



HM Prison &
Probation Service

Action Plan: HMP Lindholme

Action Plan Submitted: 10th November 2023

A Response to the HMIP Inspection: 17th– 27th July 2023

Report Published: 24th October 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 LINDHOLME

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	There was a very high level of illicit drug use in the prison, which was linked to violence, debt and deaths in custody. Remedial action was not sufficiently comprehensive or coordinated.	<p>The Directorate of Security has confirmed that Single Point of Contacts (SPOC's) have been identified and allocated to support HMP Lindholme; a risk manager and an Enhanced Gate Security (EGS) lead will work with the site, to identify how to maximise the local capabilities and resource available to tackle key areas of concern. The second activity is to link into funding streams as part of the Security Review work led by Ministry of Justice (MoJ) strategy, which is due to finalise spending bid priorities early 2024.</p> <p>Funding has also been identified for drone detection equipment for the next three months; this will assist in terms of a dynamic approach but also provide further data collection on the rate of drone activity.</p> <p>Yorkshire Prisons Group will continue to develop intelligence, generate key threat assessments at the request of HMP Lindholme and support with Regional Search capability to tackle and disrupt illicit drug activity. Intelligence will be shared and developed through the monthly Local Tactical Assessment meeting.</p> <p>Lindholme has committed to at least 50 staff searching operations per quarter taking place at irregular times. Commencing in October 2023 a number of these have been complete since the Inspection took place.</p> <p>The Ministry of Justice (MoJ) and His Majesties Prison and Probation Service (HMPPS) have jointly developed a Debt Framework for Governors which is designed to assist in the development of local debt strategies. Alongside this we have developed resources for staff and prisoners to support them tackling debt.</p>	<p>Director of Security</p> <p>Yorkshire Prison Group</p> <p>Governor</p> <p>HMPPS Safety Group</p>	<p>Complete</p> <p>Complete</p> <p>Reviewed monthly.</p> <p>Complete</p> <p>Complete</p>



2	Prisoners had poor access to health services because of weaknesses in the application process and poor organisation of prison officer escorts to health care.	<p>All applications for healthcare services will be available through the digital application system available on prisoner's laptops from the beginning of November. This will ensure the use of paper applications is ceased and all application will be submitted by one method, eliminating confusion and providing consistency across all services.</p> <p>Review of escorting process has commenced to be completed by October 2023. The aim of this review is to significantly improve attendance for appointments.</p>	Governor	<p>Complete</p> <p>Complete</p>
3	The prison was not adequately fulfilling its core function as a training establishment. The range, quantity and quality of education, skills and work were inadequate to meet the needs of prisoners.	<p>Areas where prisoner activity took place was closed in early 2021 for safety reasons, significantly reducing the number of available activity places in the industrial area. Surveys on the hangars at HMP Lindholme have taken place and an initial summary of potential options has been reviewed, with the projected cost to demolish all four hangars and replace hangars 15 and 30 estimated at approximately £24m.</p> <p>These options are being revised to establish priority order and ensure value for money, and work is continuing to find a suitable temporary solution to allow purposeful activity to recommence whilst a more permanent replacement is designed and delivered.</p> <p>The revised business case will be reviewed by HMPPS and MoJ Property by early November, following which a decision on the way forward will be made.</p> <p>Subject to the further consideration underway, the expectation is that the temporary solution could be delivered in 2024/25 along with the development of a project to provide a permanent replacement, the delivery of which would be funded in future years.</p> <p>Amey projects completed a roof survey on 29th September 2023. Capital funding has been given to the MOJ Capital Project to complete roofing works and there are three roofs that they are going to be completing. Progress will be tracked and targeted through Regional and Establishment Tri-partite meetings. One of the re roofed areas will provide additional activity space by June 2024, one other project will preserve current activity spaces.</p>	<p>MoJ Property Directorate,</p> <p>MOJ Capital Projects</p>	<p>November 2023</p> <p>March 2025</p> <p>June 2024</p>



