

Action Plan – Mr Richard Franks at HMP Leeds – Self Inflicted on 12/04/2019

No	Recommendation	Accepted/Not Accepted	Response	Target date for completion and function responsible
1	The Head of Healthcare should ensure that initial mental health assessments are completed separate to the ACCT process.	Accepted	The Head of Healthcare will ensure that the mental health team conduct all future mental health assessments separately. All interactions have previously been recorded on the ACCT review templates for ease of reference. Staff have been instructed to incorporate the separate mental health assessment template into the ACCT instead.	Head of Healthcare January 2020
2	<p>The Governor and Head of Healthcare should ensure that staff manage prisoners at risk of suicide and self-harm in line with national guidelines, including that staff:</p> <ul style="list-style-type: none"> • restart ACCT procedures if a prisoner is at risk in the post-closure period; • understand that regardless of grade or discipline, they have a responsibility to start ACCT procedures where necessary; • consider all relevant factors when assessing the level of risk; • set effective caremap actions that are specific and meaningful, aimed at 	Accepted	<p>HMP Leeds promotes the Single Case Manager (SCM) model of ACCT case management. National guidelines advocate the SCM model as best practice for supporting those prisoners at risk of self-harm or suicide. Through appointing a single case manager, prisoners receive seamless and regular support throughout their time on the ACCT and this has improved consistency, transparency and legitimacy of the process in line with national guidelines.</p> <p>ACCT case managers now fall under the remit of the Safer Custody function and have been provided with specific training and monitoring through the line management hierarchy. In June 2019, the number of ACCT case managers was increased from 3 to 4.</p> <p>A quality assurance system for ACCT documentation is also in place. Any deficiencies identified are fed back to the staff member responsible and any repeat non-compliance is managed through formal performance processes.</p> <p>A Governor's Order will be issued as a reminder that all staff have a responsibility to start ACCT procedures where necessary and of the need to re-open the ACCT if a prisoner is deemed to be at risk during the post closure period. This will ensure that all information from the previous ACCT is immediately available to those managing the risk.</p>	Head of Safety January 2020

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	<p>reducing risk, and update them at each review; and</p> <ul style="list-style-type: none"> consider whether cell sharing is appropriate and document the reasons for decisions. 		<p>In addition, the Head of Healthcare has advised all locum GPs that they must open an ACCT document if they believe a patient is at risk of suicide or self-harm. Guidance on this process has also been provided.</p> <p>The team of Safer Custody ACCT case managers will receive additional line manager supervision targeted towards ensuring care map actions are specific and meaningful. This will also include the need to consider the appropriateness of, cell sharing decisions and to record those considerations during ACCT reviews. The Custodial Managers (line managers) delivering the supervision will be required to provide the Head of Safety with assurance that the case managers understand the requirements surrounding caremaps and cell sharing considerations.</p>	
3	<p>The Prison Group Director for Yorkshire should assure himself that meaningful action is being taken to ensure that ACCT procedures at Leeds improve.</p>	Accepted	<p>The Prison Group Director (PGD) for Yorkshire recognises the importance of ensuring that meaningful action is being taken to improve ACCT procedures at HMP Leeds. One of the key mechanisms in guaranteeing the effectiveness of the measures being taken to improve quality is through the quality assurance (QA) process. Three amendments to the QA process have been implemented since the death of Mr Franks and have shown to have improved the quality of ACCT procedures. In July and August 2019, to ensure those managers responsible for QA checks are producing the required information, a bespoke training package for authors of the QA documents was delivered. Encapsulating senior and middle managers, the training involved a mock ACCT and a model response. This has increased knowledge and instilled confidence within a continuous drive to improve ACCT processes. In October 2019, the number of allocated QA checks carried out on a weekly basis was increased by approximately 52% and this has been implemented in conjunction with a more</p>	Prison Group Director Completed

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			robust approach to any manager who does not return their QA. The increased data has enabled a more strategic approach to improving ACCT documents and subsequent care for prisoners. Additionally, an amendment to the ACCT QA document itself has been made to ensure routine wing-based management checks are being made. The PGD for Yorkshire will seek further assurance of these improvements through his Regional Safety team and through his establishment visits to HMP Leeds.	
4	The Governor should ensure that CCTV evidence is stored securely and able to be retrieved after a death in custody.	Accepted	The hard drive system for storing CCTV data that was being used at the time of Mr Frank's death is no longer in place. Since May 2019 a new system has been introduced which uses only discs to record this data. This has removed the risk of data being corrupted when being downloaded to a hard drive and will ensure CCTV evidence can be retrieved after a death in custody.	Head of Operations Completed
5	The Governor should ensure that all prison staff are made aware of and understand their responsibilities during medical emergencies, including that staff promptly use an emergency code to communicate the nature of the emergency.	Accepted	To ensure all prison staff are made aware of and understand their responsibilities during medical emergencies, including that staff promptly use an emergency code to communicate the nature of the emergency, a Governor's Order will be produced and published. Governor's Orders are formal instructions that all staff must adhere to. This Governor's Order will provide information as a reminder of the circumstances that constitute a coded call and emphasise that staff responsibilities under such circumstances must be observed.	Head of Safety January 2020
6	The Governor should ensure that: • the keyworker scheme provides meaningful and	Accepted	Since April 2019 the Governor has adjusted resources to appoint a Key Worker Compliance Officer. The post holder is responsible for ensuring that the assigned hours of key work are adhered to and that the delivery of key work is meaningful and of sufficient quality. A sharp improvement has been seen with	Governing Governor Completed

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	ongoing support to prisoners; and • keyworkers are assigned an appropriate number of hours to allow them to fulfil their role.		compliance increasing from 12.7% in May to 70% in October. In addition, all key workers now receive six hours of further training delivered by the Senior Probation Officer to enable them to fulfil their role effectively.	