



## Birmingham Urgent Notification: Initial Response Action Plan

Updated: 09 September 2018

Priority Theme	No	Actions	Date Due
Immediate actions to improve operational stability and the delivery of basics	1	<p><b>Operational Capacity</b></p> <p>(i) To improve decency, reduce operational pressures, and increase staff and managerial capacity to drive improvements, operational capacity will be reduced by a further 300 places (the operational capacity has been reduced by 116 places since November 2017).</p> <p>A, B and C wings will be temporarily closed to take out the most dilapidated accommodation.</p> <p>G wing is being refurbished and will be reopened.</p>	<p>28 September 2018</p> <p>31 October 2018</p>
		<p>(ii) To help sustain a lower operational capacity, court catchment designations have been realigned. Prisoners from Wolverhampton, Dudley and Walsall Magistrates Courts and Wolverhampton Crown Court will be allocated to HMP Hewell.</p>	3 September 2018
	2	<p><b>Improving basic processes</b></p> <p>(i) Central expertise from HM Prison and Probation Service (HMPPS) HQ will be provided to support the improvement of basic procedures, such as searching; accounting for prisoners; use of the disciplinary process; and the operation of the Incentives and Earned Privileges scheme (IEP). Local staff and managers will be supported to improve processes and promote behaviours designed to boost perceptions of procedural justice and legitimacy, thereby improving compliance and safety.</p>	End of October 2018
		<p>(ii) HMPPS HQ staff will work with law enforcement partners to improve the reporting and investigations of incidents of crime committed in the prison.</p>	12 <sup>th</sup> October 2018
		<p>(iii) HMPPS HQ staff with relevant expertise will review the establishment's counter corruption activity and support the prison to improve it.</p>	12 <sup>th</sup> October 2018



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Improving staff capability and confidence, enhancing Management and Leadership	3	<p><b>Leadership and Staffing</b></p> <p>(i) To immediately bolster confidence and capability HMPPS have:</p> <ul style="list-style-type: none"> <li>appointed an experienced Governor to lead the prison and steer the transformation process;</li> <li>strengthened the senior management team by appointing additional skilled and experienced managers on a temporary basis;</li> <li>deployed detached duty staff (in addition to G4S detached duty staff) to achieve above normal staffing levels, to include: 30 experienced Prison Officers; 3 Physical Education Instructors and 5 Custodial Managers.</li> </ul>	06 <sup>th</sup> September 2018
		<p>(ii) To develop and embed confidence and capability:</p> <ul style="list-style-type: none"> <li>the whole prison staffing structure and regime has been reviewed, to inform staff profiles and make efficient use of resources. This will enable staff to support and manage prisoners appropriately, whilst ensuring that high risk areas are properly staffed. The profile will be underpinned by a new core day which provides a constructive regime, to include daily access to showers, phone calls, applications, time in the open air and use of available activity spaces; the revised routines will be implemented from November 2018.</li> <li>a Human Resources Business Partner has been allocated to HMP Birmingham to maintain ongoing recruitment; ensure the coordination and review of staffing requirements (both HMPPS and G4S); and develop training and mentoring strategies, including those for the Senior Management Team;</li> <li>the establishment safety team will be enhanced in line with specific guidance from HMPPS HQ on its structure and staffing roles.</li> </ul>	<p>End of November 2018</p> <p>Immediate</p> <p>End of September 2018</p>
	4	<b>Assurance</b>	



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		To improve the oversight of priority systems and the delivery of the HMIP action plan, a review of the assurance processes will take place. This will further develop the Assurance Framework and governance structure.	End of September 2018
<b>Physical Environment and Living Conditions</b>	<b>5</b>	<b>Physical Environment and Living Conditions</b>	
		(i) The most dilapidated cells will be taken out of use (see action 1).	
		(ii) Additionally, a full assessment of the condition of other accommodation will be undertaken, and where decency concerns are identified relating to cell windows, observation panels, flooring and toilet screening, we will undertake remedial work or take cells out of use until remedial work has been carried out.	End of October 2018
		(iii) HMPPS National Compliance Team will complete an audit of compliance with statutory and mandatory maintenance work, and where necessary make the changes to ensure compliance.	21 September 2018
		(iv) Experienced Regional Estates and Service Delivery Managers are working with the prison to drive urgent improvement in living conditions. They will support the establishment to refurbish wings and cells, replace damaged furniture and improve cleanliness throughout the establishment.	Immediate
		(v) The national evidence based practice team from HMPPS HQ will support HMP Birmingham to develop and implement an appropriate strategy to counter vandalism and encourage staff and prisoners to take pride in the areas where they live and work.	End of October 2018
	<b>6</b>	<b>Cell furniture and fittings</b>	
		Local management will work with the Head of Public Sector Prison Industries to streamline stock control processes at Birmingham to address improvements. This will include:	Ongoing



