



HM Prison &
Probation Service

Action Plan: HMP Bedford

Action Plan Submitted: 15th March 2024

A Response to the HMIP Inspection: 30th October – 9th November 2023

Report Published: 13th February 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 BEDFORD

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	<p>Care for prisoners at risk of self-harm or suicide was weak. Nurses rarely attended ACCT reviews, most of which were ineffective. Mental health referrals were too often overlooked.</p>	<p>Since the inspection, the Senior Leadership Team (SLT) have received refresher training of the Assessment, Care in Custody and Teamwork (ACCT) process to improve assurances processes. A number of Supervising Officers (SOs) and Custodial Managers (CMs) have completed ACCT Case Manager training and we will continue to roll this out until all required managers have received the training.</p> <p>A Local Health Delivery Board will be introduced with Mental Health as a standing agenda item, to address, monitor and improve how health services assist in managing prisoners presenting a risk of self-harm. This will be a monthly meeting chaired by the Governor.</p> <p>A single case manager system will be introduced for ACCT reviews, which will improve the consistency of care for the prisoners.</p> <p>A new ACCT review scheduling process is now in place with the expectation that the Mental Health Team will attend relevant reviews as required. ACCT reviews that do not require the Mental Health Team attendance will be attended by Supporting Change and Primary Care nurses. This schedule allows case managers to better plan future reviews, in conjunction with healthcare and other stakeholders.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>April 2024</p> <p>April 2024</p> <p>May 2024</p> <p>May 2024</p>



		<p>National Health Service (NHS) England expects Northamptonshire Healthcare Foundation Trust (NHFT) to facilitate and implement organisational development within the Mental Health Team, and to reset the Mental Health pathway to provide better outcomes for prisoners (noted by Care Quality Commission as having a good trauma informed model that had lost direction). The Head of Mental Health for Specialist and Secured and Psychological Lead Specialist and Secured NHFT / National Clinical Director for Health and Justice will:</p> <ul style="list-style-type: none"> • evaluate the current service alongside healthcare, prison staff and prisoners. • review current caseloads and wait lists to understand the current pathways and the effective management and interventions in place, and to take learning forward. • use Quality Improvement to develop the pathways to meet the proposed model and meet national standards, triangulating the quality metrics alongside prisoner experience and prison requirements, this will be embedded through training, development sessions, supervision and appraisals. • Review the Self Harm pathway with the prison and through co production review self-harm levels and potential themes behind this and ensure escalation and oversight. This will be introduced into the Healthcare Operations meeting (Prison and Health care partnership forum) to provide assurances to improve the pathway and outcomes for prisoners. This will be audited in 6 months through clinical record and prison record reviews and prisoner feedback. 	Northamptonshire Healthcare Foundation Trust	End of March 2024
2	Levels of violence, especially against staff, were very high. Much of this was fuelled by prisoner frustration at poor and	A dedicated Violence Reduction (VR) senior leader is in post to drive forward an increased focus and pace of improvements in this area.	Governor	July 2024



<p>inconsistent time out of cell and lack of response to legitimate requests through the application and complaints systems. Leaders did not deliver a full and purposeful regime that motivated prisoners to behave, engage or progress.</p>	<p>Prisoner VR Representatives are employed on each wing alongside new VR Liaison Staff. Liaison staff report trends and ensure that Challenge, Support, and Intervention Plan (CSIP) targets are actioned and provide a line of communication between the wing and VR department. Monthly forums, chaired by the Violence Reduction Custodial Manager, have begun to address the drivers of violence and seek to begin non-violent resolution through mediation. In addition, Bedford are exploring alternative resolution methods to support the violence reduction strategy.</p>	Governor	July 2024
	<p>Adjudications and police referrals processes are being reviewed to create a consistent, improved approach to both managing violent acts and ensuring there is appropriate responsive actions are completed following incidents. Leaders will introduce an assurance process that will focus on the efficiency and timeliness of responses from referrals being communicated back to prisoners and staff involved.</p>	Governor	June 2024
	<p>The Head of Business Assurance will ensure that vacancies, recruitment, and non-effectives within operational grades are managed efficiently and effectively, including the utilisation of external support where possible, to ensure that staffing levels can reliably deliver a full regime. A new temporary workforce planning meeting with the senior regional Human Resource Business Partner will help ensure this.</p>	Governor	April 2024
	<p>A regime steering group is reviewing the core day requirements and the regime content, in consultation with staff and prisoners. The outcome of these meetings will be used to inform a re-profiling exercise and contribute to a new fit-for-purpose core day and programme of regime activities. This will include, but not limited to, effective resourcing that will maximise attendance at activities.</p>	Governor	September 2024



