



HM Prison &  
Probation Service

Action Plan: HMP & YOI Preston

Action Plan Submitted: 18 July 2023

A Response to the HMIP Inspection: 7 – 23 March 2023

Report Published: 26 June 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 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 & YOI PRESTON

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	<b>Priority concerns</b>			
1	<b>Far too few prisoners said the prison induction covered everything they needed to know, and it was unnecessarily delayed.</b> This was a concern given the number of prisoners new to custody and their high levels of need.	<p>The prison induction programme is being reviewed to ensure all prisoners receive it and it covers everything that is needed to know.</p> <p>The induction programme will include a welcome pack given upon arrival in the first night centre for each prisoner. The welcome pack will be available in a range of languages.</p> <p>The induction programme will include a face-to-face presentation co-delivered by unit staff and peer support workers. Partner agency assessments will take place in this programme, to establish any further support required. The prison will introduce new IT to support those prisoners attending that require reasonable adjustments.</p> <p>A quality assurance process will be introduced via functional and quarterly HMIP Expectations review meetings. An exit survey will be completed and further consultation with prisoners will take place to enable feedback on experience with a bi-monthly consultative meeting.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>August 2023</p> <p>August 2023</p> <p>August 2023</p> <p>August 2023</p>
2	<b>Drugs were too easy to get hold of, and their use was directly linked to debt and violence.</b>	<p>A State of Security Strategy is being re-drafted to include enhanced measures to reduce the risk of items entering the prison. This strategy will consider intelligence from the prison but also be informed by learning from similar establishments across the country.</p> <p>HMP &amp; YOI Preston has reviewed property controls for items coming into the prison, property is now subject to X ray prior to being issued to prisoners who have transferred into the establishment or that has been handed in via visits.</p>	<p>The Governor</p> <p>The Governor</p>	<p>November 2023</p> <p>Completed</p>



		<p>Prisoners entering the establishment that indicate positive on the X-ray body scanner (XRBS) are managed in line with protocol for managing prisoners with illicit items.</p> <p>The implementation of the debt strategy continues with joint work between Safer Custody, Drug Strategy and Security. The prison has developed a database identifying intelligence related to debt so appropriate support and challenge can be introduced and discussed as an agenda item in the Safety Monthly Meeting.</p> <p>HMP &amp; YOI Preston has an ambition to build on its recovery success on G wing and roll a similar supportive community model out across the prison. The strategy for this is being developed and will commence the delivery with the introduction of an Incentivised Substance Free Living Unit (ISFL). The ISFL have been given initial extra funding until March 2024 to start this work where it will subsequently be reviewed.</p>	The Governor	Completed
			The Governor	August 2023
			The Governor	September 2023
3	<p><b>Prisoners said a small number of officers behaved in a heavy-handed and disrespectful manner.</b> We saw evidence of force being used inappropriately against prisoners, along with foul and abusive language.</p>	<p>HMP &amp; YOI Preston will not accept the use of inappropriate behaviours either physical or verbal from our colleagues and will use all responses available, including from police and criminal justice partners to ensure this is stopped. The Deputy Governor now chairs all Use of Force (UoF) meetings and deals with complaints over UoF to ensure there is appropriate leadership and oversight. Necessary actions including investigations are commissioned if required.</p> <p>A revised structure of meetings, supported by the UoF co-ordinator are now embedded. The scrutiny takes place weekly and is also monitored at the monthly UoF meeting which includes independent scrutiny from the Independent Monitoring Board and Directorate of Security. Where concerns are highlighted feedback is provided and in more serious cases dealt with via the disciplinary process.</p> <p>The Staff Induction programme now includes the required standards, behaviours and language expected at HMP &amp; YOI Preston. All colleagues have this followed up within regular performance conversations, this now provides ownership and accountability at the correct levels.</p> <p>Guidance regarding professional staff/prisoner relationships has been circulated to all staff. This guidance has also been included in the induction booklet for all new staff joining HMP &amp; YOI Preston.</p>	The Governor	Completed
			The Governor	Completed
			The Governor	Completed
			The Governor	Completed



