



HM Prison &
Probation Service

Action Plan: HMP/YOI Norwich

Action Plan Submitted 05/05/2020

A Response to the HMIP Inspection 21/10/2019 – 01/11/2019

Report Published 27/02/2020

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.



	<p>dependency and several prisoners with opiate and alcohol dependencies who were not in the stabilisation or inpatient units, which caused inconsistencies in night time observations and created significant unnecessary risks. Prisoners in Britannia House did not receive an adequate induction.</p> <p>Recommendation: All new arrivals across the three sites should receive a good induction and be placed in an appropriate location where they can receive consistently high-quality support and supervision from staff and peer workers.</p>				
S46	<p>Key concern: Violence levels were high but work to reduce violence was insufficient and poorly coordinated. The prison did</p>	Agreed	<p>HMP/YOI Norwich will focus on reducing violence and improve co-ordination by;</p> <ul style="list-style-type: none"> • Appointing a dedicated senior manager to the role of Head of Violence Reduction. • Promote Challenge Support and Intervention Plans (CSIP) across all departments, by including this in staff performance and development records. 	Governor	August 2020*

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	<p>not do enough to promote positive behaviour or incentivise engagement and progression. Staff supervision was not good enough and poor behaviour was not challenged consistently.</p> <p>Recommendation: The prison should ensure that robust and effective systems are in place to reduce the level of violence across the establishment.</p>		<ul style="list-style-type: none"> • Introducing a new system of management checks to ensure CSIP plans are opened & reviewed and that staff are fully aware of these. • Regularly revising plans to ensure that the outcome of reducing violence is achieved. • All plans will be checked weekly at the Safety Interventions Meeting. • Ensuring that the Population Management and Safety Intervention Meetings (SIM) check on a weekly basis that all CSIPs have been raised where appropriate. <p>Positive behaviour, engagement and progression will be improved by;</p> <ul style="list-style-type: none"> • Promoting the use of the new Incentives and Earned Privileges policy, focussing on rewarding and recognising positive behaviour. • Developing Enabled Environments across both sites and sharing this learning with all residential staff. • Ensuring that gang intelligence, including positive interventions, are taken forward by the security department as tasked by the Population Management and SIM meetings. • Delivering specific keyworker training, covering the promotion of positive behaviours and outlining the need for poor behaviours to be positively and consistently challenged. • Developing and introducing a specific development package for all staff with less than 3 years' service. This will improve supervision and adherence to the rules and regime of the establishment, in a positive and productive manner. 	Governor	October 2020*
S47	<p>Key concern: The use of force and special accommodation was high. Governance and oversight had been implemented recently to provide assurances that all</p>	Agreed	<p>Oversight of Use of Force will be improved by;</p> <ul style="list-style-type: none"> • Appointing a full time Use of Force co-ordinator. • Ensuring all incidents of Use of Force are investigated by at least the Use of Force co-ordinator. • Ensuring Use of Force paperwork is completed within 72 hours and that any backlog of such paperwork is never more than 20 in number. 	Governor	July 2020*

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	<p>learning points were identified. Too much use of force documentation was missing and some incidents in which batons were drawn were not investigated.</p> <p>Recommendation: Oversight of the use of force should be improved to ensure that force is always justified and proportionate.</p>		<ul style="list-style-type: none"> Analysing and discussing all use of force data, to include a review of protected characteristics (especially race) and taking appropriate action where necessary. <p>Trends in relation to use of force, adherence to the above activity and improvement actions will be monitored through monthly Use of Force meetings, chaired by the Head of Violence Reduction and attended by the Deputy Governor.</p>	Governor	October 2020*
S48	<p>Key concern: There had been six self-inflicted deaths at Norwich since the previous inspection and self-harm incidents were on an upward trend. ACCT documents were weak and there were too few Listeners. There was no strategic approach to reducing levels of self-harm.</p> <p>Recommendation: Effective, well-</p>	Agreed	<p>Effective action will be taken to reduce levels of Self-Harm by;</p> <ul style="list-style-type: none"> Appointing a senior manager, solely dedicated to the reduction of suicide and self-harm. Introducing a new local suicide and self-harm reduction policy, which will be underpinned by actions to deliver reduced self-harm in the prison. Improving the availability of and access to Listeners within the establishment. The Safety Team CM will undertake robust management checks of the quality of interactions between Residential Prison Officers and prisoners, as documented in the observation section of the ACCT form. <p>The above actions and reviews of previous incidents will be monitored and co-ordinated through the monthly Safety Meeting, to ensure that improvements are sustained.</p>	Governor Governor	September 2020* October 2020*

