

## HMP Bedford – UN 28 Day Action Plan

Priority Theme	Actions	Owner(s)	Completion Date
<b>LEADERSHIP:</b>	<p><b>Senior Leadership Team (SLT) and staff capability and resourcing</b></p> <p>Coaching skills and team coaching away days are being held with the Senior Leadership Team (SLT) in December 2023 to upskill the SLT and plan HMP Bedford’s roadmap for the next 12 months and beyond. Similar away day has been planned for Band 5 and 6 managers in Spring 2024.</p> <p>Approved 8x fulltime equivalent Band 3 officers on Operational Stability Payment, alongside 4x Band 3 National Detached Duty Staff, both from 4<sup>th</sup> December 2023 until 12<sup>th</sup> January 2024, this will help improve the provision for purposeful activity and time out of cell. By the end of January 2024 Bedford will have 3 new Operational Support Grades (OSGs) started, which will help lessen prisoners’ frustration around accessing their property or adding their families’ numbers to their phone.</p> <p>The central Effective Practice and Service Improvement Group (EPSIG) Custody Improvement team will provide improvement support in the short term, starting from January 2024 - including to reinforce governance and assurance processes and provide project management support, and then in the medium term – up to 24 months including through the deployment of a Prison Officer Standards Coaching Team deployment from June 2024. The latter will support improved delivery standards through on the job coaching and mentoring to frontline operational staff. Consideration is being given to inclusion in Prison Performance Support Programme (PPSP) which supports a maximum of six sites starting with a requirements analysis, then agreeing operational impacts and actions which are delivered over a 12–18-month timeframe.</p>	<p>Governor</p> <p>Governor</p> <p>EPSIG Custody Improvement</p>	<p>End of December 2023</p> <p>January 2024</p> <p>Commence January 2024</p>
<b>SAFETY:</b>	<p><b>Reducing levels of violence</b></p> <p>A new dedicated Violence Reduction senior leader is in post to ensure increased focus and pace of improvements in this area. Substance Misuse senior leader will be appointed to improve work in this area and specifically how drug involvement links to violence.</p> <p>Leaders will identify the reasons for prisoner frustrations, leading to violence, drawing on data analysis, and feedback from new violence reduction forums, prisoner, and staff reps. This will include consideration of the links between safety and security, e.g., imported gang issues and drug related violence.</p>	<p>Governor</p> <p>National Safety Team/ Group Safety Lead/ Directorate of Security / Governor</p> <p>Governor</p>	<p>January 2024</p> <p>February 2024</p> <p>March 2024</p>

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	<p>'Leave it at the gate' strategy will be implemented to work with Young Adults involved in gangs who are responsible for a large percentage of violence at HMP Bedford, utilising prevention strategies and external resources to create a whole prison approach.</p> <p>A local violence hot spot policy has been implemented to use security intelligence and safer custody data to identify areas or times of increased violence and deploy additional staff and safer custody processes to reduce violence.</p> <p>Adjudications and police referrals have been streamlined and improved to ensure a consistent and rigorous approach to managing violent acts towards staff and prisoners by partnership work with police to provide an effective deterrent for acts of violence.</p>	<p>Governor</p> <p>Governor</p>	<p>January 2024</p> <p>January 2024</p>
	<p><b>Support for prisoners at risk of harm to self and others</b></p> <p>Mental Health (MH) Team to relocate from non-clinical location into the heart of healthcare to ensure the team is working within the good practice and care model standards and national guidelines noted in other clinical areas throughout the inspection. This will enhance communication, sharing of risk and holistic healthcare.</p> <p>Northamptonshire Healthcare NHS Foundation Trust (NHFT) to facilitate and implement organisational development with the MH Team, to ensure the culture which has been impacted by the environment they are working in develops to reflect the NHS values.</p> <p>NHFT to implement a reset of the MH pathway which was noted by CQC as a good trauma informed model that had lost direction. NHFT will facilitate this by bringing in Head of Mental Health for Specialist and Secured and Psychological Lead Specialist and Secured NHFT / National Clinical Director for Health and Justice who will:</p> <ul style="list-style-type: none"> <li>• evaluate the current service alongside healthcare, prison staff and prisoners.</li> <li>• Review current caseloads and wait lists to understand the current pathways and the effective management and interventions in place as well as learning to take forward.</li> <li>• Using Quality Improvement develop the pathways to meet the proposed model to meet national standards, triangulating the quality metrics alongside prisoner experience and prison requirements.</li> <li>• This will be embedded through training, development sessions, supervision, and appraisals.</li> </ul>	<p>NHS England (NHSE) Northamptonshire Healthcare NHS Foundation Trust (NHFT)</p> <p>NHSE / NHFT</p> <p>NHSE / NHFT</p> <p>NHSE / NHFT / Governor</p>	<p>January 2024</p> <p>March 2024</p> <p>March 2024</p> <p>January 2024</p>

