



HM Prison &  
Probation Service

Action Plan: HMP Leicester

Action Plan Submitted: 5<sup>th</sup> June 2023

A Response to the HMIP Inspection: 13<sup>th</sup> – 23<sup>rd</sup> February 2023

Report Published: 30<sup>th</sup> May 2023

## INTRODUCTION

HM Inspectorate of Prisons (HMIP) and HM Inspectorate of Probation for England and Wales are independent inspectorates which provide scrutiny of the conditions for, and treatment of prisoners and offenders. They report their findings for prisons, Young Offender Institutions, and effectiveness of the work of probation, and youth offending services across England and Wales to Ministry of Justice (MoJ) and His Majesty's Prison and Probation Service (HMPPS). In response to the report HMPPS / MoJ are required to draft a robust and timely action plan to address the priority and key concerns. Action plans provide specific steps and actions to address the priority and key concerns, that are clear, outcome focussed, measurable, achievable, and relevant with the owner and timescale of each step clearly identified. Action plans are sent to HMIP and published on the GOV.UK website. Progress against the implementation and delivery of the action plans will also be monitored and reported on.



ACTION PLAN: HMCIP REPORT

ESTABLISHMENT: HMP LEICESTER

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	<b>Priority concerns</b>			
1	<b>The prison's strategy to reduce the supply of and demand for drugs was not sufficiently robust.</b> There was a lack of effective joined up working between leaders and no plan to coordinate, drive and measure the effectiveness of actions taken to address issues. The frequent redeployment of staff impacted on target searching and suspicion testing, and drug testing was predictable to prisoners.	<p>The Head of Reducing Reoffending at HMP Leicester will review the establishment's Drug Strategy and produce an Action Plan to reduce the supply and demand for illicit substances. The plan will be reviewed at the monthly Drug Strategy meeting. The Head of Reducing Reoffending will establish an assurance process and confirm it is embedded, which will ensure issues are addressed effectively.</p> <p>Head of Business Assurance will review the Regime Management Plan to ensure effective detailing of Dedicated Searching Staff and Mandatory Drug Testing Staff, to enable unpredictable random drug testing, and a timely response to intelligence led searching and suspicion testing. Effectiveness of resource allocation to be reviewed at the weekly performance meeting.</p>	<p>Governor</p> <p>Governor</p>	<p>August 2023</p> <p>June 2023</p>
2	<b>Work to support prisoners' recovery from addiction was not prioritised.</b> The regime on the recovery unit was limited, staff had not received specialist training, and a lack of time and space reduced therapeutic support.	<p>The Head of Healthcare at HMP Leicester will recruit one Band 7 substance misuse Matron, a Band 6 substance misuse nurse and three Band 4 recovery workers, who will be available to support prisoners through their recovery</p> <p>The Head of Reducing Re-offending will manage the recovery unit to ensure alignment with Drug Strategy and will publish the available Recovery Offer to prisoners. Appropriate staff to be selected to work on the recovery unit, they will receive relevant training from the substance misuse provider. A Band 5 Custodial Manager will be</p>	<p>Director of Nottinghamshire Healthcare Foundation Trust</p> <p>Governor</p>	<p>September 2023</p> <p>July 2023</p>



