



HM Prison &
Probation Service

Action Plan: HMP Littlehey

Action Plan Submitted: 12th January 2024

A Response to the HMIP Inspection: 4th – 14th September 2023

Report Published: 4th December 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 LITTLEHEY

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	Health care services lacked the resources to meet the needs of the population.	<p>Northamptonshire Health Foundation Trust (NHFT) work within an agreed nursing and care model with NHS England, as agreed during the contract tendering process.</p> <p>The service has dedicated Long Term Condition nurses who manage complex cases within the establishment, however there are vacancies which are impacting the team that are actively being recruited for.</p> <p>Pharmacy staffing has been challenging through changes to the long-standing staff team, with support being drawn from the nursing team to assist with the provision of service. A comprehensive recruitment campaign has successfully recruited two pharmacy technicians who are currently undergoing vetting, and a further technician will be recruited. Recruitment is also underway for a Clinical Site Lead Pharmacist. In the meantime, a longstanding permanent agency pharmacist is being utilised with support for medication reviews and repeat medication services in place.</p>	NHS England & Northamptonshire Healthcare NHS Foundation Trust	<p>March 2024</p> <p>March 2024</p>
2	The governance and oversight of medicines management was weak. Medicines were found to be out of date, room temperatures were not being recorded and arrangements for the disposal of unused medicines and	The system for checking emergency medications has now changed. Nursing staff now conduct weekly emergency bags checks, rather than this task being undertaken separately by pharmacy staff. This will be audited monthly by the NHFT practice and performance manager. For assurance the Head of Healthcare will conduct spot checks.	NHS England & Northamptonshire Healthcare NHS Foundation Trust	Completed



	<p>controlled drug administration were unsafe</p>	<p>All medications were date checked immediately following the inspection. This will continue to be audited quarterly by pharmacy staff and the Head of Healthcare will conduct spot checks.</p> <p>The issues with thermometers and room temperature were rectified during the inspection. The room temperature record documentation has been changed and now has both room and fridge temperature checks on one form. New thermometers have been purchased. Temperature check audits will be completed monthly by the NHFT practice and performance manager. The Head of Healthcare will conduct spot checks.</p> <p>Following the inspection all unused medications have been disposed of. Pharmacy have refined their disposal systems to ensure that waste is kept to a minimum and handled correctly. The Head of Healthcare and Lead Pharmacist are liaising with the disposal company regarding collection times. The Head of Healthcare will conduct spot checks.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p>
3	<p>There were far too many longstanding unaddressed maintenance issues. Numerous closed-circuit television cameras were, for example, not working effectively and lights in the prison grounds were also in a state of disrepair, both of which were a threat to the security of the prison. A further example was the condition of showers, which were in need of refurbishment.</p>	<p>Outstanding maintenance issues:</p> <p>Resource: Due to resource challenges site have received limited support. New Area Property Operations Manager (APOM) is now in post and will fully support the site in maintenance progression and delays.</p> <p>Freezers: Project complete with two hire fridges remaining. Government Facilities Services Ltd (GFSL FM) progressing repair. Halal Fridge requires panel repair by Adcocks. GFSL FM have a Purchase Order and have arranged a repair date January 2024.</p> <p>Boilers: Boiler House project complete however not yet handed over but deadline set for January 24. Some repairs are outstanding which are being progressed.</p> <p>CCTV: Multiple legacy repairs outstanding which is being managed by the FM provider to progress and update to be provided bi-weekly</p>	<p>Regional Property Operation Manager (RPOM)</p> <p>RPOM</p> <p>RPOM</p> <p>RPOM</p>	<p>Completed</p> <p>September 2024</p> <p>September 2024</p> <p>Ongoing</p>



