



HM Prison &
Probation Service

Action Plan: HMP Lancaster Farms

Action Plan Submitted: 20 December 2022

A Response to the HMIP Inspection: 15 – 26 August 2022

Report Published: 2 December 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 LANCASTER FARMS

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1.1	There was not enough purposeful activity for prisoners and too many prisoners were locked up for too long.	<p>A new Head of Reducing Reoffending has been appointed.</p> <p>Initial progress to increase allocation to activity and time out of cell has been made and, consequently, the number of unemployed prisoners is slowly decreasing. There are sufficient activity places for all prisoners, however, due to staffing vacancies, not all prisoners are able to access an activity. Recruitment campaigns are taking place and it is anticipated staff will be in post by March 2023.</p> <p>A review of activities will be completed to enhance training and vocational opportunities, this will also include evening clubs and Structured on Wing Activities (SOWA) to enrich the regime. The vocational bricks workshop will also be re-opened.</p> <p>A regime meeting will take place with key stakeholders to introduce and embed peer mentors.</p> <p>The 180 Project, a local partnership initiative, was introduced into the core day PE programme from 28th November and offered to all prisoners, as well as those identified via the substance misuse team.</p> <p>An ongoing programme of Duke of Edinburgh courses will commence in January.</p>	<p>The Governor</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>March 2023</p> <p>February 2023</p> <p>February 2023</p> <p>Completed.</p> <p>January 2023</p>
1.2	Work to promote fairness and equality had not been prioritised. There was insufficient oversight of outcomes for prisoners in protected characteristic groups.	<p>A new Diversity and Inclusion (D & I) manager has been appointed and is introducing measures to promote and support the equality agenda. A plan to</p>	<p>The Governor</p>	<p>January 2023</p>



		<p>tackle discrimination has been drafted and is due for publication in December, following consultation with key stakeholders.</p> <p>Senior management team (SMT) leads have been identified for each of the protected characteristic groups and are taking an active lead role in prisoner forums. Prisoner forums have been in place throughout the year and a further six forums have taken place since the inspection, covering various protected characteristics with the SMT lead chairing these meetings. Action plans have been created which are tracked and logged.</p> <p>The D&I manager has developed a combined action plan to ensure effective and efficient monitoring of matters arising from forums. These are shared amongst the SMT and discussed at the monthly SMT meeting as a regular standing agenda item. This ensures matters are monitored and addressed effectively.</p> <p>The Discrimination Incident Reporting Form (DIRF) process, including its quality assurance, has been reviewed and enhanced. Training sessions for all managers are planned in line with recognised national training.</p> <p>The Equality Action Team (EAT) meeting takes place quarterly and there is now a noted improvement in attendance from SMT members. The D&I manager provides a monthly analysis of equalities data, including allocation to work, which is scrutinised at both EAT and SMT meetings. The Head of Reducing Re-offending has created a new process to ensure all prisoner placements to activity go through the activities department to ensure fairness and equality.</p> <p>Prisoner equality representatives now work in collaboration with the D&I manager so prisoners can contribute to the equality agenda. A monthly forum has commenced. Formal training for equality representatives is due to commence in December.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>Completed and ongoing</p> <p>Completed</p> <p>February 2023</p> <p>Completed</p> <p>January 2023</p>
1.3	<p>Leaders and managers did not deliver consistently well-planned education, skills and work that linked directly to prisoners' future ambitions and career goals. There were no release on temporary licence (ROTL) work opportunities or high-quality careers</p>	<p>There are several staff vacancies in key activity areas which is impacting on the delivery and consistency of education and work. Recruitment campaigns are taking place and it is anticipated staff will be in post by March 2023.</p>	<p>The Governor</p>	<p>March 2023</p>



	<p>information, advice and guidance, throughout prisoners' sentences.</p>	<p>The Employment Hub is in operation and work is underway to ensure it is fully integrated within the induction process. This will ensure prisoners have the necessary information on arrival to make choices about work and education whilst at HMP Lancaster Farms. Funding of £3000 has also been gained to further improve the provision of the Hub. The prison employment lead will be responsible for ensuring careers information, advice and guidance is of a high quality via monthly scrutiny meetings.</p> <p>Information Advice and Guidance (IAG) provision is now deployed earlier on in a prisoner's sentence, to ensure the necessary information is provided upon arrival. This allows informed choices to be made about work and education opportunities while at HMP Lancaster Farms.</p> <p>The local ROTL policy has been reviewed and updated. It has been publicised across the establishment via posters and information notices which encourage prisoners to apply. All applications will be considered.</p> <p>The prison is holding Employment Advisory Boards (EAB) meetings which provide a positive and effective avenue to collaborate with external employers and organisations to enhance work opportunities for prisoners on release. This includes ongoing partnership with Booths Supermarket and other catering chains. Level 2 qualifications are now being delivered in the kitchen to support this work.</p> <p>HMP Lancaster Farms will continue to maximise opportunities to deliver new initiatives such as the 180 Project and are preparing to introduce a DHL and light engineering workshop.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>January 2023</p> <p>Completed</p> <p>Completed and ongoing</p> <p>Completed and ongoing</p> <p>January 2023</p>
	<p>Key concerns</p>			
<p>1.4</p>	<p>Body-worn video cameras were often not used, which undermined oversight, accountability and learning with respect to the application of force.</p>	<p>Body-worn video cameras (BWVC) will become mandatory Personal Protective Equipment (PPE) for all staff from 4th January 2023. HMP Lancaster Farms are awaiting delivery of additional cameras to support the delivery of the next-generation BWVC service. Appropriate governance will be provided via monthly Use of Force meetings to ensure maximisation of use.</p>	<p>The Governor</p>	<p>February 2023</p>