		<p>HMP Bedford will continue to review the requirement for support from National Detached Duty (NDD) Officers, the Operational Resource and Stability Panel (ORSP), and regional mutual aid.</p> <p>Leaders continue to monitor the timeliness of responses to prisoner complaints, which has already seen a significant improvement with 80% of complaints consistently being answered within the allocated time, post inspection. Leaders have introduced a 10% quality assurance check by the Head of Business Assurance, with the Deputy Governor quality assuring a further five complaints per month alongside all complaints made against staff. Monthly performance data of complaints will be shared with prisoners at the Prisoner Council Meeting and with staff through notices to staff.</p> <p>A working group will review a new application form and process currently being trialled on D Wing which has been designed to help alleviate frustrations and increase responsiveness for prisoners. An evaluation of the new application process will take place in March 2024, the findings of which will be shared with prisoners and staff. There is also continued exploration for funding channels for digital kiosks.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>May 2024</p> <p>May 2024</p> <p>May 2024</p>
3	<p>Many cells needed refurbishment and/or redecoration, many prisoners were held in mouldy cells, with broken windows and graffiti. Living conditions in the segregation unit were squalid. There was evidence of mould and infestation of rats and cockroaches.</p>	<p>There is an on-going project to redevelop a new Care and Separation Unit (CSU) on B Wing by MoJ Projects which is due for completion by April 2024.</p> <p>A new drainage system has been installed in the CSU and the drains have been cleared. High level gutter clearance is to be completed, this has already had a positive impact and there has been no further flooding.</p>	<p>MoJ Projects</p> <p>APOM & GFSL</p>	<p>April 2024</p> <p>Completed</p>



		<p>Bedford will introduce SLT decency checks 3 times a week, which will include checking different cells and communal areas, identifying remedial actions, and monitoring their follow up. Cell condition compacts will be introduced to ensure all cells are in good condition before being occupied. A painting programme has been introduced on all wings to address the graffiti and improve the aesthetics of the units.</p> <p>Cells severely impacted by mould on E wing were taken out of use immediately upon notification. GFSL are installing a trial in-cell extraction system to the cells affected by the mould issues and GFSL projects are exploring repairs to the E wing roof to prevent reoccurrence where possible.</p> <p>A 6-week intensive treatment programme has been approved with further continuous work being completed on the wings to tackle the pest issues. Early reports indicate a significant reduction of rats.</p> <p>As part of a wider commitment to address the pest control issues, costing of steel planters is being sought to prevent rats nesting in the wooden planters currently in place. Quotes will be discussed at the finance meeting for approval.</p> <p>Window replacement project to replace 59 windows, will commence in July 2024.</p> <p>The APOM & GFSL team are supporting Bedford with completing painting in areas requiring this where prisoners are unable to do so - this includes the current CSU. An agreed rolling painting programme to be put in place.</p>	<p>Governor</p> <p>Area Property Operation Manager (APOM) & GFSL</p> <p>APOM & GFSL</p> <p>Governor</p> <p>APOM & GFSL</p> <p>APOM & GFSL</p>	<p>April 2024</p> <p>July 2024</p> <p>June 2024</p> <p>September 2024</p> <p>October 2024</p> <p>September 2024</p>
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		<p>and interventions in place, and to take learning forward.</p> <ul style="list-style-type: none"> • use Quality Improvement to develop the pathways to meet the proposed model and meet national standards, triangulating the quality metrics alongside prisoner experience and prison requirements, this will be embedded through training, development sessions, supervision and appraisals. • Review the Self Harm pathway with the prison and through co production review self-harm levels and potential themes behind this and ensure escalation and oversight. This will be introduced into the Healthcare Operations meeting (Prison and Health care partnership forum) to provide assurances to improve the pathway and outcomes for prisoners. This will be audited in 6 months through clinical record and prison record reviews and prisoner feedback. 		
6	<p>Leaders had failed to provide a curriculum that adequately prepared prisoners for employment after release and that benefited vulnerable prisoners. They did not consider local skill needs. They did not offer opportunities for accredited vocational qualifications, progress or appropriate career pathways, nor did they provide well-equipped training areas.</p>	<p>A needs analysis has identified the local skills needs within the population and has enabled responsive curriculum planning for the next contract year to better address the needs of the prison population. The Dynamic Purchasing System provision will be used to acquire traffic management, tyre fitting and other vocational courses suitable to the current workshop provision.</p> <p>The industries manager has surveyed all equipment required to improve workshops areas and has purchased several items through various funding streams. The remaining items will be purchased subject to a funding stream being available and approval by local budget holders.</p> <p>HMP Bedford is engaging with a regional workshop to improve educational and employment opportunities for prisoners convicted of sex offences and those who identify as vulnerable.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>April 2024</p> <p>April 2024</p> <p>June 2024</p>



