



HMP Exeter Urgent Notification: Initial Response Action Plan

Updated: 20th June 2018

Priority Theme	No	Actions	Date Due
Safety: (Suicide and Self-harm, Violence, Drug Strategy and Use of Force)	1	Safety strategy The establishment will refresh their Safety Strategy, using the newly introduced National Safety Framework to address the drivers of both violence and self-harm. HMP Exeter has been identified as a Prison of Concern for Safety and will therefore receive enhanced, bespoke support from both the National and Group Prison Safety Teams in the development and implementation of the refreshed strategy.	End of July 2018
	2	Reception and early days in custody (i) HMP Exeter will introduce and ensure adherence to a formal protocol that sets out the role and daily routines of C1 landing. The regime will be broadly equivalent to that provided to vulnerable prisoners (VPs) elsewhere in the establishment, and will include association, time in the open air, access to showers, access to the induction programme, and access to peer support. VP induction prisoners temporarily housed on C1 will be relocated to B wing as soon as space allows.	End of June 2018
		(ii) The establishment will introduce improvements to its reception and early days processes, in light of advice from the national Prison Safety Team on best practice within local prisons in these areas, with particular reference to vulnerable prisoners.	End of July 2018
	3	Constant supervision (i) An additional constant supervision cell will be provided (cell A4-1), in accordance with the existing local proposal. (ii) HMP Exeter will then have two constant supervision cells on normal location. The constant supervision cell in the Care and Separation Unit will only be exceptionally considered for use if no constant supervision cell is available on normal location. In that event, a case review will consider whether the interests of the prisoner, and the effective management of suicide risk, are best served by the use of that facility or by an urgent transfer to a different prison where constant supervision can be provided on normal location. In all circumstances where it is used for this purpose, the cell will be properly furnished and these procedures will be supported by appropriate governance.	By 27 th July 2018 Immediate



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	4	<p>Cell call bells</p> <p>(i) HMP Exeter, with support from the National Prison Safety Team, will develop appropriate local management information to improve assurance of cell call bell response times. Local procedures will be reviewed to include the introduction of formal covert testing and a system to ensure that staff prioritise the response to cell bells for those prisoners subject to Assessment, Care in Custody and Teamwork (ACCT) procedures.</p>	End of July 2018
		<p>(ii) The management of cell call bell responses will be incorporated into a new Custodial Manager performance and assurance role. Annual staff performance plans will be updated to require staff to respond to cell bells within five minutes wherever possible. 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>	End of July 2018
	5	<p>Violence reduction</p> <p>(i) The establishment will convene a violence summit to understand the views of prisoners and staff. Focus groups will be completed by the end of June 2018 and wider analytical work will follow to agree both short and long-term priorities to improve safety outcomes.</p>	End of July 2018
		<p>(ii) The National Evidence Based Practice Team will support HMP Exeter to consider the perceived fairness of life at HMP Exeter for men and staff and identify opportunities to develop local practice to boost perceptions of procedural justice and legitimacy and thereby improve safety.</p>	End of August 2018
		<p>(iii) The Challenge, Support and Intervention Plan (CSIP) case management of violent prisoners and those at raised risk of harming others will be introduced.</p>	End of September 2018
		<p>(iv) The establishment, with the support of national expertise, will seek to reduce frustration and improve safety through the delivery of Prisoner Forums which will include a Prisoner Council, peer mentoring, and regular Lived Experience Surveys to provide a meaningful feedback loop.</p>	End of September 2018



