



HM Prison &  
Probation Service

Action Plan: HMP Brixton.

Action Plan Submitted: 5<sup>th</sup> November 2024.

A Response to the HMIP Inspection: 4<sup>th</sup> June – 21<sup>st</sup> June 2024.

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## 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: HMIP REPORT

ESTABLISHMENT: HMP Brixton

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
<b>Priority concerns</b>				
1	The prison was severely overcrowded, and some cells did not have space for adequate furniture.	HMPPS are delivering 20,000 additional modern prison places. HMPPS will continue to invest in critical prison maintenance and renewal to ensure that we keep as much capacity as possible in use and fit for purpose. These measures will have a positive impact on lowering the proportion of crowding in the prison estate by providing accommodation that is safe and decent.	HMPPS, Prison Supply Directorate.	Ongoing
2	There was not enough visible leadership from middle managers upwards, and the lack of consistent and competent management presence, support and drive had contributed to poor standards in various areas and departments.	<p>Custodial Managers and Supervising Officers profiles are being reviewed to improve presence and spans of control to provide support for teams.</p> <p>Since the inspection, HMP Brixton have conducted an immediate review of Senior Leadership Team (SLT) ways of working and allocation of duties will be altered to improve availability of functional heads. Regular team and functional meeting structures are being improved and residential briefing checklists have been introduced.</p>	<p>Governor</p> <p>Governor</p>	<p>March 2025</p> <p>December 2024</p>



		Key tasks and the quality of their completion are being reinforced through revised assurance checks and reporting.	Governor	December 2024
3	The quality of education and training was poor and leaders did not allocate prisoners promptly to suitable activities.	<p>Novus has appointed an Advanced Practitioner to support the Education Manager to improve performance amongst staff through the use of Personal Development Plans and a variety of quality assurance actions and targeted 1:1 work.</p> <p>The Head of Education, Skills and Works (HoESW) will schedule monthly learning walks, and these will be expanded to include all Band 6 managers within function with an inclusive approach to wing work and prison instructor led work activities.</p> <p>A review of the effectiveness of allocations boards is underway, and forms part of an Activities Taskforce, now established and overseen by the Deputy Governor.</p> <p>Allocation boards will be weekly with an emphasis on induction processes being completed in an efficient and timely way, allowing people to be allocated and informed of work within 2 weeks of arrival.</p>	<p>Novus</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>December 2024</p> <p>January 2025</p> <p>January 2025</p>



4	The prison was not adequately fulfilling its function as a resettlement prison, nor was it providing sufficient offending behaviour interventions for prisoners who needed them.	HMP Brixton have implemented a Pre-Release in Person Meeting (PRIM), where gaps in resettlement plans will be captured 16 weeks pre-release through improved engagement with Prisoner Offender Manager (POM) and improving working with pre-release teams on site.	Governor	February 2025
		Pre-Release appointments have now recommenced, and a Terms of Reference is being developed to ensure that there is consistency with delivery and assurances in place. This will be jointly owned by the Senior Probation Officers (SPOs) and Head of Reducing Reoffending and are designed to ensure the gaps in resettlement plans identified in the PRIM, are addressed through collaborative sessions with various partners, coordinated by Duty POMs.	Governor	February 2025
		HMP Brixton will undertake a needs analysis of Offender Behaviour Programme (OBP) with SPOs and Psychology services.	Governor	March 2025
		Offender Management Unit (OMU) resources will be subject to a review which may require changes in processes and systems.	Governor	March 2025
5	There were significant weaknesses in the oversight of public protection: prisoners' risks were not systematically identified on	Staffing has been reviewed and training provided to enhance the understanding of public protection processes, and a robust identification system has been	Governor	Complete



	<p>arrival and before release, and public protection monitoring was not kept up to date.</p>	<p>implemented. Improved communication with external agencies and internal stakeholders has enabled timely information sharing.</p> <p>Local Quality Assurance (QA) is being established to incorporate covert and peer led testing.</p> <p>The Head of Offender Management Services has arranged monthly assurance activities with the Public Protection clerk to review work in line with the Public Protection tool. The tool will support a reflective approach and allow for dip testing on processes to take place to provide assurance and enable continuous learning.</p> <p>HMP Brixton will undertake a review of the inter-department risk management (IDRM) meeting, ensuring a robust process is in place for escalating outstanding information relating to release planning.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>December 2024</p> <p>Complete</p> <p>February 2025</p>
<b>Key concerns</b>				
6	<p>The level of violence remained high and the prison's approach to encouraging positive behaviour was limited and unimaginative.</p>	<p>The outcomes of the Safety Summit held in 2023 will be reviewed with focus groups targeted where data shows violence is a factor. This will ensure the safety strategy is progressed quickly with relevant and effective actions focused on reducing violence.</p>	<p>Governor</p> <p>Governor</p>	<p>December 2024</p>



		<p>HMP Brixton is reviewing the Incentives Framework with a focus on improving the offer for enhanced prisoners, and empowering prisoners to make better choices.</p> <p>The Activities Taskforce led by the Deputy Governor, will ensure wing work and representative roles are fulfilling and have opportunities for progression.</p>	Governor	<p>December 2024</p> <p>Complete</p>
7	A significant problem with illicit drugs was not being addressed effectively; searching and drug-testing in response to intelligence were inadequate.	<p>Recruitment of long-term vacancies in Security will support timely processing of intelligence and ensure actions such as drug testing and searching are shared effectively with residential manager to respond.</p> <p>A review of how HMP Brixton profile enables random drug testing will be completed with an increased focus on suspicion testing.</p> <p>Ways of working in Enhanced Gate Security (EGS) with increased support from the Dogs Section will be improved to act as a further deterrent for staff and visitors.</p> <p>The Security, Drugs and Harm (SDH) meeting has been reviewed to ensure a holistic, multidisciplinary approach is taken towards managing the illicit economy.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>March 2025</p> <p>March 2025</p> <p>December 2024</p> <p>Complete</p>