		Regional Head of Reducing Reoffending (HoRR) and New Futures Network (NFN) Broker are liaising with HMP Lindholme and Industries, Retail, Catering and PE (IRCPE) to increase available activity within existing infrastructure including additional textile sandbag workshops, opening of a Lateral Flow Tests (LFT) recycling workshop and increasing land-based activities 2 new polytunnels from Industries, Catering, Retail and PE (IRCPE) will be on site in October 2023. Subsequent enabling and commissioning work will then need to be completed	Yorkshire Prison Group/ NFN/IRCPE/Governor	March 2024
4	Leaders had not implemented a curriculum that met the needs of the prison population. Few prisoners could study towards accredited qualifications or have their personal and employability skills developed and recognised to support successful transition to another prison or release.	<p>HMP Lindholme will work with the education provider to review the Annual Delivery Plan (ADP) and submit to the central contract team appropriate requests to increase the amount of meaningful level 3 qualifications. HMP Lindholme will propose to the central contract team to increase English and mathematics outreach provision from a part time to a full-time tutor within prison industries allowing prisoners to obtain accredited qualifications whilst working.</p> <p>HMP Lindholme will implement meaningful accredited qualifications in up to seven working areas. Qualification have already been introduced in two work areas since the inspection. We will ensure Prisoner personal and employability skills will be recognised and recorded within progress in workplace booklets.</p>	Custodial Contracts Directorate Governor	<p>April 2024</p> <p>April 2024</p>
5	Prisoners could not progress through their sentence and achieve their targets. Reasons included poor availability of offending behaviour interventions, a lack of progressive transfer opportunities and a severely understaffed offender management unit.	<p>Not all prisoners are eligible for an Accredited Programme. In terms of process, a potential participant would be referred from OMU dependent on OASys risk scores and assessed by the OBP team, considering responsivity factors (e.g. motivation). Staff do consider prioritisation principles to allocate to a programme space from waiting lists. These prioritisation principles are used to support sites in allocating Programme places by looking at factors such as relevant dates (e.g., release date, Parole Board hearing) and sentence progression to ensure we prioritise places for those with an imminent risk of being in the community, to ensure public protection.</p> <p>HMP Lindholme currently have 72 prisoners assessed as suitable and on waiting lists for an Accredited Programme, 28 of which have a relevant date at 12 months or below. There are a further 36 prisoners awaiting an assessment, 13 with a relevant date at or below 12 months. The prison are</p>	Psychology Services Group (PSG),	Complete



		<p>planned to deliver 52 Accredited Programmes spaces this year so intend to reach all those with a relevant date of 12 months or less.</p> <p>Programme teams are funded by a centrally held Offending Behaviour Programmes Budget. This investment has been maintained by HMPPS and is allocated across all Accredited Programme delivery sites. There are plans to increase access to high intensity Accredited Programmes for those at HMP Lindholme with learning difficulties and challenges through cross-site working with the neighbouring prison, HMP Moorland, to deliver to priority demand cohorts.</p> <p>The Probation Service in Yorkshire and the Humber are experiencing extremely high vacancy levels mainly in the Probation Officer grade. This has had an impact on all business units including OMIC. Over the course of 2023/24 a significant number of trainees will qualify as Probation Officers and this is expected to reduce the current pressures considerably. Every effort will be made to fill all gaps including any vacancies in HMP Lindholme from those qualifying. A meeting between probation and establishment regarding resourcing of Prison Offender Manager vacancies has been organised to agree Newly Qualified Officer resource by March 2024</p> <p>Significant national staffing pressures continue to impact on the ability to reach the target staffing figures in some establishments. National recruitment campaigns have taken place and will continue to try and address this issue. We are committed to the continuous improvement of sentence management in custody and wherever possible will seek to streamline the model to make best use of the available resources.</p> <p>HMPPS have established a National Operational Stability Panel (NOSP). The panel meets monthly and provides a forum to review and address strategic resourcing and operational workforce planning issues along with longer-term system wide challenges and capacity and business changes impacting on service delivery.</p> <p>An updated Recruitment and Retention Strategy for the Probation Service was published internally in May 2023. The strategy champions recruitment and retention equally and profiles initiatives being delivered across Probation throughout 2023/24 in support of increasing recruitment and improving retention.</p>	<p>Yorkshire & Humber Probation</p> <p>Offender Management in Custody (OMIC)</p> <p>Deputy Director, Probation Workforce Programme</p>	<p>March 2024</p> <p>Complete Reviewed</p> <p>Complete</p> <p>Complete</p>
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		<p>HMPPS committed to recruit and onboard 1500 Professional Qualification in Probation (PQiP) learners by March 2023. In 2022/2023 financial year, HMPPS recruited 1,514 PQIPs who are training to become qualified Probation Officers.</p> <p>A review and refresh of the Probation Service Prioritisation Framework is underway to provide clarity on prioritisation of tasks and what can be reduced/paused when capacity issues begin to impact on operational delivery.</p> <p>The Probation Service undertake an annual review of target staffing to reflect the latest caseload forecast and operational requirements across all functions, with the next review taking place in March 2024. Regional Probation Directors have flexibility to deploy the resources within their business units.</p> <p>HMPPS continues to strive to maintain offender flows in the face of ongoing, unprecedented population pressures across the entire adult male prison estate. The remand population has grown to unprecedented levels because of the courts backlog and recent industrial action taken by the Criminal Bar Association and the impact is being felt in the training estate. The convicted unsentenced population has also had a direct impact on spaces in reception prisons.</p> <p>Because of the ongoing pressures on the prison population, category B and category C training prisons have been instructed to continue holding certain cohorts of prisoners so spaces in the resettlement estate can be prioritised for use by reception prisons.</p> <p>Our priority is to maximise capacity in reception prisons to serve the courts, to encourage prisons to support offender flows as much as possible and to ensure that the rehabilitation needs of each prisoner is met and protected</p>	PMU/Capacity	<p>Complete</p> <p>December 2023</p> <p>March 2024</p>
	Key concerns			
6	Not enough was done to encourage the high number of self-isolating prisoners to return to a normal regime.	A refreshed self-isolator process will be developed with a focus on individualised support plans. Keywork and Safety Team resource will be used to aid and promote reintegration, alongside additional engagement from prisoner safety peer mentors. Where appropriate, families and significant others will be invited to participate in review processes to motivate participation and promote contact. Self-isolator forums will	Governor	December 2023



