

Action Plan in response to the PPO Report into the death of Mr Andrew Cox on 2 December 2023 at HMP Guys Marsh

Rec No	Recommendation	Accepted / Not accepted	Response Action Taken / Planned	Responsible Owner and Organisation	Target Date
1	The Director General of Prisons should consider what additional support can be put in place to address staffing at Guys Marsh and consider, as a matter of urgency, how it can be expected to deliver an effective drug strategy and reduce the supply of illicit drugs with the resources currently available.	Accepted	Staffing levels are closely monitored across the estate, including at HMP Guys Marsh, and we look to provide short-term tactical support where it is judged to be necessary. If establishments feel that their staffing levels will affect stability or regime, there are a number of ways they can maximise the use of their own resource and seek support from other establishments in the short term, through processes managed nationally at Agency level. These include overtime payments and support via Detached Duty staff from other prisons. Attention is focused on retaining our dedicated staff to maintain a sufficiently resourced and skilled workforce to deliver quality outcomes in prisons. It takes time to build confidence, capability and the 'jail craft' skills that are essential to improve the system, and for prisons	Director General of Prisons, HMPPS	Completed

			to successfully carry out their vital role of protecting the public and reducing reoffending. Additionally, the Substance Misuse Group has funded a dedicated Drug Strategy Lead since April 2023, with additional support continuing to be provided regionally by a dedicated regional lead and nationally through a series of development events intended to enhance drug strategy lead capability both at HMP Guys Marsh and across the wider prison estate. Serious and Organised Crime (SOC) Operations teams continue to support HMP Guys Marsh by holding a caseload of SOC nominals. The case management of these individuals include undertaking actions to disrupt criminal activity, proactive intelligence sharing with the prison and partners, release planning and multi-agency working. Meetings are in place at which SOC Ops staff brief on current cases using the SOC data for the establishment. The Drug Strategy Lead attends these meetings to enhance their understanding of the impact of Serious and Organised Crime within the establishment.		
2	The Governor and Head of Security should continue in the efforts to identify and address weaknesses and measures to prevent supply of	Accepted	The Governor has introduced a new tripartite meeting which includes representatives from the Drug Strategy, Security and Safety teams. The meeting focuses on weaknesses and measures	Governor and Head of Security, HMPPS	April 2025

	drugs into Guys Marsh and ensure all intelligence is acted upon and outcomes recorded.		to prevent the supply of drugs into HMP Guys Marsh. Additionally, the prison now uses hand-held drug detectors to test all incoming paper mail to prevent the ingress of contaminated items. Funding has also been approved for the installation of the new Mark-8 windows across the entire site. These windows are sealed cell windows and prevent the ingress of illicit substances and drones by having no direct opening. Separately, a new security analyst has been employed to ensure live triage of all Intelligence Reports (IRs) submitted. This ensures expert and timely analysis of security intelligence, which enables dynamic assessments to be made and actions taken where the security or good order and discipline of the establishment could be compromised.		
3	The Governor should re-issue the operational order from 2021 and a notice to prisoners which informs both staff and prisoners about the process that must be followed when unlocking a cell door and ensure that there are robust quality assurance processes in place to check compliance.	Accepted	The Governor at HMP Guys Marsh has re-issued the operational order and notice to prisoners. The notice reminding staff of the process that must be followed when unlocking a cell door will be re-issued on a bi-yearly basis. Custodial Managers on every houseblock conduct quality assurance checks to ensure the process is being followed and evidence these checks within the	Head of Residential Services, HMPPS Head of Drug Strategy, HMPPS	December 2024 (6 monthly intervals)

			observation book on the wing. This will be monitored at the weekly assurance meeting. Additionally, staff training events will be held to improve staff understanding of the process to be followed when unlocking a cell door. Staff briefings will continue to reinforce the importance of following the process.		
4	The Governor should commission a disciplinary investigation into the actions of all staff working on Gwent unit on 2 December and inform the PPO of the outcome.	Accepted	The Governor at HMP Guys Marsh has commissioned a disciplinary investigation into all staff working on Gwent unit on 2 December 2023 and will share the outcome with the PPO once the investigation is complete.	Deputy Governor, HMPPS	September 2024