



HM Prison &
Probation Service

Action Plan: HMYOI Hindley

Action Plan Submitted: 15th April 2024

A Response to the HMIP Inspection: 21/11/2023 - 08/12/2023

Report Published: 12th March 2024

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: HMYOI HINDLEY

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	<p>The prison's infrastructure was in a poor condition and investment was needed from HM Prison and Probation Service to deliver improvements. Examples included the general environment and very cramped accommodation, the old kitchen, the physical security of the prison, and a need to increase workshop space.</p>	<p>The prison will benefit from a significant expansion with the first prisoner received in the new accommodation due in December 2027. This will include 2 new T60 units, a new kitchen, large workshop building (which will also house additional Physical Education facilities). There will also be upgrades to a number of internal buildings, including the gate, comms, pharmacy, reception, segregation unit & stores. HMP Hindley will complete a 'mini' FSI (Fire Safety Improvement) project on the Pipe Unit.</p> <p>HMP Hindley have replaced all cell windows for E&F wing.</p> <p>HMP Hindley have refurbished the roof over the activities area.</p> <p>HMP Hindley has submitted Asset Investment Bids for additional funding through MOJ Property Services. Any bids that are successful will allow the prison to enhance physical security as well as to other key infrastructure of the prison.</p> <p>HMPPS acknowledges that A-D Wings at HMP Hindley require investment. The Accelerated Houseblocks Delivery Programme (AHDP) will deliver new accommodation on site as well as addressing issues with ancillaries as detailed above. While AHDP is in delivery we will review options for improving the condition of A-D Wings. Given current capacity & funding constraints, delivery of substantial refurbishment or replacement is unlikely to be feasible for several years. In the meantime, HMPPS will undertake whatever smaller scale</p>	<p>Governor & HMPPS</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Expansion: December 2027 completion.</p> <p>April 2024</p> <p>Complete</p> <p>Complete</p> <p>Complete</p>



		remedial works we can, such as recent shower refurb, to keep accommodation in use.		
2	Levels of violence were very high, driven to a great extent by significant quantities of illegal drugs and a poor regime.	<p>The Police Liaison Officer now attends the weekly violence scrutiny meetings to review violent incidents and to identify if further police action is appropriate.</p> <p>The prison will undertake a full regime review to increase time out of cell for prisoners.</p> <p>HMP Hindley will increase and widen the offer of violence reduction incentives, led by prisoner consultation to identify incentives that will be effective and ensure that this is advertised more widely to Prisoners.</p> <p>Gang activity as a driver for violence will be addressed by developing the quality of new reception interviews to identify potential gang issues and associations and utilise this information to make informed location decisions. The prison will also work with Police Intelligence to develop our understanding of Urban Street Gangs and use this information to inform locations and the development of a local strategy.</p> <p>HMP Hindley will complete a Safety World Café event to provide upskilling across the full staffing group around violence reduction, Challenge Support Intervention Plan (CSIP) procedures, Self-harm drivers, Violence Drivers, and Support Services such as listeners scheme.</p> <p>HMP Hindley will work with Citizens Advice to provide Debt Management support groups to men, to address Debt as one of our main drivers of both violence and self-harm.</p>	<p>Police Liaison Officer (PLO)</p> <p>Governor</p> <p>Governor</p> <p>Governor and PLO</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>April 2024</p> <p>April 2024</p> <p>April 2024</p> <p>April 2024</p> <p>May 2024</p>