		<p>encourage peer interaction and provide lived experience feedback, with trends or emerging themes acted upon</p> <p>Training will be delivered to improve knowledge and understanding of the new process to relevant staff via upskilling sessions</p>		December 2023
7	Efforts to prevent self-harm were hindered by night staff not carrying ligature knives, lacking awareness of the needs of vulnerable individuals or the location of automatic external defibrillators. Cell observation panels were not kept clear.	Procedures have been reviewed and issued. Managerial oversight developed and being monitored. All staff have been instructed to carry ligature knives and are briefed on the locations of vulnerable individuals. Notice regarding locations of automatic defibrillators have been issued. Importance of cell observation panels being kept clear is emphasized in briefings. Night Orderly Officers are accountable for ensuring these measures are in place and understood.	Governor	Complete
8	The key working scheme was not well established. Only about a third of scheduled appointments were delivered and records showed that they rarely focused on progression goals.	<p>Weekly Regime Management meetings will balance resource to maximise delivery.</p> <p>Scheduled appointments against those delivered will be monitored daily, with recorded management intervention where gaps are evident. Monthly oversight will be provided to the Governor.</p> <p>Aid memoirs prompting conversation around progression will be issued to staff carrying out Keyworker sessions. Heads of Offender Management Delivery will provide training to Quality Assurance Managers to improve outcomes. Quality Assurance will be carried out at 10% per month.</p>	Governor	<p>Complete</p> <p>November 2023</p> <p>December 2023</p>
9	Many cells were poorly ventilated and could become very hot. The ventilation screens in many cells were either blocked or painted shut.	<p>An inventory of ventilation screen quality has been carried out in all prisoner accommodation. This has been shared with the Facilities Provider for address. This has been added as an agenda item on the weekly partnership meetings to ensure condition is reviewed.</p> <p>Ongoing management will be supported by prisoner communications. Staff communications will prompt observation and address of ventilation as part of daily Accommodation Fabric and Decency Checks</p>	Governor	<p>January 2024</p> <p>November 2023</p>
10	Recent price rises in the canteen had sharply reduced the number of items that prisoners were able to buy.	Selling prices for goods on the National Product List (Canteen) are set at the Manufactures Recommended Retail Price (MRRP). If circumstances allow, prices may be set lower, but they will not be set higher than the MRRP. This means that prisoners generally pay the same as the public when compared to convenience store prices. It is worth noting that it may	Industries, Catering, Retail and PE/ Custodial Contracts Directorate	



