



HM Prison &  
Probation Service

Action Plan: HMP Birmingham

Action Plan Submitted: 22<sup>nd</sup> May 2023

A Response to the HMIP Inspection: 30<sup>th</sup> January – 9<sup>th</sup> February 2023

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## 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 BIRMINGHAM

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	<b>Priority concerns</b>			
1	<b>Many prisoners only had 90 minutes a day out of their cells, which was far too little.</b>	<p>The Deputy Governor and Head of Residence have conducted a review of the core day and prisoner consultation and implementation will shortly follow which will tie in with the new profile due to be implemented in June 2023. This will increase time out of cell for all prisoners at HMP Birmingham.</p> <p>The Head of Reducing Reoffending will ensure full allocation to activity spaces to optimise the amount of time prisoners spend in purposeful activity and to maximise the number of prisoners accessing purposeful activity. Activity boards will continue, and wing recruitment events are taking place weekly to increase allocation. Daily visits will be made to each wing to discuss non-attendance with prisoners and encourage them to engage via the Earned Privileges. Allocation and attendance data is to be reported three times per week at the Governors briefing to monitor progress and challenge where appropriate.</p> <p>The Head of Reducing Reoffending will increase activity spaces by developing new work areas and opportunities through community engagement with local businesses. In addition, 'green' initiatives such as horticulture and recycling are to be implemented, increasing the scope of work opportunities available in the prison, and enabling both greater time unlocked and potential job opportunities on release.</p> <p>The residential team will introduce structured on wing activities linked to earned privileges status, as additional time out of cell linked to behaviour and compliance.</p> <p>HMP Birmingham will review provision the young adult population and older men to ensure that elements of the regime and specific activities are age appropriate.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>June 2023</p> <p>June 2023</p> <p>June 2023</p> <p>December 2023</p>



2	<b>In our survey, too many prisoners, particularly those who had been segregated or those with a mental health problem, had negative perceptions of safety and some reported being victimised by staff.</b>	<p>The safety team at HMP Birmingham now complete exit surveys with all prisoners leaving the Care and Segregation Unit (CSU) to record prisoner experience and to provide the opportunity for concerns to be raised about safety and treatment. Feedback obtained is analysed at the monthly Safer Custody meetings and used to inform the CSU future regime and information services provided to those with mental health issues.</p> <p>Concerns raised by prisoners in the Care and Segregation Unit (CSU) are investigated and in the case of serious concerns around treatment, victimisation, or violence a safeguarding adult investigation is commissioned by the Deputy Governor which is investigated by the Safer Custody Team to see if a formal investigation is required. This process has been introduced for all prisoners at HMP Birmingham.</p> <p>The Care &amp; Segregation Unit (CSU) team has introduced full regime monitoring to capture the time a prisoner receives activity, which includes outside exercise, telephone use and on wing activity. This information is used to ensure that the minimum regime is provided daily.</p> <p>The Safer Custody Team will complete a questionnaire to target those with mental health difficulties and review the support offered based on these findings.</p> <p>An equalities, diversity and inclusion survey will be carried out with all prisoners to explore perceptions and issues around victimisation. The results will be analysed, and findings will be shared. Agreed actions will be included in the establishment action plan and delivery monitored by the expectations team.</p> <p>The Neurodiversity Manager will contribute to all segregation boards, attending in person when available. This will provide professional input around neurodiversity issues and ensure the needs are met of those being reviewed. HMP Birmingham will provide a rolling programme of neurodiversity awareness training to all staff who have prisoner contact. CSU, induction and first night staff will be prioritised. This will include advice on how to communicate effectively with prisoners who are neurodiverse.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>June 2023</p> <p>June 2023</p> <p>July 2023</p>



