



HM Prison &
Probation Service

Action Plan: HMP Brixton

Action Plan Submitted: 26th June 2019

A Response to the HMIP Inspection 11th – 15th March 2019

Report Published: 2nd July 2019

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, Community Rehabilitation Companies (CRCs) and youth offending services across England and Wales to Ministry of Justice (MoJ) and Her 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 recommendations. The action plan confirms whether recommendations are agreed, partly agreed or not agreed (see categorisations below). Where a recommendation is agreed or partly agreed, the action plans provides specific steps and actions to address these. Actions are clear, measurable, achievable and relevant with the owner and timescale of each step clearly identified. Action plans are sent to HMIP and published on the HMPPS web based Prison Finder. Progress against the implementation and delivery of the action plans will also be monitored and reported on.

Term	Definition	Additional comment
Agreed	All of the recommendation is agreed with, can be achieved and is affordable.	The response should clearly explain how the recommendation will be achieved along with timescales. Actions should be as SMART (Specific, Measurable, Achievable, Realistic and Time-bound) as possible. Actions should be specific enough to be tracked for progress.
Partly Agreed	Only part of the recommendation is agreed with, is achievable, affordable and will be implemented. This might be because we cannot implement the whole recommendation because of commissioning, policy, operational or affordability reasons.	The response must state clearly which part of the recommendation will be implemented along with SMART actions and tracked for progress. There must be an explanation of why we cannot fully agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.
Not Agreed	The recommendation is not agreed and will not be implemented. This might be because of commissioning, policy, operational or affordability reasons.	The response must clearly state the reasons why we have chosen this option. There must be an explanation of why we cannot agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.



ACTION PLAN: HMIP REPORT

ESTABLISHMENT: HMP BRIXTON

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
	Main recommendations to the Governor				
5.1	Prisoners should not be held in overcrowded conditions. (S44, repeated recommendation S45)	Not Agreed	<p>HMIP's concerns raised in relation to crowding at the prison are acknowledged. While these places meet HMPPS standards for crowded accommodation, holding two men in a single cell in order to accommodate national population pressures is not desirable.</p> <p>HMPPS's strategy for reducing prison crowding entails the incremental replacement, as resources allow, of older, crowded prisons with new accommodation that is safe, decent, and uncrowded. However, this is a long-term ambition and whilst plans for new prisons are underway, crowding is unlikely to be reduced at Brixton in the foreseeable future, due to the need to maintain sufficient capacity.</p>		
5.2	All cells should provide decent, hygienic and well-maintained conditions, including effective toilet screening and sufficient furniture. (S44, repeated recommendation S45)	Partly Agreed	<p>This recommendation is partly agreed as HMP Brixton has previously used permanent screening around a proportion of cell toilets but the cost to complete this across the whole prison was prohibitive. There is currently no additional investment identified to complete this work.</p> <p>Weekly clean and decent checks are completed by designated members of the Senior Leaders Team (SLT) alongside the Custodial Manager of that wing. These include a check on cell contents, decoration, cleanliness and display of offensive materials. The checks embedded</p>	Governor Governor	Completed September 2019



			<p>but will be updated to ensure that a check of toilet screening is included and remedial action taken where necessary.</p> <p>The size of some cells means that space for furniture is limited, however, the establishment will continue to work with the Clean & Decent national working group to identify solutions to optimise space and provide adequate furniture.</p>		
5.3	All vulnerable prisoners should be able to participate in a range of vocational training and meaningful work to ensure they can attain useful skills for education, training or employment on their release. (S45)	Partly Agreed	<p>This recommendation is partly agreed as it cannot be achieved without further investment.</p> <p>A review of activity spaces has been completed and concluded that the current balance of allocation of spaces is the best fit possible across prisoner groups. The Governor has considered whether integrated activity areas would be appropriate, but has concluded that this could pose too high a risk at this time. However, he will keep this decision under review.</p> <p>A needs analysis has recently been completed and this will lead to consideration of how additional activity for vulnerable prisoners could be put in place, to include the use of the Dynamic Purchasing System (DPS)</p> <p>There is space available for additional workshops or training areas to be introduced, however it is not currently fit for purpose and would require investment to be made available to enable all vulnerable prisoners to participate in training and meaningful work.</p>	Governor	September 2019
5.4	Concerted regional action should be taken to ensure that all prisoners who need one have a complete and	Agreed	The Prison Group Director (PGD) has commissioned a review of resources across London to ensure they are sufficient to meet the workload. The case management model will move the resource for Offender Assessment System (OASys) report completion into the training and resettlement estate and away from local and reception prisons where it currently sits.	London Prisons Group Director	December 2019



