



HM Prison &
Probation Service

Action Plan: HMP Nottingham

Action Plan Submitted: 14 July 2020

A Response to the HMIP Inspection: 06–17 January 2020

Report Published: 07 April 2020

Actions against target dates are likely to be delayed due to COVID19 disruptions to service delivery.

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, Community Rehabilitation Companies (CRCs) and youth offending services across England and Wales to Ministry of Justice (MoJ) and Her 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 recommendations. The action plan confirms whether recommendations are agreed, partly agreed or not agreed (see categorisations below). Where a recommendation is agreed or partly agreed, the action plans provides specific steps and actions to address these. Actions are clear, measurable, achievable and relevant with the owner and timescale of each step clearly identified. Action plans are sent to HMIP and published on the HMPPS web based Prison Finder. Progress against the implementation and delivery of the action plans will also be monitored and reported on.

Term	Definition	Additional comment
Agreed	All of the recommendation is agreed with, can be achieved and is affordable.	The response should clearly explain how the recommendation will be achieved along with timescales. Actions should be as SMART (Specific, Measureable, Achievable, Realistic and Time-bound) as possible. Actions should be specific enough to be tracked for progress.
Partly Agreed	Only part of the recommendation is agreed with, is achievable, affordable and will be implemented. This might be because we cannot implement the whole recommendation because of commissioning, policy, operational or affordability reasons.	The response must state clearly which part of the recommendation will be implemented along with SMART actions and tracked for progress. There must be an explanation of why we cannot fully agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.
Not Agreed	The recommendation is not agreed and will not be implemented. This might be because of commissioning, policy, operational or affordability reasons.	The response must clearly state the reasons why we have chosen this option. There must be an explanation of why we cannot agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.

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ACTION PLAN: HMCIP REPORT

ESTABLISHMENT: HMP Nottingham

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
	Key concern and recommendations				
	Directed to the Governor:				
S49	<p>Key concern: Prisoners' perceptions of safety were still too negative. The proportion of prisoners feeling unsafe at the time of our survey was similar to the previous inspection, and only 48% said they had not been victimised by other prisoners. Prisoners with mental health problems and disabilities had far more negative views about safety.</p> <p>Recommendation: Negative perceptions of safety should be explored and</p>	Agreed	<p>HMP Nottingham will continue its drive on safety with the explicit intention of a reduction in self-harm, violence and Use of Force. The North Midlands Prison Group (NMPG) safety team will be a significant partner, offering specialist support, guidance and assurance to the prison. A monthly progress report will be produced by the NMPG safety team for the Governor and Prison Group Director, so that overall safety can be monitored.</p> <p>The Rehabilitation and Engagement Lead will be commissioned to co-ordinate bi-annual prisoner forums on the theme of prison safety. These forums will explore the negative perceptions of safety, especially around why levels of feeling unsafe were increased for prisoners with a disability, or suffering from mental health. Perceptions of victimisation from staff and prisoners will also be explored through these forums, to determine why such a high percentage reported that they had suffered some form of victimisation.</p> <p>A prison safety report will be produced from these forums, which will include any identified recommendations that will feed into the Safety action plan to address negative perceptions, and to focus on reducing</p>	Governor	April 2021

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	addressed, and there should be a focus on reducing all forms of victimisation.		all forms of victimisation. The recommendations and action plan will be a standing agenda item at the monthly Safety Meeting, where it will be monitored by the Safer Custody Team.		
S50	<p>Key concern: Levels of violence remained too high and the number of assaults between prisoners had increased. A small number of violent incidents were very serious.</p> <p>Recommendation: The number of violent incidents, including serious incidents, should be reduced through the implementation of a well-coordinated and effective strategy and action plan. Outcomes should be monitored to ensure their effectiveness.</p>	Agreed	<p>The Head of Safety will analyse the report and recommendations from the prisoner safety forums. These will be incorporated into the prisons violence reduction strategy, and supporting action plan. A co-ordinated approach from all key stakeholders will ensure the strategy is effective, based upon the most current data and trend analysis, from which the action plan will be updated and monitored through the monthly safety meeting.</p> <p>The weekly Safety Interventions Meeting (SIM) will discuss, monitor and review all prisoners on Challenge Support Intervention Plans (CSIPs), to monitor their progress and determine what additional support can be offered, aimed at reducing their violence. Victims of violence and those identified as self-isolating will also be discussed at this meeting, to determine what additional support can be offered to help them return to a normal regime where they can feel safe.</p> <p>HMP Nottingham is determined to reduce levels of violence, this will be achieved by:</p> <ul style="list-style-type: none"> • Placing added emphasis on culture, leadership and accountability, and adopting a prison-wide approach to ensuring prisoners issues are addressed quickly, and at the right level, to prevent escalation of frustrations which can manifest itself in violence and self-harm. • The prison safety report will provide a focus on reducing violence, by understanding the drivers behind incidents. • Continue to work with Beyond Recovery (a social enterprise company), helping Young Adults associated with violence. 	Governor	April 2021

