



HMP Bristol Urgent Notification: Initial Action Plan

Updated: 1 July019

Priority Theme	No	Actions	Completion date
Safety: Suicide and Self-Harm, Violence, and Use of Force	1	Suicide and Self-Harm	
		(i) Immediate action has been taken to ensure that prisoners are able to call the Samaritans from their in-cell phones. Local assurance has been put in place to maintain this.	Completed
		(ii) Immediate action has taken place to ensure the safer custody hotline is checked three times a day. Local Assurance systems have been put in place to maintain this.	Completed
		(iii) Immediate action has been taken to rectify the delays in activating prisoners' in-cell telephony accounts.	Completed
		As a result of the prison Healthcare department seeking to comply with a Coroner's recommendation to reduce the threshold for the opening of an Assessment, Care in Custody and Teamwork (ACCT) plan, a very high number of ACCTs are being opened which is leading to a lower quality of completion.	
(iv) To address this issue the Prison Group Director (PGD) and the Avon and South Dorset (ASD) Group Safety Team will work with health providers to improve the understanding, identification and management of risk relating to suicide and self-harm.	End of August 2019		
(v) The National Prison Safety Team and ASD Group Safety Team will facilitate workshops and coaching for ACCT case managers to improve understanding of risks and triggers including risk identification and risk management in order to manage the ACCT process more effectively, and this will include the appropriate closure of ACCT plans.	End of September 2019		
(v) The National Prison Safety Team and Avon and South Dorset Group Safety Team will continue to assess the current quality assurance process for ACCT and support the prison in making improvements.	End of December 2019		



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Safety: Suicide and Self-Harm, Violence, and Use of Force		(vi) Constant supervision cells at HMP Bristol are currently located in the Care and Separation Unit (CSU) and Brunel Unit. We recognise that it would be desirable to introduce additional constant supervision cells on normal location and a business case for this will be developed, however provision of this will be subject to resource constraints.	End of July 2019
		(vii) In the meantime, and on a case by case basis, we will consider whether the best interests of the prisoner are best served by an urgent transfer to a different prison where constant supervision can be appropriately provided on normal location.	End of July 2019
		(viii) HMP Bristol will also work with Healthcare providers to educate staff about the alternative options to constant supervision.	End of July 2019
		(vii) The National Prison Safety Team will work with the Avon and South Dorset (ASD) Group Safety Team to ensure recommendations from Prisons and Probation Ombudsman reports are fully implemented and embedded.	End of September 2019
	2	Early Days in Custody	
	(i) We will continue to provide a private space for first night safety interviews, but ensure that it is equipped with the right information, and that staff are aware of the importance of privacy.	Immediate	
	(ii) HMP Bristol with the support of National Prison Safety Team and ASD Group Safety Team will identify and help affect some immediate improvements to early days including: <ul style="list-style-type: none"> Identifying safety risks; Ensuring that the men have access to basic kit on the First Night Centre; Ensuring that rooms are fully equipped before occupancy; Ensuring that staff are aware who first night prisoners are; and Supporting attendance at inductions. Compliance issues will be addressed by providing training, improving assurance systems, and leadership and management grip - see also actions 12 (i-ii).	End of September 2019	



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Safety: Suicide and Self-Harm, violence, and Use of Force		(iii) The National Prison Safety Team will work with the prison's SMT to develop a longer term holistic strategy to improve early days arrangements including identifying other sites where effective early days arrangements are in place.	End of March 2020
	3	Management of Violence	
		(i) A new interim Head of Safety will be appointed. We will continue efforts to recruit a full time substantive Head of Safety.	Immediate
		(ii) The National Prison Safety Team and ASD Group Safety Team will undertake an assessment of resources, capability of the establishment safety team and where necessary assist in the up skilling of the team.	End of December 2019
		(iii) Improvement activity and the embedding of CSIP (Challenge, Support and Intervention Plan - case management for violent offenders) will continue to be supported by the National Prison Safety Team and ASD Group Safety Team.	Ongoing
		(iv) The National Prison Safety Team will work with the ASD Group Safety Team with support from HMPPS Psychology to facilitate a further Violence Summit, which will consolidate and develop the work commenced through the initial event held by the establishment. This is to enable the prison to: <ul style="list-style-type: none"> • Reflect on their current strategy to manage violence; • Have a better understanding of the drivers of violence; • Facilitate consultation with staff and prisoners; and • Identify further short and medium-term actions to inform the future strategy to better manage violence. 	End of September 2019
	4	Use of Force (UoF)	
		(i) The National Evidence-Based Practice team will support HMP Bristol to adopt a whole prison approach to support positive behaviour. HMP Bristol will introduce a reward based system to managing	Ongoing



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		(ii) HMP Bristol will work with colleagues in the Service Improvement Group (Performance Directorate) to redirect local resources to enable employment of a full time prison based UoF co-ordinator.	End of July 2019
		(iii) A full time Control and Restraint Co-ordinator will be employed within the ASD Group to provide oversight of use of force governance, including the identification of trends and the full completion of documentation, with priority given to HMP Bristol.	Immediate
	5	Segregation Adjudications	
		(i) The new Head of Safety will have overall oversight of segregation and adjudication processes to address the backlog and improve management information and tracking.	End of July 2019
		(ii) The National Evidence-Based Practice Team will facilitate rehabilitative adjudication workshops with the local team.	End of November 2019
	6	Safeguarding	
	(i) HMP Bristol will continue to commit to deliver the following service levels of care: <ul style="list-style-type: none"> • Delivery of hands on social care delivered by agency Bristol City Council (BCC); • Ensure robust assessment processes are in place for men with identified need; and • Supporting continuity of care on entering custody. 	Immediate	
	(ii) The Prison Group Director will work with the Social Care Commissioner during the current social care procurement process to further develop provision.	End of July 2019	



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		(iii) A Memorandum of Understanding and Information Sharing agreements between HMP Bristol and Bristol Council will be agreed by the end of July 2019.	End of July 2019
Decency	7	<p>Living Conditions</p> <p>(i) Significant capital expenditure of approximately £1.6 million or 2.3 % of funding across all investment streams (Major Maintenance, Asset Investment Board, Additional Work Requests, and Priority Prisons Investment) across the HMPPS estate has already been allocated to HMP Bristol. This includes a Priority Prisons Investment allocation of £1.35 million, which represents an 8% share of all Priority Prison money for 2018/19.</p> <p>The following repair activity has been undertaken:</p> <ul style="list-style-type: none"> • Major refurbishment work on D wing (servery, showers, stair refurbishment works, asbestos survey, privacy panels, structural survey, safety netting, mechanical electrical remedials, D Wing overrun costs, high level scaffolding/painting, and flooring); • CCTV works - D wing, B wing, A wing and G wing; • C wing servery variation - flooring screed; • A and G serveries and additional cameras; • Education ovens and hobs; • LED external security lighting; • B wing shower refurbishment; • B wing servery refurbishment; • C wing servery refurbishment; • C wing shower refurbishment; and • PIDS works. <p>A new education building has also been constructed and will open in August.</p> <p>ii) It is our ambition to continue with the living conditions improvements programme at HMP Bristol, prioritising full shower replacements in C wing and G wing. Business cases will continue to be developed however there is currently no funding to deliver these improvements and bids will have to be considered alongside competing demands elsewhere in the estate.</p>	Completed



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		(iii) HMPPS Prison Maintenance Group (PMG) will continue to ensure the Government Facility Service Limited (GFSL) maintenance backlog is closely monitored. This backlog has reduced significantly over the past 12 months to the current level of 323 Planned and 199 Reactive tasks on the CAFM system Planet FM. PMG are working with the GFSL FM site team in order to maintain focus with emphasis on data management. This will continue to be monitored robustly to reduce the backlog further to an acceptable business as usual level.	End of August 2019
		(iv) In recent months pest control regimes have been increased from eight routine visits per year to weekly. We have been advised that this is the optimal pest control delivery at site level. PMG continue to monitor infestation reports to evaluate the effectiveness of this new programme through the reactive FM CAFM log and specialist service providers' site reports.	Completed
		<p>(v) HMP Bristol reduced its population by 120 in July 2018 to allow major refurbishment work to take place on D wing. We will maintain a reduced operational capacity at HMP Bristol of 520 for the rest of the calendar year to allow further self-help redecoration and minor refurbishment to take place. HMP Bristol will sustain its 'resident led' residential accommodation improvement activity to provide improvements to the current living standards.</p> <p>The additional residential accommodation improvement activity will include flooring repair, cell painting, cell furniture renewal to white wood furniture, toilet and sink deep cleaning.</p> <p>This prioritised programme of residential accommodation improvements will be sequenced as:</p> <ul style="list-style-type: none"> • C Wing (sequenced C3, C2, C1) and communal areas to be completed by October 2019; • G Wing and communal areas to be completed by November 2019; and • A Wing to be completed by December 2019. 	End of December 2019
		(vi) Prison Maintenance Group will develop plans with facilities management provider Government Facility Service Limited (GFSL) and the local establishment team in order to build and develop a self-help wing painting work party in order to improve standards of decoration within cell accommodation and landings.	End of September 2019



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	8	<p>Improving Basic Processes</p> <p>Local staff and managers will be supported over a longer period of time to improve processes and promote behaviours designed to boost perceptions of procedural justice and legitimacy thereby improving compliance and safety. (Compliance issues will be addressed by providing training, improving assurance systems, and leadership and management grip - see also actions 12 (i-ii)).</p>	End of December 2019
Regime Improvement	9	<p>Learning and Skills</p> <p>(i) Immediate changes have been made to the on-site management of the education provider, coupled with support from the regional quality team. For a minimum of six weeks a Weston College Quality Manager will assume responsibility of all review matters, operational and quality matters related to the Prison Education Framework (PEF) provision at HMP Bristol.</p>	01 July 2019
		<p>(ii) The Prison Group Director and National Education Team will work with Weston College to ensure that the Delivery Plan meets the needs of the population and is delivered consistently. The National PEF Contract Management Team will support Learning and Skills Manager and Head of Reducing Reoffending to utilise contractual levers and escalate where appropriate to ensure that there is sufficient pace and momentum to drive change.</p>	End of September 2019
		<p>(iii) The Deputy Director of the Education, Employment and Industries Group has deployed his team leads to work with the Prison Group Director and Governor to hold a "Regime Summit" with a focus on improving Purposeful Activity. Local, national and industry expertise will convene to design the Purposeful Activity offer at HMP Bristol in preparation for the new Education facility opening in August 2019. Activity places will be designed in collaboration with providers and the prison to maximise impact and potential for learning and skills development.</p>	01 September 2019
		<p>(iv) The Prison Group Director will have full oversight of the project plan for the new Education facility to ensure that there is no slippage in the timing of the opening of the new building.</p>	End of July 2019



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		(v) Immediate action will be taken by the Prison Group Director to address the training and development needs of all prison based managers involved in learning and skills and activities at HMP Bristol.	End of July 2019
		(vi) National expertise will be provided to implement the aims of the 'New Futures Network' at HMP Bristol 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.	01 September 2019
		(vii) The new library will open in August 2019. In the meantime, existing library provision will be immediately improved through extended access on Friday afternoon and weekends. All prisoners will be offered access during this period, to support the weekday provision. Local assurance systems will be put in place to maintain this by way of data capture, regular Education Manger checks and reporting to the morning meeting of attendance rates.	End of July 2019
	10	Regime	Completed
		(i) We will continue the short term use of national detached duty staff to help embed the new profiles and core day, implement the key workers scheme and to ensure that training requirements to improve staff capability do not adversely impact on the regime.	
		(ii) Delivery of physical education (PE) will be supported, where possible, by the use of Detached Duty staff and Payment Plus pending local recruitment of Physical Education Instructors, and exploring all possible alternatives to support PE delivery.	End of July 2019
		Activities Allocation and Attendance	01 September 2019
		(iii) The National Allocations Pilot Lead will work with HMP Bristol's allocation officers to begin refining the allocation process with immediate effect and provide a supporting toolkit and training. ('Purposeful Activity' issues will be addressed by way of a 'Regime Summit' - see also action 9(iii)).	
		(iv) The Governor will develop and implement a local strategy to ensure that attendance across all activity places is effectively prioritised, enabled and supported by key workers.	01 December 2019



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Resettlement	11	<p>Accommodation</p> <p>(i) Bristol is an area of exceptionally high homelessness. To ensure long term stability and sustainability of housing, HMPPS are working with resettlement agencies and charities, such as 'Catch 22' and 'ARRO' (Ara Resettlement Restart Opportunities). A pilot is due to start in the Bristol area, which will involve targeting up to 80 men from HMP Bristol who would be homeless, or at risk of being homeless on release. Support will be provided to these men during the last 12 weeks of their sentence, and for two years post release, with the long term aim of reducing re-offending and preventing homelessness.</p>	End of December 2019
		<p>Public Protection</p> <p>(ii) The Chair of the Integrated Risk Management Team (IRMT) and the Integrated Risk Management Meeting (IRMM) and the Deputy Governor will ensure that appropriate risk assessments and risk management planning takes place within four to eight weeks of release. These outcomes will be monitored through data capture and assurance checks by the Hub Manager.</p>	End of July 2019
		<p>(iii) There is currently no backlog of telephone monitoring, however senior managers will review systems to ensure the accuracy of monitoring arrangements.</p>	End of July 2019
Leadership, Management Grip and Systems of Assurance	12	<p>Leadership, Management Grip and Systems of Assurance</p> <p>(i) The PGD and a new central support team working with the Governor and SMT will deliver a nine-month programme of activity as part of HMPPS' new performance support arrangements. It will include the development of a strategic recovery plan and governance and risk management arrangements, supported by an engagement and communication strategy. Activity will focus on delivery and enablement of HMIP recommendations, leadership, safety, resource and building capability, and accountability.</p>	End of March 2020



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		(ii) Deployment of the Standards Coaching Team will be prioritised to support development of new and existing frontline staff with a focus on improving the consistency and quality of those tasks core to the role of a prison officer.	End of March 2020
		(iii) HMIP will publish their full report and we will respond with our action plan in October 2019. Following this, the national Operational System and Assurance Group (OSAG) will undertake an independent assessment of progress against HMIP recommendations at HMP Bristol and develop a methodology to ensure the implementation of future HMIP recommendations. The Operational System and Assurance Group will undertake a further review on safety at HMP Bristol, with a focus on identifying further actions related to violence reduction, suicide prevention, self-harm reduction and the follow up on recommendations from the Prisons and Probation Ombudsman.	End of March 2020