

Action Plan: HMP Long Lartin

Action Plan Submitted: 2<sup>nd</sup> May 2023

A Response to the HMIP Inspection: 5<sup>th</sup> – 16<sup>th</sup> December 2022

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## 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.



## ACTION PLAN: HMCIP REPORT

## ESTABLISHMENT: HMP LONG LARTIN

No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	The level of self-harm had doubled since our last inspection and was the highest among comparable prisons, but there was no plan to reduce it.	A review of the local Safety Strategy will be carried out, informed by data analysis, and will include a self-harm reduction plan and a local protocol to outline the case management of prolific self-harmers. This will include the development of a 'one page plan' for complex prisoners, which will have multi-disciplinary input. Contingency arrangements will be outlined for additional supportive measures during periods of reduced regime.	Governor	October 2023
		The term of reference for the monthly safety meeting has been reviewed to ensure there is appropriate cross-functional representation at the meetings.	Governor	Complete
		A review of the staff profile and regime management plan (RMP) will be undertaken with the assistance of the national Workforce Delivery Project, to improve efficiency and provide more consistency of the regime at each operating level. This will include a review of the Safety Team provision to ensure that it is appropriately resourced.	Governor	June 2023
		The Safety Team are now allocated as Key Workers for those identified as most at risk of self-harm.	Governor	Complete
		Key work will be re-launched in June 2023 with a structured programme of training and awareness to upskill Key Workers and improve the interactions and relationships with prisoners.	Governor	June 2023

		The assessment, care in custody and teamwork (ACCT) quality assurance (QA) has been updated. A thematic report is now reviewed as an agenda item at the Safety Committee allowing development needs and actions to be better identified, progressed and monitored by the Safety Team.	Governor	Complete
2	Levels of violence were too high, especially against staff. The safety team was under-resourced, and work	The establishment will work with the national Workforce Delivery Project to review the profile and develop the RMP to ensure that safety tasks are sufficiently resourced, and an appropriate level of safety provision is provided at each RMP operating state.	Governor	October 2023
	to address the causes of violence remained limited.	Structured support and development planning for all new staff through the first 'onboarding' year in service will be developed through the People Plan and monitored through the training committee. This will include specific development needs and safety focussed training and awareness. The training committee will develop scenario-based training and awareness for the management of violence, as well as key work training in readiness for a local relaunch of the Key Worker Scheme in June 2023.	Governor	June 2023
		A calendar of safety events has been scheduled to develop staff awareness. This will include a 'safety' week, commencing in Summer 2023, the introduction of rapid refresh training and regular safety themed training days.	Governor	March 2024
		The Safety Support Skills Module 9 will be delivered to all Supervising Officers (SO's) and Custodial Managers (CM's) by March 2024.	Governor	March 2024
		Challenge, Support and Intervention Plans (CSIP) training will be delivered to all key stakeholders by March 2024 and included on the wider training needs analysis.	Governor	March 2024
		CSIP referrals will be reviewed weekly by the Safety Team to ensure there is a good understanding of drivers for violence within the establishment.	Governor	June 2023
		A CSIP QA process will be developed and implemented using best practice from other establishments.	Governor	October 2023

Senior Leaders from the Care, Separation and Reintegration Unit (CSRU) now attend the weekly Safety and Intervention Meeting (SIM) and provide an update on violence within the unit.	Governor	Complete
All prisoners located in the CSRU now have reintegration plans which are reviewed at the SIM meeting prior their return to residential units, to ensure appropriate support measures and safeguards are in place.	Governor	Complete
The establishment will complete the initial training commitment and meet the readiness assessment to issue and deploy PAVA incapacitant spray at the prison.	Governor	June 2023
Work will be undertaken to improve the de-escalation of violent incidents, this will include:	Governor	
<ul> <li>Improving staff awareness and capability through the delivery of fast-track training/awareness sessions and development through the safety week.</li> <li>Increased deployment of body worn video cameras (BWVC) by installing a new system, mandating the requirement for BWVC's to be drawn by operational staff,</li> </ul>		June 2023 Complete
<ul> <li>compiling data and monitoring the usage through the daily management briefings.</li> <li>Promoting the use of BWVC's as a de-escalation technique through the delivery of a presentation at full staff briefings and the ongoing sharing of positive/good practice.</li> <li>The review of 100% use of force footage to identify where de-escalation techniques could have been better deployed and direct supportive measures for the staff involved.</li> </ul>		Complete Complete
The Incentives Policy has been reviewed and will be reviewed annually to ensure it rewards positive behaviour, but also challenges negative behaviour.	Governor	Complete
Violence reduction measures will be enhanced with the development of a debt reduction strategy to better understand and address the impact that debt and the illicit economy has on the violence dynamic at the prison.	Governor	October 2023