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			<ul style="list-style-type: none"> • Utilising the Maturity Screening Tool to effectively target an individual's needs for younger prisoners. • Continue to develop the 'Byron' Unit, the dedicated residential wing used as a violence reduction initiative, to maximise its value as part of violence reduction. • Working collaboratively with Nottinghamshire's community Violence Reduction Unit (VRU). The VRU has funded the Beyond Recovery Project at HMP Nottingham, a prison mentorship scheme, supporting men through specially designed programmes to change their attitudes and behaviours to anger, depression and violence. • Developing the Use of Peer workers, to support those identified as being vulnerable and susceptible to violence. • Increased use of Key Working to assist prisoners deal with issues, with the emphasis on changing the culture of the prison, ensuring staff deal with issues quickly and appropriately. • Developing and promoting the Incentives Policy Framework, with an emphasis being on rewarding positive behaviour. • Promoting the use of CSIP through training and awareness briefings, ensuring all staff are aware of, and know how to refer prisoners. • Ensuring the correct application of adjudications and segregation processes, to promote fairness and procedural justice. 		
S51	Key concern: Levels of self-harm were extremely high. Managers had identified some of the underlying triggers (events that might cause a prisoner to self-harm), and good analysis took	Agreed	<p>The Head of Safety will analyse the monthly safer custody data, to identify and develop an effective prison-wide strategy and action plan that is specific to HMP Nottingham, aimed at reducing levels of self-harm and to address its causes.</p> <p>The strategy and action plan will be a standing agenda item at the monthly safety meeting, where it will be monitored for its effectiveness through continued data analysis.</p>	Governor	April 2021

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	<p>place, but the strategy and action plan were not specific to HMP Nottingham and had not been effective in reducing self-harm.</p> <p>Recommendation: The level of self-harm should be reduced through the implementation of a prison-wide strategy and action plan that are specific to HMP Nottingham. The impact of the strategy and action plan should be monitored over time to measure their effectiveness.</p>		<p>A separate death in custody action has been introduced in response to the Prison and Probation Ombudsman's (PPO) recommendations. These recommendations will also be a standing agenda item at the monthly safety meeting, to ensure they are addressed, monitored and tracked for completion. Learning points from these recommendations will feed into the overall safety strategy.</p> <p>HMP Nottingham will support staff and prisoners to reduce levels of self-harm by:</p> <ul style="list-style-type: none"> • Developing the Use of Peer workers, to support those identified as being vulnerable and susceptible to self-harm. • Continue to provide staff with suicide and self-harm training, so they can effectively identify and support those who may be the most vulnerable. • Provide ongoing training and support to Assessment, Care in Custody and Teamwork (ACCT) case managers, ensuring care plans are bespoke and not generalised, and that they address individual concerns and triggers. • Through daily wing briefings, stress upon the importance of ensuring observation panels are not obstructed, to allow checks to be effective. • We will endeavour to answer all cell bells within five minutes. Addressing already identified issues from analysis, such as debt, phone credit, applications and regime issues. • Wherever possible prisoners identified as being vulnerable will be located on F wing (the first night centre and induction unit), if this is not possible a risk assessment will be completed, and they will be located in the safest place possible until they can be moved there. 		
S52	Key concern: Prisoners' access to prison clothing, including underwear and	Agreed	To ensure all prisoners have sufficient clothing and bedding, a review of the operation of the stores and stock control has been completed. An action plan has been implemented by the Heads of Residential	Governor	Completed

