



Bedford Urgent Notification: Initial Action Plan

Updated: 02 October 2018

Priority Theme	No	Actions	Completion date
Immediate actions to improve operational stability, order and control	1	<p>Operational Capacity</p> <p>The operational capacity at Bedford was reduced by 20 places under the special measures arrangements. The operational capacity will be reduced by a further 56 places in order to relieve operational pressure, and enable further training for inexperienced staff. This creates a total reduction of 76.</p>	5 th October 2018
	2	<p>Leadership and Staffing</p> <p>To immediately bolster confidence and capability HMPPS will:</p> <p>(i) Continue to support the senior management team by extending the secondment of operational managers.</p>	Ongoing
		<p>(ii) Deploy a total of 8 experienced Band 4 Supervising Officers and Band 5 Custodial Managers on detached duty in addition to Bedford's own staff at these grades, to ensure an increased presence on all wings throughout the period of unlock to enhance the support, supervision and guidance for inexperienced staff.</p>	28 th October 2018
Improving staff capability and confidence	3	<p>To Develop and Embed Confidence and Capability:</p> <p>(i) The Evidence Based Research Team will work with the Governor and managers to co-produce and implement behavioural standards which articulate boundaries, and describe specific sanctions to deal with poor behaviour.</p>	10 th October 2018
		<p>(ii) An 'Officer Development Programme' will be introduced to provide training support for inexperienced staff, including in areas such as how to use conflict resolution techniques appropriately and enforce expectations in relation to decency, respect and motivating prisoners to attend work and education.</p>	From end of October 2018



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		(iii) A local 'know your job' scheme will be introduced to support inexperienced staff, with the aim of increasing confidence and capability.	From end of October 2018
Safety: Violence Reduction, Suicide and Self-Harm, Use of Force, Drugs and Substance misuse	4	Violence Reduction	
		The HMPPS National and Prison Group Safety Teams will:	
		(i) Work with the Governor to further develop and embed a comprehensive safety strategy using the National Safety Framework which will address the issues identified by HMIP.	End of October 2018
	(ii) Support the establishment to better their understanding of the drivers of violence. This will include:	End of October 2018	
		<ul style="list-style-type: none"> • Providing further support to the establishment to embed CSIP (Challenge, Support and Intervention Plan - case management for violent offenders); • Organising a violence summit, involving staff and prisoners, which will identify short and medium term actions for the prison to better manage violence; and • Improving intelligence by greater use of the Safety Diagnostic Tool (SDT), which will assist the establishment to better manage individuals with historic acts of violence and identify and disrupt gang activity. 	
		(iii) Support will be provided by the Prison Group Safety Team to implement recommendations from the Prisons and Probation Ombudsman investigation reports following deaths in custody.	End of November 2018
	5	Suicide and Self Harm	
		The HMPPS National and Prison Group Safety Teams will:	
		(i) Continue to provide case manager coaching in Assessment, Care in Custody and Teamwork (ACCT) - the case management of prisoners at risk of suicide and self-harm.	Ongoing



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		(ii) Deliver training on defensible decision making to the establishment to further improve the use of the ACCT process.	15 th November 2018
		(iii) Review the current quality assurance processes for ACCT and support the prison in making improvements to the process as identified in the review.	30 th November 2018
		(iv) Undertake a review of early days and support the implementation of recommendations from the review.	30 th November 2018
	6	Care and Separation Unit (CSU)	
		(i) A new operational manager has been appointed to provide improved oversight of the adjudications process and management of the CSU.	End of October 2018
		(ii) An additional experienced Custodial Manager will be provided to help improve systems, processes and leadership of staff through detached duty.	Mid October 2018
		(iii) The Regional Psychology Team will provide monthly supervision for the staff working in the CSU and defensible decision making training for those within the unit on ACCT plans.	Completed
	7	Use of Force	
		(i) National expertise from the National Tactical Response Group will provide further practical support to improve use of force practice and adherence to procedure in the prison.	From December 2018
		(ii) National resource from the Operational Resilience and Response Unit will be based at HMP Bedford for a period of 3 months to support the local leadership team to implement improvements to use of force practice and governance.	From December 2018
		(iii) A full time Use of Force Coordinator will be appointed.	End of March 2019