		A Review of Drug Strategy and associated action plan has been completed, which has enhanced a multidisciplinary approach to address supply, demand and recovery driven by functional leaders, monitored through SDH.	Governor	Complete
8	Not enough was being done to prevent self-harm: there was no evidence of learning from near misses, and night staff did not routinely carry anti-ligature knives or always know who was at risk of self-harm.	<p>HMP Brixton will ensure that all near-miss self-harm incidents are promptly investigated by a Band 5 manager (or above), and findings acted upon as early as possible.</p> <p>The prison has ensured that all staff now have anti-ligature knives, and a briefing checklist has been introduced requiring wing briefings and Night Orderly briefings to equip staff with knowledge of all risk of self-harm prisoners.</p>	<p>Governor</p> <p>Governor</p>	<p>November 2024</p> <p>Complete</p>
9	Safeguarding practices were weak. Links with the local adult safeguarding board had lapsed and safeguarding training was not being completed.	<p>The prison's Safeguarding policy is being reviewed in collaboration with the Healthcare provider and Lambeth Council, to ensure that effective systems are in place to refer vulnerable prisoners.</p> <p>In conjunction with the Health Provider, HMP Brixton will upskill staff around adult safeguarding referrals and utilising staff training days.</p>	<p>Governor</p> <p>Governor</p>	<p>November 2024</p> <p>December 2024</p>





10	The complaints and discrimination incident reporting systems were not effective. Many complaint responses were late and some responses to the sampled discrimination incident report forms (DIRF) were rude and defensive.	DIRF management training has been arranged for all middle managers. This will be delivered over the next 3 months.	Governor	December 2024
11	Many minority groups had poorly identified and unmet needs.	<p>The Equalities Manager will review the data set being obtained to support the monthly Equalities Meeting, to ensure that it is informative of the population and demonstrates evidence of knowledge of their needs.</p> <p>This will be reinforced by a closely managed system to monitor quarterly forums for all Protected Characteristics (PC), with each SLT members being assigned a specific PC to champion with the assistance of a group of middle managers. These will identify the needs and experiences of the various PCs and actions will be logged with the Equalities Manager to ensure they are tracked and progressed.</p>	<p>Governor</p> <p>Governor</p>	<p>February 2025</p> <p>February 2025</p>
12	While time out of cell had improved, it was still insufficient and prisoners could not rely on published regime times.	Quarterly reviews of the Regime Delivery Plan are completed and shared with Prison Group Director (PGD) and Area Executive Director (AED) offices to ensure time out of cell and purposeful activities are ambitious but achievable.	Governor	February 2025



		Wing regimes and the core day have been reviewed to ensure consistent expectations for delivery are known across the prison.	Governor	Complete
		Freeflow times are being adjusted to ensure activity times are optimised and wing regimes are being published on all wings.	Governor	January 2025
		Wing Supervising Officer's (SO's) and Custodial Manager's (CM's) have received upskilling on Regime Management Plans to ensure they record any alterations to planned delivery outside of the Regime Management Meeting that sits weekly.	Governor	Complete
		Redesigned wing recording diaries are being introduced to improve documenting in relation to the regime and allow Heads of Residence to assure compliance and drive improvements.	Governor	December 2024
13	Novus (the education provider) did not have suitable staff in place for all teaching and management roles.	Workforce planning arrangements will be reviewed to ensure a robust process is in place to cover long term vacancies.	Novus	December 2024
		The Education Manager has completed a review of all roles and recruitment has been ongoing, increasing the presence of relevant skills and support arrangements.	Novus	Complete



		An Advanced Practitioner has been recruited and works 1:1 with the Functional Skills team to support progress against individual Personal Development Plans (PDP). Progress will be tested against other QA activity including learning walks and observations. PDPs are reviewed every 4 weeks.	Novus	Complete
14	Attendance across education, skills and work had improved but was still too low, and prisoners frequently arrived late to their allocated activities.	<p>The Deputy Governor now chairs a bi-weekly Activities Taskforce to drive allocations and attendance to purposeful activity.</p> <p>Freeflow times are being adjusted to ensure time in activities is optimised and regimes are published across wings.</p> <p>Activities lists are published on wings the day before to improve personal accountability for prisoners engaged in activities.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>November 2024</p> <p>January 2025</p> <p>Complete</p>
15	Release planning was not effective and handovers between prisoner offender managers (POMs) and community offender managers (COMs) were not completed consistently.	Senior Probation Officers (SPOs) have ensured Prison Offender Managers (POMs) are reminded of the importance of adequate and timely handovers with Community Offender Managers (COMs). All communications relating to this handover must be recorded in Digital Prison Services (DPS) and SPOs will complete monthly ad hoc assurance checks to ensure compliance.	Governor	December 2024



		Handovers are being addressed through one-to-one supervision with POMs to ensure continuous improvement in practice.	Governor	Complete
		The pre-release meetings, owned by SPOs and Head of Reducing Re-Offending (HoRR) will ensure that POMs are confirming handover details and informing pre-release appointments that will facilitate actions being progressed and shared with COMs.	Governor	February 2025