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	<p>bed linen, remained very poor. For example, some prisoners had been wearing the same clothes for a week or more.</p> <p>Recommendation: All prisoners must have regular access to an adequate amount of clean prison clothing and bedding.</p>		<p>Services, incorporating recommendations from the review which will monitor stock control and procurement levels. Additionally, it will monitor laundering provision and the recycling of clothing, and have assurance processes built in to highlight any issues.</p> <p>To improve access to clothing and bedding further, HMP Nottingham will carry out the following actions:</p> <ul style="list-style-type: none"> • Extend the use of prisoners wearing their own clothing. • Adding clothing and bedding to the monthly Prison council meeting to provide feedback on improvements, or any issues still being encountered. • The Heads of Residential services will launch a Decency committee. This will be a multi-disciplinary and whole prison approach to decency, taken from best practice observed at other prison sites. • Brief staff to check for and remove excess clothing from cells when conducting Accommodation Fabric Checks. 	Governor	Completed
S53	<p>Key concern: Despite the high levels of self-harm within the prison, too many cell calls bells went unanswered for more than five minutes and, in some cases, much longer.</p> <p>Recommendation: Cell call bells must be answered within five minutes.</p>	Agreed	<p>HMP Nottingham will endeavour to answer all cell bells within five minutes, and to reduce the volume of non-emergency cell bell use by;</p> <ul style="list-style-type: none"> • Reminding staff of the importance of responding to cell bells within 5 minutes at wing briefings, and providing weekly safety team feedback at the daily morning briefings. • Allocating officers to individual landings to drive up personal responsibility and outcomes. • Analysing data from the electronic cell call system at the SIM, with any trends shared with residential managers. • Ensuring that a member of the Senior Management Team (SMT) undertakes a weekly check of cell bell data. • Adding cell bell usage to the monthly Prison council meeting to understand the reasons for usage. 	Governor	Completed

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S54	<p>Key concern: Quality improvement action had not had time to have an impact on improving the provision sufficiently. For example, the implementation of improvements needed in prison work was too slow, educational and vocational training courses were not sufficiently appropriate for short-stay prisoners, and education, skills and work activities, including progression, were limited for vulnerable prisoners. In addition, attendance remained too low.</p> <p>Recommendation: The impact of quality improvement action on raising standards across the provision should be reviewed to ensure that prisoners receive a high-quality, wide range of education, skills and work activities.</p>	Agreed	<p>HMP Nottingham recognises the observations from HMIP that quality improvement actions had not had 'time' to impact on improving provision, and therefore rather than wholesale changes to the strategy, minor adjustments will be made including:</p> <ul style="list-style-type: none"> • Ensure that both the Quality Improvement Plan (QIP) and the Teacher Quality Management Plan (TQMP), have a clear strategic focus on bespoke professional development plans for all tutors and instructors, to improve the quality of teaching. • Review the curriculum for short stay prisoners and vulnerable prisoners, to ensure there is equality of opportunity and appropriate courses to support sentence planning actions. • Implement a Learning Development Plan (LDP) for all prisoners in work activities, which focuses on the development of vocational and employability skills pertinent to the work activity, and future employment opportunities. • The LDP will be a Standing Agenda item at the Quality Improvement Group (QIG), and other associated meetings. • To implement the identified improvements needed in prison work, we will continue to undertake regular monitoring visits to prison workshops to judge prisoners' skills development, and the standard of the work they produce. 	Governor/Head of Learning, Skills and Education	December 2020
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S55	<p>Key concern: Too many prisoners did not complete their qualifications. Most prisoners who left their courses early due to release or transfer did not demonstrate sufficient progress. Managers did not have sufficient oversight of prisoners' outcomes or achievements over their length of stay. Prisoners did not have sufficient opportunity to accredit their skills in prison work.</p> <p>Recommendation: Managers, teachers and instructors should ensure that prisoners achieve skills and qualifications across all education, skills and work activities, including in English and mathematics. Prisoners should have a structured programme of learning and/or skills development for their anticipated length of stay to help them move</p>	Agreed	<p>Due to the nature of our population where prisoners will sometimes be moved at short notice, we will structure our programme of learning and/or skills development for their anticipated length of stay by:</p> <ul style="list-style-type: none"> • Ensuring all prisoners enrolled on academic courses have the appropriate length of time to complete the course, prior to transfer or release. • Implement trackers in all activities within education, skills and work activities, to measure progress over time against starting points in knowledge, skills and understanding. • Ensure that there is a clear focus on the analysis of actual success data within education, and challenge is given to areas of underperformance against expected outcomes. • Widen the opportunities to achieve relevant accredited qualifications within prison work activities. • Ensure targets in Individual Learning Plans (LDP's) across a range of courses, including English and mathematics, are specific enough to help prisoners focus on gaps in their knowledge. • We will explore the reasons why significantly fewer prisoners achieved qualifications in core subjects such as English, Mathematics, English for Speakers of Other Languages (ESOL) and Information and Communications Technology (ICT), as well as construction and painting and decorating. Identified reasons will be included into the QIP and the TQMP as appropriate. 	Governor/Head of Learning, Skills and Education	September 2020
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	successfully on to the next stage of their education, training or employment on release or transfer.				
S56	<p>Key concern: A lack of trained probation offender managers in the OMU had a negative impact on contact levels with prisoners and their ability to carry out one-to-one work.</p> <p>Recommendation: All prisoners should receive structured and meaningful contact from their offender manager in the OMU including an appropriate level of one-to-one work where relevant.</p>	Agreed	<p>HMP Nottingham will work towards ensuring that Offender Managers have structured and meaningful full contact with their prisoners, including appropriate levels of one-to-one work. To achieve this, we will:</p> <ul style="list-style-type: none"> • Work closely with colleagues in the National Probation Service (NPS), as factors such as recruitment of Probation Prison Offender Managers (POM's) are out of HMP Nottingham's direct control. Staffing levels and delivery will be monitored by the Governor through monthly meetings with the Senior Probation Officer (SPO) at the prison, and any issues will be escalated to Probation Division leads and the Prison Group Director. • NPS Midlands Division have recruited two additional Probation Officers to work at HMP Nottingham. Their commitments have been split between the prison and the community at present due to COVID19, but will increase in line with the Prison and Probation recovery models. Additionally, NPS Midlands Division will recruit two agency staff to cover the existing temporary absences within the Offender Manager Probation team. • The frequency and intensity of one-to-one supervision will be dependent upon the individual's tier. The POM will use their professional judgement when determining the frequency of supervision sessions. When a Community Offender Manager (COM) is assigned, the POM will liaise with the COM and deliver one-to-one supervision sessions as agreed. The frequency of supervision will be discussed, so individuals are aware of how often it will take place, and when they can expect their next session. 	Governor	September 2020