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	coordinated action should be taken and sustained in order to reduce levels of self-harm.				
S49	<p>Key concern: Complaints made against staff were not always investigated thoroughly. An appropriate manager did not always speak to prisoners as part of investigations and responses that we reviewed did not always address the issues that had been raised.</p> <p>Recommendation: All complaints made against staff should be thoroughly investigated by an appropriate manager.</p>	Agreed	<p>HMP/YOI Norwich will improve confidence in the investigation of complaints against staff by;</p> <ul style="list-style-type: none"> • Ensuring that the Deputy Governor oversees all complaints against staff • A decision log will be retained by the Deputy Governor, which includes assurance that complainants have been interviewed and have received feedback from any resulting decisions. 	Governor	May 2020*
S50	<p>Key concern: There was no reliable mechanism for identifying the needs of prisoners with protected</p>	Agreed	<p>HMP/YOI Norwich will ensure that the needs of all prisoners with protected characteristics are better addressed by;</p> <ul style="list-style-type: none"> • Appointment of a fulltime Equalities Manager. • Introduction of a new Equalities policy and Action Plan 	Governor	August 2020*

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	<p>characteristics. The prison did not prioritise equality and diversity work, which meant that the interests of prisoners from minority groups were not being met or promoted.</p> <p>Recommendation: The needs of all prisoners with protected characteristics should be identified and action should be taken to ensure these needs are met.</p>		<ul style="list-style-type: none"> • Holding a monthly Equalities Action Team meeting, to be chaired by the Deputy Governor, focussing on potential areas of disparity for prisoners, such as adjudications, incentives and earned privileges, complaints and Use of Force. • Designating a protected Characteristic lead role to each functional head. • Holding bi-monthly forums with prisoners with specific protected characteristics. • Introducing a monthly protected characteristic theme, led by a senior manager to promote inclusivity, well-being and positive progress in responding to the Governor's public duty. • Updated staff guidance in relation to incentive systems and use of force will be followed in dealing with prisoners who share a protected characteristic(s). <p>Improvement actions will be monitored through the monthly EAT meeting, including through the use of the Prison Equality Monitoring Tool to address disproportionate outcomes for BAME and other identifiable groups within the custodial settings.</p> <p>.</p> <p>.</p>	Governor	August 2020*
S51	<p>Key concern: Prisoners waited too long for urgent and routine dental appointments. Clinical governance and assurance procedures were poor. Some equipment service logs were unavailable, which meant staff were unable to demonstrate that equipment was safe to</p>	Agreed	<p>The Local Healthcare Commissioner reports that the waiting list has been reviewed and additional sessions have been put place to ensure prompt, safe and effective dental care.</p> <p>The Deputy Governor will hold monthly meetings with the dental provider to ensure waiting times remain appropriate.</p> <p>All equipment has been serviced and maintenance contracts are now in place. All staff have been retrained in relation to decontamination processes and competencies will be checked annually. Clinical audits have been established and will be reported to the quarterly NHS England contract review meeting.</p>	<p>NHS England</p> <p>Governor</p> <p>NHS England</p>	<p>Completed</p> <p>Ongoing</p> <p>Completed and quarterly</p>