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<p>In partnership with the prison, NHFT will review the Self Harm pathway self-harm levels and themes to ensure effective escalation and oversight. This will be audited in 6 months through clinical record and prison record reviews and prisoner feedback.</p> <p>A new dedicated Suicide and Self Harm Reduction senior leader is in post to ensure increased focus and pace of improvements in this area; and to improve the quality and staff knowledge and capability of ACCT processes, temporary funding will be provided for 12 months for one additional Band 4 to act as ACCT floorwalker.</p> <p>Senior Leadership Team (SLT) to be refreshed in case management by group safety lead to improve their assurance checks and supervision of case management to ensure that this is used to best effect to reduce self-harm and keep prisoners safe.</p> <p>A Local Delivery Board will be introduced with an agenda item for Mental Health, to address and improve how our health services assist in managing prisoners, particularly those presenting a risk of violence and/or self-harm.</p> <p>HMP Bedford will embed single case management by all operational managers to ensure a whole-prison approach to self-harm and provide greater knowledge of triggers of self-harm and how all departments impact on these, including development of neurodiversity support networks.</p> <p>'Unlock My Life' are training young adults in Bedford to be mental health ambassadors to support peers at risk of self-harm.</p>	<p>National Safety Team/ Group Safety Lead/ Governor</p> <p>Group Safety Lead</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Commence January 2024</p> <p>February 2024</p> <p>January 2024</p> <p>January 2024</p> <p>January 2024</p>
<p><b>Use of Force (UoF)</b></p> <p>Weekly UoF scrutiny review panel has begun and reviews 100% of all UoF incidents including a review of written reports and CCTV (where applicable). Instances of unprofessionalism during UoF will be identified and appropriate further actions will be taken.</p> <p>All prisoners involved in an incident of violence or force being used will be debriefed by senior officers, with co-ordination by the Use of Force Coordinator and oversight by the Head of Violence Reduction. Trends will be fed back through the Use of Force monthly meeting.</p>	<p>Governor/ Operational Response and Resilience Unit (ORRU)</p> <p>Governor</p>	<p>January 2024</p> <p>January 2024</p>
<p><b>Improving security of the establishment</b></p> <p>The Local Security Strategy review continues to be updated and assurance measures will be put in place to ensure it remains up to date and fit for purpose. Upon completion, this will be promoted to staff through briefings and staff meetings.</p>	<p>Governor</p>	<p>February 2024</p>