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			<ul style="list-style-type: none"> • Training Modules are all available for POMs to engage with, and the Offender Management in Custody Model (OMiC) has made the training mandatory to all POMs in post to complete. The prison will ensure that time is allocated for training, to ensure POMs are equipped to manage offenders in the Low to Medium risk area. Probation POMs will manage all High-Risk prisoners and their training is a 21-month process to degree level as a qualified probation officer. • With COVID19 contingencies in place the assessment centres for June and September 2020 have been put on hold; plans are being put in place by MOJ People Group to open assessment centres as soon as possible. MOJ People continue to have probation recruitment as a priority during this coming year. 		
S57	<p>Key concern: There was a backlog of telephone calls made by prisoners that were subject to contact restrictions but that had not been monitored, which undermined public protection work.</p> <p>Recommendation: Public protection should be improved through the timely monitoring of all calls made by prisoner's subject to telephone monitoring.</p>	Agreed	<p>To address the backlog of telephone calls made by prisoner's subject to contact restrictions, and to ensure timely monitoring, the following action will be taken by HMP Nottingham:</p> <ul style="list-style-type: none"> • Development of a local protocol to include a risk based model of delivery in line with national policy. • Additional resource will be allocated to the task of Prison Identification Number (PIN) monitoring, dependent on risk, and other regime staffing priorities. • The Heads of Offender Management and Security will monitor the process and any backlogs, so any risks can be managed and addressed at the earliest opportunity. 	Governor	Completed

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	Directed to: HM Prison and Probation Service				
S58	<p>Key concern: Data provided by the CRC showed that of all prisoners released over the previous six months, 39% were homeless, which undermined effective resettlement. Monitoring of prisoners' accommodation status after release was not undertaken so the longer-term outcomes for prisoners were not known.</p> <p>Recommendation: Steps should be taken to reduce the number of prisoners released homeless and the situation should be monitored over time to evaluate the effectiveness of the CRC's work.</p>	Partly Agreed	<p>The recommendation is partly agreed as HMP Nottingham is reliant on sufficient housing availability in the community. All prisoners who are identified as being homeless will be referred to the appropriate authority, in line with Homelessness Reduction Act 2017. The following actions will be taken to identify resettlement needs, and assist prisoners for their release:</p> <ul style="list-style-type: none"> • All prisoners are assessed within five days of their arrival to assess their resettlement needs, and then again 12 weeks before their release to ensure plans are in place. The prisoners POM will liaise with their COM as appropriate, to highlight specific issues that may need addressing. • Survey prisoners leaving the prison who are homeless to understand the causes. • Develop a 'reducing prisoners released homeless' strategy, and associated action plan, which will be monitored at the monthly reducing reoffending meeting. • Continue to develop links with local housing authorities. • Visit HMP Liverpool to understand how they improved outcomes. • Utilise the Basic Custody Screening Tool (BCST), Offender Assessment System (OASys) and Information Advice and Guidance (IAG) assessments, to target those at risk of being homeless. • Deliver quarterly resettlement events, with housing providers invited to attend. <p>It is vital that everyone leaving prison has somewhere safe and secure to live, and HMPPS has invested an additional £22m per annum over the remaining life of the CRC contracts to deliver an enhanced Through</p>	HMPPS/Governor	April 2021

