



HM Prison &
Probation Service

Action Plan: HMP Bure

Action Plan Submitted: 6th February 2024

A Response to the HMIP Inspection: 2nd – 12th October 2023

Report Published: 15th January 2024

INTRODUCTION

HM Inspectorate of Prisons (HMIP) and HM Inspectorate of Probation for England and Wales are independent inspectorates which provide scrutiny of the conditions for, and treatment of prisoners and offenders. They report their findings for prisons, Young Offender Institutions, and effectiveness of the work of probation, and youth offending services across England and Wales to Ministry of Justice (MoJ) and His Majesty's Prison and Probation Service (HMPPS). In response to the report HMPPS / MoJ are required to draft a robust and timely action plan to address the priority and key concerns. Action plans provide specific steps and actions to address the priority and key concerns, that are clear, outcome focussed, measurable, achievable, and relevant with the owner and timescale of each step clearly identified. Action plans are sent to HMIP and published on the GOV.UK website. Progress against the implementation and delivery of the action plans will also be monitored and reported on.



ACTION PLAN: HMCIP REPORT

ESTABLISHMENT: HMP Bure

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	Leaders had not done enough to understand or address the comparatively negative experiences of prison life reported by minority ethnic prisoners over several inspections.	<p>The Head of Safety, Diversity and Inclusion will lead an in-depth review into the experiences of minority ethnic prisoners. Through consultation and engagement, areas of concern will be identified, and an action plan will be developed to address immediate concerns.</p> <p>Following on from the action plan, good practices will be developed into the overall Diversity & Inclusion Strategy to help improve the experiences of minority ethnic prisoners. The Diversity & Inclusion team will continue to monitor the impact of the strategy through various means of prisoner consultation such as the Race Equality forums, feeding into monthly Diversity and Inclusion Meetings.</p>	<p>Governor</p> <p>Governor</p>	<p>June 2024</p> <p>December 2024</p>
2	Training needs analysis, achieving challenging strategy. Leaders and managers did not have appropriate oversight of the effectiveness of the prison education framework contract. Leaders' recently completed training needs analysis was not fit for purpose. It contained too little relevant information or data to inform the curriculum.	<p>The Head of Education, Skills, and Work (HoESW) will conduct a new Training Needs Analysis which will include all available relevant information and data to inform the curriculum review.</p> <p>The HoESW will develop a strategic plan to make best use of the resources available through the Prison Education Framework provision, Dynamic Purchasing System, prison-based work and training activities.</p>	<p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>March 2024</p>
3	Meaningful learning pathways. There were too few meaningful learner pathways, and the vocational offer was very limited. The learner	Informed by the Needs Analysis the HoESW will implement an increased number of comprehensive learner pathways, which are linked to external employment opportunities upon release.	Governor	September 2024



	pathways leaders provided was too narrow with too few, and generally basic-level, courses offered.	Opportunities to broaden the range and depth of qualifications will be explored and implemented where facilities and funding permit.	Governor	December 2024
4	Offending behaviour programmes were limited to prisoners within 18 months of potential release, reducing opportunities for parole and transfer to open conditions.	<p>Offending Behaviour Programme managers will ensure that the National Prioritisation Principles, which do not specify a time window, are being correctly applied in all cases.</p> <p>Programme Managers will undertake a new needs analysis which will provide up-to-date understanding of the population demographics. This will enable consideration of the need for additional places, in preparation for the roll out of the next generation programmes.</p>	Governor Governor	Completed March 2024
5	Many prisoners were frustrated at the lack of communication about what they could expect during their sentence. Communication with prisoners about sentence progression was not good enough. Many did not know when they could expect to see their offender manager or start an offending behaviour programme, nor did they understand why these things took so long.	<p>Offender Management Unit managers will inform prisoners within 48 hours of arrival at HMP Bure what they should expect regarding sentence progression, contact with their Prison Offender Manager in line with National Standards and access to Offending Behaviour Programmes.</p> <p>This will be achieved by:</p> <ul style="list-style-type: none"> • Issuing a new booklet during the introductory Prison Offender Manager meeting. • Following an assessment of risk, need and responsivity, clearly communicating the level of contact to be expected. • Promoting engagement with Keyworkers as an informed point of contact for sentence management. • Providing personalised feedback following annual reviews, including categorisation reviews, explaining what needs to be completed to progress. 	Governor	March 2024
	Key concerns			
6	There was no CCTV in accommodation and activity areas, which affected prisoners'	MoJ Property are developing proposals for CCTV installation in the following areas: all residential units, segregation, and the Learning Resource Centre. Once finalised, these will be reviewed with other	MoJ Property	Bid submitted by March 2024