		Individual advice will be sought from Healthcare and the Neurodiversity Manager on how to support or manage prisoners with specific mental health conditions or needs but will be rolled out for more prisoners. This is in place on a limited basis for residential staff but will be rolled out to include more areas such as education and Industries instructors. This will be requested through the weekly SIM meeting.	Governor	July 2023
		Peer mentors who act as wellbeing advocates have been given mental health first aid training and advice on signposting unwell prisoners to healthcare services. This will identify prisoners who are reluctant to engage with staff and they can be provided with encouragement and motivated to engage.	Governor	December 2023
		Mental health awareness training will be delivered to staff, with priority given to those in key areas of CSU, first night induction and drug recovery wings in the first instance.	Governor	December 2023
		Mental Health practitioners and experts will be consulted and involved in a review of systems and processes regarding safer custody and support for prisoners. This will include Assessment, Care in Custody and Teamwork (ACCT), Challenge, Support and Intervention Plan (CSIP), self-isolating policy, segregation monitoring, use of force monitoring and the input of mental health practitioners in all these areas.	Governor	April 2024
		HMP Birmingham will provide a rolling programme of refresher training to staff regarding five-minute interventions and building good keyworker relationships. The priority staff groups will be CSU, reception, first night, and induction. This training will improve staff ability and confidence in diffusing difficult situations, relationships between staff and prisoners and prisoner perceptions of staff.	Governor	April 2024
3	<b>Leaders had not established sufficient activity spaces for education, training or work, and attendance was not good enough.</b>	HMP Birmingham have completed a review of the allocation policy to ensure that allocation is maximised across all activity areas and does not drop below 95% and fully utilises all existing spaces.	Governor	Complete
		A review of the activity route will be completed in line with the core day to ensure that it is timely and supports attendance. This will ensure that prisoners have personal responsibility to be up and ready for work and that HMP Birmingham send maximum numbers in a dedicated time frame.	Governor	June 2023



	A local review of the incentives policy will be completed to ensure that this supports attendance at education, training, and work.	Governor	June 2023
	The Head of Reducing Reoffending will increase activity spaces by developing new work areas such as a carpentry workshop which will create opportunities through community engagement with local businesses. These will offer work experiences in the prison and potential job opportunities on release.	Governor	June 2023
	Prisoners who attend work and education will receive a 25% uplift on pay as part of a Prison Service pilot pay project developed to incentivise increased attendance in work and education. HMP Birmingham will incorporate the findings of this pilot in their 2023/2024 pay review.	Governor	August 2023
	HMP Birmingham will develop additional delivery units on residential wings to increase access to education across the prison. This will increase education spaces by 12 in total and provide self-study areas for prisoners.	Governor	August 2023
	The Reducing Reoffending team at HMP Birmingham have invited Land Based Activity to visit the prison to consider offering horticulture and recycling industries. In addition, the Head of Reducing Reoffending has invited the Sustainability Lead to start a green initiative at HMP Birmingham. Both initiatives will increase the opportunities and the variety available for purposeful activity. This will increase activity spaces by 30.	Governor	August 2023
	Attendance at activities will be encouraged and supported by sentence planning targets, keywork conversations and the incentives framework. A compact introduced to encourage remand prisoner to opt into purposeful activity linked to access to other activity and privileges. All instances of non-attendance will be investigated and followed up. The activities team will visit wing areas on the day to encourage attendance and educate wing staff of the importance of prisoners engaging with their purposeful activity.	Governor	September 2023
	Prison Offender Managers (POMs) and Keyworkers will support the need to engage with purposeful activity. Non-engagement will be recorded and reflect negatively on sentence progression.	Governor	September 2023



4	<b>The range of workshops on offer was too narrow and leaders had not improved sufficiently the quality of training in work and workshops.</b>	The Learning and Skills Manager has improved the Learning and Skills quality assurance cycle within education and prisoner workplaces. This now includes joint learning walks and dual observations with education and training providers. Outcomes from this quality assurance are used to inform future CPD events for Industries Instructors.	Governor	Complete
		HMP Birmingham will expand its physical education offer by September 2023 to offer additional classes. Peer mentors within the gymnasium will have the opportunity to complete relevant qualifications in sport and fitness.	Governor	September 2023
		All Industry staff will receive monthly Continued Professional Development (CPD) in line with OFSTED Education Inspection Framework (EIF) to promote learning and skills in all areas. CPD will be reviewed monthly by the LSM. This will improve the overall quality of training in workshops as it will provide Industry Instructors with the knowledge and skills to develop prisoner competency in their chosen industry. External providers will be sourced to provide assurance and industry compliant qualifications and certification for all construction delivery.	Governor	September 2023
		HMP Birmingham will have several new work areas opening in autumn 2023. This will include carpentry, car maintenance, and hospitality. All will offer 12 training places and 1 peer mentor. HMP Birmingham will also expand the textile area. In total this will provide up to 40 additional spaces overall.	Governor	October 2023
5	<b>Risk management planning for the release of high-risk prisoners was weak.</b>	The Pre-Release Team (PRT) at HMP Birmingham now has a mandatory requirement to attend all IRMT meetings and are briefed on impending releases who are a risk of harm to others and those being released under Multi Agency Public Protection Arrangements (MAPPA) or potential MAPPA.	Governor	Complete
		The Head of Offender Management has introduced an assurance process of all MAPPA cases to ensure that all eligible prisoners are included on the IRMT case list and that these are reviewed.	Governor	Complete
		The Prison Offender Manager will have responsibility to ensure that the OASys is reviewed and up to date and that management levels for MAPPA or potential MAPPA cases are confirmed with Community Offender Manager in the pre-release period. This will be monitored and assured by the Head of OMU.	Governor	July 2023