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		<p>the Gate resettlement service to people leaving prison, to prepare them for release.</p> <p>HMPPS is also working collaboratively with other government departments and interested parties. Through the Rough Sleeping Strategy, the Government is investing up to £6.4m in a pilot to provide improved accommodation support for prisoners on release through a new partnership approach between prisons, Probation Providers and Local Authorities (LA) to plan, secure and sustain accommodation for prisoners on their release. Lessons from the pilots will be used to inform the future provision of accommodation for prisoners on release from custody.</p> <p>Under the Homelessness Reduction Act 2017, prison and probation providers have a Duty to refer homelessness, or risk of homelessness on release to the Local Authority, to provide support and a plan to avoid homelessness. We will continue to ensure the duty is carried out to meet our statutory responsibility.</p> <p>Data on accommodation and employment circumstance for offenders, for the period up to March 2019, was published in July 2019 on Gov.uk, as part of the Community Performance Statistics. The data show accommodation status for offenders on the first night of release from custody, and at the start of community sentences and employment status for offenders six weeks post-release, and at the start of community sentences.</p> <p>https://www.gov.uk/government/statistics/community-performance-quarterly-update-to-march-2019</p> <p>Data for 2019/20 will be published as official statistics on 30th July 2020 in the Community Performance Annual release, and on prison's performance against their accommodation and employment targets in the Annual Prison Performance Ratings on the same date. As pre-announced official statistics, this data falls under the Statistics and</p>		
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			Registrations Services Act and cannot be released publicly prior to this date.		
	General recommendations				
	Directed to: The Governor				
1.19	The prison should ensure that all incidents, including allegations of bullying or victimisation, are reported to the safer custody team to ensure they are investigated so that perpetrators can be managed appropriately and victims supported.	Agreed	<p>All incidents, including allegations of bullying or victimisation will be referred to the safer custody team for investigation. All perpetrators will be dealt with through the most appropriate behavioural management process, and victims identified through our investigations will be provided with the necessary support to help them feel safe at HMP Nottingham. Victim Support Groups will also be explored, to see how we can provide victims of violence with additional support.</p> <p>The forums commissioned by the Rehabilitation and Engagement Lead will explore the reasons and instances of victimisation, and prisoner's perceptions of these will be explored. Findings from these forums will be encapsulated into the safety action plan, and monitored by the safer custody team.</p> <p>All prisoners identified as self-isolators will be interviewed to determine if the reasons for doing so are from victimisation, and provided with any necessary support from the safety team, key worker and wing staff.</p> <p>The safer custody team will continue to organise training events for staff and managers to promote CSIP, supported by Psychology and the Regional Safety Team so it can be utilised to its full potential. Prisoners who are involved in repeated violence, or disruptive behaviour, will be referred to the Byron Unit to manage their behaviour.</p>	Governor	April 2021

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			Safety Liaison Officers will work with the Safety Team and the Residential Units, to role model best practice and be the link between the two departments.		
1.20	Peer representatives should be actively involved in the safer custody department and appropriately trained to support prisoners.	Agreed	<p>Safety Representatives will be developed to assist on each of the wings, and will have an understanding of Safer Custody, Violence Reduction and Mental Health. They will be given the necessary training from the Safety Team, providing them with necessary skills to carry out their role.</p> <p>The Safety Representatives role will consist of:</p> <ul style="list-style-type: none"> • Attending Safety meetings to provide an overview and feedback from their respective work area's and wings, identifying any issues of concern. • Raising any points that the wing communities are struggling with, raising awareness of where prisoners can get support, and modelling pro-social behaviour. • Talk to prisoners about violence and self-harm where appropriate, and refer those that need additional support to the relevant department. 	Governor	August 2020
1.29	Managers should ensure that force is only used as a last resort and that staff are confident about applying de-escalation techniques.	Agreed	<p>The use of force reduction strategy will continue to be developed, along with the accompanying action plan. The monthly use of force meetings, along with weekly meetings to review incidents will be drivers in identifying good practice and area's requiring improvement, with each focusing on de-escalation techniques. All learning points will be fed back to the staff involved, and incorporated into local training where applicable.</p> <p>De-escalation techniques will be emphasised as the first concept of internal management at Control and Restraint, SPEAR (personal protection for staff) and PAVA (a synthetic pepper spray) training.</p>	Governor	Completed