	up-to-date OASys document. (S46)		As part of the Offender Management in Custody (OMiC) model implementation, prisons have been asked to develop and implement plans to reduce their OASys backlogs for those prisoner assessments for which are responsible. This should result in the numbers of prisoners transferred to HMP Brixton without an up-to-date OASys being reduced. The full introduction of the new model will be dependent on Probation Officers moving into prisons as responsibility for offender management moves from the community into custody during the custodial part of the sentence. The National Probation Service (NPS) is also aware of this issue and is working to clear the backlog of OASys assessments for which they are responsible.	Prison Estate Transformation Programme (PETP)	Ongoing
5.5	All sex offenders, including those who deny their offences, should have access to a range of offending behaviour interventions. (S47)	Agreed	Population pressures have led to men being allocated to Brixton who require treatment or who have not had their needs assessed. The national allocation pathways will mitigate the risk of this happening as this need should be assessed earlier in sentence before arrival in HMP Brixton. Where prisoners are eligible for treatment interventions and are located at HMP Brixton, they will be identified through the OASys Sexual Predictor (OSP) and transferred to those prisons who provide suitable treatment once the OSP has been completed.	PETP PETP	Ongoing December 2019
	Recommendations				
	Security				
5.6	The suspension of release on temporary licence to reduce the drug supply should be subject to regular and documented review to ensure that it remains proportionate. (1.28)	Agreed	Since the inspection, funding has been allocated to HMP Brixton for a body scanner which will assist in ensuring prisoners are prevented from bringing drugs back into the prison after Release On Temporary Licence (ROTL). This addresses some of the concerns that led to the suspension of ROTL. Planning for the reintroduction of ROTL has commenced – the progress of these plans will be reviewed regularly by the senior leadership team	Governor	April 2020



			and decisions documented. In the event of any further suspensions, these will also be subjected to a documented review.		
5.7	The MDT programme should be adequately resourced so that the required level of target testing is completed and all requested suspicion tests are undertaken within required timeframes. (1.29)	Partly Agreed	This recommendation is partly agreed as there may be times of high intelligence where suspicion tests will need to be completed on a prioritised basis. All monthly mandatory drug tests have consistently been completed and continue to be up to date. However, during the inspection, there was a backlog of suspicion tests that had not been completed. A new approach to intelligence-led drug testing has now been adopted to ensure tests are prioritised for those who are identified as being at most risk of drug use. Since the introduction of this process, all requested suspicion tests have been completed within the agreed timeframes.	Governor	Completed
	Daily life				
5.8	All showers should be clean, well maintained and screened to provide full privacy. (2.8, repeated recommendation 2.10)	Partly Agreed	HMP Brixton will review the condition of all shower facilities and identify a priority list for investment. However, no additional funding has been identified to enable any screening or significant maintenance work to be completed. The local clean and decent programme will continue to focus on improving levels of the cleanliness and where checks identify that showers do not meet expected standards; then remedial action will be taken.	Governor	August 2019
	Equality, diversity and faith				
5.9	Managers should scrutinise equality monitoring data regularly. Areas of possible discrimination	Agreed	Prison and Probation Analytical Service (PPAS) are continuing to develop the EMT focusing first on producing monthly data and then looking to widen the data items included within the report, this will enable the timely reporting of equality data to the prison. The Diversity and Equality Action Team (DEAT) have reintroduced analysis of data at their monthly meetings. There will be a proactive	PPAS Governor	Ongoing September 2019



	should be thoroughly investigated and robust action taken to address any disadvantages. (2.22)		response to any disproportionately including actions such as focus groups, deep dive reviews and independent scrutiny. All actions will be added to the Equality Action Plan and progress closely monitored. To supplement the gaps in the Equality Monitoring Tool around timeliness of data release and limited data available, HMP Brixton will identify any additional information that needs to be collated to ensure all potential areas of discrimination and disproportionality are identified and addressed.		
5.10	DIRFs should be thoroughly investigated and subject to effective quality assurance. (2.23)	Agreed	<p>All completed Discrimination Incident Reporting Forms (DIRF) responses are now quality checked by the Head of Safety prior to return to the complainant.</p> <p>Where issues are identified with the quality of response, including that the complainant has not had an opportunity to speak with the person investigating the incident, these are returned to the responder to provide a full response. If the investigation is still not felt to be adequate, the manager concerned will be given guidance and support to improve outcomes.</p> <p>All DIRFs will also be reviewed by the Equalities Officer with any themes or issues highlighted at the Equalities meeting for discussion. Prisoner equality representatives have now been introduced and it is hoped that this will enable potential concerns to be raised and resolved as early as possible. Equality representatives will also be encouraged to highlight any trends at the DEAT meetings for consideration of any necessary follow up actions.</p>	Governor Governor	Completed August 2019
5.11	Prisoners with disabilities should be identified on arrival and provided with reasonable adjustments, care plans and	Agreed	<p>Prisoners with disabilities will continue to be identified in reception by healthcare staff. The information sharing protocol will be reviewed to ensure that this information is then appropriately shared with key individuals.</p> <p>Once reasonable adjustments have been identified as necessary, these needs will be met as far as is practically possible within the provision available at the establishment. Where further investment or structural</p>	Governor Governor	September 2019 September 2019



	evacuation plans as necessary. (2.32)		<p>work is required to meet an individual's needs, and these reasonable adjustments cannot be fulfilled at the prison, transfer to another appropriate prison will be arranged to enable those needs to be met.</p> <p>Once information sharing procedures are addressed, all prisoners who require one will have an evacuation plan and care plan.</p>	Governor	September 2019
	Health, well-being and social care				
5.12	Treatment rooms should comply with infection prevention and control standards. (2.46)	Agreed	<p>The Head of Healthcare will ensure cleanliness of the wing based treatment rooms by introducing monthly cleaning audits that will be completed in all clinical areas. These will be completed by the Infection Prevention and Control (IPC) Lead Nurse and findings reported to the Quality Assurance meetings. Any remedial action required will be taken forward by the Head of Healthcare and/or be raised with the health commissioner, if additional resources, maintenance or investment are required to meet national standards.</p> <p>The healthcare manager will work with Care UK Governance and Facilities team to complete actions from the IPC audits and report findings directly to the Quality Assurance meeting.</p> <p>Care UK is currently completing a full facilities audit as part of its mobilisation of the new healthcare contract. The outcomes of this will be discussed with the Governor at the quarterly commissioning meetings and actions identified, where resources permit, to address any deficiencies.</p>	<p>Head of Healthcare Head of Facilities Management</p> <p>Head of Healthcare</p> <p>Regional Governance lead, Care UK</p>	<p>September 2019</p> <p>September 2019</p> <p>September 2019</p>
5.13	Support for prisoners should include timely access to sexual health advice and smoking cessation support. (2.50)	Agreed	<p>Additional staffing resources have now been deployed to support services including sexual health advice and smoking cessation support, which will result in improved availability and access for prisoners. Waiting times for these services will be monitored weekly by the data performance manager within HMP Brixton to ensure they meet national standards.</p>	Head of Healthcare	Completed



			Existing Care UK staff will receive smoking cessation training to allow for improved support to patients by the introduction of additional clinics.	Head of Healthcare	September 2019
5.14	Prisoners should have timely access to all primary care and screening services. (2.55)	Agreed	At the time of the inspection, there had been a temporary absence of the podiatrist. The podiatrist has now returned to the prison and the waiting list has been reduced to 3 weeks which is within the national waiting standard of 6 weeks. The establishment will continue to monitor waiting times to ensure national standards are met.	Head of Healthcare	Completed
5.15	A memorandum of understanding between the prison and local authority should determine a pathway from assessment to the delivery of personal care. (2.57)	Agreed	Consultation is in place with healthcare commissioners to ratify the current draft memorandum of understanding to ensure that there is pathway from assessment to delivery of personal care. In the new healthcare contract, Care UK will be the primary deliverer of personal care.	Governor	November 2019
5.16	Training on overdose management and access to naloxone on release should be provided. (2.69)	Agreed	NHS England have now approved the supply of naloxone to those who require it on release. Planning is underway to enable the safe prescription of naloxone, including training and ongoing clinical governance. The planning will involve healthcare staff, the local authority and community health.	Head of Healthcare	September 2019
5.17	Medication administration should be consistently and adequately supervised by prison staff, to ensure privacy and compliance, and reduce the risk of bullying and diversion. (2.75,	Agreed	Written and verbal guidance will be re-issued to all residential staff to reinforce the expected levels of supervision required during medication issue periods. This will be in the form of notices to staff, as well as during residential briefings and meetings. Additional awareness training has been developed locally to up skill staff on the requirements of supervision of prisoners. This will be delivered by custodial managers to all prison officers	Governor Governor	August 2019 September 2019



	repeated recommendation 2.65)		A weekly managerial check has been introduced to ensure standards are met and are recorded by the Custodial Managers responsible for the relevant wings.	Governor	Completed
5.18	The essential repairs to the washer disinfecter should be carried out expeditiously. (2.78)	Agreed	The essential repairs to the washer disinfecter are now complete.	Care UK	Completed
	Time out of cell				
5.19	All prisoners, including those who are unemployed, should have sufficient time out of their cells to carry out domestic tasks and, in addition, have at least one hour of association every day. (3.8)	Not agreed	<p>The Incentives and Earned Privilege (IEP) scheme at HMP Brixton has been designed to incentivise prisoners to attend activity. All standard and enhanced prisoners including those unfit for work, retired and awaiting allocation to an activity have time out of cell every day for association, in addition to daily time to carry out domestic tasks.</p> <p>Only basic prisoners have one period of time out of cell during which they can associate and/or complete domestic tasks. Whilst on the basic level, prisoners are supported and encouraged by their keyworker and other staff to progress to standard at the earliest opportunity to allow them to have additional time out of cell.</p>		
5.20	All standard level prisoners should be unlocked for domestic routines and association in the morning and afternoons at weekends. (3.9)	Partly Agreed	<p>This recommendation is partly agreed as the current split regime with all standard prisoners having access to time out of cell for at least half the day at weekends has been designed to encourage prisoners to attend an activity. Enhanced prisoners receive incentivised additional time out of cell.</p> <p>The establishment will, however, review the current core day routine to identify if there are any prolonged periods where prisoners are locked in their cells, and how this can be rectified. This review will also consider how activities such as visits and chapel services can be arranged to avoid clashes with other periods of time out of cell at the weekend.</p>	Governor	November 2019



	good and identify and share good practice. (3.20)		<p>assess quality of teaching and ensure any concerns in standards are being addressed.</p> <p>Learning walks and observations of teaching will be conducted by Novus contract managers. Learning from those observations will be shared on a monthly basis across all education providers.</p>	Governor Prison education contract manager	October 2019
5.24	The prison should have a cohesive approach to self-evaluation and quality improvement planning across all education, skills and work. (3.21)	Agreed	<p>Through the TQMP, the education contract manager will be able to monitor and track performance and this data will be provided to the Quality Improvement Group (QIG). The QIG meeting will recommence in PEF compliant format, chaired by the Governor, in June 2019.</p> <p>Joint working in the QIG will direct and plan prison wide improvements to the quality of delivery. This will be recorded in minutes of QIG and education provider contract meetings.</p>	Governor Prison education contract manager Governor Prison education contract manager	July 2019 July 2019
5.25	Managers should provide structured support for prisoners with specific additional learning needs. (3.28)	Agreed	Under the new PEF contract, the education contract provider will provide a specific member of staff that will individually assess and direct support for additional learning needs. This will result in Continuation of Learning Support plans to direct learners who disclose additional learning needs. Achievement data of identified needs will be monitored and discussed in the QIG and contract meetings and any improvement actions identified and implemented.	Governor Prison education contract manager	August 2019
5.26	Individual learning plans should show what prisoners need to do to improve their personal development. (3.29)	Agreed	Plans will be put in place for all learners with effective targets being set. Joint learning walks will be introduced to monitor and drive forward Individual Learning Plan (ILP) within all lessons. ILP quality will be monitored and discussed in the QIG and education contract meetings and any improvement actions agreed and implemented.	Governor Prison education contract manager	September 2019
5.27	Prisoners should attain English and maths	Agreed	All prisoners identified through initial assessment as below level 1 in Maths & English will be allocated to specific functional skills classes	Governor	September 2019