		Prisoner perceptions will be better used to inform violence reduction measures. This will include the establishing of a safety led monthly peer representatives meeting and the completion of a safety survey.	Governor	June 2023
		Staff and prisoner communications have been improved where there is need to restrict the regime, with a weekly regimes notice published by the Regimes Team and ad-hoc updates as they occur.	Governor	Complete
3	The prison's infrastructure was in very poor condition and in need of investment. Many cells had no toilet or	A temporary gate has been installed since the time of the inspection to provide access to contractors and enable the commitment to the long-term renovation projects planned across HMP Long Lartin.	MOJ Property Directorate	Complete
	running water, and the heating, roofs, showers, kitchen equipment and some physical security systems were failing.	The night sanitation calling system across the old-style residential units has been upgraded and the Governor held a consultative exercise with prisoners to agree/set appropriate response times for access to toilet facilities. The infrastructure of these units does not support in-cell sanitation; however, a bid will be submitted as part of the prison expansion plans to replace the old-style units.	MOJ Property Directorate / Governor	March 2024
		The showers on A-D wings have now been refurbished, including the repair of the roof area to the showers on A Wing.	MOJ Property Directorate	Complete
		Several heating and hot water boilers were replaced in 2022 and frequent repairs continue to be made. Repair times have now been reduced as a result of lessons learned from previous issues.	MOJ Property Directorate	Complete
		A specialist contractor has been sourced to attempt to repair/close the faulty vents and work is scheduled for completion by July 2023. Any elements that cannot be repaired will be subject to funding applications for replacement.	MOJ Property Directorate	July 2023

		Plans for a new replacement kitchen are now in place with intentions to tender the work by April 2024.	MOJ Property Directorate	April 2024
		Replacement equipment for the residential (self-cook) kitchen areas has been ordered. Equipment will now be replaced and upgraded subject to being installed.	MOJ Property Directorate	June 2023
		A proposal to repair the roofs of B, C and D residential units has been submitted to MOJ with a funding decision expected by June 2023.	MOJ Property Directorate	June 2023
		A bid for upgrades to the CCTV system, including installation, has been submitted and subject to approval will be procured and installed in the 2023/24 financial year.	MOJ Property Directorate	April 2024
		The prison engaged in the national prison condition survey to identify and document deficiencies. A survey will now be completed to identify and direct any remedial work required. Bids will be developed over the 2023/24 financial year.	MOJ Property Directorate	September 2023
		The local governance and assurance process has been enhanced to include a weekly functional prioritisation meeting, alongside the existing tripartite meetings and contract management process, to ensure that the (limited) resource is directed to risk and deficiencies and risks are appropriately escalated through reporting lines.	Governor	Complete
4	Prisoners spent too much time locked up and the regime was delivered inconsistently.	The prison has returned to the profiled delivery of a full core day, designed around unlock for activities in the main day and full unlock for domestics in the evening. This has enabled a more consistent delivery of the regime and an increase in activity hours. Prisoners now consistently receive a full evening period of association. Regimes are	Governor	Complete