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1.34	Reintegration planning for longer-term segregated prisoners should include providing them with access to the same regime and purposeful activity that is available to prisoners on the main wings.	Agreed	<p>Reintegration planning and any supporting care plans will involve all key stakeholders, but as a minimum staff from the Care and Separation Unit, their key worker, a member of staff from the wing where they will be introduced to, and the prisoner. This will apply to all prisoners who have been segregated for longer than seven days, and for any complex cases where necessary. Additionally, and where applicable, CSIP will align with this process with the aim to provide additional support upon reintegration.</p> <p>Prisoners in the segregation unit will have individual sessions with mental health in-reach workers and prison psychologists, where additional support is required to help with their reintegration.</p> <p>Keyworkers will attend the segregation unit to work with prisoners in long term segregation, or for those who require a slower re-introduction back to normal location. They will encourage them to get involved in activities, association and exercise with the wings as part of their gradual re-integration.</p>	Governor	August 2020
2.31	Prisoners from a foreign national background should have their welfare rights promoted and have access to independent legal advice.	Agreed	<p>All Foreign National Prisoners (FNP's) will be allocated a Key Worker, who are trained to understand the potential impact of detention under IS91 (an immigration form to detain FNP's in custody) may have on a detainee's mental health and wellbeing, and will be responsible for providing appropriate support. This might be liaising with the duty Prison Offender Manager, or signposting detainees to Immigration Services and or other relevant authorities, that may be able to provide independent legal support in addition to undertaking welfare checks.</p> <p>Additionally, all sentenced FNP's serving 10 months or more are allocated a Prison POM, who will work with them and provide additional support relevant to their sentence and/ or release planning needs, and other risk factors.</p>	Governor	December 2020

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			The POMS also work closely with the two immigration case workers who visit the OMU twice per week. A dedicated POM forwards all self-service kiosk queries to immigration officers, and provides the prisoners with their responses. This route can be used by FNP on remand, and we will promote this process on the First Night Centre and during prisoner induction. Translation and interpretation services are used for prisoners who have difficulty communicating in English. Translated material in a wide range of languages is also available in hard copies on the induction unit.		
2.32	Evacuation plans for individual prisoners should be completed thoroughly and should be of a good standard.	Agreed	Personal Emergency Evacuation Plans (PEEP's) for individual prisoners will be completed thoroughly by residential managers, with support from the safety team. All PEEP's will be reviewed and monitored monthly by a residential manager, to ensure they are still suitable to support the prisoner. Additionally, each prisoner will have a management plan, utilising the national template and completed in line with approved guidelines, also monitored for compliance by residential managers.	Governor	August 2020
2.33	All staff in direct contact with prisoners should understand how to use evacuation chairs.	Not Agreed	This recommendation is not agreed as following health and safety advice, evacuation chairs are no longer in use. Any prisoner who requires assistance to be evacuated will have a management plan, along with a PEEP. Wing staff familiarise themselves with all prisoners on their unit with PEEP's, and will follow instructions to evacuate them safely.	Governor	
2.66	Prisoners needing a secure hospital bed should be moved promptly. (Repeated recommendation 2.89)	Partly Agreed	This is partly agreed as it is subject to the availability of National Health Service (NHS) secure hospital bed spaces, which is outside of the prison's control. HMP Nottingham will make every effort to transfer prisoners within agreed national timescales, and are proactive in promoting a timely transfer of them. If they are not accepted within the agreed timescales this is escalated to NHS England (NHSE), and the prisoner must remain within the prison setting where they will be supported by the healthcare	Governor	December 2020