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		<ul style="list-style-type: none"> <li>providing adequate cell furniture and fittings to replace damaged furniture in a timely manner;</li> <li>conducting an audit of in cell furniture and equipment and clothing against requirements, and ensure adequate prison issue clothing, consumables, and equipment for prisoners are provided.</li> </ul>	
	7	<p><b>Cleanliness</b></p> <p>Urgent action is under way to ensure standards of cleanliness are achieved and maintained throughout the prison, rubbish is removed and appropriate pest control measures are in place.</p>	Ongoing
<b>Violence, Self-Harm and Suicide, Drugs and Substance Misuse, Health and Social Care</b>	8	<p><b>Violence Reduction</b></p> <p>(i) The HMPPS HQ and West Midlands Prison Group Safety teams will work with the Governor and local safety team to develop a comprehensive Safety Strategy using the HMPPS national Safety Framework.</p>	End October 2018
		<p>(ii) The HMPPS HQ and West Midlands Prison Group Safety Teams will support the establishment to introduce CSIP (Challenge, Support and Intervention Plan - case management for violent offenders). In the interim, weekly multi-disciplinary meetings will be held to consider the management of violent prisoners.</p>	End November 2018
		<p>(iii) The HMPPS HQ and West Midlands Prison Group Safety Teams, with support from HMPPS Psychology resources, will support the establishment to understand the drivers of violence. This will include:</p> <ul style="list-style-type: none"> <li>completing the backlog of the most recent Violent Incident Investigations;</li> <li>using the findings of these investigations to write a thematic review of the drivers of violence at the establishment;</li> <li>implementing the use of the Safety Diagnostic Tool, which will assist the establishment to manage individuals with historic acts of violence.</li> </ul>	<p>End September 2018</p> <p>End October 2018</p> <p>End September 2018</p>



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	9	<b>Suicide &amp; Self-harm</b>	
		(i) The HMPPS West Midlands Prison Group Safety Team will provide ACCT (Assessment, Care in Custody, Teamwork - case management for prisoners at risk of suicide and self-harm) Case Manager coaching over a 6 week period to improve the quality of reviews and confidence of decision making.	End October 2018
		(ii) The HMPPS West Midlands Prison Group Safety Team will support the introduction and implementation of a new quality assurance process for ACCT.	End November 2018
		(iii) The establishment, with the support of HMPPS national and West Midlands Prison Group Safety Teams and the Samaritans, will review the effectiveness of the Listener scheme (including prisoners' ability to access Listeners), to ensure this is running efficiently and providing support to prisoners at risk of suicide and self-harm.	End October 2018
	10	<b>Safety Audit</b>	
		The HMPPS Operational System and Assurance Group (OSAG) will undertake a Safety Risk Management audit, with a focus on reviewing remedial actions in this action plan related to violence reduction, suicide prevention, self-harm reduction and the follow up on recommendations from the Prisons and Probation Ombudsman reports on deaths in custody.	End January 2019
	11	<b>Cell Call Response</b>	
		(i) The establishment will introduce processes to ensure routine maintenance of cell call response systems is undertaken on a regular basis.	End October 2018
		(ii) The establishment, with support from the HMPPS HQ Prison Safety Team, will develop a system to improve assurance of cell call response times.	End October 2018
	12	<b>Isolating Prisoners</b>	



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		(i) The HMPPS HQ and West Midlands Prison Group Safety Teams will support the establishment to understand the number of prisoners who are isolating and ensure support is in place for them. This will also form part of the agenda for discussion at the weekly multi-disciplinary meeting.	Immediate
		(ii) The HMPPS HQ Prison Safety Team will support the establishment in creating a strategy for the management and safeguarding of isolating prisoners.	End November 2018
	<b>13</b>	<b>Drugs &amp; Substance Misuse</b>	
		(i) HMPPS HQ staff, including from the national Drugs Taskforce, will undertake a vulnerability assessment to identify and interrogate live routes of the conveyance of drugs, and assist local management to take immediate action to reduce drug supply.	12 <sup>th</sup> October 2018
		(ii) The HMPPS national Drugs Taskforce will undertake a full diagnostics process which will identify actions to improve the establishment's response to drugs across the three elements of the drugs strategy – supply and demand reduction, treatment and recovery, and continuity of care.	End October 2018
	<b>14</b>	<b>Health and Social Care</b>	
		Healthcare and Social Care Commissioners and Providers will:	
		(i) Support the prison to relocate the substance misuse treatment unit to M wing, enabling patients to be cared for in an environment that facilitates the safe and effective delivery of services.	28 <sup>th</sup> September 2018
		(ii) Support the prison to effectively maximise clinic attendance, resulting in a reduction in do not attend (DNA) rates (as reported through national performance indicators).	6 <sup>th</sup> September 2018
		(iii) Increase the healthcare staff resource with the employment of an additional 3 Full Time Equivalent Mental Health (MH) Duty Workers to provide 7 day access to MH services and a single point of contact for ACCT.	1 <sup>st</sup> October 2018



