



HM Prison &
Probation Service

Action Plan: HMP Garth

Action Plan Submitted: 22 November 2024

A Response to the HMIP Inspection: 29 July – 8 August 2024

Report Published: 5 November 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: HMP GARTH

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
Priority concerns				
1	Very high levels of staff unable to be deployed because of sickness, temporary promotion or training was the key weakness at Garth.	<p>The national Standards Coaching Team will be deployed to the prison to improve delivery standards and to build confidence and competence in staff.</p> <p>All temporary promotions, secondments and staff on restricted duties will be reviewed to improve the availability of prison officers.</p> <p>A manager will be recruited to lead on wellbeing and implement the findings of the recent Long Term and High Security Estate (LTHSE) HR group review into the high level of absences at HMP Garth.</p> <p>The expectation around adhering to attendance management procedures, including the use of managers' discretion in the non-issue of attendance warnings and oversight of unauthorised absences, have been communicated to all line managers via the attendance management meeting.</p> <p>HMP Garth along with the LTHSE HR group will provide upskilling activities including the correct application of people processes, how to hold difficult conversations and how to write quality Occupational Health referrals.</p> <p>A review of the staff induction process will be completed to ensure appropriately sequenced support is provided throughout the induction period.</p> <p>A series of staff wellbeing 'masterclasses' will be implemented focusing on themes raised in the people survey, HR deep dives and staff counsel groups.</p> <p>A wellbeing meeting has been introduced to improve staff engagement and create a more positive culture within the establishment.</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>February 2025</p> <p>December 2024</p> <p>December 2024</p> <p>Completed</p> <p>January 2025</p> <p>January 2025</p> <p>February 2025</p> <p>Completed</p>



2	<p>The availability and use of illicit drugs were widespread. A third of all random drug test results were positive and, in our survey, far more prisoners than in similar prisons said it was easy to get hold of illegal drugs.</p>	<p>A dedicated Drug Strategy Lead has been appointed to develop a holistic approach across the three strands of restrict supply, reduce demand and promote recovery.</p> <p>A bid for a project to replace cell windows will be submitted to increase security and restrict the ability to access unauthorised articles.</p> <p>Suspicion drug testing will be prioritised and managed based on risk identified via the Regime Management Plan meeting.</p> <p>As part of an ongoing security action plan, measures will be introduced to improve the issuing and controlling of cooking and cleaning equipment on residential units.</p> <p>Target searching is now an agenda at the weekly Regime Management Plan meeting. Quality Assurance of searching is also now completed by Security managers.</p> <p>Intelligence analyst training will be delivered by LTHSE Security group to improve the quality of intelligence collection, analysis and dissemination.</p> <p>Searching of the person training will be delivered to all operational staff.</p> <p>Counter Corruption training will be delivered to all staff.</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>Completed</p> <p>April 2025</p> <p>January 2025</p> <p>February 2025</p> <p>Completed</p> <p>December 2024</p> <p>December 2024</p> <p>January 2025</p>
3	<p>Behaviour management systems were ineffective. Prisoners were not incentivised to behave and there were limited consequences for those who chose not to. Staff regularly failed to challenge low-level poor behaviour.</p>	<p>Commencing February 2025, staff will engage in support workshops to help build their confidence and competence targeting identified development needs. This will include the upskilling of staff in the correct use of adjudications and when it is appropriate to challenge low-level poor behaviour via use of the Incentives Policy Framework.</p> <p>A health check has been completed by the LTHSE Safety Support Team with subsequent recommendations made and a safety action plan implemented to improve behaviour management.</p> <p>The safety action plan also includes measures to improve the quality and assurance of ACCTS and Challenge, Support and Intervention Plans (CSIP). This will be reviewed by the regional team on a quarterly basis to provide governance.</p> <p>The local Incentives Policy will be reviewed to ensure positive behaviour is incentivised effectively and poor behaviour challenged appropriately.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>May 2025</p> <p>March 2025</p> <p>December 2024</p> <p>February 2025</p>