		published to staff and prisoners through weekly regime updates following the RMP meeting and prior to any unplanned curtailments. A pro-active use of the RMP ensures that delivery is maximised within the operating levels available.		
		The establishment will review reporting systems to ensure that all purposeful activity is recorded appropriately.	Governor	June 2023
		The establishment will work with the national Workforce Delivery Project to review the profile and develop the RMP to ensure that resource is being utilised effectively to provide greater consistency/predictability at each operating level. RMP workshops will be held with operational managers and key stakeholders to ensure there is a collective understanding of the RMP and the operational management of the core day.	Governor	October 2023
		The establishment will work pro-actively to have a more positive impact on local recruitment and retention of Prison Officers by:	Governor	
		<ul> <li>Development of a local community outreach plan through engagement with the newly allocated communications specialist</li> </ul>		June 2023
		- Development of a local dataset to establish themes/patterns and inform local recruitment planning		Complete
		- Completion of an internal research project to determine the local drivers of job dissatisfaction and Prison Officer attrition		Complete
		- Undertaking of a culture hack/framework exercise to inform a plan to improve the culture and working conditions		June 2023
		- Structuring of the full onboarding process from pre-employment and induction to the completion of probation (first-year), to ensure that there is adequate support in place and reduce the disproportionate high levels of attrition in the first year		March 2024
		<ul> <li>Use of organisational schemes to address shortfalls and capability gaps with incentivised Public Interest Transfer (PIT) moves for Bands 3 and 4.</li> </ul>		June 2023
5	Provision of education, training and work was	A Head of Education, Skills & Work will be recruited as part of the national campaign, drawing specialist knowledge and experience from the education industry.	Governor	September 2023

	insufficient, and prisoners were not allocated to courses that met their needs.	A review of the local Reducing Re-offending Strategy and configuration of the Reducing Reoffending model at the establishment will be undertaken with all key stakeholders, following the recruitment of the specialist Head of Education, Skills and Work, to ensure that it is aligned with the needs of the population. This will include future provisions for workshops, the delivery of vocational skills and qualifications and the provisions for specific needs (including vulnerable prisoners).	Governor	October 2023
		The education annual delivery plan has been reviewed and updated to support the findings of the recent local education needs analysis.	Governor	Complete
		The Quality Improvement Group (QIG) is now structured around the four themes of the Ofsted inspection to better identify deficiencies and ensure courses are allocated appropriately to need. The schedule of the QIG has been amended to ensure wider stakeholder representation.	Governor	Complete
		An Information, Advice and Guidance (IAG) advisor will be recruited to promote sequencing of prisoners' education, training, and employment allocation.	Governor	May 2023
		Once recruited the IAG advisor will participate in the revised induction process to ensure the necessary information is provided upon arrival, allowing informed choices to be made about work and education opportunities while at HMP Long Lartin. This will assist prisoners and staff to identify appropriate targets for Individual Learning Plans (ILP's), sequencing activity allocation, and planning learning paths.	Governor	August 2023
6	Prisoners had insufficient contact with offender managers to support risk reduction and sentence progression.	An interim Head of Offender Management Delivery (HoOMD) has been appointed and on commencement will line manage all Probation Prison Offender Managers (POMs) to provide more consistency and a single point of contact to better allocate, monitor and review caseloads.	Governor	June 2023
	progrossion.	An Offender Management Unit (OMU) Strategy will be introduced to outline the requirements for POM to prisoner contact, prioritising those who are approaching key	Governor	July 2023

