated to include an action to contact the Community Offender Manager</p>	<p>Governor</p>	<p>Completed</p>



	<p>inter-departmental risk management team meeting failed to identify and share information about prisoners who presented the greatest risk before their release</p>	<p>(COM) of all multi-agency public protection arrangements (MAPPA) cases 6 months prior to release where MAPPA level management has not been updated.</p> <p>Monthly Inter-departmental Risk Management Team (IRMT) meetings were implemented with effect from 17/08/2022 with full cross department attendance. An agenda is circulated to all partner agency attendees in advance and to Prison Offender Managers (POMs) with an action to contact COMs and share risk info and request updated risk management plans (RMP) for:</p> <ul style="list-style-type: none"> • All high-risk releases in the 4-week window • Never released Parole cases with a 6-month Parole Eligibility Date (PED) • Cases referred and agreed for MAPPA management in the community at Level 2/3 ensuring monitoring of communications are active and tracking of Multi-Agency Public Protection Arrangements (MAPPA) F reports. 	<p>Governor</p>	<p>Completed</p>
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