		<p>be unfair to expect HMPPS to be able to compete with some Supermarket prices due to smaller buying power of the estate.</p> <p>Prices may be updated at any time in response to changes outside of HMPPS control that impact the cost price or the MRRP of the products on sale. Statutory price increases for example due to duty or tax changes, will be made effective to prisoners at the same time as they impact the general public, or as close to this as is practically possible.</p> <p>The Retail contract is a cost neutral, stand-alone entity. We utilise the surplus achieved between the cost and selling price of the goods to cover the running costs, including DHL packing and delivery. The products available and the pricing are regularly reviewed and negotiated with DHL/Bookers (the supplier)</p> <p>By offering prisoners more cost-effective choices we give them the means to save money if they choose to. There are savings to be found on certain items in switching premium-branded products to cheaper alternatives which is something that we are actively pursuing on a national scale. We have also improved the product availability significantly post-COVID, despite certain important outside events such as war in Ukraine or weather challenges in some supplier countries.</p>		
11	Prisoners requiring transfer to specialist inpatient facilities under the Mental Health Act were waiting too long. One man in this category had been in the segregation unit for more than four months.	<p>The Ministry of Justice (MoJ) published the draft Mental Health Bill in June 2022 which sets out vital reforms to better support people with serious mental illness in the criminal justice system. These reforms will speed up access to specialist inpatient care and treatment by introducing a 28-day statutory time limit for the transfer of prisoners from prison to hospital.</p> <p>The Joint Committee on the Draft Mental Health Bill published their report on 19 January 2023, and the MoJ are considering the Committee's recommendations and will respond in due course.</p> <p>The MoJ has also established a cross agency working group (between the Department of Health and Social Care, HM Prison and Probation Service (HMPPS), Home Office, NHS England, and NHS Wales) to develop and deliver a plan to implement the 28-day time limit. This includes identifying and mitigating any risks and issues to implementation. The reforms, together with operational improvements, will ensure that people are able to access appropriate and timely support in the most appropriate setting</p>	Offender Health Team	Complete



12	Leaders had not made sure that all prisoners were able to attend well-planned purposeful activity places that contributed to the fulfilment of their future goals.	<p>HMP Lindholme have implemented a sequencing\allocation process for all activity areas including education and workshops aimed at allowing prisoners to develop relevant skills linked to their future goals. Working with New Futures Network, leaders and managers will continue to maximise the workshop space available providing well planned purposeful activity spaces.</p> <p>HMP Lindholme will set a 90% attendance target activity placement.</p> <p>The education provider will appropriately plan staffing resource to ensure curriculum delivery disruption is minimal.</p>	Governor	<p>Complete</p> <p>February 2024</p> <p>October 2023</p>
13	Leaders had not made sure that all prisoners with low English and mathematics skills levels, and those with special educational needs, received the help they needed. Current strategies had failed to achieve their aim of raising prisoners' participation in reading.	<p>HMP Lindholme will work with the Education provider (Novus) to implement changes to the curriculum to increase English and mathematics outreach provision once they have been approved by contract management team.</p> <p>The Neurodiversity Support Manager (NSM) will work with prison functions and the education provider to identify prisoners with neurodiverse needs and ensure appropriate support mechanisms are in place. The NSM and education provider to deliver appropriate staff training around neurodiversity.</p> <p>Leaders and managers will review and further embed the reading strategy to understand and address participation rates in reading. The prison will (i) devise a plan for specialists reading training for instructors (ii) undertake a prisoner survey to understand prisoner reading habits.</p>	Governor	<p>April 2024</p> <p>January 2024</p> <p>December 2023</p>
14	Leaders had not made sure that workshop instructors used information about prisoners' existing levels to plan sessions which would help them develop valuable employability skills. Too often instructors focused on meeting production targets rather than providing training to prisoners.	<p>HMP Lindholme will implement instructor Continual Professional Development (CPD) to upskill in using prisoner information to set appropriate targets aimed at developing prisoner skill sets. Instructors will make appropriate use of Progress in Workplace Booklets to identify prisoners' areas for development and setting appropriate targets, and Leaders will implement accredited qualifications within workshops.</p> <p>Quality assurance will be completed by Learning Skills managers which will ensure training activities are delivered to enable positive prisoner outcomes.</p>	Governor	January 2024
15	Information-sharing and subsequent planning to support public protection were weak. High-risk prisoners due for	The Interdepartmental Risk management Team (IDRMT) has been restructured with a re-issued terms of reference & list of mandatory	Governor	Complete



	release were not discussed at the interdepartmental risk management team meeting and concerns that should have been addressed before release were not adequately managed.	attendees & contributors to the meeting. Minutes now outline actions for persons to complete & includes an attendance list rather than a list of invitees. We have separated the IDRMT from the High-Risk Release meetings & hold these as separate monthly meetings. Community Offender Managers (COMs) where allocated & are invited to attend. High Risk release meeting has a refreshed term of reference. Public Protection Steering Group is in place.		
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