



HM Prison &
Probation Service

Action Plan: HMP/YOI Norwich

Action Plan Submitted: 12th January 2023

A Response to the HMIP Inspection: 30th – 31st August & 12th – 16th September

Report Published: 20th December 2022

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.



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| | | <p><i>least 4% for all staff between bands 2 to 11, alongside further targeted pay rises for our lowest paid staff of up to £3,000, which we hope will help in reducing leaving rates.</i></p> <p>Each establishment is expected to have a local retention action plan which is supported by national interventions, of which some examples are given below. The main drivers of attrition at Norwich from the exit interviews conducted in the last 12 months are:</p> <p>Health & Wellbeing – a wellbeing app was launched earlier this year giving staff access to a wealth of information and support resources. This is supported by national and local events to promote different aspects of employee wellbeing</p> <p>Career progression – nationally a Career Pathways Framework has been developed to allow staff to see the career options and the variety of job roles available to them across not just prisons, but the probation service and HQ. The framework includes:</p> <ul style="list-style-type: none"> • all the information and resources that staff need to fulfil their career aspirations • signposting to job families and group profiles to assist staff in understanding how they can progress along their chosen career pathway • extensive information about the learning and development programmes available to aid development • additional information for staff from underrepresented groups, including diversity and inclusion support; and sections which provide self-development tools and allow staff to see the different development opportunities that are available to help them reach their career goals, whatever they may be. <p>Ways of working – A new rostering tool is being piloted in 4 sites with the intention of rolling out nationally, this will provide improved opportunity to promote flexible working and different shift patterns to improve work life balance.</p> <p>Leadership – The Leadership, Talent and Capability team have been working with Norwich in conducting focus groups with staff to understand the leadership issues and provide recommendations for actions and activities to help improve staff perception</p> | | <p>Completed</p> <p>Commence Early 2023</p> |
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| | | <p>Several initiatives in place to support recruitment in prisons which are difficult to recruit to. First Deployment National Start campaign offers an incentive package for these prisons.</p> <p>OmniGov campaign includes audio (spotify/acast), paid social (Facebook and Instagram), online video and radio. Currently have an 'always on' approach to recruitment activity with a tailored approach to recruitment advertising via a variety of channels, local public relations support, radio, audio, posters, petrol pumps alongside internet job boards, search engine advertisements and enhanced social media advertising.</p> <p>Additionally, we will be re-running Advance into Justice in the new year which is a fast-track scheme to support armed forces staff and veterans to become prison officers.</p> | <p>HMPPS HR – Central Resourcing</p> | <p>Commenced Autumn 2022</p> <p>Completed</p> <p>Early 2023</p> |
| 2 | <p>Levels of violence were very high and were increasing. Leaders had no overarching strategy or plan to reduce this.</p> | <p>A full and comprehensive review of existing Violence Reduction (VR) strategy based on relevant statistical analysis. This analysis to include qualitative and quantitative evidence based gathering to understand the unique factors relating to violence at HMP Norwich.</p> <p>An overarching Action plan to be produced alongside the strategy. Action plan to be directly linked to local strategy and national strategies. Action Plan to include S.M.A.R.T objectives and progress to be reviewed on a quarterly basis as Senior Management Meetings.</p> <p>Through weekly statistical analysis we will focus on outcomes such as Incentives Policy (IP), Adjudications, Challenge Support Intervention Plans (CSIP) and other interventions, with in order to review whether follow up actions are effective and timely.</p> <p>The use of digital communication and individual/group training to be used for ongoing professional development for all staff to increase awareness and effectiveness of CSIP at all levels. Also, will be used to</p> | <p>The Governor</p> | <p>June 2023</p> <p>April 2023</p> <p>April 2023</p> <p>September 2023</p> |



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| | | <p>promote of the importance of Body Worn Video Camera usage as a de-escalation method prior to acts of violence or aggression.</p> <p>Staff and prisoners to be consulted through monthly forums such as CSIP/VR, Young Adult and Diversity & Inclusion (D&I) forums to gain feedback and determine effectiveness of any changes or ideas.</p> <p>Weekly Safety meetings to consider implications of Neurodiversity (ND). ND manager to provide input on individual cases to understand impact and considerations for alternative methods of support.</p> | | <p>June 2023</p> <p>June 2023</p> |
| 3 | <p>The number of self-harm incidents was high and was increasing. Too little was being done to address and understand the causes of self-harm.</p> | <p>The safety team will continue to develop in partnership with the Security department, the data and intelligence picture for self-harm in the establishment.</p> <p>Strategically focusing the Suicide and self-harm (SaSH) action plans to reduce incidents of self-harm across the establishment routinely quality assured by Quality Assurance (QA) frameworks including the regional safety lead and include monthly monitoring through performance hub data/framework.</p> <p>Focus will be directed towards A Wing to bring this area to the required standard. All night staff and day staff based on A Wing will receive refresher training within a 12-month period.</p> <p>QA of ACCT documents will be increased to include Residential daily QAs to support the Safer Custody Function who will complete a weekly QA of all ACCT documents.</p> <p>Monthly forums will be held with the more prolific self-harmers to create an understanding of the driving factors of their self-harm, in addition to meetings with listeners to establish any potential trends. This information will be discussed at the monthly Safety meeting.</p> | The Governor | <p>April 2023</p> <p>April 2023</p> <p>April 2023</p> <p>April 2023</p> <p>April 2023</p> |
| 4 | <p>Time unlocked was poor for most prisoners. Access to the open air was also insufficient.</p> | <p>Increase within the establishment's regime will depend on the successful recruitment of additional operational staff to attain the target staffing figure- <i>outlined actions in concern 1</i>.</p> | The Governor | <p>October 2023</p> |