4	<p><b>Support to help prisoners stay in contact with their family and friends was limited, and an ongoing problem with the visits booking system had not been resolved.</b></p>	<p>To support prisoners to maintain contact with their family and significant others the prison has taken immediate action to resolve some of the issues from the visits booking system. This is being completed in consultation with stakeholders including prisoners and their families. A new information booklet has been introduced to prisoners and their families providing up to date information and contact numbers of how the process works.</p> <p>The family and significant others lead is reviewing the offer and support currently available to help prisoners maintain contact with their families including visiting times and the number of family days taking place. The review will include visiting other similar prisons and seeking support from Family Services.</p> <p>The establishment have introduced weekly performance meetings with the Family Services management team to monitor delivery and to improve the service offer.</p> <p>HMP &amp; YOI Preston are using data to monitor visits booking and attendance, this is considered at weekly performance meetings and allows evidence-based decisions to be made.</p> <p>The prison is working with the Digital Prison Service to move onto a new booking system which will further improve access for families and significant others to book visits.</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>September 2023</p> <p>Completed</p> <p>Completed</p> <p>October 2023</p>
5	<p><b>Vacancies in the offender management unit and the pre-release team persisted meaning prisoners, including those convicted of sexual offences, had too little contact with their offender manager which undermined work to address their risks and needs before release.</b></p>	<p>Probation Officer recruitment is currently underway with a planned full staffing compliment to be in place by August 2023.</p> <p>The national recruitment of Probation Services Officers to work within the resettlement team is complete and the prison are waiting allocation of colleagues to join the resettlement team.</p> <p>Prison Offender Manager (POM) contacts with sentenced prisoners is delivered in line with national standards and HMP &amp; YOI Preston have introduced a governance process to ensure this is in place. The process includes supervision with POM's to discuss caseloads and contacts, use of data to monitor delivery in the department and prisoner consultation to check</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>August 2023</p> <p>August 2023</p> <p>Completed</p>



		<p>their understanding and knowledge of Offender Management in Custody (OMiC).</p> <p>Work to address the risk's and needs of prisoners which has been identified, is reliant on completion by the Community Offender Manager (COM) for prisoners who have less than 10 months to serve. The establishment have developed an escalation process to ensure those prisoners who are not receiving the appropriate level of support from their COM can be flagged up at an early stage for resolution and for interventions to be provided where appropriate.</p>	The Governor	September 2023
	<b>Key Concerns</b>			
6	<b>It was difficult for prisoners to get basic queries and problems resolved promptly because key work contact was very limited, and the application system was not working well.</b>	<p>The introduction of a new regime core day and staff profile in May provided the opportunity for key work to be prioritised for delivery across the prison. The model includes a change to a residential based approach to work to improve the professional relationships between key workers and the prisoners in their care. Delivery is now monitored via weekly governance meetings.</p> <p>The new application system continues to be developed. Processes have improved with simple queries being answered by wing staff via a "wing query form" rather than going through the general application process. Performance is monitored through the prisoner consultation meeting, monthly performance meeting and equalities meetings.</p> <p>HMP &amp; YOI Preston will explore bid for digital opportunities, such as kiosks and in cell technology, to support digital application and complaints processes to move away from paper-based systems.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>September 2023</p> <p>December 2023</p> <p>November23</p>
7	<b>Despite some improvements, living conditions were not sufficiently good in many parts of the prison.</b>	<p>Estate improvement proposals have been submitted to the MOJ for the refurbishment of residential areas and the replacement of the Offender Management Unit building.</p> <p>A living conditions audit has been completed and the prison now have an improvement plan to focus the improvement of living conditions across the</p>	<p>The Governor</p> <p>The Governor</p>	<p>Completed</p> <p>October 2023</p>



