

**Action Plan – Mr Kyle Batsford at HMP Lindholme – AFI on 25/09/2019**

<b>No</b>	<b>Recommendation</b>	<b>Accepted/ Not Accepted</b>	<b>Response</b>	<b>Target date for completion and function responsible</b>
1	<p>The Governor should ensure that:</p> <ul style="list-style-type: none"> <li>• the local drug strategy includes specific plans to help reduce the availability of psychoactive substances; and</li> <li>• staff record all instances of prisoners found under the influence of illicit substances and pass the information to the healthcare department and the substance misuse service.</li> </ul>	Accepted	<p>During 2021 the Head of Drug Strategy will undertake a full review of the local drug strategy. In the interim, an annex has been added which sets out the specific local actions and processes aimed at reducing the supply of illicit drugs into the establishment, including PS. This is managed jointly by the Head of Drug Strategy and the Head of Security, with input from teams across the establishment including the Recovery team, in order to identify relevant issues requiring attention.</p> <p>The Orderly Officer is responsible for collating of all instances of prisoners being under the influence from the Incident Reports (IRs) that have been submitted. The information is then recorded on the daily briefing sheet which is printed off by night staff for collection by staff from the Substance Misuse Service (SMS) the next day. The information is also disseminated at the Senior Management team morning meeting, which is attended by the Head of Healthcare. This allows the SMS to make early contact with each prisoner to offer intervention support and is currently being facilitated through the in-cell telephony system. A record of the contact made is logged on the prisoner's SystemOne healthcare record.</p> <p>The Head of Drug Strategy will re- issue a Notice to Staff (NTS) to remind staff of the importance of submitting an IR when a prisoner is believed to be under the influence of an illicit substance.</p>	Head of Drug Strategy August 2021
2	<p>The Governor should ensure that all information about bullying, intimidation, debt and the use of drugs is fully</p>	Accepted	<p>All acts of violence, bullying and intimidation, including those that are debt or drug related, are referred to the Safer Custody team through the Challenge Support and Intervention Pan (CSIP) process, a national model introduced to manage those prisoners with challenging behaviours and provide support to</p>	Head of Operations Completed

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	coordinated and investigated and victims are effectively supported, in line with the local Safety Strategy.		<p>their victims. To ensure all incidents have been captured a Safer Custody analyst triangulates all forms of information including wing observation books, IRs and the daily briefing sheet to ensure no instances are missed. If it is identified that a CSIP has not been submitted where a need is indicated, the member of staff is emailed to complete this immediately. Guidance around the CSIP process is regularly issued to all staff to ensure they are aware that any member of staff can raise concerns by making a CSIP referral.</p> <p>The Safer Custody team are responsible for carrying out a full investigation and for passing the outcomes to Residential Custodial Managers for further action, as deemed appropriate. They also record the outcome on NOMIS to ensure this information is shared and is easily accessible. All victims are interviewed by wing managers with individual intervention plans designed to suit their needs to ensure effective support is being provided.</p> <p>To ensure clear objectives are being set with regular reviews undertaken in line with the local Safety Strategy, a CSIP quality assurance process has been introduced and is currently being embedded. The Safer Custody team quality check 25% of all intervention plans to ensure a consistent approach is being followed and progress against targets is properly recorded. Feedback is given as appropriate, with additional support available from the Safety team. The Group Safety team has also provided 1:1 training for staff where there is an identified need.</p>	
3	The Governor should ensure that the prison meets the standards expected of the key	Accepted	In order to drive up the delivery and quality of the key worker sessions and ensure meaningful support is being given, responsibility for the key worker scheme now sits jointly with the Head of Offender Management Unit (OMU)	Head of OMU/Head of Operations

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	<p>worker scheme. Key workers should be assigned promptly and have regular contact with the prisoners allocated to them; all interactions should be recorded in prisoners' case notes; and managers should check compliance.</p>		<p>and the Head of Operations. Targets and compliance are discussed at the monthly Senior Management Team (SMT) meetings, with clear reporting lines up to the Governing Governor.</p> <p>Regular briefings have been delivered to all key workers to reinforce the understanding of their responsibilities and to remind them that contact must take place in line with national guidance. The importance of recording all interactions and documenting actions to be taken forward has also been reiterated. It has also been made clear that key workers provide a focal point for men in our care and that it is important to build a professional relationship through which constructive work can be developed with progress discussed on a regular basis to ensure continuity and encourage the forging of a meaningful partnership. The existence of a supportive, trusting and constructively challenging professional relationship can also support desistance, allowing prisoners to make the best use of the opportunities available to them.</p> <p>The OMU is responsible for the allocation of a key worker within two days of a prisoner's arrival. Additional targeted support is also provided as appropriate for any prisoners identified with a specific need. Monitoring to ensure this has happened is undertaken as part of the initial sentence calculation checks.</p> <p>The People Hub manage the staff detail to ensure appropriate time is factored in to allow for key work to take place. Custodial Managers (CMs) on each house block are also responsible for ensuring that each prisoner is allocated at least 45 minutes individual contact with their key worker each week as part of the assurance process. To ensure this target is being met the establishment also have key work champions in place who are available to provide additional</p>	<p>Completed</p>

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			<p>support in the delivery of key work. They are a mixture of Operational Band 3 Officers, Prison Offender Managers, Probation Officers and CMs and all have been specifically trained for this role. Newly recruited officers also meet with one of the Probation Officer key work champions as part of their induction at the establishment.</p> <p>Since Mr Batsford's death regular robust interrogation of records and reports has also been strengthened in order to evidence compliance with the scheme. Senior Officers (SOs) now complete assurance checks on all key worker sessions to ensure that they have been properly recorded and that the quality of key worker entries meets the required standard. Further assurance is provided through regular quality checks undertaken by CMs and Heads of Function who will ensure that a consistent approach is being taken in regard to delivery and to ensure the detailed hours are reflective of the sessions recorded.</p> <p>Key work was suspended on 24 March 2020 as extensive restrictions were introduced to manage the impact of COVID 19 in prisons. Prisons have since been working to an Exceptional Delivery Module seeking to deliver key work to identified groups of priority prisoners where it is safe and possible to do so. At Lindholme key workers are currently allocated based on location to avoid unnecessary movement across the prison. However, there is a commitment to ensuring that key work is reinstated fully across the estate when safe to do so.</p>	
4	The Governor should ensure that staff in the communications room request	Accepted	A NTS is issued on an annual basis which provides guidance on the steps that must be taken by staff in the communications room if an emergency code is called. This includes the need to request an ambulance immediately. The NTS	Head of Operations March 2021

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	an ambulance as soon as an emergency code is called.		<p>was last issued in September 2020 and staff are required to sign to say that they have read and understood the instruction.</p> <p>The Head of Operations will also introduce assurance checks of the Communications Log to ensure that correct processes are being followed and there have been no delays when ambulances are called.</p>	
5	The Governor should ensure that staff comply with the requirement to contact families immediately when a prisoner is seriously ill.	Accepted	Immediately following Mr Batsford's death, the Head of Safer Custody gave a briefing to all Duty Governors to remind them of the need to allocate a Family Liaison Officer for all seriously ill prisoners, so that early contact can be made with the family.	Head of Safety Completed