



HM Prison &
Probation Service

Action Plan: HMP Leyhill

Action Plan Submitted: 25 September 2023

A Response to the HMIP Inspection: 12 - 22 June 2023

Report Published: 20 September 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: HMIP REPORT

ESTABLISHMENT: HMP LEYHILL

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	The provision of education, skills and work was not of sufficiently high quality and did not equip prisoners with the skills they needed to gain employment on release.	<p>The Heads' of Reducing Reoffending (HoRR), Education Work and Skills (HoESW) and the Education Provider (Weston College) will improve the quality of Education, Skills, and Work (ESW) by:</p> <ul style="list-style-type: none"> • Commission a fresh needs analysis to gain a comprehensive understanding of the prison population's educational attainment levels, employment history, and future employment aspirations, to inform the curriculum and purposeful activity offer, that is appropriately challenging, allowing prisoners to develop and progress their skills required for resettlement. • Recruit a specialist HoESW with a recognised education qualification, to design and commission a meaningful curriculum to be implemented across the establishment, drafted in collaboration with industries, external work, employment, learning and skills, neurodiversity and Careers Information Advice and Guidance (CIAG) teams. • Review and relaunch the Governor's ESW strategy to set an ambitious, broad curriculum strategy and intent. • Establish relationships with external partners to better understand the local and national labour market, and employment skills shortages, to tailor the local offer to meet these needs. • The prison will use commissioning opportunities through the Prison Education Framework (PEF) and Dynamic Purchasing System (DPS) to focus on providing appropriate courses that meet the needs of prisoners and improve employment on release outcomes. 	Governor/ Education Provider	<p>Complete</p> <p>October 2023</p> <p>October 2023</p> <p>October 2023</p> <p>November 2023</p>



		<ul style="list-style-type: none"> The quality calendar will be expanded to include all ESW activities, and progress in work workbooks will be implemented in all activity areas. The education provider will ensure that staff and instructors are teaching to good or outstanding grades, including incorporating and embedding values of tolerance, respect, equality, and diversity into all aspects of teaching, through observations of teaching and learning, providing Continual Professional Development (CPD) and support to staff not reaching the required minimum standards, monitored through contract management processes. Ensure prisoners are appropriately allocated to an education or work placement that takes into consideration their goals and aspirations. Ensure safe working practices are established in all areas, adopting safe industry standard working practices for prisoners to learn in preparation for release. Support trainers in developing their skills, and increase their understanding of how to identify, measure and record the progress prisoners have made, to ensure the attainments achieved are recorded for future resettlement. Quality assurance and targets for improvement will be documented, monitored, and tracked at the monthly Quality Improvement Group (QIG) and Education Performance Meeting (EPM), and quarterly through the Reducing Reoffending (RR) and PEF meetings. 		<p>October 2023</p> <p>October 2023</p> <p>October 2023</p> <p>October 2023</p> <p>November 2023</p> <p>November 2023</p>
2	Prisoners with additional learning needs did not receive the support they needed.	<p>The Education Provider will improve the support for prisoners identified with Additional Learning Needs (ALN) by:</p> <ul style="list-style-type: none"> Complete in-depth screeners for prisoners as part of the induction programme, to identify needs prior to commencing an educational course or being allocated to a workplace. The Neurodiversity Lead will work collaboratively across departments to foster and develop an inclusive prison-wide environment that supports individuals with neurodiverse needs. The population will be reviewed, and a local database created of neurodiverse prisoners, to facilitate prison wide information sharing to identify and support individuals across the whole prison. 	Governor/ Education Provider	<p>October 2023</p> <p>October 2023</p>



		<ul style="list-style-type: none"> Individual needs passports will be created and sent out to relevant supervising staff with clear guidance and tools to support. Resources and training will be designed and delivered to instructors and activity leaders to support ALN prisoners. Relevant packs/equipment to support learning needs will be created and placed in each activity area for ALN prisoners, instructors, and teachers to utilise. Quality assurance and targets for improvement will be documented, monitored, and tracked at the QIG, EPM, RR and PEF meetings. 		November 2023 October 2023 October 2023 November 2023
3	The lack of training and effective supervision of support orderlies posed a potential safeguarding risk for frail, elderly, and vulnerable prisoners.	<p>The Head of Residence and Safety will improve the training and effective supervision of support orderlies by:</p> <ul style="list-style-type: none"> HMP Leyhill will engage with the local authority social care team and health providers to support the development/purchase of a suitable training package, covering the key aspects of providing peer led care within custody. Ensuring a prison representative attends the quarterly local safeguarding board and maintains regular contact with the board so they can provide advice and any necessary support. Piloting the temporary promotion of a band 4 supervising role who will provide assurance of orderly working practices and policies. This will include bi-monthly routinely recorded supervision conversations, alongside greater understanding of care support plans in place for prisoners, and how orderlies effectively support with their delivery. Strategic oversight of safeguarding will be at the quarterly Safer Custody meeting where these actions will be monitored and tracked. 	Governor	November 2023 October 2023 October 2023 October 2023
	Key concerns			
4	Waiting times for access to certain allied and	<p>The Health Provider (Oxleas) and NHS England will reduce waiting times and improve access to specialist clinics by:</p>	Governor / Head of Healthcare	