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		<p>provider and prison staff, until a bed becomes available. There is an embedded monthly escalation report sent to NHS commissioners to discuss with NHSE any issues with transfers.</p> <p>NHSE and Nottinghamshire NHS foundation trust continue to work together to provide timely transfer of prisoners to secure hospital beds by:</p> <ul style="list-style-type: none"> • It was acknowledged during the inspection that secure bed placement is the responsibility of external agencies, and that the fourteen-day target is not being met nationally due to widely acknowledged issue of bed resource. Through specialised commissioning NHSE hold responsibility for locating and allocating secure beds, which they will continue to do. • Offender Health have an established escalation/reporting process to NHSE. This remains in place for all those patients awaiting a secure place. • Issues with sourcing secure beds and transfer times will be raised at the Customer Relationship Management (CRM) meetings, where NHSE will raise any queries with Specialist Commissioning. • 'IMPACT', a recently launched initiative aiming to reduce waiting times, avoid duplication of assessment and identify local beds is now being rolled out across Nottinghamshire. Offender Health staff are now referring under this process. • Nottingham Healthcare Foundation Trust will ensure that all Mental Health (MH) staff are aware of the new process and relevant documentation to use. • MH staff will escalate any issues to NHSE after 10 days, to allow NHSE Specific Communications to expedite bed sourcing activity. • HMPPS will facilitate transport to meet these timescales once the secure bed has been allocated and warrant received. 		
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2.74	Prisoners requiring stabilisation support for drugs and/or alcohol should be in dedicated stabilisation cells that allow unrestricted observation overnight. (Repeated recommendation 2.98)	Partly Agreed	<p>This recommendation is partly agreed, as substantial capital investment would be required to provide dedicated stabilisation cells. A business case will be submitted for the necessary funding, and we will await the outcome of this.</p> <p>Whilst we await the outcome of any capital investment, we will continue to support this cohort of prisoners through initial screening in reception by healthcare, and those requiring stabilising for drugs and or alcohol will be located on F wing, where they are seen daily by a nurse until they are stabilised.</p>	Governor Governor	August 2020 Completed and ongoing
2.75	Officers' supervision of medicine queues should be consistent.	Agreed	<p>To ensure medication supervision is consistent we will introduce a:</p> <ul style="list-style-type: none"> • Medication officer role brief and safe system of work for the supervision of medication. • A weekly assurance check by Supervising Officers to ensure staff are carrying out their role brief correctly. • Healthcare will only administer Opioid Substitution Therapy (OST) if supervised by an Officer, to ensure it is safe and effective to do so. 	Governor	Completed
2.76	Officer escorts should ensure patients attend appointments on time.	Agreed	<p>The prison will ensure an A-wing officer is always detailed Integrated Drug Treatment System duties, which will include a specific job description to ensure prisoners attend appointments on time. The Custodial Manager on A-wing will have management oversight of this task, to ensure the officer is carrying out their task in line with the job description as per their detailed shift. The Head of Wellbeing and Drug Strategy will monitor this for effectiveness, and raise any issues with the Custodial Manager in the first instance, and through partnership meetings with the Governor if required.</p>	Governor	Completed
2.87	A pharmacist should be at the prison regularly to provide prescribing oversight, medicines use	Agreed	<p>HMP Nottingham have had difficulties recruiting a pharmacist, until such time when this vacancy can be filled they will have access to pharmacist support via the forensic pharmacy team, and the Forensic Chief Pharmacist as required.</p>	Governor/Head of Healthcare	December 2020

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	reviews and pharmacy-led clinics to help prisoners understand the reason for and effects of their medicines. (Repeated recommendation 2.109)		<p>Following a pharmacy workforce review in Offender Health, there has been the successful appointment of a Directorate Pharmacist. A recruitment plan has been implemented, and a campaign is underway for a Band 7 Pharmacist for HMP Nottingham is underway. Once appointed, this will enable Medicine Use Review's and pharmacy led clinics to be delivered regularly.</p> <p>Progress will be monitored through monthly partnership meetings between the Governor and the provider.</p>		
3.21	Attendance rates across all education, skills and work activities should be improved rapidly to ensure that prisoners develop the skills they need for their next steps.	Agreed	<p>To improve attendance rates across all activities, we will ensure that there is a clear attendance strategy in place which focuses on:</p> <ul style="list-style-type: none"> • Secure and accurate attendance data. • Cross function working to ensure accountability and responsibility for attendance. • Early indicator meetings to prevent non-attendance. • Enhancing reward and recognition for good attendance, supported and driven by the Incentives Policy Framework. • Ensuring swift sanctions are applied where necessary. • Identify the most disaffected persistent absence learners/workers through allocations meetings, with strategies in place to reduce and support this cohort. • Key workers will work with all their prisoners to emphasise the importance and benefits of attendance, and work closely with those disaffected. • Review the prisons regime, focusing on activity attendance with an emphasis on the benefits of attendance. 	Governor	September 2020
3.29	Managers should ensure that teaching, training, learning and assessment are of a high standard and that activities are	Agreed	To ensure standards are of a high standard and tailored to individual requirements, a differentiation strategy across all education, skills and work activities will be developed, to ensure that all sessions are planned to meet the needs of all learners, and include challenge and extension activities.	Governor	December 2020

