



HM Prison &
Probation Service

Action Plan: HMP North Sea Camp

Action Plan Submitted: 11th September 2023

A Response to the HMIP Inspection: 22nd May – 2nd June 2023

Report Published: 30th August 2023

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 NORTH SEA CAMP

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	Almost all prisoners lived in shared cells that were far too cramped, with not enough space for even a table or chair.	<p>For the foreseeable future, and in common with other prisons, it will be necessary for HMP North Sea Camp (NSC) to operate very close to its Certified Normal Accommodation of 300.</p> <p>North Sea Camp supports the prison service in maintaining capacity to ensure progression, so shared cells are in place. NSC fully understand rooms are small and to negate this, prisoners are only expected to be in their rooms between 11pm and 5am which allows minimal time in their rooms. The regime at North Sea Camp encourages maximising time outside the rooms. 86% of prisoners are in full time employment - normal prison work and shift work in the community. Of the 14% that remains, 4% are new receptions being engaged in the induction process and 10% are retired, who are encouraged to participate in numerous purposeful activities throughout the day to keep them occupied and out of the rooms.</p>	Governor	Completed
2	Too few of those who needed to improve in mathematics and English could access those subjects, and the standard of teaching did not enable enough of them to achieve real progress.	<p>The Education department will work directly with Community Engagement Team (CET) to ensure that initial assessments are recorded and those requiring Maths and English are allocated following induction, at the earliest opportunity.</p> <p>By implementing a roll-on roll-off delivery model, which allows learners to be enrolled onto both classroom based and online assessments as and when necessary, NSC will ensure individualised learning is delivered, leading to a more flexible and timely assessment. The newly appointed Neurodiversity Support Manager will liaise with the education department to ensure additional learning support is giving to individuals who are identified and assessed as needing further support and/or reasonable adjustments such as evening classes and 1-to-1 sessions.</p>	Governor	<p>October 2023</p> <p>October 2023</p>



		<p>NSC will quality assure maths diagnostics and feedback provided to ensure learners are completing work around areas identified. This will be discussed at fortnightly Functional Skills (FS) team meeting to discuss learner progress and learners of concern, with weekly reviews of success data to check for achievements in FS Maths against previous years to show increase.</p> <p>NSC will use bi-weekly learning walks with specific curriculum area focus, including bi-weekly deep dives to quality assure the development of resources, enhancing learner experience and progression. Which will allow observations of teaching, learning and assessments, providing feedback and outcomes allowing continual improvements.</p>		<p>October 2023</p> <p>October 2023</p>
3	Support for prisoners to maintain family ties was still poor.	<p>The visits centre has been identified as an area for improvement and a review of its use, which includes surveys and feedback from families and prisoners will be undertaken. The review is to be completed by the Family and Significant Others (FSO) Lead and Lincolnshire Action Trust (LAT). This will be used as an opportunity to improve the physical aesthetics and also the general use. Information provided within the centre (i.e., leaflets and notice boards) will be updated as required.</p> <p>Visits sessions are now bookable using online systems to improve the efficiency of the visits booking process. Visit take up remains at approximately 75% of available sessions.</p> <p>Two new terminals have been purchased and will be installed to allow 6 prison video visits per session. This gives a 50% increase on available sessions at North Sea Camp.</p> <p>Release on Temporary License (ROTL) board delays are now reported daily at the morning management meeting to give assurance to the Governor that actions are being taken and delays identified. Those delays are challenged and managed accordingly, with oversight from the Offender Management Unit (OMU) Hub Manager, this allows for any trends to be identified and drives improvements. This remains the main route of access for prisoners and families and has been identified as integral in allowing prisoners to maintain family ties.</p>	Governor	<p>December 2023</p> <p>Completed</p> <p>October 2023</p> <p>Completed</p>