		<p>tripartite. The number of issues is 101 (at time of audit). The APOM is working with the FM provider to review this matter.</p> <p>Condition of Showers: M wing showers are being repaired. E & H wing showers are being addressed by the Clean, Rehabilitative, Enabling and Decent (CRED) team.</p> <p>Heating system: the heating pipework project is complete and working, awaiting handover to GFSL which local APOM is supporting to progress. Second project is underway to improve Workshop heating. Drawings and CAFM data are being produced by contractor Wates after site meeting in November.</p> <p>Ventilation: There is a current project live on site to replace air handling units which should alleviate issues, due to complete January 2025.</p> <p>Broken lights: GFSL FM are working on this. Contractors via GFSL have a Purchase Order for external lighting which is being carried out under routine maintenance.</p>	<p>RPOM</p> <p>RPOM/Wates</p> <p>RPOM/Wates</p> <p>RPOM</p>	<p>September 2024</p> <p>Ongoing</p> <p>January 2025</p> <p>September 2024</p>
4	<p>There were not enough activity spaces, which limited the ability of prisoners to gain the knowledge and skills they needed to help them on release.</p>	<p>To increase the number of activity spaces available HMP Littlehey will need to seek investment for new buildings, staff and work contracts to further increase activity spaces.</p> <p>Since the inspection, two additional external companies are now working alongside the industries team to provide training opportunities for prisoners.</p> <p>Leaders will continue to work with New Futures Network to engage with potential employers to work in partnership with HMP Littlehey.</p> <p>The Prison Group Director will lead, with the Governor, a review of the delivery levels for education and work for HMP Littlehey to see if these can be increased.</p>	<p>Governing Governor</p> <p>Governing Governor</p> <p>Governing Governor</p>	<p>March 2024</p> <p>Completed</p> <p>September 2024</p>



		<p>In the interim, leaders will look to consolidate current workshop space to make additional training space available for prisoners. This will also offer opportunities for progression within workshop employment. Continue to work with the education provider, People Plus, to maximise contract provision for prisoners.</p> <p>There has been an increase in the structured non-paid activity to support active living skills to the older population to prepare them for release. There are initiatives such as book club and chess club available to encourage social skills within the older population.</p>	Governing Governor	June 2024
			Governing Governor	June 2024
	Key concerns			
5	The promotion of equality and diversity was limited by a failure to use data effectively and by a lack of consultation.	<p>A calendar schedule of prisoner consultation forums will be implemented, published, and minuted. The prisoner Zahid Mubarek Trust (ZMT) advocates will be utilised to support forums arranged to explore disparities. Diversity and Inclusion (D&I) data and information gathered in prisoner forums will be scrutinised and reviewed prior to discussion at the monthly DIAT (Diversity and Inclusion Action Team) and relevant safety meetings. Prisoners representing all forums attend DIAT meetings.</p> <p>Where adverse trends and concerns are identified at the DIAT meeting, SMART actions will be formulated to address these. These will be recorded on the DIAT action plan, and the action owner will be accountable to report on progress.</p>	Governing Governor	March 2024
			Governing Governor	March 2024
6	There was insufficient provision of English, mathematics and English for speakers of other languages to meet the needs of the population.	<p>Head of Education Skills and Work will lead the completion of an annual needs analysis and Annual Delivery Plan to ensure the requirements of the prisoner population are being met, and the identified gaps are actively addressed. This will include reviewing the distributions of courses for the next contract year.</p> <p>Since the inspection, the education provider (People Plus) has significantly increased course provision for functional skills English and</p>	Governing Governor	April 2024
			People Plus	Completed