		<p>POMs will have responsibility to make contributions or attendance at MAPPA meetings where requested. Contributions around behaviours in custody will be analysed and peer checked to ensure that relevant risks are identified and effectively communicated.</p> <p>HMP Birmingham will ensure that every prisoner within 8 weeks of release will receive a weekly keywork session up until their point of release.</p>	Governor	July 2023
			Governor	July 2023
6	<p><b>Resettlement services were poorly staffed, and the provision of support was disjointed.</b> It was not clear who assessed needs in the lead up to release, which meant that some prisoners did not get the help they required.</p>	<p>HMP Birmingham have implemented a monthly pre-release group for all resettlement agencies to attend and contribute. Resettlement support is now provided in three phases, 3 week, 2 week and 1 week counting down to release. The provision order is detailed as part of prisoner journey map.</p> <p>Recruitment to the Pre-Release Team (PRT) is currently underway and this will address the current staffing shortfalls. Current staff in the PRT will be required to attend all core meetings to ensure that key information is shared, and attendance will be monitored by the Activity Hub. In addition, the prison will promote the work of the PRT during staff training days.</p> <p>A full review will take place to identify which agency provides which resettlement service, who provides the assessment of need and to allocate primary responsibility where there is an overlap of provision. This will also identify areas where provision is weak and allow for the reallocation resources to meet need. Attendance at the review will be mandatory.</p> <p>A regime management plan review will give priority provision of the escorting officer for the Employment Hub.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>July 2023</p> <p>July 2023</p> <p>June 2023</p>





		The prison will create an A to Z of resettlement services. A map of the prisoner journey will also be developed to provide a visual representation of all resettlement services. This will be displayed in key areas of the prison and provided to Prison Offender Managers and Keyworkers to enable them to signpost to appropriate services.	Governor	July 2023
	<b>Key concerns</b>			
7	<b>Prisoners' perceptions of the help they received during their early days were not sufficiently good and the induction programme lacked structure.</b>	<p>A timetable of Induction delivery will be developed and progress through the induction modules will be recorded on a central database and monitored for each prisoner. This will ensure that once the full induction has been completed, prisoners can be moved to their normal location and have full access to the regime.</p> <p>A prisoner induction booklet containing follow-up information and 'how to' guides, for example how to use the kiosk, will be produced and prisoner written version will also be developed. These will be produced in line with Easy Read principles and where possible visual aids will be utilised.</p> <p>'Bus to bed' and 'Ten seconds in' assessment will be completed for reception and induction. These look at initial visual impressions, the physical environment, messages given by notices, and the welcome given by staff. The results will inform the Senior Leadership Team (SLT) of staff and prisoner perceptions of these areas. This will be considered by the SLT and inform Functional Heads of priority areas of improvement.</p> <p>Peer Mentors and Peer Advisors are now utilised to provide support on reception and Induction and their roles have been expanded to provide follow up information and guidance that reinforces the information provided at induction.</p> <p>The requirement and identification of prisoners requiring first night checks is now included as part of the handover between day and night staff. Completion of the first night checks are monitored by the night orderly officer as part of their rounds.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>July 2023</p> <p>June 2023</p> <p>September 2023</p> <p>Complete</p> <p>Complete</p>



8	<b>Body-worn video cameras were not being used routinely, which limited leaders' oversight of the use of force.</b>	HMP Birmingham has now introduced the next generation of body worn video cameras (BWVC). These have replaced the older cameras which were broken and not effective. The operations group are supporting the issue of cameras and ensuring that all staff have access to draw these. New posters and instructions have been displayed across the establishment.	Governor	Complete
		HMP Birmingham has incorporated BWVC training as part of key training to all new starters.	Governor	Complete
		All Custodial Managers now check BWVC compliance at the daily wing briefings. The wearing and activation of BWVC has been mandated as a Governors Order and is part of personal protective equipment (PPE). This is reinforced in one-to-one touch point conversations between staff and their managers.	Governor	Complete
		Duty Governors and Custodial Managers check that Body Worn Video Cameras have been used in incidents as part of the incident de-brief. Staff are required to record the use of the Body Worn Video Camera as part of any Use of Force on the Use of Force paperwork. Failure to comply with this is addressed with the individual member of staff. 10% of these are routinely viewed as part of the assurance checks.	Governor	Complete
		BWVC usage data is now produced, and compliance levels of the use of the cameras has been added as an agenda point on the Use of Force meeting.	Governor	Complete