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	tailored to prisoners' individual requirements and include challenging development targets to inspire prisoners to achieve their full potential.		Independent learning activities will be developed across education, skills and work activities, intrinsically linked to the Learning Development Plan, to ensure learners develop their own knowledge, skills and understanding, and are able to take responsibility for their own learning. Work rate, progress and targets will be monitored and recorded across all activities, and discussed at the QIG.		
3.43	Managers should use the data they collect more effectively to monitor prisoners' progress, no matter how small, and to challenge poor performance.	Agreed	<p>A professional development plan will be implemented to improve the quality of written feedback by tutors and instructors, which will focus on the development of the prisoner's knowledge, skills and understanding before they move on to the next topic.</p> <p>Implementation of progress trackers in all activities within education, skills and work activities to measure progress over time, against starting points in knowledge, skills and understanding.</p> <p>Ensure that instructors set clear production targets within work activities, and that prisoners use these to develop their own individual targets within their own Learning Development Plans.</p> <p>Instructors will set high expectations to improve standards, and challenge any negative behaviour accordingly. This will be monitored and supported by managers who will carry out regular visits to all activities, helping them to raise work ethics and standards.</p> <p>Data will be collected to monitor and recorded progress across all activities, which will be discussed at the QIG to monitor improvements.</p>	Governor	December 2020
4.7	The telephone line for booking visits should be answered promptly.	Agreed	All calls to the booking line will be answered promptly wherever possible, however if the two available lines are busy, callers may have to wait longer than is ideal. Additional methods of booking a visit such as On-Line, E-mail, Text or Face to Face will be promoted through notices in the visitor's centre and the visits hall, and by the Prison	Governor	September 2020

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			<p>Advice Care and Trust (PACT) team who manage the service as part of their contract.</p> <p>PACT managers will quality assure telephone calls, and provide training for call takers in using the system and customer care. Additionally, a PACT service manager will conduct a bi-weekly 'test' call to monitor the time it takes to be answered. A quarterly customer survey will also be developed to focus specifically on the booking line experience.</p> <p>If following the tests and surveys, along with the other mediums of being available to book a visit are deemed insufficient, increased funding for an additional line and operator will be explored through contract negotiations with the provider.</p>		
4.8	Specialist provision should be available for all prisoners who need help improving or re-establishing relationships with members of their family.	Agreed	<p>The Head of Operations will review the Families Services provider contract, to determine if a programme or specialist intervention can be delivered through the current provision.</p> <p>The Head of Safety will link up with the Offender Management Unit (OMU) Public Protection team to assess appropriate family contact, to determine if the POM and the key worker can help re-establish, and or build upon family contact where ties have broken down, where necessary.</p> <p>To further improve or re-establish family relationships, OMU will signpost into Family Services where appropriate, and safe to do so. Family days and sports days will continue to be scheduled at least once a month, to promote family inclusion.</p>	Governor	August 2020
4.23	Systematic management oversight should be provided in all high-risk cases due for release.	Agreed	All prisoners are identified for their date of release from either the weekly generated discharge list 12 weeks prior to release, or from the Home Detention Curfew list eight weeks in advance of their earliest release date. All High-Risk prisoners due for release will be identified from these lists by OMU staff, and discussed in the monthly Interdepartmental Risk Management Team (IRMT) meetings chaired by	Governor	August 2020

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			the Head of Offender Management Delivery (HoOMD), to ensure management over-sight. Additional adhoc IRMT meetings are held as required, for any high-risk prisoner who is identified for earlier release, to ensure appropriate safeguarding measures are implemented.		
4.31	An up-to-date analysis of the offending behaviour needs of the population should inform the provision of an appropriate range of non-accredited programmes and other interventions to help prisoners address their attitudes, thinking and behaviour.	Agreed	<p>We will update our analysis of the offending behaviour needs of the population, to inform a review of the provision of an appropriate range of non-accredited programmes, and other interventions. Courses identified during inspection will continue to be delivered if they meet these needs, to help prisoners to address their attitudes, thinking and behaviour.</p> <p>A user-friendly interventions directory will be made available for OMU staff and Key Workers, to use with prisoners as they prepare OASys progression plans, to support attendance and motivation, and for handover to the COM in preparation for release. In the short-term we will setup leaflet shelves and a visual board in the OMU, so that these interventions can be used to motivate prisoners to address their offending behaviour. All programmes and interventions will be effectively advertised, and available without detriment to the participant.</p> <p>The HoOMD will explore ways with all key stakeholders on how to increase attendance and motivation at interventions, and minimise attrition rates for those enrolling on these courses to improve upon completion rates. This will be discussed and monitored at the reducing reoffending meeting.</p>	Governor	September 2020

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Recommendations	
Agreed	25
Partly Agreed	3
Not Agreed	1
Total	29

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