		<p>Maths, having doubled class sizes from 6 to 12 learners. Provision of English for Speakers of Other Languages (ESOL) has increased from 5 to 15 learners.</p> <p>People Plus has recruited an additional member of staff each for English, Maths and ESOL since September 2023. The impact of these additional staff will begin to be realised in increased provision in these subjects from quarter 4 (January 2024 onwards) of Contract Year 5.</p>	People Plus	April 2024
7	The prison needed a reading strategy to support literacy based on a meaningful assessment of need among the prisoner population.	<p>HMP Littlehey's reading strategy will be reviewed regularly in line with the annual needs assessment. A reading strategy deep dive to test progress will be conducted prior to April 2024 and will monitor reading assessment progress through the Quality Improvement Group bi-monthly meeting.</p> <p>People Plus will recruit library staff to ensure that both libraries are opened full time, including Saturdays.</p> <p>Shannon Trust Mentors will carry out reading assessments to help increase the reading levels of the prison population. The process of recruiting reading champions is underway (1 prisoner champion per wing).</p> <p>Industries manager will further increase the provision of trade-based literature in the workshops.</p> <p>Shannon Trust will work in collaboration with Suffolk Libraries to hold inspirational events such as visiting authors and book weeks to promote reading.</p> <p>A reading strategy lead will be appointed through the education contract arrangements to increase the level of work and activity to improve literacy.</p>	<p>Governing Governor</p> <p>People Plus</p> <p>Governing Governor</p> <p>Governing Governor</p> <p>People Plus</p> <p>People Plus</p>	<p>April 2024</p> <p>February 2024</p> <p>December 2024</p> <p>April 2024</p> <p>June 2024</p> <p>June 2024</p>
8	Contact between offender managers and prisoners was mostly task-driven	Offender Management Unit (OMU) will improve record keeping of work delivered – this includes accurate records on DPS as well as local	Governing Governor	March 2024



<p>and did not consistently support sentence progression and risk management. Key work was also limited.</p>	<p>databases. The Head of Offender Management Services (HOMS)/ Head of Offender Management Delivery (HOMD) will implement monthly dip tests to ensure 10% of all new receptions each month are seen within 14 days, a monthly check of 10% of cases approaching handover to ensure 3 supervision sessions have been held within the past 3 months. Feedback will be provided to the Prison Offender Managers (POMs) in one-to-one supervision.</p> <p>OMU currently has a Single Point of Contact (SPOC) for H wing and M wing. Work has begun to identify SPOCs for the lifer wing and resettlement wing to duplicate this work across the establishment. A job specification is being developed for the SPOCs to be shared with staff and prisoners raising awareness of the support available and the work of OMU. In addition, two new OMU orderlies have been appointed and will attend inductions on a weekly basis to speak with all new receptions about OMU, part of their duties will include wing walks to support other prisoners.</p> <p>An OASys tracker is in place to help manage the OASys backlog. A meeting with the OASys taskforce was held in November 2023, additional support has been offered through agency staff to complete OASys assessments - work is currently underway to get this in place. POMs are now set targets to complete their OASys and this is reviewed in one-to-one supervision. The backlog is reviewed, and issues identified are raised with the Regional Offender Management in Custody (OMiC) Lead to recognise any actions that we can address locally.</p> <p>As part of the new Regime Management Plan (RMP, <i>yet to be published</i>), keywork is a mandatory task and there is a process in place for the people hub team to ensure the correct delivery hours are detailed daily to ensure the weekly targets are achieved. This is overseen and reviewed in the weekly keyworker meeting where redeployment, training needs and quality assurance processes for keywork entries are discussed. Once the RMP is in place, the redeployment of keyworkers will reduce.</p>	<p>Governing Governor</p> <p>Governing Governor</p> <p>Governing Governor</p>	<p>March 2024</p> <p>March 2024</p> <p>March 2024</p>
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9	<p>The late allocation of community offender managers delayed the handover of responsibility for the prisoner to the community and had a negative impact on arrangements for their release. Escalation by the prison of issues such as confirmation of MAPPA levels was not prompt or consistent.</p>	<p>OMU will ensure that the escalation process for allocation of COMs is clearly defined and communicated to all OMU staff so that this process is applied consistently. Application of the process will be overseen by the HOMD/Senior Probation Officer (SPO) who will check pending handovers in 1-2-1 supervision. Assurance and oversight will also be monitored in the quarterly Public Protection Steering Group (PPSG).</p> <p>OMU will ensure that the escalation process for confirming MAPPA levels is clearly defined and communicated to all OMU staff so that this process is applied consistently. Application of the process will be overseen by the OMU Hub Manager who will identify where the process is not being applied. Feedback will be provided to the HOMD/SPO for discussion in 1-2-1 supervision. Assurance and oversight will also be monitored in the quarterly PPSG.</p>	<p>Governing Governor</p> <p>Governing Governor</p>	<p>March 2024</p> <p>March 2024</p>
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