		<ul> <li>dates in their sentence. Delivery of these agreed levels of contact will be tracked during POM supervision sessions with the HoOMD.</li> <li>HMP Long Lartin will relaunch the Public Protection Steering Group, with a revised term of reference, to ensure there is a better understanding of risk and that resource is prioritised accordingly.</li> </ul>	Governor	June 2023
		The OMU will develop and introduce a plan to address the number of prisoners who have not had an Offender Assessment System (OASys) review in line with the Offender Management in Custody (OMiC) policy. Priority will be given to those whose sentence progression may become hindered due to a lack of an up to date OASys.	Governor	June 2023
	Key concerns			
7	There was a high level of illicit drug use but plans to reduce drug supply or to limit demand were lacking.	A whole prison approach drug strategy document will be developed, published and implemented incorporating best practice from other establishments. The Drug Strategy and action plan will be monitored at the monthly Drug Strategy meeting, through which information will be pro-actively shared with all relevant departments and partner agencies to reduce demand and supply, and support recovery. The meeting will draw on data analysis and trends to direct the strategic response. This will include analysis in relation to mandatory drug test (MDTs) and use of the body scanner.	Governor	October 2023
		An incentivised substance free living unit has been established for prisoners who wish to abstain from substance misuse.	Governor	Complete
		An internal engagement and communication programme will be developed to ensure prisoners, their families and significant others are aware of the impact of substance misuse, as well as the services they are able to access.	Governor	October 2023
		<ul> <li>Drug supply and ingress routes will be tackled with the following initiatives:</li> <li>A capital bid has been submitted for the upgrade in CCTV to address identified weak spots</li> </ul>	Governor	Complete

		<ul> <li>The local search provision will be increased and protected through the RMP to enable the completion of targeted Category B searching in accordance with local security commitments</li> <li>Enhance the security arrangements and level of supervision in visits with the ongoing review and mitigation of risk through the security assurance framework</li> <li>Corruption prevention awareness/training will be added to the staff induction programme</li> <li>The drug testing process will be reviewed, and a local protocol developed to outline the response and supportive measures to a positive test.</li> </ul>		June 2023 June 2023 June 2023 October 2023
8	Too few key work sessions were being delivered, limiting staff-prisoner relationships and sentence progression.	There is a long-term commitment to the full and consistent delivery of key work as staffing levels improve. Key work will be re-launched with a structured programme of training and awareness to upskill Key Workers, improve staff confidence and improve the positive interactions and development of meaningful relationships with prisoners. Key work delivery will be targeted and monitored through the RMP and Safety meetings, to ensure that the resource available is directed to the greatest need. This will include the use of the Safety Team to provide key work to the most complex and	Governor	June 2023
		vulnerable prisoners. A CM has been appointed to lead on the provision of key work delivery.	Governor	Complete
		The establishment will ensure that there is full oversight of key work delivery at all operating levels, through the daily monitoring of delivery statistics at the morning briefing and the weekly review of delivery targets at the RMP meeting.	Governor	Complete
		Key Work Champions will be identified from within the Prison Officer group to provide peer support for Key Workers.	Governor	June 2023
		Key Workers will be better integrated into the management planning of individuals, through increased involvement in CSIP plans, ACCT management, use of force debriefs and families and significant others engagement.	Governor	June 2023

		A key work QA process will be reviewed and re-established. Key work delivery completions will be shared with residential managers and themes discussed at the morning briefings. The CM key worker lead will complete a QA on a minimum sample of entries (10%). Themes will be reviewed with the celebration of good practice and support for development needs.	Governor	June 2023
9	The prison did not do enough to address perceived disproportionate	A Band 6 Diversity and Inclusion Manager will be appointed to oversee the progression and review of the Diversity and Inclusion Strategy and the Equalities Action Plan.	Governor	October 2023
	treatment among those from ethnic and religious minorities or to cater for the prison's large number of disabled prisoners.	External scrutiny will be provided by Zahid Mubarek Trust (ZMT) who will review internal policies and attend the Equalities Committee meeting on a quarterly basis. Worcestershire Social Care will attend SIM meetings and will be invited to attend the Equalities Committee meeting. External scrutiny bodies for other protected characteristic groups will be explored.	Governor	October 2023
		Documented Black and Minority Ethnic and Protected Characteristics forums will be re- established and consistently scheduled. This will include the recording and communication of outcomes.	Governor	October 2023
		Prison Equalities Champions will be identified for each of the residential units and supported with a job description. Equalities Champions once recruited will attend the Equalities Committee meeting and the monthly Peer Representative meeting.	Governor	October 2023
		The Adult Social Care and Safeguarding Strategy will be reviewed and updated to establish the provision for disabled prisoners. This will include a review of provisions for the supervision of care arrangements and a review of the referral process and links to other strategies, including the Families and Significant Others Strategy.	Governor	June 2023
		Individual care plans will be developed for prisoners with identified disabilities and enhanced to provide arrangements for supervision and evidence of personal care.	Governor	June 2023