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| | | <p>The following activities have been commissioned with a focus on providing as much access to purposeful activity and time out of cell as possible within the predicted staffing levels:</p> <ul style="list-style-type: none"> • Cat C Prison Regime will be reviewed to move to all-day regime and a commitment to a minimum of one hour time in open air. • Review of the reduced regime within the main reception prison to half day activities and half day domestics including at least one hour time in the open air. <p>An annual regime review and reprofile will be completed as staffing levels improve, aiming to offer a full regime of purposeful activity and time out of cell by March 2024.</p> | | March 2024 |
| 5 | <p>Prisoners had very limited access to work or study. There was insufficient work or education provision to support the population in any meaningful way. Most spent a maximum of seven or eight hours per week at their activities. As a result, it took most prisoners too long to complete their courses.</p> | <p>HMP Norwich will introduce an improved regime within the Cat C site, this will be up to 20 hours purposeful activity per week. This change will enable more meaningful work and educational opportunities to those eligible. This will be monitored through weekly and monthly performance meetings with Industries and PEF- Prison Education Provider.</p> <p>The Education Skills and Work (ESW) function will review the access to purposeful activity for the prisoners in the reception prison. This will begin by liaising with the residential team to implement a robust induction process, thus allowing faster access activities.</p> | The Governor | <p>October 2023</p> <p>October 2023</p> |
| 6 | <p>Monitoring arrangements for those with public protection concerns were not effective. Prisoners' telephone calls were not being listened to when they should have been, posing a potential risk to the public.</p> | <p>The Offender Management Unit will complete a review of all prisoners who are subject to monitoring which will involve an assessment review completed for each case to ensure that those prisoners subject to monitoring are justified and proportionate. This work will also enable the establishment to implement the new framework covering authorisation of communication, ensuring that public safety and protection is maintained.</p> <p>The operations function managers will carry out a review of the work and resources required and if needed a business case under</p> | The Governor | <p>April 2023</p> <p>Completed</p> |



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| | | <p>Governor's autonomy will be presented to deliver the required level of monitoring.</p> <p>Since the inspection the systems have been reviewed and a reduction of 50% has been achieved since being introduced.</p> | | |
| | Key concerns | | | |
| 7 | <p>Newly arrived prisoners did not have decent condition and spent too long locked in their cells.</p> <p>There was also little structured support from prisoner mentors.</p> | <p>The Residence and Safety Management team have reviewed the regime on A Wing to align a proactive approach to the cleanliness and decency of the wing. This change has also allowed the unit to actively use peer support mentors and listeners within the first night and induction processes more routinely.</p> <p>Development and support will be offered to the peer support mentors through monthly committee meetings to assess progress and expand continuous improvement opportunities. Additionally, working in collaboration with the Diversity and Inclusion leads to introduce role delivery training packages for wing mentors.</p> <p>The accountability of preoccupancy cell conditions has been increased within the QA work for Band 4 Supervising Officers with Custodial Manager and Functional Head management oversight. The QA process now includes a management weekly assurance check of 10% of all early days in custody cells. All assurance checks are evidenced on the Residence and Safety Cat B Local Tracker for A Wing.</p> <p>The Residence and Safety Management team have worked strategically with the education, skills and work management team and produced a structured induction timetable that provides for a consistent sessional delivery of the Maths and English Assessment (MEA). The timetable will support timely completion of the MEA process which will accelerate the allocation and attendance to education and activities for prisoners new into custody.</p> <p>The Induction unit identity will be reviewed and developed to allow it to have a dedicated Early Days in Custody area. This will separate it from the overarching description of A Wing and will support cultural, staffing deployment and delivery change, to further improve the care and support offered to the prisoners living there.</p> | The Governor | <p>April 2023</p> <p>April 2023</p> <p>June 2023</p> <p>June 2023</p> |