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	Restart Mandatory Drug Testing once staffing levels allow, with interim measures put in place for suspicion testing to recommence in January 2024, and ramp up of routine testing from April 2024.	Governor	April 2024
<b>RESPECT:</b>	<p><b>Improving the fabric of the prison</b></p> <p><u>Segregation Project:</u> There is an ongoing project to redevelop a new, replacement Segregation Unit on B wing which is due for completion end of April 2024. HMP Bedford is a listed building and therefore any construction work/alterations of the fabric require planning approval and/or Listed Building Consent.</p> <p><u>Drainage in Segregation:</u> Install of new improved drainage in the current segregation unit to be installed by end of February 2024. Remedials to downpipe and guttering will be completed by end of January 2024. Drain descaling has been undertaken to clear pipes every quarter.</p> <p><u>Pest Control:</u> completed a 6-week intense programme with twice weekly visits. A further 6-week programme has been requested by MoJ Property Services. Cockroach spraying is being undertaken. A pest reduction action plan of housekeeping and repairs is monitored via the weekly meeting between the prison and GFSL with assurance checks carried out by SLT members to ensure that noticeable improvement is sustained.</p> <p><u>Windows:</u> Instruction to replace windows is in place with GFSL. Contact made with MoJ Technical Standards to review whether any amendment to standard installation to reduce ability to vandalize.</p> <p><u>Mould:</u> 3 cells severely impacted taken out of use. GFSL have instructed contractor to review &amp; rectify cell extraction.</p>	<p>Ministry of Justice (MoJ) Projects &amp; HMPPS Intelligent Client Function</p> <p>MoJ Property/Estates &amp; Government Facility Services Limited (GFSL)</p> <p>MoJ Property/Estates &amp; GFSL / Governor</p> <p>MoJ Property / GFSL / MoJ Tech Standards</p> <p>MoJ Property &amp; GFSL</p>	<p>April 2024</p> <p>February 2024</p> <p>January 2024</p> <p>Commence February 2024</p> <p>January 2024</p>
	<p><b>Decency and living conditions.</b></p> <p>SLT to recommence weekly accommodation decency checks, which will help inform a joint audit with GFSL to identify and address priority areas of action. In the interim, a documented check to be introduced to ensure all cells are in good condition before being occupied. A graffiti policy will be in place which will highlight the impact and prevent cell damage. Any graffiti in cells will be removed. New cleaning schedules for wing cleaners will be set and adherence to them will be closely monitored and recorded.</p>	Governor & GFSL	January 2024



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<p>Tackling Unacceptable Behaviour Unit (TUBU) to offer a session on Psychological Safety, which will prepare SLT to engage with the Race Allyship workshop. The Race Action Programme (RAP) has developed a Race Allyship Programme to support staff to become an action-orientated ally to build their confidence to detect and address racism.</p> <p>The governor is now part of the RAP Reverse Mentoring scheme and will start mentoring sessions in December 2023 which will allow a clear and active leadership in relation to understanding and addressing the perceptions of prisoners.</p>	<p>Professional Standards &amp; Behaviours / Group D&amp;I Lead / Governor</p> <p>Governor</p>	<p>March 2024</p> <p>January 2024</p>	
<p><b>Prisoner induction process:</b></p> <p>An independent review of will inform expansion and development of induction to ensure all prisoners receive a full induction that meets their needs on arrival at the prison.</p> <p>A review of the prison's accommodation has taken place, and a reconfiguration of purpose of wings will be implemented to allow all new prisoners to complete a full comprehensive induction on a dedicated wing. Prisoners Convicted of Sex Offences will move to a larger unit so that the dedicated induction unit has enough space to accommodate all new receptions and ensure they consistently receive a full induction.</p>	<p>Governor</p> <p>Governor</p>	<p>March 2024</p> <p>April 2024</p>	
<p><b>PURPOSEFUL ACTIVITY:</b></p>	<p><b>Education provision and time out of cell:</b></p> <p>It has been agreed and reflected in the education annual delivery plan that from April 2024 Bedford's education provider will deliver 50% more maths and English starts.</p> <p>Leaders will review the prison core day and implement recommendations to maximise opportunities to attend activities and ensure that the activities allocations process, including sequencing and induction, is effective in utilising all opportunities for purposeful activity.</p> <p>Training will be provided to upskill staff in purposeful activity attendance management procedures and reinforce the importance of education, training and work, and the impact this has on reducing reoffending for prisoners while in prison and on release.</p> <p>The Head of Education, Skills and Work is exploring alternative methods of funding and deployment of staff to reduce the impact of teaching staff absence on the delivery of classes.</p> <p>C wing domestics period has now increased from 1 hour to 3 hours and a risk-informed review is being undertaken for A wing domestics period and will be increased from 1 hour to 3 hours by March 2024.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>April 2024</p> <p>March 2024</p> <p>March 2024</p> <p>January 2024</p> <p>March 2024</p>

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