		<p>HMP Hindley will review the violence reduction offer that is available, to ensure that there is a good level of awareness of the available initiatives across the establishment, for both staff and prisoners.</p> <p>HMP Hindley will complete work with the National Safety team to look at key drivers of violence. The project will develop a report by April 2024 to further identify thematic issues for address and development. The project will also produce a local dashboard of information available on the hub, which will be used to inform local decisions.</p> <p><i>HMP Hindley will address access to illegal drugs and to support violence reduction by completing actions identified against His Majesty's Inspectorate of Prisons (HMIP) recommendation 3.</i></p>	<p>Governor</p> <p>Governor and National Safety Team.</p>	<p>April 2024.</p> <p>April 2024</p>
3	<p>The availability and use of illicit drugs posed a critical threat to the security of the prison, contributing to prisoner debt, bullying and fear. The positive drug testing rate at Hindley was the highest of all prisons in England and Wales and work so far to tackle this crisis had achieved minimal impact.</p>	<p>An assessment has been completed by Risk and Capabilities Unit (RACU) to identify and understand potential routes of ingress for contraband. HMP Hindley will use this assessment to support Asset Investment Bids for repair/replacement work to the relevant areas as well as inform local management decisions such as deployment of Patrols and Dog units.</p> <p>HMP Hindley has tightened procedures for delivery and issuing of parcels. Parcels have been identified as a recognised route of illicit articles.</p> <p>HMP Hindley will be undertaking a re-profiling exercise and will implement enhanced security measures.</p> <p>HMP Hindley have further strengthened links with the Police, His Majesty's Prison and Probation Service (HMPPS) Drone lead, following intelligence about ingress routes, including drone ingress to seek assistance in preventing drones or in capturing and prosecuting drone pilots, and with the Serious Organised Crime team with a focus on disrupting nominals.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>April 2024</p> <p>Complete</p> <p>April 2024</p> <p>Complete</p>



		<p>HMP Hindley will complete a risk assessment of the ingress of illicit articles and use the findings to further our delivery.</p> <p>HMP Hindley will complete a multi-disciplinary review of the State of Security Assessment and identify any additional actions to progress.</p> <p>HMP Hindley will increase the number of staff trained in Mandatory Drug Testing (MDT) procedures to increase our testing rates in suspicion and risk-based testing.</p> <p>HMP Hindley will complete bids to the health commissioner for additional funding to support a refresh of the recovery unit, as well as bidding for delivery of further lived experience programmes to enhance our recovery offer.</p> <p>HMP Hindley will review the mapping from Induction to Recovery to ensure the right men are sequenced to recovery at the right time.</p> <p>Change, Grow, Live (CGL) Partners will deliver training to upskill all staff in understanding of recovery, and Naloxone roll out.</p> <p>HMP Hindley hosted a Security World Café event which included upskilling on Quality of Cell Checks – Accommodation Fabric and Decency Checks (AFDC’s), Corruption awareness and reporting procedures, Correct handling of evidence.</p> <p>HMP Hindley will embed the Monthly Security, Safety and Drug Strategy Tripartite Meeting chaired by the deputy Governor, to provide a focused data set to make informed strategic decisions and mitigate risks across the three areas.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>April 2024</p> <p>April 2024</p> <p>April 2024</p> <p>April 2024</p> <p>April 2024</p> <p>June 2024</p> <p>Complete</p> <p>April 2024</p>
4	<p>Prison officers were not maintaining effective relationships with prisoners. There was a high level of inexperience, and too many staff lacked confidence in enforcing basic standards and did not challenge low-level poor behaviour. Not enough key</p>	<p>The prison will work with the National Standards Coaching team, in place to support frontline staff development. Specific areas of focus relating to staff/prisoner relationships will be Building relationships,</p>	<p>Governor</p>	<p>May 2024</p>



	<p>work (see Glossary) was delivered, and for some prisoners it was not happening at all.</p>	<p>Confidence, Appropriate challenging, legitimate authority and Keywork.</p> <p>The Prison will drive standards, with support from the standards coaching team and republish the expectations around behaviour to staff and men. We will re-develop our Local Coaching Team to continue the coaching support for Officers when the standards coaching teamwork has ended.</p> <p>Custodial Managers will undertake one to one meeting's with those they line manage quarterly, providing feedback and support on basic standards, legitimate authority and maintaining positive relationships.</p> <p>HMP Hindley initiated a new keywork model to provide one keywork session per Prisoner per month. We assure the quality of keywork through Keywork quality assurance completed by Custodial Managers, with this quality assurance then being quality assessed by the Head of Offender Management Delivery to drive quality.</p> <p>The Prison have increased our Supervising Officer numbers to increase support for Officers and increase visibility on the residential Units.</p> <p>The Prison will focus on utilising Five-Minute Intervention (FMI) skills, recognising positive practice where this is used. We will identify those who would benefit from refresher training and target those staff as a priority for refresher events.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>May 2024</p> <p>May 2024</p> <p>Complete</p> <p>Complete</p> <p>June 2024</p>
5	<p>Prisoners spent far too long locked up. The regime offered too little time out of cell, especially for the unemployed. Many prisoners, particularly those in full-time employment, did not have sufficient time out of their cells for domestic routines, or to take part in outdoor exercise.</p>	<p>The Prison will complete a full regime review. The review will take into account; the core day, access to the open air and time out of cell with an aim to increase the provision of time out of cell for all prisoners, and increasing evening time out of cell for those who are full time workers and enhanced, Incentives Earned Privileges (IEP) Level. We will also</p>	<p>Governor</p>	<p>April 2024</p>