		<p>Following the development of a revised Incentives Policy, staff awareness sessions will be delivered on the use of the revised policy.</p> <p>A review of the local prisoner pay policy will also be completed to incentivise engagement with the prison regime.</p> <p>Positive behaviour will be incentivised by increasing the time out of cell for those prisoners on enhanced level of the Incentives Policy.</p> <p>A dedicated functional manager has been appointed to oversee the adjudication process and reduce the backlog of outstanding adjudications.</p> <p>A dedicated staff member will be recruited to complete the Incident Reporting System and ensure all reportable data is captured.</p> <p>Administrators will be upskilled in minute taking to improve records and help oversight.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>April 2025</p> <p>April 2025</p> <p>January 2025</p> <p>May 2025</p> <p>March 2025</p> <p>May 2025</p>
4	<p>Support for the most vulnerable prisoners was poor. Those who chose to self-isolate or to be constantly supervised because of self-harm concerns experienced a maximum of around 75 minutes outside their cell each day and little to occupy their time. Oversight of these vulnerable groups was not strong enough.</p>	<p>The Self Isolators Policy will be reviewed to ensure appropriate support is in place and managerial oversight is effective.</p> <p>Self-isolators are now a standing agenda in the weekly Safety Intervention Meeting to ensure a pathway is identified for progression.</p> <p>A dedicated safety/violence reduction officer has been recruited for the establishment.</p> <p>A single case manager system will be introduced for Supervising Officers and Custodial Managers, allowing for more positive relationships and ownership of the ACCT process.</p> <p>A revised Custodial Manager quality assurance system for the ACCT process will be reintroduced to increase oversight.</p> <p>A review of the selection process for those prisoners deemed as vulnerable will be completed. Subsequently the most vulnerable prisoners will receive the minimal core foundation expectations mandated in the national regime management guidance.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>January 2025</p> <p>Completed</p> <p>Completed</p> <p>January 2025</p> <p>January 2025</p> <p>January 2025</p>



5	<p>There had not been sufficient investment in the fabric of the prison and standards of cleanliness and hygiene had not been maintained.</p>	<p>A project to replace roofs on the secure corridor and visits has commenced and is due to be completed early 2025.</p> <p>A bid for a project to upgrade the showers at HMP Garth has been submitted and will be considered for inclusion in future capital maintenance programmes.</p> <p>In the interim a programme of shower renovations across residential units on A to D wings have commenced.</p> <p>Some sluice rooms have already been converted into kitchenettes. A capital investment bid to convert the others will be submitted.</p> <p>A bid for a project to replace cell windows will be submitted to increase security and restrict the ability to access unauthorised articles.</p> <p>A programme of works to repair in-cell ventilation will be completed and a programme of cell window repairs will continue.</p> <p>Prioritisation of the clean and decent budget will be undertaken to ensure a focus is on improving levels of cleanliness across residential areas.</p> <p>A Clean, Rehabilitative, Enabling and Decent (CRED) party will be introduced to improve standards across residential areas. A standard of living meeting will also be implemented to improve oversight.</p> <p>Prisoners who have completed the Industrial Cleaning course will be prioritised to become residential wing cleaners to improve standards.</p> <p>Weekly assurance checks of all residential areas will be implemented to ensure cleanliness and decency standards are improving.</p>	<p>MOJ Projects</p> <p>MOJ Projects</p> <p>Governor</p> <p>MOJ Projects</p> <p>Governor</p> <p>MOJ Estates</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>February 2025</p> <p>Completed</p> <p>May 2025</p> <p>May 2025</p> <p>April 2025</p> <p>May 2025</p> <p>December 2024</p> <p>March 2025</p> <p>January 2025</p> <p>December 2024</p>
6	<p>Non-attendance rates for health appointments remained extremely high and work to resolve this was far too slow. Patients were frustrated at not being taken to their appointments.</p>	<p>A staffing reprofile exercise will be completed prioritising the availability of escorting staff to take prisoners to their appointments.</p> <p>Healthcare and Activities Management Unit will ensure the correct sequencing of allocated work so it does not conflict with scheduled appointments, this will be achieved by all appointments being scheduled on the Digital Prison system.</p>	<p>Governor</p> <p>Governor</p>	<p>January 2025</p> <p>January 2025</p>