9	<b>Very few prisoners received meaningful key work support.</b>	<p>Provision of keywork has been prioritised in the new profile which will improve the number of sessions HMP Birmingham are able to predictably deliver. HMP Birmingham will allocate a residential Custodial Manager to monitor the level of key work delivery against resource detailed to deliver keywork, to ensure the expected level of profiled sessions are met. This will also include ensuring that a quality session is recorded on NOMIS by the detailed staff members.</p> <p>10% of Keywork sessions will be quality assured by the Custodial Managers within residential areas. The Head of OMU will assure a sample of these checks. Feedback will be provided to individual keyworkers where there are concerns or issues, this will drive up the quality of sessions.</p> <p>The Senior Leadership Team have identified the following groups as priority to receive a weekly keywork session during periods of limited resources; care leavers/experienced, veterans, prisoners within 8 weeks of release, and vulnerable/self-isolating prisoners. Prisoners who are currently on ACCT and CSIP are routinely supported through those processes so are not included in these priority groups.</p> <p>Refresher training for keyworkers will be delivered to upskill and enable them to provide meaningful sessions. This will include online work and a number of follow-up sessions delivered by Probation.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>June 2023</p> <p>June 2023</p> <p>July 2023</p> <p>July 2024</p>
10	<b>Professional telephone interpretation services were rarely used to interact with prisoners who had limited or no English.</b>	<p>HMP Birmingham now include the use of interpretation services in the new starter induction programme for all directly and non-directly employed staff.</p> <p>A Big Word champion has been identified in each Wing, Reception and Industries to promote the use of Big Word. The champion ensures use of interpretation services and will also support staff in accessing these services.</p>	<p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>Complete</p>



		<p>HMP Birmingham have issued a Governors order mandating the use of interpretation services for keywork, ACCT, CSIP, segregation review and adjudications for all prisoners who do not have English as a first language and do not have sufficient comprehension to effectively communicate or understand what is being said.</p> <p>The operations group will review the current accessibility of Big Word for new receptions and the number of staff trained to access the service. Equipment and training will be provided where found to be deficient.</p> <p>The Foreign National Protected Characteristic Lead will analyse usage of translations services and include findings in the report they provide for the Equalities, Diversity and Inclusion meetings for discussion.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>July 2023</p> <p>July 2023</p>
11	<b>Clinical and medication rooms did not meet patient safety or infection prevention and control standards.</b>	<p>There will be a review of each medication room against National Health Service Infection control standards. Each area will be red, amber, green rated in partnership with healthcare colleagues. Areas that require improvement will be highlighted and a list created of the improvements required. Business cases that clearly outline requirements will be completed and submitted for funding consideration and approval. These are needed to generate the funds to carry out the work, purchase the equipment to bring the clinical and medication rooms up to the required standards.</p> <p>Monitoring of cleanliness in these areas will be added to each areas cleaning schedule to ensure standards in cleanliness are monitored. This will be reviewed and checked daily by residential staff.</p>	<p>NHS Head of Healthcare / Governor</p> <p>NHS Head of Healthcare / Governor</p>	<p>September 2023</p> <p>September 2023</p>
12	<b>There was a considerable shortage of suitably trained and experienced nursing staff.</b>	<p>The shortage of nursing staff is mainly within Birmingham Community Healthcare (BCHC) primary care. An action plan to rectify the staffing shortages has been in place for 6 months and is reviewed monthly by service leads and the commissioners. The key workstreams are below:</p> <ul style="list-style-type: none"> <li>Birmingham and Solihull Mental Health Foundation Trust (BSMHFT) have recruited 5 senior pharmacy technicians in replacement of 5 Registered General Nurse roles for BCHC.</li> <li>Additional band 7 Emergency nurse practitioner recruited.</li> </ul>	<p>Head of Healthcare / Associate Director for Birmingham Community Healthcare (BCHC) NHS Foundation Trust</p>	<p>June 2023</p>



