



HM Prison &
Probation Service

Action Plan: HMP Kirkham

Action Plan Submitted: 08 January 2025

A Response to the HMIP Inspection: 9 – 19 September 2024

Report Published: 10 December 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 KIRKHAM

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
Priority concerns				
1	Illicit drugs were far too freely available.	<p>The terms of reference will be rewritten for the drug strategy and security meetings to ensure they provide a greater triangulation and analysis of information, intelligence, and data to drive a co-ordinated outcome focused delivery model for recovery. These meetings will also provide the forum to measure increased performance and effective practice.</p> <p>HMP Kirkham will increase the range of enrichment activities on evenings and weekends internally and on Release on Temporary Licence (ROTL) to avoid boredom amongst prisoners.</p> <p>HMP Kirkham will work with Partners of Prisoners & Families Support Group (POPS) and Community Providers and consult with prisoners through prisoner and family surveys and forums to improve prisoners' families, and significant others offer to develop and improve integrated networks and provide parenting programs that will support prisoners to avoid substance misuse. Performance will be measured and assured through the Family and Significant Other (FSO) meeting.</p> <p>HMP Kirkham will consult with local and national drug strategy leads, third sector organisations, lived experienced prisoners and other open resettlement prisons to combine best practice and use any learning to re-evaluate delivery of services at the prison. Relationships with community partners will be strengthened by holding a range of recovery events through the year within the prison. Mutual aid provision will be expanded by utilising technology to provide greater access to mutual aid meetings and to ensure where assessments have been completed prisoners are able to access these services in the community on ROTL.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>February 2025</p> <p>June 2025</p> <p>April 2025</p> <p>November 2025</p>
2	Staff-prisoner relationships were poor and prisoners' perception of how they were	HMP Kirkham will increase opportunities for staff and prisoners to interact to build positive relationships. This will be achieved through the redevelopment of the prisoner consultative forum, the launch of a staff consultative forum and importantly	The Governor	June 2025



	<p>treated was overwhelmingly negative.</p>	<p>a joint staff and prisoner forum to promote better relationships and appreciation of good communication and its benefits.</p> <p>The prison has appointed a new manager to promote and support performance and relational practice for an initial period of six months. A Custodial Manager (CM) has also been appointed to lead on culture and promote effective and procedurally just leadership models.</p> <p>Trauma informed training and five-minute intervention will be implemented to increase the skill set of staff to enable them to build positive, professional and compassionate relationships with prisoners, this will be delivered by local trainers. Suitable training for operational staff will be sourced through Behavioural Intervention Practical Support (BIPS) who the prison is currently working with. Training in High Performing Teams (HPT) will also be introduced, this has already been delivered to the Senior Leaders Team by the business North-West area and Womens group change delivery team.</p> <p>Staff exchange opportunities will be completed with other prisons in the region to support staff to gain the skills necessary to pro social model effective relational behaviours with prisoners.</p> <p>Support to deliver the above commitments will be sourced from national teams to ensure cultural change is achieved.</p> <p>Progress will be measured through forums, Protected Characteristic leads, the Equality Action Team, exit surveys and quarterly prisoner surveys to ensure that treatment is fair, procedural justice is apparent and staff prisoner relationships, communication and perception of treatment at HMP Kirkham improves.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>Completed</p> <p>December 2025</p> <p>December 2025</p> <p>December 2025</p> <p>December 2025</p>
3	<p>Living conditions were not good enough and many of the billets needed refurbishment, particularly of the shower facilities.</p>	<p>The prison will continue to use “Q branch” (a team of staff and prisoners who carry out maintenance tasks around the prison) and the facilities management team to respond to immediate maintenance issues and to deliver medium scale renovation.</p> <p>The establishment have now started to deliver the Clean, Rehabilitative, Enabling and Decent programme (CRED). This project works in partnership with the facilities management team and Q branch to undertake a rolling programme of renovation of living accommodation and other buildings. Prisoners work with facilities management team painters and Q branch supervisors to repair and redecorate</p>	<p>The Governor</p> <p>The Governor</p>	<p>Completed and ongoing</p> <p>Completed and ongoing</p>