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	6	Safety audit The Operational System and Assurance Group (OSAG) will undertake a further review of safety at HMP Exeter, 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 December 2018
	7	Drugs strategy (i) Representatives from the National Drugs Taskforce, supported by colleagues from the Security, Order and Counter Terrorism (SOCT) Directorate, will undertake a vulnerability assessment to identify and interrogate live routes of the conveyance of drugs, in order to assist the local management team to design counter measures.	End of July 2018
		(ii) The National Drugs Taskforce will undertake a full, diagnostic review which will identify action on supply and demand reduction, treatment and recovery, and continuity of care.	End of August 2018
	8	Use of force (i) OSAG will conduct a bespoke audit of use of force at HMP Exeter, and local management will implement an action plan in response to its findings.	End of June 2018
		(ii) National control and restraint specialists and subject experts from within SOCT will undertake a targeted review of specific use of force incidents within HMP Exeter. This will focus on governance, reporting procedures, techniques and practice, following which local management will introduce improvements in these areas.	End of September 2018
		(iii) Strengthened assurance processes will be introduced locally to ensure that body worn video cameras are used to record planned and spontaneous incidents of use of force.	End of August 2018



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Living Conditions and Decency	9	<p>General maintenance and repairs</p> <p>(i) The facilities management provider, Government Facility Services Limited (GFSL), will recruit nine additional staff to improve the delivery of general maintenance. While awaiting recruitment, additional interim staff resources will be deployed to address outstanding maintenance and ensure that reactive repairs are completed within the required timescales.</p> <p>This includes:</p> <ul style="list-style-type: none"> • Carrying out repairs on observation panels. • Undertaking repairs of broken windows. • Undertaking repairs of leaking toilets and sinks. <p>Alternative contractors will be commissioned if necessary to complete this work in a timely fashion.</p>	Immediate
			End of June 2018
			End of July 2018
			End of July 2018
		(ii) In the medium term, the assurance and reporting processes within the contract will be improved.	End of December 2018
	10	<p>Decency and cell conditions</p> <p>(i) Cell inspections and accommodation fabric checks will be used to identify rooms where there are significant safety or decency concerns, so that they can be taken out of use until remedial work has been carried out.</p>	Immediate
		<p>(ii) The National Evidence Based Practice Team will support HMP Exeter to develop and implement an appropriate strategy to counter vandalism and encourage staff and prisoners to take pride in the areas where they live and work.</p>	End of September 2018



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	11	<p>Cell furniture and fittings</p> <p>(i) Local management will work with the Head of Public Sector Prison Industries to ensure the stocks of cell furniture are sufficient to address the necessary improvements. This will include:</p> <ul style="list-style-type: none"> • Providing adequate cell furniture and fittings to replace damaged furniture. • Replacing guard rails. • Ensuring a sufficient stock of white wood furniture. 	<p>End of September 2018</p> <p>End of September 2018</p> <p>End of September 2018</p>
		<p>(ii) Local management will ensure the installation of furniture, either through the GFSL contract or, if they are unable to undertake this work in a timely fashion, through alternative contractors.</p>	<p>End of March 2019</p>
	12	<p>Refurbishment</p> <p>The following projects will be undertaken:</p> <ul style="list-style-type: none"> • Phase one of the refurbishment of the Care and Separation Unit to ensure it meets necessary standards of decency. • Phase two of the refurbishment of the Care and Separation Unit. • The refurbishment of showers on C wing and the gymnasium during this financial year. • The upgrade of showers on all other living units during the next financial year. 	<p>End of June 2018</p> <p>End of March 2019</p> <p>End of March 2019</p> <p>End of March 2020</p>
Operational Grip, Systems of Assurance	13	<p>Audit and Assurance</p> <p>(i) HMIP are currently developing a new methodology to assess an establishment's progress against HMIP recommendations. HMPPS will engage with HMIP so that this methodology can be understood and routinely deployed by HMPPS through its own assurance processes, to improve the performance of prisons, including HMP Exeter.</p>	<p>End of September 2018</p>



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		(ii) A review of local assurance processes will take place. The Governor and Prison Group Director will ensure that improvements to HMP Exeter's assurance framework and governance structure are introduced. This will improve the oversight of priority systems and the delivery of the HMIP action plan.	End of September 2018
		(iii) When HMIP publish their full report and recommendations, HMPPS will publish its responses to the recommendations in the form of an action plan. Following this, OSAG will undertake an assessment of progress against agreed HMIP recommendations at HMP Exeter.	End of March 2019