		<p>allocated to Reducing Re-offending to support delivery of the Recovery Unit.</p> <p>Head of Business Assurance to review Regime Management Plan to ensure that the regime on the recovery unit enables of delivery of brief intervention psychosocial group work within a rehabilitative environment.</p>	Governor	June 2023
3	<b>The emergency cell call bell system did not function effectively, posing a potentially serious risk in an emergency.</b>	The emergency cell bell system software has now been repaired, through the Facilities Management (FM) provider, and is able to provide data on times taken to answer cell calls. The Head of Safety will implement a new weekly assurance process and any areas of concern will be raised with relevant managers. Findings will be presented and reviewed at the monthly safety meeting.	Governor	complete
4	<b>There was a lack of full-time activity places and those that were available were not always filled.</b> Full time kitchen workers were required to live in the worst accommodation in the prison which did not incentivise prisoners to fill these roles. The split regime meant that some prisoners could not access classroom vacancies in subjects that they needed to study.	<p>The Head of Reducing Re-offending will review the activity profile to consider whether further full-time activity places can be facilitated.</p> <p>HMP Leicester has secured funding through the Prison Group Director (PGD) to fund and open a new workshop to provide 16 additional activity spaces per day.</p> <p>An additional Physical Education Instructor (PEI) has been recruited and is currently undertaking training to increase the PE provision including purposeful vocational qualifications. The PEI will go live late August</p> <p>The accommodation for full-time workers has been enhanced with recreational and catering facilities to incentivise prisoners to fill those roles. The Head of Reducing Re-offending to review allocation weekly and this will be monitored at the performance meeting.</p> <p>The Education Manager and Learning and Skills Manager to review needs analysis to ensure that planned delivery in education meets the required need. The Head of Reducing Re-offending, through the</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>July 2023</p> <p>July 2023</p> <p>September 2023</p> <p>June 2023</p> <p>July 2023</p>



		<p>weekly allocation meeting, will ensure that prisoners are located to the correct regime to maximise allocation to education.</p> <p>A Band 5 Custodial Manager will be allocated to Reducing Re-offending to support engagement with activities across the establishment.</p>	Governor	July 2023
	<b>Key concerns</b>			
5	<p><b>The prison required a comprehensive strategy to tackle the underlying the issue of self-harm, for example, one that focused on risks following a prisoner’s arrival, as well the risks caused by isolation and a lack of access to purposeful activity.</b> Leaders did not yet use data sufficiently well to inform self-harm reduction plans, and current actions were too small in scale to address the fundamental issues leading to self-harm.</p>	<p>HMP Leicester’s Head of Safety will produce a comprehensive Safety Strategy in relation to Self-harm, using data obtained following investigations from previous instances of self-harm to understand risk and introduce protective factors to inform effective self-harm reduction plans. The Safety Analyst will identify trends and themes for discussion and action at the monthly safety meeting. The Safety Action Plan will monitor and inform progress against identified issues.</p>	Governor	July 2023
6	<p><b>Many cells were in need of refurbishment and/or redecoration.</b> The worst accommodation was on the Parsons Unit, where many of the cells were damp with evidence of mould and cockroach infestation.</p>	<p>The Head of Residence and Services at HMP Leicester will implement a painting programme and plan, that is compliant with the capacity pressures on the estate, to redecorate residential accommodation where required. Weekly decency checks conducted by residential managers will highlight cells that require work to be completed. Residential managers will monitor progress in subsequent decency checks to ensure completion against the plan</p> <p>Through routine monthly visits the pest control contractors are completing a course of baiting rodent traps and treating for cockroaches.</p>	<p>Governor</p> <p>MOJ / Amey</p>	<p>December 2023</p> <p>Completed</p>
7	<p><b>The promotion of equality needed to be prioritised and energised.</b> The quality of work to support prisoners with protected characteristics was inconsistent, data were not used well to improve outcomes, and there was minimal guidance and support for equality peer workers.</p>	<p>Senior Leaders will be identified as Champions for each of the protected characteristics. They will develop individual vision statements, and set terms of reference, agenda, and schedules for prisoner forums.</p>	Governor	September 2023