		<p>areas. This is currently focussed on the admissions building and will move into the main prison accommodation to continue this work next.</p> <p>HMP Kirkham will continue to monitor performance against decency and cleanliness in the prison through daily staff and weekly managerial inspections. These are further supported by workplace inspections each month by managers. The new performance manager now ensures there is continuous effective oversight, assurance and scrutiny of these standards, addressing issues with managers.</p> <p>Additional investment bids will be submitted when funding streams are made available to further improve accommodation buildings, showers, billets, staff areas and offices that have not yet been renovated.</p>	<p>The Governor</p> <p>The Governor</p>	<p>Completed</p> <p>Completed and ongoing</p>
4	<p>There was too little enrichment activity available to occupy prisoners' time, and the gym was underused.</p>	<p>HMP Kirkham will work with prisoners and staff through the introduction of a joint enrichment committee to capture all opportunities and suggestions to provide more meaningful activity into the regime and core day. The committee will introduce new activities and continually monitor delivery and engagement. The committee will review the enrichment calendar on a quarterly basis to monitor and ensure the appropriate number of activities are in place, and to track prisoner engagement levels.</p> <p>All new prisoners arriving at HMP Kirkham will be provided with the enrichment calendar as part of their induction.</p> <p>Notice boards on billets and in dining halls will be used to advertise and promote upcoming activities for the month. These will also be advertised in the Kirkham Chronical newsletter, and on Way out TV. The information will be regularly updated and refreshed.</p> <p>The prison has completed a review of the current sports hall use and physical education (PE) programme with national advisers and taken action to improve access and delivery.</p> <p>HMP Kirkham has recruited a PE Custodial Manager to improve the service offer of the sports hall facility and develop a more expansive and inclusive programme of activities. This programme will increase attendance and encourage greater use of the facility by all prisoners.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>August 2025</p> <p>February 2025</p> <p>April 2025</p> <p>Completed</p> <p>Completed</p>



		<p>As part of these changes HMP Kirkham will consult with prisoners via questionnaires and forums to understand sport and recreational preferences and the PE team will subsequently develop the PE programme to provide an improved service to prisoners. Participation rates will be monitored on an ongoing basis.</p> <p>Amended PE sessions have been introduced on a weekend which has resulted in increased participation.</p> <p>HMP Kirkham will develop community links to offer partnership working within the PE programme and provide ROTL opportunities for prisoners to participate in community sporting and recreational activities and explore opportunities for entering local sports leagues.</p> <p>Kirkham Prison Council now review the sports hall offer on a quarterly basis to monitor and ensure the appropriate number of activities are in place and prisoners have suitable access.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>April 2025</p> <p>Completed</p> <p>June 2025</p> <p>Completed</p>
5	<p>Too many prisoners could not access good-quality employment, voluntary work or education in the community. Leaders and managers had not enabled enough prisoners to gain this valuable experience, to help prepare them for employment after release.</p>	<p>HMP Kirkham will ensure that all initial assessments for a prisoner to access ROTL contain a plan that includes consideration and suitability for external employment, education and training and offending behaviour programmes.</p> <p>The Annual Delivery Plan (ADP) is being developed, this will include more opportunities for community employment enhancing prisoners' chances of lasting work linking to skills and academic progress whilst in custody and on release.</p> <p>Prison Offender Managers (POM) and Custody to Work (C2W) will work in collaboration to ensure that suitable work placements are sourced, and prisoners advance to community work as part of their ROTL progression plan.</p> <p>HMP Kirkham will work with the business change team to restructure the C2W department. This will remove unnecessary procedures and processes to enable increased opportunities for prisoners to access ROTL for paid community employment, charity work, training, and education placements more quickly and in larger numbers. A planned re-profile of the staffing of the prison will increase resource and capacity in the department. Existing market leaders and host model employers currently at the prison will be utilised to support in providing new</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>March 2025</p> <p>March 2025</p> <p>April 2025</p> <p>April 2025</p>