	<p>specialist clinics and services were excessive, with up to six months to see a podiatrist and an optician, and five months to see a physiotherapist.</p>	<ul style="list-style-type: none"> • Reviewing the commissioned requirement to ensure it meets the demand of the current population. If following the review provision does not meet current requirements, the health provider will liaise with NHS England Health and Justice Team to seek additional funding to improve services. • Oxleas will work with sub-contractors to ensure that vacancies are advertised in order to deliver the agreed provision. • Providing additional clinics to reduce the waiting times for specialist services so treatment is timely. This will also form part of the review of the commissioned requirement. • Monitoring and ensure compliance against the contract including resources and waiting times, are reported on, analysed, and discussed monthly between NHS England and the healthcare provider. Performance is also reviewed in the Local Delivery Quality Board (LDQB), chaired by the Governor where partners can escalate any challenges relating to delivery. Updates and escalation will go to the quarterly Prison Health Partnership Board attended by the Prison Group Director (PGD) and Head of Health and Justice Commissioning Southwest. 		<p>January 2024</p> <p>December 2023</p> <p>January 2024</p> <p>February 2024</p>
5	<p>The reading strategy was ineffective, which meant that prisoners who struggled to read did not get the help they needed.</p>	<p>The HoESW and the Education Provider will improve the offer available for prisoners to improve their reading by:</p> <ul style="list-style-type: none"> • The Reading Strategy (RS) will be reviewed and relaunched, to ensure a whole-prison approach to reading. The RS will focus on achieving the following: <ul style="list-style-type: none"> ○ Identification during Induction of prisoners who require help and support with improving their reading ability. ○ Allocation to qualified teaching support to improve reading levels. ○ Utilising support from the Shannon Trust and trained peer mentors. ○ Incorporate reading into daily prisoner activities and workplaces. ○ Implement library initiatives to increase engagement in reading. ○ Develop enrichment activities that encourage reading for pleasure. 	Governor/Education Provider	October 2023



		<ul style="list-style-type: none"> Quality assurance and targets for improvement will be documented, monitored, and tracked at the QIG, EPM, RR and PEF meetings. 		November 2023
6	<p>Enrichment activities for younger prisoners were less well developed than those for prisoners who were retired or aged over 50.</p> <p>Some complained of boredom and not having enough to do during evenings and weekends, and they were not allowed to use the sports field unsupervised, which limited their access to healthy recreational activity.</p>	<p>The Heads of RR and ESW will improve the enrichment activities for younger prisoners by:</p> <ul style="list-style-type: none"> The existing programme of extra-curricular enrichment activities will be reviewed in consultation with the Prisoner Consultative Committee. It will then be reviewed annually so it is appropriate to the demographics of the population. The fitness and well-being team will review and revise the existing gym programme to include activities that have greater appeal across all age demographics. The prison will implement a schedule to allow prisoners to use the Sports Field unsupervised. The effectiveness of the planned enrichment activities will be tracked at the RR meeting to monitor improvements and raise actions to address any identified issues. 	Governor	<p>November 2023</p> <p>October 2023</p> <p>December 2023</p> <p>January 2023</p>
7	<p>Work to reduce the risk of reoffending was not informed by an adequate overall analysis of the population's risks and needs.</p>	<p>To reduce the risk of reoffending the Heads of RR and ESW will:</p> <ul style="list-style-type: none"> Commission a fresh Needs Analysis (NA) to gain a comprehensive understanding of the prison populations educational attainment levels, employment history, and future employment aspirations, to inform the curriculum and purposeful activity offer. Upon completion of the NA the RR Strategy and accompanying action will be reviewed to ensure they are applicable to the needs of the prison. The effectiveness of the strategy and action plan will be monitored at the RR meeting to track improvements and raise actions to address any identified issues. 	Governor	<p>Complete</p> <p>December 2023</p> <p>March 2024</p>



8	<p>Prison-employed prison offender managers did not receive enough training or supervision.</p>	<p>The Head of Offender Management Delivery will improve the provision of training and supervision to Prison - Prison Offender Managers (POMs) by:</p> <ul style="list-style-type: none"> • A full training needs analysis will be undertaken with all Prison POMs individually. • Training needs identified, will be met through self-referral to My Learning or facilitated learning opportunities. • Completion of the POM Skills Training programme, which includes mentoring and developing practice alongside probation POMs. • Observation opportunities for Parole and Multi-Agency Public Protection Arrangements (MAPPA) to develop confidence. • Reflective bi-monthly supervision to link training with practice, and to consolidate learning and skills. Case discussions will take place with peers and managers and specific feedback will be provided to Prison POMS on the Offender Assessment System (OASys) and Parole reports. • The provision of training and supervision will be tracked at the RR meeting to monitor improvements and raise actions to address any identified issues. 	Governor	<p>December 2023 January 2024 January 2024 November 2023 November 2023 January 2024</p>
9	<p>There were not enough opportunities for eligible prisoners to work while on temporary release in the community.</p>	<p>The Heads of RR and ESW will increase the opportunities available for eligible prisoners to work whilst on temporary release to the community by:</p> <ul style="list-style-type: none"> • The functional management of the external work programme will be reviewed to ensure the provision aligns strategically with the wider ESW offer. • The prison will work with existing work placements to explore opportunities to increase placement numbers. • The Prison Employment Lead will work with New Futures Network colleagues to identify additional work placement opportunities. • The Employment Advisory Board will utilise Industry expertise and business networks to identify and build links with external companies, to increase workplace opportunities for prisoners on Release on Temporary Licence. • The use of prison transport will be reviewed to ensure it maximises opportunities to facilitate prisoners access to paid employment in the community. 	Governor	<p>October 2023 November 2023 January 2024 November 2023 February 2024</p>



		<ul style="list-style-type: none">The effectiveness of the planned actions will be tracked at the RR meeting to monitor improvements and raise actions to address any identified issues.		March 2024
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