1.5	<p>The availability of illicit substances remained a considerable threat.</p>	<p>A full time Drug Strategy Manager has been appointed, who is focussing on developing robust recovery models in collaboration with the Substance Misuse Service (SMS) and Security Department. This includes the introduction of supportive adjudications.</p> <p>Funding has been secured to assist in enhancing the Incentivised Substance Free Living (ISFL) unit and develop therapeutic and rehabilitative initiatives to encourage and support prisoners to address substance misuse issues. The newly appointed Drug Strategy Manager has commenced staff training for oral swab testing for prisoners.</p> <p>Partnership working with the health provider Spectrum has improved through regular and local management meetings. Substance Misuse Service (SMS) group delivery and community meetings with Spectrum Mentors have commenced.</p> <p>Speed training events to ensure staff capability and confidence in security-related areas, including intelligence reporting, have taken place.</p> <p>Training has been delivered to staff working on the IFSL unit regarding voluntary drug testing.</p> <p>Governance arrangements have been reviewed and improved to provide reassurance around security baselines. A security diagnostic audit has also taken place.</p> <p>The effectiveness of Enhanced Gate Security (EGS) will be strengthened by the introduction of x-ray equipment to prevent the ingress of prohibited items into the prison.</p> <p>Partnership working with the Reducing Reoffending department has commenced to ensure appropriate allocation to work, based on intelligence, to prevent distribution of illicit items around the prison.</p> <p>Since the inspection, an intelligence led full lock down search has taken place in conjunction with area search teams. HMP Lancaster Farms will continue to work with external partners, including the local police, to investigate and prosecute individuals where appropriate.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</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>January 2023</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>April 2023</p> <p>February 2023</p> <p>Completed and ongoing</p>
1.6	<p>Incidents of recorded self-harm were increasing. Leaders were not doing enough to address underlying reasons for self-harming such as improving access to</p>	<p>The prison local Safety Strategy has been reviewed and implemented to help address underlying reasons for self-harming.</p>	<p>The Governor</p>	<p>Completed</p>



purposeful activity or actively managing issues around debt.	Prisoners who are being supported via Assessment, Care in Custody and Teamwork (ACCT's) or have been identified as having a significant history of self-harm are now identified to the activity hub manager via the Safer Custody team. They are encouraged to engage in purposeful activity by their keyworker and are prioritised for allocation into activities.	The Governor	Completed
	To ensure individualised care, HMP Lancaster Farms have improved current practice. Multi-Disciplinary Team meetings now take place and care plans are completed for prisoners; these are discussed at the weekly Safety Intervention Meeting (SIM). Actions are shared with keyworkers to ensure prisoners are supported appropriately	The Governor	Completed
	The prison now ensure that families are involved in the care of prisoners by utilising additional family days and consider the use of families in the ACCT process. A schedule of family days has been devised and published for 2023.	The Governor	Completed and ongoing
	HMP Lancaster Farms have identified that vapes contribute to bullying and self-harm. To mitigate this, the prison has reviewed the canteen process for failed delivery of vapes and prisoners are now supplied with vapes on receipt of relevant paperwork. Money is also not debited from prisoners' accounts to minimise the risk of debt. Rehabilitative adjudications have been introduced and provide an additional avenue of support for prisoners who are in debt.	The Governor	Completed
	Information arising from the Debt Forum and Safety Summit has been fed into the Safety Strategy. The National Safer Prisons Lead has undertaken a review of progress and provided support and guidance on how current delivery can be improved further. A debt forum has also taken place to ascertain the effectiveness of recent changes.	The Governor	Completed
	HMP Lancaster Farms have started working with the charity Gam Care who have delivered staff awareness sessions regarding gambling. They will commence a three-week course for prisoners in December.	The Governor	January 2023
	The prison has implemented partnerships with the Chaplaincy department and both regional and national leads, to address reasons for self-harm and improve management of vulnerable prisoners.	The Governor	Completed and ongoing



