

Action Plan in response to the PPO Report into the death of Mr Sean Williams on 27 March 2024 a prisoner at PECS

Rec No	Recommendation	Accepted / Not accepted	Response Action Taken / Planned	Responsible Owner and Organisation	Target Date
1	The Serco Contract Director should ensure that there is a clear and detailed policy which outlines what staff should do in the event of a medical emergency during transportation. All staff should receive training to ensure they have understood their responsibilities during an emergency as outlined by this new policy.	Accepted	SOP 038 Prisoner Welfare on Vehicles v9 Sep 2025, has been reviewed. Section 2.5 will be enhanced and re-titled 'Medical Emergency on a Vehicle' and broadened to ensure that the steps taken by PCOs and others supporting them in the event of a suspected medical emergency are clear. In doing so Seco have developed some supporting documentation for staff at their Operational Control Centre and on the vans which we consider will better equip those immediately involved in an emergency to undertake sensible, safe actions in a specific order to minimise the scope for any delay if medical intervention is required. These draft documents are currently being reviewed within the business prior to submission to HMPPS for consideration and approval at our scheduled meeting on 3 December 2025. Once finalised these will immediately be put in force. All relevant staff will receive training to ensure they have understood their responsibilities during a medical emergency on a Vehicle as outlined by the	Contract Director Serco PECS	19 December 2025

			<p>amended policy and supporting documents. A training programme is being developed with sessions to start when HMPPS have approved the changes. Serco are also considering how best to deliver this but anticipate it will be a mixture of short briefings, online sessions and scenario-based learning. Serco will also be reviewing the ITC and briefings to those currently performing the roles as well as the frequency of any refreshers. Understanding will be checked through online knowledge tests and in discussions with line management. Serco regularly reviews its policies and may decide to further enhance its procedures if this is deemed appropriate.</p>		
2	<p>The Serco Contract Director should ensure there is a clear policy setting out the requirements for contact with next of kin following a death in PECS custody, including the appointment of trained PECS family liaison officers and that all relevant staff are aware of their responsibilities.</p>	Accepted	<p><u>Stage 1</u> SOP 047 Death or Attempted Suicide of a Prisoner in Custody v1 Aug 2020 para 3.1.15 to 3.1.20 will be re-numbered as section 3.1 Family Liaison Officer to highlight the requirement already set out in the SOP to appoint a Family Liaison Officer and the duties of that officer when a prisoner dies in our custody. The process will be re-briefed to the business. An individual who has previously received the relevant FLO training has been identified and appointed as interim FLO on the PECS contract. In the event that a death occurs in PECS custody when the interim FLO is not available and prior to training for new PECS FLOs an alternative FLO will be appointed from</p>	Contract Director Serco PECS	<p><u>Stage 1</u> 19 December 2025</p>

			<p>HMP Thameside, who will be accompanied by a Serco PECS Manager.</p> <p><u>Stage 2</u> Further suitable staff have been identified to fill the roles of FLO, and arrangements are being made for them to be trained in March/April 2026, which are the first available training dates, on the duties and responsibilities of a Family Liaison Officer to ensure that action can be taken swiftly, but sensitively in the event of a death.</p>		<p><u>Stage 2</u> 30 April 2026</p>
3	<p>The Serco Contract Director should ensure that the PPO has unfettered access to relevant information and receives this promptly when requested.</p>	Accepted	<p>Serco's PPO Single Point of Contact has been reminded that the PPO must be provided with unfettered access to relevant documentation relating to any death in our custody, including incident statements prepared by staff after an incident, and the authority commissioned investigation report. Serco will also provide the PPO with a Factual report upon request in relation to any death in its custody on the PECS contract. Any request for sight of the relevant Factual report should be made to the SPOC. However, in some circumstances Serco may assert legal privilege over their internal corporate investigation report.</p>	Contract Director Serco PECS	Complete