		Accredited vocational qualification approval has been sought and instructors are completing teacher training in order to deliver these in all areas of our vocational workshops.	Governor	May 2024
7	Leaders did not use education, skills and workplaces efficiently, allocate prisoners appropriately or secure high attendance overall.	<p>The Activities Manager is revising all policies and processes in order to maximise allocation and attendance. This includes changes in pay rates to make it more equitable and encourage progression. Changes have been made to the Maths and English Assessments (MEAs) completion process, which now triggers a labour band review once completed. The target for allocation is 95% across all areas. Allocation rates will be monitored at a weekly performance meeting.</p> <p>The sequencing process will be re-introduced and the prisoner learning plans (PLP's) will be utilised to ensure that sentenced prisoners are accurately allocated based on their PLP. The induction and allocation process for remand prisoners has been reviewed to identify appropriate activities which prisoners would like to attend using an induction sheet.</p> <p>Awareness sessions for all Custodial Managers (CMs) and Supervising Officers (SOs) is being rolled out to raise awareness of the importance of education, skills, and work, and how unlocking and driving attendance impacts prisoners and external contracts.</p> <p>The Core Day Review and Regime Planning steering group chaired bi-weekly by the Reducing Reoffending Lead is in place to review the core day and regime obstacles to getting prisoners out on time and into activities. Assurance checks are completed weekly by activities managers, including attending daily briefings. The Head of Education, Skills and Work, Head of Reducing Reoffending and Heads of Residence are working</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>April 2024</p> <p>April 2024</p> <p>April 2024</p> <p>April 2024</p>



		in partnership to drive high attendance by challenging non-reporting and non-attendance. This is monitored at the morning meetings where the non-attendance and actions taken is reported.		
	Key Concerns			
8	Care and support for prisoners in their early days had deteriorated. Time out of cell was poor, first night cells were dirty and the induction was not adequately organised or informative.	<p>A new weekly induction working group, chaired by the Head of Residence for induction, has been organised to review and oversee improvements to early days in custody.</p> <p>Staff on the First Night Induction Unit visited HMP Norwich to observe and learn best practises. This has enabled adapting some good practices and look to introduce improvements in the induction process at HMP Bedford:</p> <ul style="list-style-type: none"> • A new induction process has recently been introduced, which is now being delivered by induction staff. • Induction information will be available in the top 10 most spoken languages. • New receptions who are prisoners convicted of sex offences (PCOSO) on the induction unit will have domestic time out of cell on the dedicated PCOSO wing, this will enable more time out of cell to be facilitated for all other induction prisoners. • Painting programme commenced for induction unit to ensure all cells are clean and graffiti-free before being occupied. • Newly refurbished induction room which will to be available all day for prisoners to utilise and gain any information needed. A fulltime prisoner induction orderly post has been introduced. • New induction programme to run in conjunction with education for completion of all Maths and English assessments and prisoner learning plans. 	<p>Governor</p> <p>Governor</p>	<p>April 2024</p> <p>May 2024</p>



		<p>Keywork has recommenced on the Young Adult unit along with weekly forums held by wing officers and Supervising Officers to explore ideas on how staff and prisoner relationships can develop and improve. A Young Adult survey has also been commissioned to help gain insights on what improvements prisoners want to be prioritised. The survey results and findings from the forums will be used to inform new initiatives within the Young Adult population.</p> <p>As part of a programme of activities being introduced at HMP Bedford, the Standards Coaching Team (SCT) is due to be deployed in Bedford designed to upskill staff and improve standards. One of the areas which SCT will focus on will be is staff confidence and capabilities in answering and resolving prisoner concerns.</p>	Governor	June 2024
			Governor	December 2024
11	The out-of-hours medicines cabinet was poorly stocked, contributing to delays in patients receiving medicines. There was no governance of the use of the cabinet and it contained some out-of-date medicines.	Pharmacy Lead to audit the stock position for the out-of-hours medication cabinet and undertake a report on access to out-of-hours medicines. Governance arrangements will be set out in an operational protocol and compliance will be included in the cycle of clinical audit.	Northamptonshire Healthcare Foundation Trust	April 2024
12	Leaders did not provide sufficient English and mathematics spaces to accommodate the needs of the population.	It has been agreed and reflected in the annual delivery plan that from April 2024, Bedford's education provider will deliver 50% more Maths and English spaces.	Governor	May 2024
13	Leaders did not provide effective career education information, advice and guidance. Prisoners did not receive the right advice to help them with their next steps or future careers.	<p>Two new Careers Information, Advice and Guidance (CIAG) advisors are now in post, with focus on addressing the Prisoner Learning Plan (PLP) backlog.</p> <p>Monthly CIAG quality checks will be introduced to monitor and address the quality of the PLP plans – including those that have already been completed. The Learning Skills Manager</p>	Governor	April 2024
			Governor	May 2024



		<p>(LSM) and Head of Education Skills and Work (HoESW) will carry out quality assurance checks on 10% of completed PLPs.</p> <p>HoESW & LSM now have monthly meetings with regional CIAG contracts to ensure consistency in delivery.</p>	Governor	Completed
14	<p>Staffing shortfalls had had a detrimental impact on prisoners' ability to maintain family contact. Prisoners experienced delays in numbers being added to their phone accounts when they arrived. Visits and secure video call sessions had been cancelled and there were delays in post getting to prisoners.</p>	<p>The introduction of planned restricted regime at weekends has ensured that no social visit sessions have been cancelled since November 2023. The provision of National Detached Duty Officers and Operational Resource and Stability Panel has also ensured weekday visits sessions, including family & children visits, have remained unaffected by staffing pressures. Weekly Regime Management Planning has been introduced to manage resources in order to offer a consistent regime, including social visits, pin phone application and processing of post.</p> <p>To help lessen prisoners' frustration around accessing their post and adding their families' numbers to their phone calling list, HMP Bedford provided additional Operational Support Grades (OSGs) resource to carry out this work, with the backlog of requests being significantly reduced since the inspection. An assurance process will be introduced to monitor the timeliness and effectiveness of this system.</p> <p>As part of the Governor's priorities, a new SLT weekly performance meeting will be introduced. This will cover multiple areas of performance and will monitor and address key issues and trends. This will also include any issues raised by staff and prisoners through the complaints system.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>May 2024</p> <p>April 2024</p> <p>April 2024</p>
15	<p>Too many prisoners were recorded as having been released with no address to go to or to accommodation that was not sustainable.</p>	<p>Chaired on a monthly basis by an external Senior Business Leader, a Housing Advisory Board has been set up to review the systems and processes to improve housing outcomes. Early evaluation has shown an improvement in key stakeholder</p>	Governor	May 2024



		<p>relationships. This will be regularly monitored to ensure these are sustained.</p> <p>The Strategic Housing Advisor will be visiting Luton Magistrates Courts to build working relationships with court staff and improve housing information and services for prisoners. HMP Bedford will continue to review any new court relationships. HMP Bedford will develop better partnership working with community probation colleagues to ensure awareness of and supporting prisoners being released with housing needs.</p> <p>A fortnightly face-to-face pre-release board will be held with the pre-release team in the final month of each prisoner's sentence to help with addressing prisoner's issues. A discharge board 2 days prior to release will be introduced. This will be chaired by either the prison employment lead or the strategic housing specialist. The Head of Reducing Reoffending will carry out a weekly check to ensure that all discharge boards have are completed and relevant issues escalated.</p> <p>Clarification on a prisoner's housing status will be gathered during induction to enable pre-release teams to target support sooner.</p> <p>The new community rehabilitation service contracts will enable the prison, probation pre-release team to engage and support remand prisoners with housing needs, once introduced.</p> <p>Post roll-out, leaders will gather data and evaluate the impact on the prison and probation pre-release team and determine whether a bid for additional resources is required.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>April 2024</p> <p>April 2024</p> <p>April 2024</p> <p>May 2024</p> <p>October 2024</p>
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