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		(iv) Work with the prison to increase the uptake of mental health first aider training by prison officers, thereby providing prison staff with the skills to identify and support prisoners with mental illness.	1 <sup>st</sup> December 2018
		(v) Increase the delivery of psychoactive substance (PS) forums to one per month /per wing.	28 <sup>th</sup> September 2018
		(vi) Undertake the mobilisation and deployment of Paramedics as part of the healthcare team to support the safe, on-site management of PS incidents, emergency responses and minor injuries.	1 <sup>st</sup> November 2018
		(vii) Launch a mental health phone line providing prisoners with evening access to practical advice, guidance and support for low level mental health needs.	13 <sup>th</sup> September 2018
		(viii) Complete an evaluation of current prescribing practice (including substance misuse services) in relation to national benchmarks and clinical guidance (for example the Orange Book.)	1 <sup>st</sup> January 2019
		(ix) Review the evidence base and opportunities for the use of telemedicine in the prison to aid the effective utilisation of hospital escorts.	1 <sup>st</sup> February 2019
		(x) Explore with the prison opportunities to make the health complaints system more accessible to prisoners.	1 <sup>st</sup> November 2018
		(xi) Work to raise the awareness of prison officers of the prison's protocol for enabling the delivery of Social Care, including the "Referral Process" for those in need of care and support: this to be achieved through the engagement of Birmingham City Council in the delivery of awareness events for senior leaders throughout the prison.	1 <sup>st</sup> January 2019
<b>Public Protection and Offender Management</b>	<b>15</b>	<p><b>Public Protection and Offender Management</b></p> <p>The National Probation Service (NPS), and members of Public Protection Group and the Offender Management in Custody (OMiC) Programme teams at HMPPS HQ, will deliver:</p> <p>(i) a review of the population in terms of risk and release dates and ensure that all community offender managers (Community Rehabilitation Company (CRC) and NPS) are identified and contacted in relation</p>	End of October 2018



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		<p>to offenders due for release within the next 4 months, and ensure that appropriate information sharing is in place (such as Multi-Agency Public Protection Arrangement – MAPPA – where applicable);</p> <p>(ii) for the 50 prisoners specifically referred to by the Inspectorate and due for release between August and November, the Assistant Chief Officer in NPS Midlands Division, will assess the suitability of the release plans and take immediate action in respect of any unsatisfactory resettlement arrangements; and</p> <p>(iii) develop a prioritised plan for Offender Assessment System (OASys) completion and other OMU processes for local staff to undertake after the 28 days Urgent Notification cycle.</p> <p>(iv) Provide support for local managers in relation to the strategic management of reducing reoffending strategy and committee, joint working between CRC and OMU, inter-departmental risk management team work and mail and phone monitoring.</p> <p>(v) HMPPS subject matter experts will support HMP Birmingham to further develop their ‘key worker’ strategy. This would specifically consider how key work might be started for vulnerable or self-isolating prisoners and link in with the re-profiling of the establishment.</p>	<p>End of October 2018</p> <p>End of October 2018</p> <p>End of October 2018</p> <p>End of October 2018</p>
		<p>(vi) A member of the Home Detention Curfew (HDC) taskforce will work with the prison to improve systems and processes designed to boost the numbers of prisoners appropriately released on HDC.</p>	<p>End of October 2018</p>
<b>Regime improvement</b>	<b>16</b>	<p><b>Learning and Skills</b></p> <p>(i) National expertise will provide on-going support, challenge and practice development activity to HMP Birmingham. A comprehensive assessment of the current activity places by Public Sector Prison Industries (PSPI) and Learning and Skills provision offered by the Offender Learning and Skills Service (OLASS) provider will be undertaken, and an Improvement Plan will be developed in conjunction with the Governor. Once the future Prison Education Framework (PEF) provider is chosen, work will start to discuss the specification and agree a Delivery Plan. Other service levels that will be measured include:</p>	<p>End of September 2018</p>





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		<ul style="list-style-type: none"><li>• achievement of accredited outcomes by learners including those with learning difficulties and disabilities (LDD);</li><li>• retention of learners and;</li><li>• delivery of a teaching quality management plan.</li></ul>	
		(ii) National expertise will be provided to implement the aims of the 'New Futures Network' at Birmingham to align activities, wherever possible, and work with employers to identify job opportunities in the community and improve the employment prospects of those leaving the prison.	End of October 2018
		<b>Activity allocation and attendance</b>  (iii) National expertise will be provided to work alongside a senior manager at HMP Birmingham to develop an activities and allocation system which will increase the number of men in purposeful activity.	End of November 2018