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| 8 | <p>Access to health care appointments was limited by regime restrictions and a shortage of officers to escort patients.</p> | <p>Additional staff have been profiled to escorting prisoners to their healthcare appointments. The impact of the additional staff provision will continue to be monitored through the RMP on a weekly basis.</p> <p>Healthcare is working collaboratively with the prison by sharing information on healthcare appointment data regarding 'Did Not Attends' and missed appointments. This information is emailed daily to residential staff for review. The prison will investigate reasons prisoners are not attending their appointments and the incentive policy will be used to encourage the attendance to healthcare appointments.</p> <p>The information will be added to the quarterly contract review meeting with our NHSE commissioners to highlight any enablement issues that may arise.</p> | The Governor | <p>Completed</p> <p>March 2023</p> <p>June 2023</p> |
| 9 | <p>The library facilities were poor and had insufficient materials or activity to promote literacy and encourage reading.</p> | <p>A new library manager has been recruited and has started planning to expand the range of materials available to match the prison wide curriculum and subsequently the needs of the prison population.</p> <p>The library stock will be refreshed with an additional 5000 books ordered, and this will be monitored through the monthly reports and monthly QIG meetings where other agencies can contribute by suggesting books/materials that could be purchased. Questionnaires will be circulated to prisoners to obtain their view of the Library provision.</p> <p>The establishment has a prison wide reading strategy driven by our Learning Skills Manager, under the Education Skills and Work (ESW) strategy, and that includes Shannon trust, PEF provider and the library service. ESW will be working closely with the library team, as part of this strategy, and have monthly meetings to monitor the impact and how this is progressing. 2 dedicated phonics trained staff have been identified to help implement the strategy.</p> <p>The ESW function has requested additional laptops with 'help to read' software installed. <i>Agreed in principle</i> - The Head of Digital Learning</p> | The Governor | <p>August 2023</p> <p>June 2023</p> <p>June 2023</p> <p>April 2023</p> |



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| | | and Data has agreed to supply HMP Norwich with 30 laptop which will support delivery teams with helping prisoners learning to read across all areas of the establishment. | | |
| 10 | Prisoners received poor-quality careers information, advice and guidance. | <p>The ESW function will perform weekly quality assurance checks on the careers information, advice and guidance (CIAG) service to improve the quality of the advice provided. This will inform a monthly performance meeting with the CIAG provider senior team who report on key performance indicators. These meetings will be used to scrutinise and support improving the service provided.</p> <p>A review of all prisoners assigned to activities will be undertaken, to ensure relevance and suitability to their chosen career or learning pathway. Those identified as not suitable will be replaced with an appropriate activity, to enable those with the chosen pathway timely access. There are in-cell options available to those awaiting allocation to mainstream education or industry workshops.</p> <p>Current waiting lists are under review, and recognised trends in this, as well as in attendance and allocations, are discussed and appropriately actioned in the bi-weekly sequencing meeting.</p> | The Governor | <p>June 2023</p> <p>June 2023</p> <p>June 2023</p> |
| 11 | Too few prisoners attended their education courses and they often arrived late to their learning and work sessions. In a large number of cases, prisoners missed learning because they attended health care appointments that had been booked at the same time as their lessons. Teachers and trainers did not encourage those prisoners who arrived on time to their activities to start working immediately. | <p>The establishment will minimise the impact of work and education from other agency appointments by extending the time in activities, so any interruption is minimised and does not disadvantage those who have had to go to health care or other appointments.</p> <p>The activities manager and Activities Custodial Manager promote a strong focus on attendance and punctuality in education, skills and work areas. These are reported at the morning meeting to monitor daily figures.</p> <p>The monthly Establishment Performance Meeting (EPM) and the bi-monthly Quality Improvement Group (QIG) meetings are utilised to monitor, review and manage this process, and will include focus on the progress of Maths, English and IT provision, attainments rates and teacher quality.</p> | The Governor | <p>October 2023</p> <p>October 2023</p> <p>June 2023</p> |



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| | | The Education Provider will ensure that teachers interact with prisoners at the beginning of their classes this will be part of a Quality Assurance process completed by the Education Manager of 10% of classes per week. | | June 2023 |
| 12 | Approximately one-third of prisoners within the category B part of the prison had not completed an induction and assessment for learning and work, which delayed their allocation to activities. | <p>The ESW function will introduce a new sequencing process that prioritises the completion of these elements prior to sequencing into other areas of the prison. The function will improve the number of inductions taking place and clear the backlog of missed inductions.</p> <p>The Residence and Safety Management team have worked strategically with the education, skills and work management team and produced a structured induction timetable that provides for a consistent sessional delivery of the Maths and English Assessment (MEA) The timetable will support timely completion of the MEA process which will accelerate the allocation and attendance to education and activities for prisoners new into custody.</p> | The Governor | <p>June 2023</p> <p>June 2023</p> |
| 13 | Visits were too short and were not allocated equitably. Visit slots were only for an hour. Unlike for others, visitors to vulnerable prisoners had only one weekday slot and no option to visit at weekends. | <p>An immediate visits session review was completed following the HMIP inspection, weekend slots are now available for vulnerable prisoners. Midweek visits sessions have expanded to one and a half hours</p> <p>A full visits review will be undertaken in April 2023 as staffing numbers are projected to improve which will look to maximise the time available for all visits sessions</p> | The Governor | <p>Completed</p> <p>April 2023</p> |