		<p>Greater Manchester Mental Health NHS Foundation Trust (GMMH) will undertake a review of the reasons for non-attendance of appointments so that these can be addressed.</p> <p>The use of clinical treatment rooms on residential units will be increased to improve non-attendance rates.</p>	<p>Greater Manchester Mental Health NHS Foundation Trust (GMMH)</p> <p>Governor</p>	<p>January 2025</p> <p>April 2025</p>
7	<p>Leaders had not given education, skills and work activities a high enough strategic priority in the prison. They had not developed a high-quality and ambitious curriculum. Leaders did not include training on the risks relating to radicalisation and extremism. They did not provide enough spaces in education, vocational training and work.</p>	<p>A prisoner needs analysis has been completed to inform a more ambitious curriculum that addresses the needs of the prisoner population.</p> <p>A review of the current employment opportunities at HMP Garth will take place with a view to increasing the number of available jobs to meet the needs of the prison and new government legislation.</p> <p>The prison regime will now be reviewed quarterly via the national regime plan, to improve allocation to education, vocational training and work.</p> <p>The monthly Quality Improvement Group and Education Performance Meeting is now chaired by the Governor or Deputy to ensure that education, skills and work are given a greater strategic priority in the prison.</p> <p>Through use of virtual campus, a wider range of qualifications will be introduced to broaden the curriculum offer and afford greater opportunities for in cell education.</p> <p>A review of all workshop contracts will take place to ensure they are diverse, meeting the needs of the population and include the ability to achieve vocational qualifications.</p> <p>A full all staff briefing promoting education as a strategic priority will be completed.</p> <p>A review of prisoner activity risk assessments will be completed to ensure the appropriate allocation of prisoners into workshops.</p> <p>Guidance will be provided to prisoners on radicalisation and extremism through the virtual campus network.</p> <p>A review of the local prisoner pay policy will also be completed to incentivise engagement with the prison regime.</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>Governor</p>	<p>Completed</p> <p>December 2024</p> <p>December 2024</p> <p>Completed</p> <p>March 2025</p> <p>April 2025</p> <p>March 2025</p> <p>February 2025</p> <p>April 2025</p> <p>April 2025</p>



8	<p>Leaders did not have an effective oversight of the quality of the education, skills and work provision. They had not rectified the vast majority of the weaknesses identified at the previous inspection.</p>	<p>The monthly Quality Improvement Group and Education Performance Meeting is now chaired by the Governor or Deputy to ensure that education, skills and work are given a greater strategic priority in the prison.</p> <p>A Quality Assurance calendar will be introduced into all industry areas to improve oversight of the quality of the education, skills and work provision. This will also ensure the skills and knowledge developed by prisoners and qualifications on offer are meeting the required standards to challenge the abilities of all prisoners.</p> <p>Industry standard qualifications will be introduced across all activity areas, funded through the Dynamic Purchasing System budget. This will allow prisoners to have an increased opportunity to seek gainful employment on release.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>April 2025</p> <p>April 2025</p>
Key concerns				
9	<p>Not enough was done to support new arrivals. Initial interviews lacked attention to risks and vulnerability, first night cells were in poor condition and prisoners spent too long locked in their cells.</p>	<p>The induction programme and its delivery will be reviewed to ensure that all elements of the induction process are delivered efficiently including prisoners being moved to residential wings promptly.</p> <p>Pre and post occupancy cell checks will be undertaken on the induction unit, to ensure that they are appropriately furnished and decorated.</p> <p>The role of peer support workers for the induction unit will be re-established, with identified responsibilities within their job description.</p> <p>A dedicated Induction Officer will be introduced who will have oversight of the induction process, ensuring all mandatory requirements of the process are completed, including an effective quality assurance system.</p> <p>All induction officers will be trained in the identification of initial risks and vulnerabilities and action to take when these are disclosed. This will be quality assured by the Induction Custodial Manager.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>December 2024</p> <p>January 2025</p> <p>January 2025</p> <p>January 2025</p> <p>February 2025</p>
10	<p>Inadequate supervision of medicines queues by officers increased the risk of bullying and diversion among prisoners and heightened the risk of medication errors being made.</p>	<p>A dedicated team of officers to oversee the supervision of medication provision will be introduced to maintain consistency. Quality assurance checks will be completed by the Activities Hub Manager to provide oversight.</p>	<p>Governor</p>	<p>February 2025</p>