		<p>Cell floor repairs have commenced, and will be completed on a rolling programme, with five cells being repaired per week.</p> <p>The Clean, Rehabilitative, Enabling and Decent (CRED) programme will commence in April 2023. This will not only engage prisoners in work that improves skills, confidence and employability, but it will also contribute to a more decent environment in the prison.</p>	<p>The Governor</p> <p>The Governor</p>	<p>February 2023</p> <p>April 2023</p>
1.9	Too few escorts were provided for the required number of hospital appointments, many of which were routinely cancelled.	<p>Funding has been given to provide two extra escort staff until April 2023 to deal with the backlog of hospital appointments.</p> <p>In October, the prison provided escort staff to cover an additional 110 hours of escorts to ensure appointments were not missed.</p> <p>A Health Needs Analysis has been commissioned which will determine if escort staffing levels are adequate.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>Completed</p> <p>Completed</p> <p>March 2023</p>
1.10	Prisoners did not have reasonable access to a dentist and waiting times remained high.	<p>Many dental clinics were paused during the pandemic, resulting in a backlog which has increased waiting times. Measures to address this have been hindered, in part, due to a faulty dentist chair. The maintenance contractor AMEY have affected repairs to ensure services can resume and a replacement chair has been purchased which is due to be delivered in January. The dental provider Redbridge Associates Ltd will deliver catch up clinics once the chair has been installed.</p>	<p>The Governor</p> <p>Spectrum Community Health CIC</p>	<p>April 2023</p>
1.11	The quality of education, skills and work provision was inconsistent. Teaching staff did not plan learning or training that took full account of prisoners' starting points and future aspirations. They did not develop prisoners' employability skills sufficiently, including English and mathematical skills.	<p>A quality improvement plan has commenced to enhance the standard of education, skills and work provision, this is currently being embedded fully into the education providers (NOVUS) working practices. It is being led by the education manager and monitored/actioned via the Education Performance Meeting (EPM). A professional development plan for teaching staff will also be introduced.</p> <p>Since the inspection, the EPM agenda has been revised to include the monitoring of the quality of teaching and learning outcomes.</p> <p>Tutors and instructors will now use information about prisoners' aspirations and skills to set stretch and challenge targets to achieve their goals, progress will be monitored against these targets. Oversight will be provided by the Learning and Skills manager.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>March 2023</p> <p>Completed</p> <p>March 2023</p>



		<p>An employability focus is already in place, but will be strengthened by partnerships with Greene King, Ask Italia and Railtrack who will deliver courses to prisoners.</p> <p>Pay progression is now linked to functional skill achievements and this is being monitored via the EPM.</p>	<p>The Governor</p> <p>The Governor</p>	<p>April 2023</p> <p>Completed</p>
1.12	<p>Leaders and managers had been slow to improve the quality of learning and skills provision. Quality improvement actions often focused on processes rather than improving the quality of prisoners' learning and training experiences. Leaders did not provide suitable training and development activities to improve tutors' and trainers' teaching and training skills quickly.</p>	<p>Since the Inspection the newly appointed Head of Reducing Reoffending (HORR) has created a monthly quality improvement meeting with the Education and Learning and Skills managers, actions from the meeting are fed into the EPM.</p> <p>The Quality Improvement Group (QIG) meeting agenda has been reviewed, an emphasis has been placed on actions being cascaded to all partners and stakeholders to ensure effective and efficient implementation.</p> <p>The Head of Learning and Skills has introduced monthly learning walks to improve governance and provide a more strategic overview.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p>
1.13	<p>Leaders and managers had failed to ensure the effectiveness of allocation arrangements to education, skills, and work and had similarly failed to ensure consistent attendance at such activities. Many prisoners were allocated to courses that they had not chosen or remained on courses beyond the planned end date. Too many prisoners were unable to attend their face-to-face education and skills activities when staff were on leave.</p>	<p>The allocation process has been reviewed and improved to ensure effective and appropriate allocation arrangements are in place, based on prisoner need.</p> <p>Information Advice and Guidance (IAG) provision is now deployed earlier on in a prisoner's sentence, to ensure the necessary information is provided upon arrival. This allows informed choices to be made about work and education opportunities while at HMP Lancaster Farms. Course end-dates and progress are now being closely monitored via the EPM.</p> <p>There are sufficient activity places for all prisoners, however, due to staffing vacancies, not all prisoners are able to access an activity. Recruitment campaigns are taking place and it is anticipated staff will be in post by March 2023.</p> <p>The Reducing Reoffending department will introduce a process to communicate allocation outcomes to prisoners to improve attendance at activities.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>Completed</p> <p>Completed</p> <p>March 2023</p> <p>January 2023</p>



		Since the inspection, as part of the ongoing drive to get prisoners into work areas, HMP Lancaster Farms have adopted a system of utilising Keyworkers to have face-to-face meetings with every unemployed prisoner on their case load to discuss the employment opportunities available at the prison.	The Governor	Completed
--	--	---	--------------	-----------