		<p>employment opportunities for prisoners through partnership with local and national employers.</p> <p>HMP Kirkham will engage with the Employment Advisory Board (EAB) to generate a range of new employment pathways to provide options for prisoners on ROTL in the community and towards lasting employment on release. EAB will monitor outcomes and success through the Performance Hub.</p>	The Governor	April 2025
6	<p>A variety of strategies to manage overcrowding across the prison estate, including the temporary presumptive recategorisation, end of custody supervised licence and standard determinate sentence 40 schemes, had undermined the ethos and purpose of Kirkham as an open prison. The prison had received far too many short-staying prisoners who were unprepared for open conditions, and its performance in delivering release on temporary licence (ROTL) was worse than for most comparators.</p>	<p>The capacity measures introduced over an 18-month period were designed to create places in the reception estate to enable the prison service to utilise capacity throughout the system. HMP Kirkham had very low occupancy, and therefore received more prisoners arriving than its comparators. The Temporary Presumptive Recategorisation (TPRS) scheme introduced did not allow access to ROTL, and the prisons performance for ROTL was impacted by this. Prisoners transferring on standardised categorisation scheme continued to be able to access a full range of resettlement provision.</p> <p>TPRS scheme was revised in June 2024 and updated to allow prisoners to move to open conditions 12 months before Conditional Release Date and access ROTL through the established risk assessment process.</p> <p>The prison will work with colleagues in other establishments and at headquarters to identify prisoners serving longer and indeterminate sentences who can be transferred to category D prisons. HMP Kirkham will actively promote themselves as a destination of choice and opportunity for these prisoners. This will stabilise the population and develop a cohort who can access ROTL for family and employment for longer and promote effective resettlement.</p>	<p>HMPPS</p> <p>HMPPS</p> <p>The Governor</p>	<p>Completed</p> <p>Completed</p> <p>June 2025</p>
7	<p>Arrangements for ROTL were weak. Processes were cumbersome, approvals were late and the department which organised work placements was under-resourced.</p>	<p>HMP Kirkham are undertaking a business change management review within the Offender Management Unit department (OMU) to remove excessive duplication and bureaucracy and streamline operations, including arrangements for ROTL.</p> <p>The C2W department is being re structured and resourced to provide an enhanced service capable of providing a greater quantity of employment opportunities in the community. Part of this work with the business change team will reflect the need for</p>	<p>The Governor</p> <p>The Governor</p>	<p>April 2025</p> <p>April 2025</p>



		<p>stronger and more integrated work with the OMU department to align with sentence plans and resettlement progression.</p> <p>HMP Kirkham will consult with other open resettlement prisons to combine best practice and use any learning to re-evaluate procedures.</p> <p>ROTL board paperwork will be moved to an electronic process and processes will be streamlined, to allow ROTL boards to be updated and approved rapidly, remove unnecessary delays and support timely release.</p> <p>The prison will progress to a process of inviting all high-risk prisoners to attend their initial ROTL board in person.</p> <p>All initial ROTL boards will include a ROTL plan that includes suitability for external employment, education and training and offender behaviour programmes. POM's and C2W will work in collaboration to ensure that suitable work placements are sourced.</p> <p>ROTL clinics will be re-introduced, providing an opportunity for prisoners to have more frequent and meaningful interaction with their POM.</p> <p>The ROTL suspension process will be reviewed to modernise the process and ensure that consideration is given to alternative measures. This will provide a more person centric assessment, apply the principles of procedural justice and remove overly punitive sanctions which can damage resettlement outcomes and family contact.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>February 2025</p> <p>March 2025</p> <p>April 2025</p> <p>March 2025</p> <p>February 2025</p> <p>February 2025</p>
Key concerns				
8	<p>The absence of telephones in prisoners' rooms encouraged the use of illicit mobile phones. This affected the security of the prison and the ability of the offender management unit to monitor calls and identify risk.</p>	<p>Open prisons offer greater freedom, therefore, there are currently no plans to install in-cell telephony into the open estate. A secure mobile pin phone solution is being considered for the open estate with a scoping exercise currently taking place.</p>	HMPPS	July 2025