		<p>In partnership with Lincolnshire Action Trust (LAT), the FSO strategy will be reviewed to ensure it meets the needs of the prison, the prisoners and their contacts.</p> <p>Operational meetings between the FSO Lead and LAT (Lincolnshire action Trust) have commenced monthly to ensure that they are delivering as expected and to identify further development that can be achieved to strengthen family ties. A joint action plan will be developed to include interventions and courses that can be delivered to prisoners to support family ties upon ROTL and release. This will also include family engagement between LAT and the families of those accessing ROR (Resettlement Overnight Release).</p> <p>Family Days remain in place over and above the contractual agreement and are advertised within the prison. A new process for applying for access has been introduced with OMU, LAT and Safety involvement to ensure those applying are able to access where possible.</p> <p>A needs analysis is being completed focussing on all ROR including family ties. This will allow focus on the barriers that prisoners raise to maintaining family ties.</p>		<p>December 2023</p> <p>October 2023</p> <p>Completed</p> <p>October 2023</p>
4	<p>There were some significant failings in public protection arrangements. Departments in the prison were not communicating properly and some risks were being missed.</p>	<p>A new assessment process is in place jointly with Safer Custody, Reducing Reoffending and OMU for future family days to ensure prisoners who present a safeguarding risk are appropriately assessed before being attending, and restrictions put in place if necessary. The new process has been developed to eliminate any human errors.</p> <p>Prisoners working in public facing roles within the prison will be individually discussed at the SAMM (Security and Monitoring Meeting) to establish their suitability, prior to any allocations, which will include no public protection restriction markers. This will be communicated to all areas of the prison.</p>	Governor	<p>Completed</p> <p>Completed</p>
	Key concerns			
5	<p>Prisoners with protected characteristics lacked the confidence to raise concerns, particularly those from black or minority ethnic backgrounds.</p>	<p>A review of the Discrimination Incident Reporting Form (DIRF) process has taken place in line with the recent changes to the framework and a more robust assurance process is being developed to give more detailed outcomes for</p>	Governor	Completed



		<p>prisoners. Since implementing the changes, there has been around 70% uplift in DIRF complaints. This is attributed to the quality of the investigations and the confidence that staff and prisoners now have in the overall process which has been feedback in the recent race forums.</p> <p>Equalities meetings now involves prisoner participation and monthly forums with Protected Characteristics leads and groups. During meeting and forums, emphasis is placed on awareness of the alternative ways of reporting concerns, to ensure prisoners feel listened to and have confidence in raising issues. If prisoners wish to raise concerns anonymously, this can be done via the PAC (Prisoner Advice Centre) and prisoners are informed of this during their induction.</p> <p>A Race Action Plan is currently being developed in response to HMI Prison Thematic review into experiences of black adult male prisoners and black staff. This includes actions to challenge the perceptions that prisoners raising issues will be transferred out of HMP North Sea Camp. Transfers figures will be displayed more prominently to assure all prisoners that the perception above is not accurate reflection of the culture in the prison and concerns can be raised without fear of it impacting on their progression.</p>		<p>October 2023</p> <p>October 2023</p>
6	Leaders did not offer a broad enough range of ROTL placements.	<p>North Sea Camp now has the employment advisory board in place to build links with employers who can provide opportunities to complement our prisoner education, training and employment (ETE) pathways. This will aim to ensure that enough placements are available to enable a minimum of 90 prisoners to be employed in outside work or volunteering opportunities.</p> <p>NSC are progressing new ROTL placement roles in a variety of areas are being explored, providing opportunity to expand skills in construction, fleet working and specialist vehicle services.</p> <p>NSC will continue to build links around volunteering opportunities in the community, which will broaden the range of opportunities available. Currently working with Lincolnshire Police on 'OP Plotting' which will aim to provide volunteering opportunities for prisoners to work in partnership with Lincolnshire County Council to improve selected areas around Boston Town Centre.</p> <p>A prisoner ETE needs analysis will be commissioned to highlight sectors of interest for ROTL employment opportunities. Once analysis has been</p>	Governor	<p>December 2023</p> <p>October 2023</p> <p>October 2023</p>