	feelings of safety and hindered investigations into alleged assaults.	funding requests from across the prison estate with a view to completing the installations either within the next financial year (2024-25) or the year following (2025-2026).		
7	During use of force, staff often did not activate body-worn video cameras until very late into an incident, which undermined their value as a deterrent and a means of assurance.	The Head of Security will implement a strategy to improve early activations of Body Worn Video Cameras during incidents. This will be overseen by the Use of Force committee and will include feedback to staff following incident reviews, setting an expectation that cameras are activated at the start of all potential incidents. Use of Body Worn Video Cameras during incidents will be a focus on the Use of Force refresher training.	Governor	July 2024
8	Leaders' efforts to reduce the supply of alcohol and drugs were not sufficiently comprehensive or rigorous. Only about half of the tests requested by staff who had suspicions about prisoners using illicit drugs were actually carried out.	<p>The Drug Strategy and action plan will be monitored at monthly Drug Strategy Meetings, through which information will be pro-actively shared with all relevant departments and partner agencies to reduce demand and supply, and support recovery. The meeting will draw on data analysis and trends to direct the strategic response. This will include analysis in relation to Mandatory Drug Testing (MDT) and use of the body scanner.</p> <p>The Head of Security will ensure that resources are made available to meet the MDT target and that suspicion tests are always carried out when authorised.</p>	Governor Governor	June 2024 Completed
9	Communal showers in the older residential units had poor ventilation and drainage.	<p>A bid for shower refurbishments in residential units 1-6 has been submitted and will be considered in early 2024. If funded, the aim will be to complete works within the next financial year (2024-25) or following year (2025-2026).</p> <p>In the interim, the Head of Residence will work with the maintenance provider to seek opportunities to improve ventilation and drainage in these showers using locally available resources including the prisoner maintenance party.</p>	MoJ Property Governor	Completed – Bid submitted. December 2024



10	There were too few opportunities for prisoners to cook for themselves or to dine communally. This was a major omission for a training prison with many men serving long sentences.	The Head of Residence will review existing opportunities for communal dining, focusing on exploring a seasonal outdoor dining timetable during the evening meal service period.	Governor	March 2024
		The Head of Residence will seek to expand the opportunities for prisoners to self-cook.	Governor	December 2024
11	Insufficient paid activity spaces, low wages and high prices meant that many prisoners could not afford to buy basic items from the prison shop.	A review, led by the Head of Reducing Reoffending will be undertaken to seek opportunities to increase the number of paid activity spaces available to prisoners.	Governor	September 2024
		When budgets are allocated, a case will be made for an increased prisoner pay budget, to bring wages into line with other comparable establishments.	Governor	April 2024
		The Governor has raised the issue of high prison shop prices with HMPPS Head of Retail.	Governor	Completed
12	Health care complaints were poorly managed. Staff did not follow the complaints process consistently and prisoners did not always receive responses. There was no oversight or quality assurance by health care leaders.	The Healthcare Contract Manager will review the process for the management of healthcare complaints. All complaints will receive a holding letter and the complainant invited to a face-to-face meeting, to discuss their concerns. To provide assurance and oversight, 10% of complaint responses will be monitored by the Healthcare Contract Manager on a monthly basis and reported through the local Healthcare Quality Assurance quarterly meeting.	Healthcare Contract Manager	June 2024
13	Reading strategy. Leaders' implementation of a reading strategy was poorly coordinated and had had limited impact. Prison managers did not have effective arrangements to support prisoners with no or low-level reading skills. While more prisoners were reading fiction or non-fiction as part of their working day, many areas of industries and work had yet to adopt all aspects of the reading strategy.	The Head of Education Skills and Work will lead a review into our Reading Strategy, its implementation and impact across the prison, including expanding provision in industries and work areas. This will be supported by the employment of a new Reading Specialist, to ensure this is effectively delivered.	Governor	June 2024
		Secure laptops will be introduced to enable access to Phonics reading packages for low-level readers and existing arrangements for Shannon Trust peer support delivery will be reviewed.	Governor	March 2024



14	<p>Increased links with employers. Leaders did not have sufficient links with employers. In the past eight months, prison managers had only placed a few prisoners on release into permanent full-time employment with a small number of local employers. Leaders' initiatives to increase the proportion of such opportunities and broaden the geographical locations were at an early stage of implementation and had had no impact yet.</p>	<p>The Head of Reducing Reoffending will develop stronger links with employers to increase the number of prison leavers gaining permanent employment.</p> <p>This will include:</p> <ul style="list-style-type: none"> • Holding regular prisoner Employment Fairs and expanding the number of employers attending. • Working with New Futures Network to expand our employers' network. • Building on our current relationship with the Department for Work and Pensions, to actively prepare prisoners for genuine employment opportunities on release. <p>An employment fair was held in November 2023, and are planned to be held annually.</p>	Governor	December 2024
15	<p>There was insufficient support for prisoners to develop or rebuild relationships with family or friends in the community.</p>	<p>Following engagement with the Family and Significant Other (FaSO) Partnership Engagement Manager, greater understanding, and guidance of the contract with Ormiston and wider establishment guidance will be worked through for better outcomes and delivery. Meetings with "Safe Ground" will see the "Man up" course being rolled out at HMP Bure for the 2024/5 delivery year.</p> <p>The Head of Reducing Reoffending will review the Families and Significant Others Strategy to provide greater support for prisoners to develop or rebuild relationships. This will include a review of third sector support opportunities. Where resources permit, this will include regular delivery of courses which contribute to the building and maintenance of healthy relationships. Outcomes from these actions will be monitored at the monthly Reducing Reoffending Meeting.</p>	Governor	December 2024
			Governor	July 2024