		complete a re-profiling exercise which will allow additional time out in the open air to men through the core day and evening duty.		
6	Leaders and managers had failed to ensure there were sufficient work, skills or education places for the population. This was compounded by a failure to make sure that those places that were available were all allocated.	<p>HMP Hindley will deliver additional places for the Prison Education Framework (PEF) and Dynamic Purchase System (DPS) contracts, to increase our Purposeful Activity, including in-cell, audio-visual courses, First Aid at Work, Mental Health First Aid, Digital Bootcamps, Horticulture Skills and Media.</p> <p>The prison will engage with Industries, Retail, catering, and Physical Education Group who are currently completing an assessment on our numbers of workshop instructors for prison industries. Any recommendations that are made for the assessment will then be impact assessed to see if they can be delivered.</p> <p>The Prison will produce a paper to request Senior HMPPS leaders to review our activity places and resources at Hindley to meet the needs of the population.</p> <p>The Prison will effectively promote the Activities offer to all prisoners using a variety of formats (Booklets, PID, WayOut TV).</p> <p>HMP Hindley will implement a multi-disciplinary approach to the challenging and re-engagement of those men who refuse to attend activities through Education, Industries, Residential, Keyworkers and Offender Management Unit (OMU).</p> <p>The Prison will Improve how we record sequencing to effectively allocate prisoners from waiting lists to Education, Industries and Prison Jobs.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>April 2024</p> <p>April 2024</p> <p>April 2024</p> <p>May 2024</p> <p>May 2024</p> <p>April 2024</p>



	Key concerns			
7	<p>Self-harm was high and was increasing. In the last 12 months, there had been 494 incidents of self-harm, which placed Hindley in the top three among comparable prisons.</p>	<p>The Prison will complete a Safety World Café to provide upskilling across the full staffing body of Assessment Care in Custody Teamwork (ACCTs), Self-harm drivers, Violence Drivers, and Support Services such as listeners scheme.</p> <p>The Prison will recruit Prisoner safety mentors to provide peer to peer support on all the units.</p> <p>The Prison will work with Citizens Advice to provide Debt Management support groups to men, to address Debt as one of our main drivers of both violence and self-harm.</p> <p>The Prison will work collaboratively with Offender Management, to have Prison Offender Managers attending Assessment Care in Custody Teamwork (ACCT) reviews to support with Accommodation on release concerns, as another driver of self-harm.</p> <p>The Prison has progressed from the use of temporary/ bank Health care staff through completing a recruitment of permanent Healthcare staff, to improve consistency of mental health support and attendance at Assessment Care in Custody Teamwork (ACCT) reviews.</p> <p>The Prison delivered a monthly peer led self-harm support group, facilitated by Mental Health.</p> <p>The Prison commenced work with the Greater Manchester Police Gangs Taskforce to establish links that improve our gang related intelligence, to develop our understanding of Urban street Gangs and use this information to inform the development of a local strategy.</p> <p>The Prison has re-commissioned the ‘Outspoken’ Service from Survivors Manchester to support men with trauma relating to sexual abuse.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>April 2024</p> <p>April 2024</p> <p>May 2024</p> <p>May 2024</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p>