		completed, this will ensure that focus is placed on sourcing placements to suit our current population skillset and needs.		
7	Leaders had not fully implemented a reading strategy across the establishment.	<p>Update Reading Strategy and action plan to reflect the need and process of the prison and to include an embed the 5-point referral process for the prisoners and the opportunity to have a reading assessment within one week of contact with Education. To support this, NSC will increase to the 'reading support session' (Mon evening) to 2 sessions by the end of summer 2023. Prisoners will be offered a reading assessment within one week of induction.</p> <p>NSC will develop collaborative work and projects with the library to promote reading. The library now provides reading screeners assessments for prisoners, who are then referred if necessary and allocated to reading support. Further support is determined by the assessed reading levels of prisoners, which includes working with Shannon Trust.</p> <p>All classrooms and workshops (including prison industries) to have relevant reading material available in all areas with time allocated to include reading activities on a weekly basis.</p> <p>Weekly Assurance Meetings to take place between Head of Education, Skills and Works (HoESW) and Education Manager to monitor progress of reading strategy implementation actions.</p> <p>2023/2024 Self-Assessment Review to be written and Quality Improvement Plan to be developed. This will then be used to focus actions to implement the reading strategy and will be used to quality assure that the 5-point referral process is in place.</p>	Governor	<p>October 2023</p> <p>October 2023</p> <p>October 2023</p> <p>October 2023</p> <p>December 2023</p>
8	Staff did not identify and recognise the transferable skills that prisoners gained in work roles.	Employability Skills Workbooks to be redesigned to meet the needs of the population at HMP North Sea Camp. The new workbooks will enable employability skills, which are specific to each work area, to be identified and recorded, 20% of workbooks will be quality assured by managers within the HoESW team. The robust assurance check will also ensure that transferable skills are being correctly recorded in workbooks.	Governor	October 2023



		<p>The Induction process will be used to identify a starting point for a prisoner's employability skills workbook, to identify current skills and release options and aspirations. This will ensure that workbooks can be developed to use from induction through to release. Workbooks will be purposeful and act as a record of achievement for prisoners' time at HMP North Sea Camp.</p> <p>SMART Target setting workshops to be put in place for all staff with responsibility for completing employability skills workbooks. This will ensure that all targets in workbooks will be aimed at the individual.</p>		<p>October 2023</p> <p>October 2023</p>
9	<p>Patients requiring a psychiatry appointment never saw the psychiatrist face to face. This was contrary to commissioning arrangements and to expected practice.</p>	<p>NHS England are working with Healthcare Provider to understand the barriers to providing face to face service provision in North Sea Camp. Resolution to this has been escalated within the Provider to their Medical Director to agree a plan. There is a national shortage of qualified Psychiatrists.</p>	NHS England	October 2023
10	<p>Most OASys (offender assessment system) assessments were not completed soon enough after the prisoner's arrival. On some occasions, temporary release had occurred without an OASys review.</p>	<p>OASys is tracked via the OMU OMiC (Offender Management in Custody) database which flag when OASys are due within 28 days and are late (RAG rated). This is for all prisoners within 8 weeks of transfer and for Prison Offender Manager – Community Offender Manager handover period. If flagged as late, there is an escalation process in place.</p> <p>The OASys taskforce, part of HMPPS Prison Capacity Deployment Team, has also been contacted to assist with initial transfer OASys following a significant influx of prisoners in March 2023, causing a backlog of overdue OASys in May 2023. There is now no longer a backlog since the inspection and overtime is now available for staff to ensure no further backlog persists.</p> <p>OMU Hub Manager assurance check to ensure OASys is completed for all prisoners before they are heard at a ROTL board. This forms part of the BAU hub managers assurance check process and is recorded in the ROTL file. Board chairs will not proceed with the board if the OASys is not up to date</p>	Governor	<p>Completed</p> <p>Completed</p> <p>Completed</p>