		<p>Each establishment meeting will have equalities and data analysis as a standing item agenda. Any identified disproportionality that cannot be explained will be referred to the equalities action team.</p> <p>The Head of Residence and Service will establish a training and succession plan to identify, recruit, and train prisoner equality representatives ensuring a consistent provision is maintained. Regular support meetings will take place.</p>	Governor	September 2023
			Governor	September 2023
8	<b>The gym was in need of refurbishment.</b> Damage had been caused by a leaking roof, and a temporary platform for exercise was not fit for purpose.	<p>The gym roof has recently been replaced but other repairs to gutters and stonework have been identified through the replacement project and thereafter. A further survey has been completed to accurately identify where the issues lie. Funding will be made available to complete the repairs from the survey once it is received by MOJ property.</p> <p>A bid has been submitted to replace the gym flooring in the most recent round of Asset Investment Bids (AIB) (capital) and major maintenance bids. Repairs to the temporary platform will continue in the meantime.</p>	Governor/MOJ Property	March 2024
			Governor	March 2024
9	<b>Prisoners' attendance and punctuality at work and education sessions was not good enough.</b>	<p>The Head of Residence &amp; Services will review and introduce a revised regime to ensure attendance and punctuality at activity is prioritised. The PGD has agreed to fund 4 Band 5 Custodial Managers (CM) posts, which will allow a CM to be allocated to Reducing Re-offending together with the addition of a daily regime manager to support attendance and punctuality at activities</p> <p>The Head of Residence and Services will ensure key workers encourage punctual attendance at activity when completing key worker sessions which will be measured through the key worker Quality Assurance (QA) process. Attendance and punctuality will be monitored daily and reported to the monthly reducing re-offending meeting</p>	Governor	July 2023
			Governor	July 2023
10	<b>The standard and consistency of teacher and instructor support for prisoners with learning difficulties and/or disabilities required</b>	HMP Leicester will recruit and appoint a Band 7 Head of Education, Skills and Work (HoESW) to lead on improvements to the standard and consistency of support for prisoners with learning difficulties	Governor	August 2023



	<p><b>significant improvement.</b> Teachers, for example, needed to implement support plans with greater consistency.</p>	<p>and/or disabilities. The HoESW will ensure that all prisoners with learning difficulties and/or disabilities will have in place a bespoke plan tailored to their individual needs</p> <p>The education manager will hold continuous personal development sessions, for all teachers and instructors, including strategies for supporting those with neuro diverse needs. These will be evidenced on the Quality Tool Kit.</p> <p>HMP Leicester will recruit and appoint a Neurodiverse support manager who will provide establishment support across the whole site.</p>	<p>Governor</p> <p>Governor</p>	<p>August 2023</p> <p>August 2023</p>
11	<p><b>Work activities, and aspects of education provision, required improvement.</b> Work instructors did not plan sufficiently demanding work for many prisoners, and those who studied subjects on their wings did not benefit from well-planned lessons.</p>	<p>The Head of Education, Skills and Work will introduce a combination of work-based qualifications and functional skills to all areas of activity. A Specialist Production Instructor will be recruited to provide appropriate qualifications in a new recycling workshop.</p> <p>The delivery model for on wing education will be amended to a single subject model, allowing for lessons to be appropriately structured and planned. This will be monitored via quality observations conducted by the education manager and regional quality specialist.</p>	<p>Governor</p> <p>Governor</p>	<p>August 2023</p> <p>August 2023</p>
12	<p><b>The family service provider, PACT, no longer delivered any parenting courses or offered individual casework support to prisoners.</b></p>	<p>The Head of Reducing Re-offending will meet with PACT to, revisit and review the contract, to outline the minimum baseline of delivery and service required. This will ensure support is available to prisoners.</p>	<p>Governor</p>	<p>October 2023</p>
13	<p><b>Too many prisoners who should have been released from Leicester were transferred to HMP Lincoln during the latter part of their sentence, undermining work to support resettlement and release planning.</b></p>	<p>The Head of Offender Management Services is continuously working with gold command and Population Management Unit in relation to national population pressures.</p> <p>Where population management unit allocate transfers of prisoners to HMP Lincoln, the Head of Offender Management Services will ensure that those with the longest time to serve are transferred to allow opportunities for resettlement and release planning to be</p>	<p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>Completed</p>



		undertaken at HMP Lincoln. HMP Leicester will ensure that any completed resettlement work will be recorded in the prisoner's file if unavoidable transfers are required during the resettlement process		
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