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	<p>use. Some essential clinical audits, including those for decontamination and some testing procedures for decontamination equipment were not being undertaken, which compromised the integrity of decontamination processes.</p> <p>Recommendation: Managers should ensure prisoners receive prompt, safe and effective dental care.</p>				
S52	<p>Key concern: Too many prisoners across the prison were locked in their cells during the working day, many of whom were convicted sentenced prisoners, and 30% were locked up on the category C site alone.</p> <p>Recommendation: There should be sufficient</p>	Partly Agreed	<p>This recommendation is partly agreed because there is insufficient capacity to provide employment / activity to all eligible prisoners during the working day; significant capital investment would be required to fully achieve this recommendation.</p> <p>HMP/YOI Norwich will improve access to education and work by;</p> <ul style="list-style-type: none"> • Conducting a review of the educational curriculum, so that it better meets the needs of residents. • Introduce systems to encourage and challenge prisoners to attend activities. • Analyse the availability of activity across the site and allocate to all the available space, to ensure that all opportunities are fully utilised. • Conduct a review to establish whether any other activity spaces can be created or developed across the site. 	Governor	November 2020*

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	structured purposeful activities to ensure that all eligible prisoners are involved in work or training activities during the working day.				
S53	<p>Key concern: The induction to education training and work was dull and uninspiring and the standard of teaching sessions was not consistently good. The quality of questioning, target-setting and feedback was not consistently good and tutors were not skilled enough to lead discussions about tolerance and respect.</p> <p>Recommendation: Leaders and managers should use information from the observations of education, skills and work activities and management meetings with the subcontractor to</p>	Agreed	<p>Improvements will be made to the delivery of education by;</p> <ul style="list-style-type: none"> • Applying appropriate contract measures for any underperformance by the educational provider. • Reviewing the curriculum, to ensure that this is appropriate for the population held at HMP/YOI Norwich. • Independently assessing the quality of teaching and learning through independent observation and using contract mechanisms to challenge consistent poor delivery and practice. • Bi-monthly Quality Improvement Group (QIG) meetings will include the use of learner development and outcome data to track performance. Contract mechanisms will be utilised to drive improvements where the contractor are under-delivering. 	Governor	August 2020*

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	implement staff training and support, and good practice should be shared so that the standard of provision, including induction, improves and is consistently good.				
S54	<p>Key concern: Workshops and vocational training offered too few qualifications, insufficient activities were available for vulnerable prisoners, there were too few qualifications above level 2 and the range offered was narrow and educational opportunities for category D prisoners were limited.</p> <p>Recommendation: All prisoners should have access to a relevant range of accredited education, training and work that fully supports their successful</p>	Partly Agreed	<p>This recommendation is partly agreed because there is insufficient capacity to provide a full range of accredited education, training and work to all prisoners; significant investment would be required to fully achieve this recommendation.</p> <p>HMP/YOI Norwich will however seek to maximise the opportunities available. All work and educational activity spaces will be reviewed as part of an overarching redevelopment of the curriculum;</p> <ul style="list-style-type: none"> • Specific provision will be provided for hard-to-reach and vulnerable prisoners, and those located in Ketts Unit (Care and Segregation Unit) and Healthcare. • Consideration will be given to the development of new learning opportunities above Level 2. 	Governor	July 2020*

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	resettlement and rehabilitation.				
S55	<p>Key concern: Managers had only recently started using available information to ensure prisoners were placed on the right course. English and mathematics courses did not always put learning activities in an appropriate context. Prisoners' progress in these subjects was not captured or recorded in a way that promoted their long-term progress. As a result, too many prisoners who started English and mathematics courses did not achieve the intended qualification or gain accreditation for the progress they had made.</p> <p>Recommendation: In English and mathematics, prisoners should be placed on appropriate, engaging courses. Teachers</p>	Agreed	<p>Prisoners will be placed and sequenced on appropriate English and Maths courses by;</p> <ul style="list-style-type: none"> • Ensuring that all prisoners have a full learning and skills induction. • Ensuring that 95% of prisoners complete a basic skills assessment. • All prisoners engaged in learning and work (including cleaners and orderlies) will have a learning and development plan and will have progress recorded. • Contract management processes will be applied to ensure appropriate encouragement and/or sanctions where the learning and skills provider is failing to develop long term progression for individual learners. This will include a specific review by the Head of Learning and Skills for the Group in terms of the engagement and leadership of the Head of Education and English and Maths tutors. • Contract management processes will specifically dispute contractor practice of removing learners from English and Maths courses onto other activities before qualifications are achieved. • A programme of joint teacher observations with Head of Learning and Skills and People Plus managers in place, to ensure appropriate and engaging delivery. 	Governor	October 2020*