9	<p>The promotion of fair treatment was insufficiently prioritised across the prison. Most departments were not identifying or exploring disproportionate outcomes.</p>	<p>The quarterly Equality Action Team (EAT) meeting framework will be changed to focus more strongly on outcomes for prisoners and provide a competitive analysis to determine appropriate resolutions and actions. The Equalities manager will support each functional area to review their own equality statistics and report back to the EAT meeting any discrepancies they identify and explain what they are doing to rectify the issue. This will more thoroughly integrate equalities and diversity into every function across the prison.</p>	The Governor	August 2025
		<p>The new Performance manager will lead on the delivery of bi-monthly world café days. These events will include staff from all departments and prisoners. The first will be on the theme of equalities and diversity. Following this the prison will develop an action plan for a transparent and inclusive approach towards improving relationships about equality with prisoners and staff.</p>	The Governor	April 2025
		<p>Senior Leaders Team (SLT) Protected Characteristics leads will be required to attend the EAT and provide a report for their forum. In their absence a representative may attend, or a report can be submitted.</p>	The Governor	March 2025
		<p>Statistics, identified issues, and action plans will be shared with prisoners attending protected characteristics forums to improve staff and prisoner relationships and build confidence that issues are acted upon to address any negative perceptions.</p>	The Governor	March 2025
		<p>The effectiveness of the EAT processes and outcomes will be monitored at the strategic SLT meeting.</p>	The Governor	August 2025
10	<p>The increased need for external escorts was not resourced, resulting in delays to hospital appointments. There was little input from the GP to determine the risk associated with such decisions.</p>	<p>The commissioner for the healthcare contract will work with Practice Plus Group as the provider, to establish the reason for increased demand and the role of the General Practitioner (GP) and other senior nurse colleagues in triaging escorted appointments.</p>	NHSE/Practice Plus Group	March 2025
		<p>The Prison Group Director will review the increase in external escorts and hospital bedwatches over the previous 12 months and discuss the associated resourcing costs with NHS commissioners.</p>	Prison Group Director	March 2025
11	<p>Public protection arrangements were weak. There was no routine oversight of risk management plans for high-risk prisoners approaching release. These prisoners were</p>	<p>The Head of Offender Management Delivery (HOMD) will track high-risk cases from point of allocation to POM to ensure Person Posing a Risk to Children (PPRC) and Enhanced Behaviour Monitoring (EBM) cases are being promptly undertaken.</p>	The Governor	March 2025
		<p>All high-risk prisoner cases are now discussed six weeks prior to release at the Inter-Departmental Risk Management Meeting (IDRMM) to ensure a robust risk</p>	The Governor	Completed



	<p>not invited to ROTL boards and too few had their compliance tested on temporary licence.</p>	<p>management plan is in place with information from a multi- disciplinary board. This ensures any necessary action is progressed with community organisations ahead of release.</p> <p>HOMD will track all initial Offender Assessment System (OASys) to ensure a quality assessed robust risk management plan is in place to protect the public and is part of the consideration and progression in consideration for ROTL.</p> <p>HOMD will undertake regular risk management meetings with POM's six months prior to prisoners release to ensure robust risk management release plans are being developed.</p> <p>The prison will progress to a process of inviting all high-risk prisoners to attend their initial ROTL board in person.</p> <p>All prisoners regardless of risk levels will have their ROTL assessments completed in a timely way to ensure compliance can be tested on ROTL prior to final release.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>March 2025</p> <p>March 2025</p> <p>April 2025</p> <p>March 2025</p>
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