		Plans will include any requirement for specialist equipment required to aid the individual.		
		Individual care needs of prisoners with disabilities will be reviewed at the weekly SIM meeting, with representatives from Worcestershire Social Care.	Governor	June 2023
		The establishment will seek good practice from other prisons to incorporate into local provision for diversity and inclusion.	Governor	June 2023
		Home Office on-site immigration clinics commenced in April 2023 to support foreign national prisoners at the establishment with frequency determined on need.	Governor / Home Office	Complete
10	The health care inpatient unit and the end-of-life cell were not suitable and too many prisoners were placed	Proposals for a full refurbishment of the healthcare unit are being developed with costs for potential completion of works by March 2024.	MOJ Property Directorate	March 2024
	in the unit inappropriately.	A multi-disciplinary review process will be implemented to review the locating of prisoners in the healthcare unit and the longevity and appropriateness of their location.	Governor	June 2023
11	The shortage of pharmacy staff was affecting service delivery. Prescribing was not subject to effective oversight or scrutiny, and	<ul> <li><u>Pharmacy Staffing</u></li> <li>A new Pharmacy Assistant has commenced in post.</li> <li>A visiting Pharmacist is now attending one day a week, and an additional administrative resource and a Health Care Assistant role has been allocated to support delivery of pharmacy services as an immediate interim measure.</li> </ul>	Head of Healthcare, Practice Plus Group (PPG)	Complete Complete
	governance of out-of-hours' medicines use was poor.	<ul> <li>An agency Pharmacy Technician is scheduled to start in post in May 2023, subject to vetting clearance.</li> </ul>		May 2023
		- A further agency Pharmacy Technician and a Bank Pharmacy Technician are expected to start in post from June 2023, subject to vetting clearance.		June 2023
		- A recruitment campaign for permanent Pharmacy Technicians remains ongoing with roles advertised via NHS Jobs, Practice Plus Group (PPG) website and on social		August 2023
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		media. To improve recruitment prospects, apprenticeships within the Pharmacy profession will commence from August 2023.		
		<ul> <li><u>Oversight and Scrutiny of Prescribing Practice</u></li> <li>An immediate review of prescribing practice has taken place with an action plan to address practice deficits.</li> <li>Regional Medicines Management meetings have commenced and are led by the Regional Lead Pharmacist.</li> <li>A Local Operating Procedure has been developed for oversight and scrutiny of prescribing practice and is discussed at the bi-monthly on-site Medicines Management meeting.</li> </ul>	Head of Healthcare, PPG	Complete Complete Complete
		<ul> <li>Monthly Clinical Quality Review meetings will be re-introduced, led by NHS England and attended by PPG Pharmacy Leads in order to seek assurance that appropriate and safe management of medicines is in place, and that identified concerns are addressed promptly.</li> </ul>		August 2023
		<ul> <li><u>Out of Hours Medicines Governance</u></li> <li>The critical/emergency medication cupboard has been organised to include essential medication only, as per the PPG policy. The policy has been reviewed and necessary adjustments made to reflect medicines often required out of hours. This includes a recording system/process and audit trail for the issuing of essential and emergency medications out of hours.</li> </ul>	Head of Healthcare, PPG	Complete
		<ul> <li>Weekly residential unit checks are now undertaken by pharmacy staff to ensure patients named medication is always used.</li> <li>Governance around out of hours medicines is now a discussion item at the on-site and regional Medicines Management meetings to maintain consistent oversight.</li> </ul>		Complete Complete
12	There was not enough mathematics or English provision, and teaching	The education annual delivery plan has been reviewed and updated to support the findings of the recent local education needs analysis.	Governor	Complete