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	<p>Recommendation: The prison should use its varied facilities, including the local discharge unit and Britannia House, to provide each prisoner with a carefully managed pathway to desistance from crime, based on a full needs analysis and action plan.</p>				
S57	<p>Key concern: Public protection arrangements did not provide sufficient assurances that all risks to the public were identified or acted on, because experienced staff were not always available to ensure there were no omissions. The prison did not adequately support MAPPAs during the period before a prisoner's release, and attendance at the monthly</p>	Agreed	<p>In accordance with the Public Protection Manual (PSI 18/2016), improvements to public protection and the monitoring of those offenders who present the highest level of risk of serious harm will be brought about by;</p> <ul style="list-style-type: none"> • Reviewing the terms of reference and attendance of the Interdepartmental Risk Management Team (IRMT) • Reasonable attempts will be made to contact the Community Offender Manager to establish the MAPPAs Level, 6 months before release. The MAPPAs S form will be used to escalate the matter to MAPPAs co-ordinators when contacting the offender manager has been unsuccessful. • Appropriately staffing the Offender Management Unit. A formal handover meeting will take place for all NPS cases prior to release, to share all risk related information with the Community Offender Manager. • Instituting new management checks and procedures, to ensure compliance with the Public Protection manual. This will be assured monthly by the IRMT. 	Governor	September 2020*

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	<p>risk management meeting was too narrow to enable proper consideration of the individual from a variety of perspectives.</p> <p>Recommendation: Risks to the public should be properly managed during a prisoner's time at Norwich and on release, especially in relation to MAPPA process.</p>		<ul style="list-style-type: none"> Monitoring ongoing representation at the IRMT, to ensure appropriate attendance from at least Head of OMU, Head of Reducing Reoffending, Head of Security, Head of Residence and Senior Probation Officer. 		
S58	<p>Key concern: Prisoners had no access to offending behaviour programmes, or to any structured interventions to address their offending behaviour or to help them prepare to undertake full programmes elsewhere. More than half had been sentenced, many spent their whole sentence at HMP Norwich, and dozens of category B prisoners were held there for a substantial period. The last needs analysis, to</p>	Partly Agreed	<p>This recommendation is partly agreed, because HMP/YOI Norwich is not resourced or funded to deliver accredited Offending Behaviour Programmes (OBPs). HMP/YOI Norwich will provide prisoners with access to a small range of non-accredited interventions and/or transfer prisoners to establishments that are better resourced to meet individual need.</p> <p>Psychology Services are supporting a fresh needs analysis to inform the delivery of non-accredited interventions where appropriate and led by need. There is also resource within neighbouring OBP delivery sites to support and guide the transfer of prisoners to programmes where suitability is indicated.</p>	Regional Lead Psychologist, East of England Psychology	October 2020*