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	8	Drugs & Substance Misuse	
		(i) HMP Bedford will be prioritised for further access to the use of dogs in balance with the need to support other high risk establishments.	End of March 2019
		(ii) Increased staff searching and enhanced perimeter patrols will be introduced.	End of December 2018
		(iii) New windows with grilles will be provided in high risk areas to mitigate the risk from 'throw overs'.	End of March 2019
		(iv) National experts from Security Risk Unit will visit the establishment to agree a bespoke package of support on all aspects of security with the Governor and the senior management team.	15 th October 2018
		(v) A review of Mandatory Drug Testing reporting arrangements will take place, including procedures for recording and sanctioning test refusals.	End of October 2018
		(vi) 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 of March 2019
Getting the Basics right	9	Improving Basic Processes and Procedural Justice	
		(i) Local staff and managers will be supported by the Evidence Based Research Team to improve and embed processes including; adjudications; applications; complaints; and the operation of the Incentives and Earned Privileges scheme. The team will promote behaviours designed to boost staff and prisoners' perceptions of procedural justice and legitimacy, thereby improving compliance and safety.	End of October 2018
		(ii) A workshop will be provided to Business Hub staff to develop a clearer understanding of the day to day impact the work of the hub has on the lives of prisoners and staff.	End of October 2018



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		(iii) A bespoke package of support will be developed by Human Resources, Business Development Group and the Evidence Based Research Team in consultation with the Prison Group Director and Governor to support SMT over an extended period to ensure adherence to the new processes and that the adoption of new behaviours is embedded.	Ongoing
		(iv) Further support will be provided to first line managers to develop a culture where staff are appropriately supported and challenged when carrying out their daily duties.	Ongoing
		Access to Clean Clothing	
		(v) The level of clothing available within the prison will be increased to ensure that a weekly clothing exchange can be completed.	From 06 th October 2018
		(vi) A good practice guide and support visit will take place by Public Sector Prisons Industries to improve the establishment's process in relation to clothing exchange.	By 15 th October 2018
		(vii) Additional support and funding will be provided so that all prisoners' clothing can be laundered weekly.	Mid October 2018
	10	Core Day Activity Delivery	
		(i) A review of the operational staffing model has been undertaken to create new staff profiles.	Completed
		(ii) Specific work will be undertaken on the development of the underpinning core day to ensure that the regime is constructive, fully engages prisoners in activity and provides staff with sufficient time and space to undertake their core duties.	End of October 2018
	11	Assurance	
		(i) To improve the oversight of priority systems and the delivery of the HMIP action plan, a review of the assurance processes will take place with support from Business Development Group. This will further develop the assurance framework and governance structure.	End of December 2018



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		(ii) HMIP are currently developing a new methodology to assess an establishment's progress against HMIP recommendations. HMPPS will continue to engage with HMIP so that this methodology can be understood and routinely deployed by HMPPS through its own assurance processes, to improve the performance of prisons, including Bedford.	Ongoing
		(iii) Assurance testing will take place to monitor implementation of Prisons and Probation Ombudsman recommendations.	From end of October 2018
		(iv) Assurance testing will take place to ensure incidents are reported in line with existing policy.	From end of October 2018
Decency & Living Conditions	12	Damaged cells in the Care and Separation Unit will remain out of use.	Completed
	13	<p>Refurbishment</p> <p>We will continue to refurbish key areas of the prison including:</p> <ul style="list-style-type: none"> • showers on B and D wing; and • the replacement of flooring where required in cells on A and B wing. 	By March 2019
	14	<p>Maintenance backlog</p> <p>Intensive auditing and review activity is currently taking place in relation to reactive and planned maintenance. We will work with Government Facility Services Limited to clear the maintenance backlog by the end of February 2019.</p>	End of February 2019
	15	<p>Disabled prisoners' access to showers</p> <p>An urgent review of the individual requirements of all prisoners with disabilities will take place to ensure that their basic needs are met. If in any case we are unable to provide the standard of care required at Bedford, prisoners will be transferred swiftly to an establishment which can offer the appropriate support.</p>	End of October 2018



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	16	Cleanliness (i) HMP Bedford will become a national pilot site for the clean and decent programme which will introduce a painting party and additional cleaning parties, alongside new cleaning schedules and systems to make immediate and sustained improvements to standards of cleanliness throughout the prison.	End of January 2019
		(ii) Further urgent pest control measures will be introduced.	Completed
Learning and Skills provision	17	Education Urgent steps are being taken to drive improvements to the quality of learning and skills provision with support from the national team.	End October 2018