	standards in those subjects were poor.	A blended learning approach will be developed to mitigate any operational interruptions to the regime. This will be monitored through the QIG.	Governor	June 2023
		The QIG has been re-designed to be structured around the four themes of the Ofsted inspection and the schedule of the QIG has been amended to ensure wider stakeholder representation.	Governor	Complete
		The Quality Improvement Plan (QIP) will be reviewed and updated, using findings from the inspection and Ofsted report. A post inspection improvement plan will be the basis of the new QIP and will have actions identified to address the deficiencies highlighted.	Governor	May 2023
		Internal HMPPS teacher observations will be implemented to provide an independent layer of assurance. This will be supported by the regional quality lead and the training of local staff.	Governor	March 2024
13	Leaders had made insufficient progress in improving prisoners' reading levels.	A Reading Strategy is in place and an associated action/implementation plan will be developed to support prisoners to improve their reading levels and encourage reading across the wider prisoner population. This will include a review of provision for non- readers by the specialist Head of Work, Learning and Skills upon appointment, with support from Milton Keynes College and the library.	Governor	June 2023
		Promotional events and initiatives will be developed to encourage prisoners to engage in reading. This will include the 'favourite book' initiative that will be developed with the management team and the broader use of the Shannon Trust mentors that have now been trained.	Governor	June 2023
		The Reading Strategy and associated action/implementation plan will be further developed to integrate/outline provisions across other areas, including group reading in the psychologically informed planned environment (PIPE) and the support for fathers reading to their children delivered in conjunction with the Prison, Advice and Care Trust (PACT).	Governor	June 2023

		Access to the library has been improved with the return to a full core day and the consistent availability of a library service during evening association.	Governor	Complete
		A library trolley/delivery service will be established to ensure access to books remains in place on the occasions when the regime needs to be restricted and the working practices will be reviewed to prioritise reading orderlies during a reduced regime.	Governor	June 2023
14	Leaders had not developed a personal development curriculum across education and work. Prisoners were	Additional funding has been provided for the recruitment of a specialist Head of Education, Skills & Work <i>(see Priority Concern 5)</i> . The curriculum and learning plans will be reviewed upon the appointment of this position.	Governor	September 2023
	not given formal opportunities to learn about equality, diversity or recent	ILP's are in place for education courses, these will be subject to quality assurance and monitored through the QIG.	Governor	Complete
	significant changes in society.	A Neurodiversity Lead will be recruited to provide specialist input and support for the wide range of prisoners that display or have recognised neurodiversity needs.	Governor	August 2023
		Workshop Progress Plans have been reintroduced and will be rolled out across all other employment areas, with staff responsible for developing and managing the plans.	Governor	June 2023
		Training plans for staff will be updated to include the completion of holistic SMART targets to encourage, motivate and evidence progression in learning and employment skills/qualification.	Governor	June 2023
		Prisoner learning/progression plans will be updated to incorporate 'Community Values', clearly identifying how their work/course links to the values and evidencing their understanding.	Governor	October 2023
		Promotion of equality and diversity events will be published/displayed in all work and learning areas.	Governor	October 2023



		A review will be undertaken of all staff training to promote improved understanding of equality and diversity. Staff training and development will be designed and facilitated to promote comprehensive understanding of equality and diversity within the establishment and enable staff to integrate the learning into the work and education environments.	Governor	October 2023
15	There were shortfalls in public protection arrangements. The interdepartmental risk	The Interdepartmental Risk Management Team (IRMT) meeting has been re-launched through a revised term of reference and re-scheduling to improve multi-disciplinary attendance.	Governor	Complete
	management meeting was poorly attended and there was a lack of information sharing. Ongoing action	HMP Long Lartin will engage with the HMPPS National Public Protection Lead and request a visit to support with incorporating best practice into the local public protection arrangements and the design of the IRMT.	Governor	October 2023
	relating to risks to children remained unresolved.	The Public Protection Policy has been reviewed and implementation will be monitored through the Public Protection Steering Group and delivery informed by a Public Protection Toolkit.	Governor	June 2023
		The prison will review child protection processes and outline the local provision through the development of a local child safeguarding protocol.	Governor	June 2023