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	<p>determine which interventions would be most valuable in addressing risks of reoffending across the whole population, had taken place in July 2016.</p> <p>Recommendation: Prisoners should have access to a range of interventions that meet their offending behaviour needs.</p>				
S59	<p>Key concern: Finding accommodation for those to be released had become more challenging, largely because of the difficulties in securing commitments from outside agencies ahead of release, and the shortage of bail accommodation. Of all those released into the community in the previous six months (including those released direct from court), only 38% were known to have gone straight into</p>	Partly Agreed	<p>This recommendation is partly agreed. HMP/YOI Norwich will engage positively with all relevant partnerships and Local Authorities to deliver this action as fully as possible and improve outcomes. Sustainable accommodation for every prisoner on release is a right and proper target, but placement of 100% of prisoners discharged from HMP/YOI Norwich is unlikely to be achievable within a reasonable timeframe.</p> <p>Through the <i>Rough Sleeping Strategy</i>, a pilot commenced in August 2019, 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. Evaluation outcomes are expected in Autumn 2022 and lessons will be used to inform the future provision of accommodation for prisoners on release from custody.</p> <p>A Bail Accommodation and Support Service contract is in place to provide bed spaces predominantly to Bail and Home Detention Curfew (HDC) cohorts. There is currently a high demand for HDC beds which is impacting on Bail accommodation being readily available. Nationally, 550 places are contracted</p>	<p>Head of Policy, Offender Accommodation; Reducing Reoffending Division</p> <p>Deputy Director Community Interventions Residential and</p>	<p>October 2022*</p> <p>October 2020*</p>

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	<p>permanent and sustainable accommodation. The team of staff working in this area had grown, but outcomes were still not good enough.</p> <p>Recommendation: The establishment should work with partner agencies to ensure that every prisoner has sustainable accommodation on release.</p>		<p>and HMPPS are working with the supplier to deliver a further 55 beds into the contract by June 2020. An increase specifically in the Norfolk area is unlikely (as there is already an equitable share of BASS beds deployed in the county), but increased national provision may help with local availability.</p> <p>The Head of Reducing Reoffending will improve the working relationship with partner agencies to support access to sustainable accommodation by;</p> <ul style="list-style-type: none"> • Referral of individuals at risk of homelessness on release to the Local Authority, in accordance with the Homelessness Reduction Act 2017. • Holding a joint review of services provided within the establishment, to develop an improvement Action plan. • Engaging with Norfolk and Suffolk Council to review the level of engagement of housing providers with prisoners being discharged from HMP/YOI Norwich. • Requesting a position on the Norfolk County Council homelessness committee, which is to be attended by the Head of Reducing Reoffending. • Conducting an annual review of sentence planning support and responsively from Prisoner Offender Managers and Community Offender Managers in relation to accommodation provision. 	<p>Accommodation Support Services</p> <p>Governor</p>	<p>October 2020*</p>
	General recommendations				
	Directed to: The Governor				
1.16	<p>The IEP scheme should be managed effectively to ensure poor behaviour is challenged appropriately and actively encourages prisoners to behave well.</p>	Agreed	<p>Improvements will be made to the application of the IEP scheme at HMP/YOI Norwich by;</p> <ul style="list-style-type: none"> • Conducting prisoner forums to identify best practice to stimulate more positive behaviour. • Introducing a system of management checks and observations of Residential Officers, to ensure poor behaviour is appropriately and positively challenged. • Providing a monthly report to the Senior Management Team, analysing staff compliance and consistency of delivery in relation to IEP scheme. 	Governor	November 2020*

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			<ul style="list-style-type: none"> Reviewing data against protected characteristics monthly, to ensure the scheme is applied fairly. 		
1.35	Random drug testing should be carried out throughout the month, including on weekends.	Agreed	HMP/YOI Norwich will deliver this recommendation as part of its normal profile. Random drug testing is now carried out throughout the month, including on weekends. There will be no set pattern of random testing, sending a message that there is no safe period to take drugs.	Governor	November 2020*
1.36	The drug strategy should reflect the issues relevant in Norwich prison and should be supported by a dynamic action plan.	Agreed	HMP/YOI Norwich will fully review the local drug strategy and related Action Plan, to more accurately reflect the issues relevant to the population at HMP/YOI Norwich.	Governor	June 2020*
2.11	All prisoners should have access to basics, including clothing and clean bedding, on a weekly basis.	Agreed	<p>HMP/YOI Norwich will ensure that all prisoners have appropriate access to basic items by;</p> <ul style="list-style-type: none"> Conducting a full stock check of all available kit within the prison. Defining and publishing to all staff and residents the minimum clothing, clean bedding and general kit to be supplied on a weekly basis. