

Action Plan in response to the PPO Report into the death of Mr Max Marchant on 25 July 2022 at HMP The Mount

| Rec No | Recommendation | Accepted / Not accepted | Response Action Taken / Planned | Responsible Owner and Organisation | Target Date |
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| 1 | The Director General of Prisons should urgently consider what additional support can be put in place to address staffing shortages at The Mount and how the prison can reasonably be expected to deliver an effective drug strategy and regime. | Accepted | <p>Regime management plans are used to manage day-to-day operational pressures, and local plans are designed to minimise the impact of staff shortages and safely deliver regimes and services with minimum staffing levels in operation at prisons to promote safety and security. Ensuring prisons are sufficiently resourced and that HMPPS retains levels of experience are fundamental to delivering quality outcomes in prisons which is why we are targeting the drivers of staff attrition and taking steps to improve recruitment levels and processes, alongside a wider agenda to professionalise our workforce.</p> <p>If establishments feel that their staffing levels will impact on 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. To bolster recruitment, HMPPS has recently introduced some national measures including First Time Officer through</p> | <p>Future Prisons Policy and Substance Misuse Group</p> <p>HMPPS</p> | Ongoing |

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| | | <p>which officers move temporarily to prisons, including The Mount, from the outset of their employment as officers. This campaign launched the week commencing the 15th May 2023.</p> <p>Additionally, The Mount is one of a number of prisons that are benefiting from a new prison resourcing communications team that has been set up to considerably scale and ramp up comms activity. This new team cover regional communications for prison recruitment and retention in regional areas of most need.</p> <p>The 2023/24 Prison Service pay award delivered a pay rise of 7% for Band 3-5 Prison Officers on modernised terms and conditions (Fair & Sustainable – F&S). This brings starting salary for an entry level officer (on the national rate, 37 hours with unsocial hours) from £28,880 to £30,902. Our lowest paid Operational Support Grades (Band 2) received an increase of £2,000. The pay award aims to address the recruitment and retention issues and cost-of-living pressures which are particularly pertinent within lower paid staffing groups. We will continue to closely monitor the impact of this significant investment into pay on recruitment and retention and are hopeful of improvement across England and Wales</p> <p>Following Mr Marchant's death, the national substance misuse group (SMG) attended the prison to conduct an initial support diagnostic visit. The prison now has a dedicated substance misuse lead, who along with support from the regional drug strategy lead, has supported the</p> | | |
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| | | | <p>prison to improve attendance at drug strategy meetings, improve oversight and focus on the local drug strategy, and establish a whole prison approach to the drug strategy.</p> <p>The prison now has an incentivised substance free living (ISFL) unit. ISFLs support the reduction of demand for illicit substances within prisons.</p> <p>The national SMG will continue to support local establishments by directing resources to support key areas of risk.</p> | | |
| 2 | The Governor should ensure that staff consider all of the prisoner's specific known risk factors before transferring them between wings. | Accepted | <p>The prison must balance known risk factors when considering moving prisoners between wings. The Head of Residence will ensure that staff add a record on Nomis summarising the verbal handover that is given to the receiving unit when prisoners are moved, including details of known risk factors.</p> <p>Security tasking meetings and the safety intervention meeting (SIM) provide an opportunity to discuss any safety or security led moves around the prison and to identify and document any specific risks to ensure that appropriate support actions can be considered and put in place.</p> | <p>Head of Residence, Head of Safety and Head of Security</p> <p>HMPPS</p> | Completed |
| 3 | The Governor should ensure that the review of the prison debt strategy considers care planning for known debtors and ensures that all agreed care plans are recorded on | Accepted | The local debt strategy was reviewed in September 2023 and there is now a new safety alert on Nomis which allows staff to identify known victims of debt and those who are | <p>Head of Safety</p> <p>HMPPS</p> | Completed |

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| | the prisoner's record and therefore available for all staff to see. | | involved as perpetrators. This is now in use at the prison and has been added as an agenda item for the SIM to ensure that those in debt are identified and supported. A challenge, support and intervention plan (CSIP) is now being used to provide a care plan to proactively help prisoners who are in debt once this has been agreed at the SIM. | | |
| 4 | The Governor should ensure that all staff are made aware of and understand their role and responsibilities during medical emergencies, including that they should radio a code blue emergency if they are concerned a prisoner is not breathing and that they should enter cells as quickly as possible if there is reason to consider that a prisoner may be at risk. | Accepted | A staff information notice is published every six months reminding staff of their responsibilities during medical emergencies. It describes the need for calling emergency response codes at the earliest opportunity and procedures to follow during patrol state when there are serious concerns about the health of a prisoner. The staff information notice has been reissued to include the importance of entering cells as quickly as possible when it is safe to do so, and this will be re-issued every six months in line with the above. | Head of Safety HMPPS | Completed |
| 5 | The Head of Safety should ensure that OSG Congo understands his responsibilities if he finds a prisoner unresponsive. | Accepted | Action has been taken to ensure that the OSG understands the responsibilities of staff should they find a prisoner unresponsive. | Head of Safety HMPPS | Completed |
| 6 | The Governor should review the numbers of night orderly staff and consider stationing one or more assist night orderlies at the further end of the prison to minimise delays in entering cells at night. | Accepted | A review has been conducted with trade unions to consider the numbers of assist night orderlies on duty during the night state and the positioning of them to maximise response times in emergencies. | Head of Business Assurance | Completed |

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| 7 | The Governor should ensure that all staff are given clear guidance about and understand the circumstances in which resuscitation is inappropriate in line with European Resuscitation Council guidelines. | Accepted | A staff information notice has been produced which gives clear guidance on the circumstances where resuscitation is and is not appropriate, in line with national and European resuscitation guidelines. This notice will now be re-issued every six months. | Head of Safety HMPPS | Completed |
| 8 | The Governor should ensure that staff operate their body-worn video cameras in line with national guidance. | Accepted | A staff information notice has been produced giving clear guidance about the use of body-worn video cameras in line with national guidance, including when to use them and the recording of medical emergencies. This guidance will be reissued every six months. | Head of Safety HMPPS | Completed |
| 9 | The Head of Healthcare should ensure that: <ul style="list-style-type: none"> • Staff use the alert function on SystmOne to include significant conditions such as ADHD and autism on the patients record. | Accepted | All staff use SystmOne when documenting in patient records. All staff are made aware of and how to use the alert functions. Where required to include significant conditions such as ADHD and autism. As these conditions often manifest during childhood the information may have transferred with the patients GP records and staff are reminded to look for this information. Assessment for these conditions also form part of the comprehensive electronic reception screening template used for all prisoners at reception. | Head of Healthcare Practice Plus Group | Completed |
| | <ul style="list-style-type: none"> • All healthcare staff receive Oliver McGowan mandatory training on learning disability and autism. | Accepted | <ul style="list-style-type: none"> • Oliver McGowan training is available for all staff on our internal electronic learning system (LMS). All staff are allocated time to complete this. | Head of Healthcare Practice Plus Group | Completed |

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| | <ul style="list-style-type: none"> • Staff consider whether a prisoner's neurodiversity presents a barrier to them self-referring to services such as IAPT and psychosocial substance misuse support. • All referral forms include learning disability and autism in the list of significant conditions. | Accepted | <ul style="list-style-type: none"> • All staff are reminded to consider neurodiversity when assessing patients. If the assessment deems assistance is required, staff will assist with completing the necessary referral. • These are included on both the electronic and hard copy referral forms. | Head of Healthcare Practice Plus Group | Completed |
| | | Accepted | | Head of Healthcare Practice Plus Group | Completed |