		<ul style="list-style-type: none"> <li>BCHC are attending recruitment fairs to look to attract a wider range of people and promote nursing in a prison environment.</li> <li>BCHC are working with 'Indeed' for a recruitment drive.</li> <li>Rolling adverts for vacancies and rounds of interviews twice a month are in place.</li> <li>Use of agency and bank staff to support with shifts is in place with some financial incentives attached.</li> <li>A review of roles and responsibilities within the wider healthcare service to enable support and backfill is underway.</li> <li>Investment in training for existing and new primary care staff in improve retention of existing workforce</li> <li>Fast recruitment links for other staff in healthcare team to join BCHC temporary staffing and be able to work for them sooner. The current establishment and workforce model in Primary care has been reviewed. Five Band 5 nursing posts have been converted to Band 5 senior pharmacy technician posts. A training and development plan has been devised to upskill these additional posts therefore the trained nursing staff can be available for the specialist tasks. An additional Band 7 Emergency Practitioner nurse has been recruited.</li> </ul> <p>Healthcare have improved the recruitment processes, with investment in utilising external recruitment agencies. There is now easier access to join the temporary staffing HMP Birmingham to increase staffing levels.</p> <p>A review of workforce model in Mental health, and the clinical drug team will be completed to consider the integrated model of working and cross cover arrangements to support short falls in primary care team</p>	NHS Head of Healthcare / Associate Director of BCHC NHS	September 2023
13	<b>Despite being raised at the last inspection, weaknesses in the management of medication persisted.</b>	<p>Medication management errors have reduced however further work is to be completed as follows:</p> <ul style="list-style-type: none"> <li>Improvement in staffing levels will assist with reducing medication errors as staff will be under less pressure.</li> </ul>	NHS Head of Healthcare / Associate Director of BCHC NHS	June 2023



		<ul style="list-style-type: none"> <li>• Medication errors continue to be reviewed in Clinical Governance and medication management meetings held monthly. Trends or themes identified, and actions put in place accordingly.</li> <li>• Identifying issues related to specific hatches that present complexities continue to be reported to the Governor via local delivery board meetings to jointly resolve.</li> <li>• Ensure the hatches are supervised by the prison staff to keep order and provide less distractions for staff. Any areas where this isn't happening are to be reported to the Duty Governor.</li> <li>• Healthcare will support prison officer induction on how to supervise a hatch</li> <li>• Healthcare staff will be supported via training to ensure they feel confident to raise with wing staff if not being supervised.</li> <li>• Healthcare will ensure all staff feel comfortable and able to report any errors and are suitably trained to do so on the incident reporting system.</li> <li>• Medication training with pharmacy must be completed and signed off during induction periods for staff who will be dispensing medication.</li> <li>• Refresher medication management training to be completed when errors are made.</li> <li>• Fitness to practice to be considered if errors are sustained, despite training, support, and resolution of system issues.</li> </ul> <p>Bids will be submitted to replace the medicines administration hatch areas on N and P wings which were identified as being far too small. The bid will include medication cupboards to provide sufficient capacity for levels of medication. It will also include a request for temperature control or air conditioning sufficient to maintain safe storage of medication.</p>	Governor	September 2023
14	<b>Staff providing initial advice and guidance did not spend enough time discussing prisoners' aspirations or the opportunities available to them in the prison. Too few had a personal learning plan.</b>	<p>Prisoners will have the opportunity to discuss preferences and aspirations during their Activity Allocation Board as prisoner attendance at these will be introduced.</p> <p>HMP Birmingham will provide an Initial Advice and Guidance (IAG) advisor at every induction for new prisoners. Working closely with members of the education team and the prisoner, IAG will produce a personal learning plan (PLP) on the Virtual Campus for every prisoner. This PLP that reflects the</p>	<p>Governor</p> <p>Governor</p>	<p>June 2023</p> <p>September 2023</p>



		<p>need of the individual and the actions required to achieve their career goals. This will include opportunities across the prison estate and not those just available at HMP Birmingham</p> <p>As part of the Induction programme and follow up information, the prison will detail all education and work opportunities available at HMP Birmingham and the career pathways linked to these opportunities.</p> <p>Working with partners, training will be provided to relevant prison staff to improve awareness and understanding of the personal learning plan and their input onto the ongoing updating and development of the plan. This will be particularly but not exclusively relevant to Prison Offender Managers and keyworkers.</p>	<p>Governor</p> <p>Governor</p>	<p>September 2023</p> <p>September 2023</p>
15	<p><b>Too many calls by prisoners using their emergency cell bells were not answered quickly enough.</b> In some cases it took up to an hour, which was far too long.</p>	<p>Advice has been reissued to all staff on the importance of prioritising and answering cell bells in a timely manner. Upon arrival, new staff are also provided with this information.</p> <p>The Night Orderly Officer will complete a full daily check of the cell bell recording system to highlight areas where there is repeated non-compliance or maintenance issues. This will be shared with the relevant area Custodial Manager and the Head of Function. Repeat non-compliance will be addressed staff on duty for the relevant periods and reflected in managers touch point conversations with their staff.</p>	<p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>June 2023</p>