		Treatment rooms on residential units will be utilised to improve the supervision of medication queues.	Governor	April 2025
		A system of in possession medication will be introduced to reduce treatment times and the risk of bullying and diversion.	Governor	March 2025
11	Prisoners spent too long locked in their cells with nothing to do.	A staff reprofiling exercise will be completed to improve prisoners' access to activities and domestic periods.	Governor	January 2025
		The Regime Management Plan meeting has been improved with an increase in frequency, greater attendance and a mandatory list of core participants introduced. This has helped address inconsistencies in the delivery of the regime.	Governor	Completed
		Increased opportunities of in cell education and work will be implemented where the regime does not allow full access to activities.	Governor	February 2025
12	Prisoners did not receive effective information, advice and guidance to make informed decisions about which education, skills and work activities to apply for and to support them on release.	A recruitment campaign to fill the Information, Advice and Guidance (IAG) vacancy is currently underway.	Governor	December 2024
		The IAG co-ordinator will attend the weekly sequencing meeting to support prisoners to make informed decisions about education, skills and work activities which will support progression.	Governor	January 2025
		The IAG co-ordinator will collate information from prisoner interviews and complete digital Prisoner Learning Plans ensuring sequencing of their sentence plan directing future education and employment provision.	Governor	January 2025
		The IAG co-ordinator will also attend the monthly resettlement board to provide support to prisoners on release.	Governor	January 2025
13	Leaders did not ensure that prisoners were allocated accurately to education, skills and work activities and to the most appropriate activity for their needs and interests. Attendance at and punctuality to activities were poor.	The Activities Hub will ensure allocations to both education and work activities are maximised, ensuring all relevant unlock lists are provided to the residential units. A weekly multidisciplinary allocations board will be introduced to ensure prisoners are allocated to the most appropriate activity as they progress through their qualifications, development of their skills, needs and interests.	Governor	January 2025
		The Activities Hub Manager will now be responsible for improving attendance in activities through a greater focus on improving punctuality and driving adherence to	Governor	February 2025



		the core day. There will be daily reporting of non-attendance and suitable challenging of prisoners.		
14	<p>Many prisoners had insufficient contact with their prison offender manager (POM). This was a source of frustration which left them feeling unsupported as they tried to progress through their sentences. The sporadic nature of POM contact was exacerbated by the lack of regular key work sessions to support offender management.</p>	<p>Guidance will be issued to all Offender Management Unit (OMU) staff with regards to expected timeframes of first contact and ongoing contact throughout sentence in accordance with National Standards.</p> <p>Through functional briefings and supervision sessions, OMU staff will be trained to ensure that all communication methods available in the prison are utilised to maximise contact to compliment face to face contact and recording these appropriately. Regular dip testing will continue to monitor this process.</p> <p>OMU managers will deliver key work awareness sessions as part of the induction process to capture new staff. An all staff briefing for established staff will also take place, to highlight the link between key work and the offender management in custody model.</p> <p>For 2024/25, HMPPS has directed that every establishment's core aim should be to deliver a minimum of one key work session every four weeks to every eligible prisoner. HMP Garth will set their core delivery in the establishment's regime plan and track it through the weekly performance meeting.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>December 2024</p> <p>December 2024</p> <p>January 2025</p> <p>April 2025</p>