	qualifications so that they can progress to the next stage of their education and into employment. (3.36)		which will enable them to work towards these achievements. Allocation and sequencing will place learners on pathways that enable them to raise functional skills levels and progress into vocational employment or training. Achievement data will be monitored and discussed in the QIG and education contract meetings. Progression will be monitored at the QIG to ensure the right level of attainment is being achieved.	Prison education contract manager	
	Children and families and contact with the outside world				
5.28	Prisoners should be able to receive a visitor at least once a week. (4.8)	Not Agreed	<p>The policy outlining arrangements for visits to prisoners is contained in Prison Service Instruction - 16/2011 Providing Visits and Services to Visitors. The entitlement to social visits for convicted prisoners is two visits in every four week period. This should include a visit on reception and every two weeks thereafter, including at least one weekend visit every four weeks. Extra visits may be earned under local Incentives and Earned Privileges (IEP) schemes or given by the Governor, where necessary, for the welfare of the prisoner or that of his family.</p> <p>HMP Brixton is compliant with PSI 2011-16 and prisoners are issued a new Visiting Order every two weeks. Family days and visits associated with family courses are provided in addition to this entitlement. Monitoring data indicates that there is insufficient demand for additional sessions.</p>		
	Reducing risk, rehabilitation and progression				
5.29	All probation staff should receive regular, planned supervision to support case management. (4.21)	Agreed	All probation staff now receive monthly, scheduled, supervision from the Senior Probation Officer (SPO). The SPO now reports directly to the Governor who will monitor the delivery of these supervision sessions.	Governor	Completed



5.30	The CRC should be informed at the earliest opportunity when a prisoner's HDC application has been refused to ensure they are offered pre-release support. (4.22)	Agreed	The Community Rehabilitation Company (CRC) are now informed of Home Detention Curfew (HDC) results on the same day as they have been approved or refused.	Governor	Completed
	Public protection				
5.31	The IDRMT meeting should systematically oversee and manage MAPPA cases. (4.25)	Agreed	A review of the structure and intended outcomes of the new Inter-departmental risk management meeting (IDRMT) will be completed. This will include consideration of how all Multi Agency Public Protection arrangements (MAPPA) cases are managed, including how prisoners are referred. Where MAPPA levels are not allocated, The Senior Probation Officer (SPO) is responsible for an escalation process that will be introduced so this can be addressed.	Governor Senior Probation Officer	September 2019 September 2019
	Categorisation and transfers				
5.32	Prisoners and offender supervisors should be invited to contribute to decisions about categorisation and allocation. (4.28)	Agreed	Contribution forms are now sent to all prisoners to enable them to input into decisions about categorisation and allocation. Use of these forms will be promoted through the Prisoner Information Orderlies. Contribution forms will also be sent to relevant key workers. All Offender Supervisors are asked to provide contributions to decision making. The Offender Management Unit manager will manage this process at the weekly re-categorisation board to ensure contributions are received promptly and are of sufficient quality.	Governor	Completed
	Interventions				



5.33	Post-release accommodation checks should clarify whether a prisoner has sustainable, long-term accommodation or temporary housing, and housing outcomes data should be used to determine the most effective interventions for prisoners. (4.34)	Agreed	The data source for gathering this information will be N-Delius (the electronic case record), and it will be corroborated via interrogation of the CRC performance metric information. This information will then be discussed at the Reducing Re-offending meeting to inform the development of the accommodation pathway.	Governor	September 2019
	Release planning				
5.34	All prisoners should have their resettlement needs assessed 12 weeks before their release. (4.40)	Agreed	New opportunities for increasing provision with more prescribed support to the mandated service, are now available through the enhanced Through the Gate (TTG) specification. This service was mobilised in May 2019. As a result, prisoners' needs are now assessed based on a tier system. Those within 12 weeks of release will also receive one-to-one support.	Governor & Director Of Community Interventions	Completed

Recommendations	
Agreed	25
Partly Agreed	6
Not Agreed	3
Total	34