		<p>The Prison has provided case Manager training for new Supervising Officer posts.</p> <p>The Prison will utilise Management Information (MI) data from a range of sources, which will be discussed within the Monthly Safety Meetings to direct action.</p> <p><i>The Prison will address the issue of illicit drugs, which impacts on Self Harm and drivers of self-harm, through the actions identified against recommendation 3.</i></p>	<p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>April 2024</p>
8	<p>Many prisoners complained about the quality of the food, and in our survey, a quarter said they did not get enough to eat.</p>	<p>HMP Hindley has increased food portion sizes following the inspection and feedback that was received from HMIP.</p> <p>The Prison will arrange a food forum to take place monthly, providing prisoner feedback on the quality of food.</p> <p>The Prison will analyse all complaints regarding food to explore themes and ensure that these are addressed and supported wherever possible.</p> <p>The Prison has increased the daily food allowance per prisoners to help support quality.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>April 2024</p> <p>April 2024</p> <p>Complete</p>
9	<p>Arrangements to deal with prisoner applications and requests were weak and unaccountable. The timeliness and quality of responses were not, for example, monitored effectively.</p>	<p>The Prison will use Prisoner Consultation to ensure that Prisoner Information Desks (PID) desks are well established, informative, and useful services for Prisoners.</p> <p>The Prison will conduct a full review of the application process, led by the Head of Residence. This will include prisoner consultation/forum, staff awareness, and the quality of responses.</p> <p>The Prison have introduced a “Rapid App” for Purposeful Activity, which is an application form specifically for the Activities team, that</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>May 2024</p> <p>April 2024</p> <p>Complete</p>



		<p>prompts men to provide a variety of information to ensure that activities can make prompt decisions and responses (as opposed to using a general application).</p> <p>Custodial Managers will complete one to ones with their staff, and through these we will encourage officers to deal with issues at the point of contact instead of men being required to submit applications.</p>	Governor	April 2024
10	Leaders and managers did not effectively ensure that prison work was of high quality.	<p>A criteria for wing-based work will be established, where men will achieve their functional skills levels before being appointed to the position, and will engage with further qualifications whilst in role, such as Industrial cleaning qualifications for wing cleaners, to support continual progressional development and learning within Prison based work.</p> <p>Allocation of wing-based workers will be moved to the Activity Hub, to ensure that prisoner progression plans can be fully considered against working allocations to ensure appropriate sequencing in taking place.</p> <p>Keyworkers will discuss work allocations and developments within individual keywork sessions. This is to operate for all work allocations, not exclusively to Prison based work.</p> <p>Monthly feedback will be provided to workers from a set list of expectations. This will be peer led feedback from the lead wing cleaner and used to monitor quality and expectations. This feedback will then be Quality assured by Custodial Managers.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>May 2024</p> <p>April 2024</p> <p>April 2024</p> <p>April 2024</p>
11	There were few enrichment activities with which to engage prisoners.	<p>The Prison will Survey prisoners and staff, and engage with the Prison Council for feedback, to check awareness of “More for You” (our full suite of enrichment outside the core Education, skills and work offer) enrichment offer.</p>	Governor	May 2024



		<p>The Prison will further advertise the “More for You” enrichment offer (our full suite of enrichment outside the core Education, skills and work offer) to all prisoners, across the site, using a variety of formats (Leaflets, (Prisoner Information Desks) PID, WayOut TV, Mentors).</p>	Governor	April 2024
		<p>The Prison will promote with all staff, news of “What’s On” in the wider enrichment, “More for You” offer (our full suite of enrichment outside the core Education, skills, and work offer).</p>	Governor	May 2024
		<p>The Prison will develop methods of recording engagement in the “More for You” offer (our full suite of enrichment outside the core Education, skills, and work offer), possibly utilising attendance capacity on Curious for non-accredited activity or using Digital Prison System (DPS) to allocate prisoners to Tier 2 / Other activities (methods will need to be explored before an approach is selected).</p>	Governor	April 2024
		<p>The Prison will gather prisoner satisfaction data through surveys and consultations on the enrichment offer and utilise prisoner feedback to further develop and tailor the enrichment offer.</p>	Governor	June 2024
12	Prisoners did not have sufficient access to offending behaviour interventions.	<p>The Prison will complete a needs analysis of the population to identify the interventions required and will escalate to Psychology Services where additional funding is needed.</p>	Governor	April 2024
		<p>The Prison will explore what regional staff support is available from other sites to support delivery from March 24.</p>	Governor	April 2024
		<p>The Prison will explore potential for 1-2-1 delivery model during current staffing issues.</p>	Governor	April 2024
		<p>The Prison will work with Psychology Services to pilot the new generation of programmes and rolling out of the Building Choices programme. A date for the pilot is yet to be confirmed, but it is</p>	Governor	May 2024



		expected that we will have further insight into an expected date by May 2024.		
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