		<p>site. Oversight will be provided at monthly performance meeting and bi-lateral meetings and will link in with the Risk Register Assurance Framework.</p> <p>HMP &amp; YOI Preston is committed to the Clean, Rehabilitative, Enabling and Decent programme (CRED). This is being completed on A wing and is to be rolled out across the prison.</p> <p>The Head of Business Assurance attends the monthly Estates meeting and has regular one-to-one catch-up meetings with the Area Property Operations Manager to ensure any issues raised at the site are progressed.</p>	<p>The Governor</p> <p>The Governor</p>	<p>November 2024</p> <p>Completed and ongoing</p>
8	<p><b>Patients needing specialist care waited too long to be transferred to hospital under the Mental Health Act.</b></p>	<p>The Government published the Draft Mental Health Bill on 27th June 2022. This included a commitment to introduce a 28-day statutory time limit for transfers from prison to hospital for patients requiring in-patient mental health treatment under the Mental Health Act (MHA). The time limit mirrors that introduced in NHS England's good practice guidance, published in June 2021, starting at the point of an initial referral and ending at the point of the patient's admission to hospital. To make the time-limit statutory the Bill also introduces a statutory notice process to create a clear starting point for the 28-day period. The Draft Bill includes reforms to both Section 47 and Section 48 to introduce the 28-day statutory time limit, within which these transfers must take place. This time limit is intended to prevent significant delays and ensure swifter access to treatment.</p> <p>The Transfer Time Limit Working Group (TTLWG) brings together health and justice partners (DHSC, HMPPS, MoJ and NHS England) to deliver a clear plan to safely embed this change and develop a robust way of monitoring performance against the new statutory time-limit.</p>	NHS England	Commenced and Ongoing
9	<p><b>Unemployed prisoners had too little time out of cell, there was no evening association time for anyone and the regime at weekends was poor.</b></p>	<p>A new staffing profile and core day has been introduced to incentivise unemployed prisoners to attend activities and increase their time out of cell.</p> <p>The core day has been amended to incentivise attendance at education and employment. There is now an evening domestic session for full time workers and prisoners on enhanced regime, this provides a third of the population with increased time out of cell. The prison will continue to encourage an inclusive regime and work with all prisoners to support activity attendance and increase their time out of cell.</p>	<p>The Governor</p> <p>The Governor</p>	<p>Completed</p> <p>Completed</p>



		HMP & YOI Preston will complete a further regime review to include regime improvements to weekends and for unemployed prisoners.	The Governor	October 2023
10	<b>Attendance at activities was too low.</b>	<p>A new core day has been introduced to incentivise unemployed prisoners to attend activities.</p> <p>The prison will monitor activity allocation and attendance at weekly performance meetings. A system review is currently underway to create a more dynamic approach to allocation and ensure prisoners are allocated to activities more suited to their educational/vocational needs.</p>	<p>The Governor</p> <p>The Governor</p>	<p>Completed</p> <p>September 2023</p>
11	<b>Instructors in prison industries did not receive sufficiently structured feedback to help them improve quickly enough.</b>	<p>The establishment have changed the observation report format to include positive practice and a personal action plan for development for each instructor.</p> <p>HMP &amp; YOI Preston have also developed a progress to work document which contains observations from the prisoners about their learning, instructors can support that learning further with their comments. This will form part of the support of the instructors enabling structured feedback. Governance will be provided via Quality Improvement Group meetings.</p>	<p>The Governor</p> <p>The Governor</p>	<p>Completed</p> <p>March 2024</p>
12	<b>Remanded and unsentenced prisoners could not receive help with their accommodation problems, such as maintaining their tenancy or dealing with rent arrears.</b>	<p>Commissioned Rehabilitative Services (CRS) providers deliver resettlement and pre-release interventions to support sentence management activities completed by their Community Probation Practitioner and Pre-Release staff in the prison. CRS services for Accommodation and Personal Wellbeing, namely mentoring through the gate (for men) are currently only available to sentenced people in prison.</p> <p>Under the new resettlement approach all resettlement prisons including locals, will have an embedded resettlement provision, managed by or otherwise linked to a Probation Delivery Unit (PDU). The embedded pre-release teams will provide immediate resettlement needs and pre-release support for Unconvicted people in prison. The minimum will be to assess under the Basic Custody Screening Tool 2 and undertake specialist immediate needs work around accommodation and debt and will provide a point of contact for CRS suppliers seeking to engage with the person in prison.</p>	Directorate of Reducing Reoffending Partnerships and Accommodation (RRPA)	December 2023





		Finance Benefit and Debt services for people in custody, including the unsentenced/remand population, commenced at HMP & YOI Preston in December 2022. HMPPS are working to extend Accommodation to remanded and unsentenced people in prison by the end of this year.		
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