

HMP Bristol – UN 28 Day Action Plan

Priority Theme	Actions	Owner(s)	Completion Date
LEADERSHIP:	<p>Senior Management Team (SMT) and staff capability and resourcing:</p> <ul style="list-style-type: none"> • To expedite time to recruit and enhance candidate engagement, agreement has been gained to pilot a targeted local prison officer recruitment service at the prison. • To provide intensive co-ordinated support, consideration will be given to implementing the Prison Performance Support Programme (PPSP). Should PPSP go ahead, they will conduct a requirements analysis, agree desired operational impacts and develop an improvement delivery plan across a 12-18 month timeframe. • To build a shared understanding of goals and priorities to ensure better outcomes for prisoners, support will be provided to further develop the Governor’s vision and to promote this across the prison. • To further develop the capability and cohesion of the Senior Leadership Team and drive a culture of performance improvement, support will be provided to build Leadership Code values, principles and professional standards. A review of governance and reporting arrangements will support this work. • Onsite work will begin in autumn to prepare the prison for use of the Building Confidence and Competence Tool in early January. Questionnaires will be carried out with front line prison officers to inform a structured support timeline across the prison and provide the Standards Coaching Team (SCT) with named individuals to provide one to one coaching. • The national SCT will be deployed to the prison for 16 weeks from 29th January. This deployment will support improved delivery standards via on the job coaching and mentoring to frontline staff. • To co-ordinate and sequence improvement work and drive and sustain improvement, a temporary Band 9 Improvement Lead has been allocated as an additional resource for a minimum 12-month period. • In recognition that the prison is a site of concern in respect of staff retention and attrition rates, support is being deployed to the prison to help take further action in retaining new and experienced staff. Bristol will receive support under the national retention oversight process to complement local action already in place; with a retention deep dive assessment to be completed. 	<p>MoJ Group Resourcing</p> <p>PPSP/ Effective Practice Service Improvement Group (EPSIG)</p> <p>Prison Performance Support Programme (PPSP) /EPSIG and People Group</p> <p>PPSP/EPSIG</p> <p>EPSIG/PPSP</p> <p>EPSIG</p> <p>EPSIG/PPSP</p> <p>People Group</p>	<p>September 2023</p> <p>November 2023</p> <p>December 2023</p> <p>January 2024</p> <p>January 2024</p> <p>May 2024</p> <p>July 2024</p> <p>October 2023</p>

HMP Bristol – UN 28 Day Action Plan

SAFETY:	<p>Reducing levels of violence</p> <ul style="list-style-type: none"> • Upskilling for staff and Challenge Support Intervention Plan (CSIP) case managers will be provided to improve the response to violence. • To build knowledge, confidence and capability and improve practice in the investigation of violence and use of CSIP and ACCT, two additional temporary Band 4 staff will be recruited for a minimum of 12 months to act as CSIP and ACCT floorwalkers. • The monthly Safer Custody meeting will direct the strategic response to developing trends in relation to safety, drawing on data collected and analysed. This will include consideration of the links between safety, security and drugs, to better understand what is driving violence at the prison. • The local safety team will coordinate partnership working with HMP Swansea to understand how they are effectively managing self-harm and violence, incorporating learning and best practice into the model for HMP Bristol. • The outcome from the recent safety summit and the recent evidence-based research will inform a review and update of the prison's safety strategy and corresponding action plan. The safety strategy work will include specific actions to address gang related violence and specific and targeted advice will be provided to the prison to help prison understand and address the issue of debt as a driver for violence and self-harm. 	<p>National Safety Team/Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>NST/EPSIG/ Prison Improvement Lead</p>	<p>From September 2023</p> <p>September 2023</p> <p>September 2023</p> <p>September 2023</p> <p>October 2023</p>
	<p>Support for prisoners to address their drug misuse</p> <ul style="list-style-type: none"> • Work will take place with the prison to better understand the profile of the current prison population and any potential links to serious organised crime activity which may be driving some of the violence and drug activity. The Counter Corruption and Prevention Unit (CCPU) regional teams will carry out a site visit and review the collective counter-corruption, serious organised crime and crime in prison offer to the establishment. • A resilience assessment will be conducted of the local drug strategy and its delivery (restricting supply, reducing demand, and building recovery), providing specialist advice, sharing good practice and identifying areas of further improvement. • A support and vulnerability assessment on conveyance routes will be conducted to identify vulnerabilities and help reduce drug ingress at the prison. • A review will be conducted of drone incursion, through analysis of reporting data to determine effectiveness of current tactical options, and extent of drone threat. • Outreach assertive provision for access to substance misuse services will be increased with an additional temporary member of staff, for a minimum of 12 months, to identify those who are more difficult to engage with. 	<p>CCPU, Directorate of Security</p> <p>SMG, Directorate of Security</p> <p>Risk and Capability Unit (RaCU), Directorate of Security</p> <p>RaCU, Directorate of Security</p> <p>NHS England/Oxleas NHS Trust</p>	<p>September 2023</p> <p>October 2023</p> <p>October 2023</p> <p>October 2023</p> <p>November 2023</p>

HMP Bristol – UN 28 Day Action Plan

	<p>Prisoner behaviour:</p> <ul style="list-style-type: none"> The prison has reviewed their Incentives Policy incorporating good practice identified by HMIP for HMP Swansea. The revised policy provides structure for supporting the challenge and sanction of low-level poor behaviour. Support will be provided to the prison to better understand and address the challenges around low level poor behaviour and sanctions. They will ensure it reflects the best evidence on how to reward those who behave well and comply with prison rules. 	<p>Governor</p> <p>NST/EPSIG</p>	<p>Complete</p> <p>October 2023</p>
	<p>Support for prisoners at risk of harm to self and others:</p> <ul style="list-style-type: none"> Coaching and upskilling for Assessment, Care in Custody and Teamwork (ACCT) case co-ordinators in the identification of risks and triggers for self-harm will be undertaken. A review of ACCT quality assurance and recent Early Learning Reviews (ELR) from Deaths in Custody will be completed to identify learning and address vulnerabilities in the ACCT management process. Learning will be incorporated as actions into relevant safety action plans, and any identified improvements required for ELR processes will be taken forward with immediate effect. A temporary Band 5 resource will be provided to the prison's safety team to develop the learning from the Prisons and Probation Ombudsman (PPO) and Early Learning Reviews (ELR) recommendations and drive good practice and continuous improvement. Appropriate local management information will be reviewed to improve assurance of cell call bell times. Formal covert testing will be introduced and a system to ensure that staff prioritise the response to cell bells for those prisoners subject to ACCT procedures. Residential Supervisory Officers will each have a personal objective to ensure this is delivered and managers will have an objective to provide assurance that it is being delivered in practice. 	<p>National Safety Team/Regional Safety Team/ Governor</p> <p>Regional Safety Team</p> <p>Governor</p> <p>National Safety Team/ Governor</p>	<p>September 2023</p> <p>September 2023</p> <p>November 2023</p> <p>August 2023</p>
	<p>Living conditions:</p> <ul style="list-style-type: none"> To improve facilities and to address decency concerns the outstanding toilet and shower upgrades, stairway flooring replacement and deep clean of the segregation block will be delivered. To improve conditions in B Wing in the short term, refurbishment of the shared toilets will take place by March 2024. HMPPS to prioritise works to install in-cell sanitation as soon as possible taking into consideration availability of funding and current capacity constraints. 	<p>HMPPS/MoJ Property Directorate</p> <p>HMPPS/MoJ Property Directorate</p> <p>HMPPS/MoJ Property Directorate</p>	<p>March 2024</p> <p>March 2024</p> <p>March 2025</p>

HMP Bristol – UN 28 Day Action Plan

RESPECT:	<p>Health provision and staff shortages:</p> <ul style="list-style-type: none"> The sufficiency of health provision will be improved through increasing levels of healthcare staff. Oxleas NHS Trust have appointed a local Recruitment and Retention Resourcing Officer and a Practice Development Nurse to improve student placements, preceptorships and apprenticeships and will continue with increased advertising and recruitment campaigns and events with support from the prison. A review of staffing will be completed including options for skill-mix and alternative roles for hard to recruit posts. Staff engagement will focus on well-being to improve retention. 	<p>Oxleas NHS Trust / Governor</p> <p>Oxleas NHS Trust</p>	<p>Complete</p> <p>October 2023</p>
	<p>Mental health services:</p> <ul style="list-style-type: none"> A joint regional action group will be established, to take oversight of progress on current cases and lead delivery of the mental health aspects of the action plan. This group will work in co-ordination with the national mental health Transfer Time Limit Working Group taking forward recommendations from that group in South West region. Improve the timeliness of the transfer process through a systematic review of the whole care pathway to identify the cause of delays at each point in the pathway and determine actions to improve patient flow and appropriate capacity to meet patient need. The focus in the immediate term will be those assessed as needing transfer to an inpatient mental health facility, however consideration will also be given to the stages earlier in the pathway to provide alternative interventions, de-escalate an individual's presentation or to avoid further deterioration. A multi-agency regional approach to the management of mental health remittals into HMP Bristol will be tested. This will ensure prisoners are returned to the most appropriate establishment to meet their clinical, criminogenic and resettlement needs. A review of care will be provided to those awaiting mental health and those in segregation will be provided by a Consultant Psychiatrist. Further treatment of care will be adjusted following the review. 	<p>NHSE South West Regional Health and Justice Commissioner</p> <p>Joint Regional Action Group</p> <p>HMPPS Health & Social Care Team</p> <p>Oxleas NHS Trust</p>	<p>September 2023 and bi-monthly thereafter</p> <p>October 2023 (to complete review process, agree action plan and initial responses)</p> <p>September 2023</p> <p>November 2023</p>

HMP Bristol – UN 28 Day Action Plan

	<p>Keyword:</p> <ul style="list-style-type: none"> A review of the Regime Management Plan (RMP) will be conducted. A strategy has been developed that will embed keyworker sessions into the daily routine using a pilot to vary activity unlock times. This allows an allocated and specific period of 45 minutes each day for staff on duty to engage in quality sessions of keywork, targeting support to those prisoners considered vulnerable and most in need. This will enable officers to forge good relationships with prisoners and support a safer environment for all, as discussed and agreed by the central Offender Management in Custody (OMiC) team. 	<p>Workforce Delivery Project Programme Lead</p>	<p>August 2023</p>
	<p>Time out of cell:</p> <ul style="list-style-type: none"> The Dynamic Purchasing System budget will be increased to enable the prison to provide additional education, skills and work in line with the current needs analysis. The Education Group will monitor, manage and assure that the Contract with the Prison Education Framework (PEF) provider to ensure that key staffing posts are filled ensuring functional skills are delivered consistently in line with the prisons commission and by appropriately qualified staff. A delivery models for functional skills to meet the needs of prisoners (outreach, classroom and embedded) will be developed. To improve attendance at activities, the prison will ensure that the allocations process sequences activity according to the needs / aspirations of the prisoner. HMP Bristol will work in conjunction with New Futures Network and industries, retail, catering, and PE Services to fully review the prisoner work places and industry provision, including all workshops, kitchen, and PE with a view to scope additional provision. A 12-month temporary Band 5 Regime Driver has been recruited in order to drive and embed work across activities and family services and provide governance and assurance to ensure learning is embedded and continuous improvement. This role will also work collaboratively with Prison Advice and Care Trust to support prisoners who have complex family issues, signposting for support in order to drive and embed work across activities and family services and provide governance and assurance to ensure learning is embedded and continuous improvement. 	<p>Education Operational Delivery Group/ IRCPE/PEF Provider/Governor</p> <p>Education Skills and Work Progress Partnership Team / Governor</p> <p>Governor/PACT</p>	<p>August 2023</p> <p>October 2023</p> <p>October 2023</p> <p>October 2023</p> <p>November 2023</p>
	<p>Living Conditions:</p> <ul style="list-style-type: none"> A temporary Band 7 Clean and Decent lead has been allocated as an additional resource to the prison to oversee and assure improvements in the prison 	<p>Governor</p>	<p>Completed</p>

HMP Bristol – UN 28 Day Action Plan

	environment. Support will be provided to continue this work for a further 12 months.		
PURPOSEFUL ACTIVITY:	<p>Reducing re-offending and planning for release:</p> <ul style="list-style-type: none"> • An escalation route has been implemented between the pre-release team and the South West community probation practitioners to ensure appropriate and timely referrals are made for prisoners due for release. • The prison will recruit a temporary non-operational Band 6 Partnership Manager to build strong links with the local community and build a partnership directory with stakeholder mapping. • Community Accommodation Services (CAS3) has been introduced to provide emergency accommodation on release. This will provide 189 bedspaces of transitional accommodation for prison leavers at risk of homelessness. Strategic Housing specialists are also working within prisons in the region, including HMP Bristol, to support prison leavers to secure suitable accommodation on release. 	<p>Probation Service Prison Lead</p> <p>Deputy Director Transitional Accommodation</p> <p>Senior Contract Manager, South West Probation Region</p>	<p>Completed</p> <p>March 2023</p> <p>January 2024</p>
REHABILITATION AND RELEASE PLANNING	<p>Supporting family ties:</p> <ul style="list-style-type: none"> • The constraints of the Prison Advice and Care Trust (PACT) contract and funding will be reviewed to better align it with the needs of prisoners. Signage promoting the family days will be displayed in reception and other key areas of the prison. • The National Reducing Reoffending team will undertake a review of pathway services to identify gaps and discuss opportunities to address these gaps with service providers. 	<p>Governor/PACT</p> <p>National Reducing Reoffending Team</p>	<p>September 2023</p> <p>October 2023</p>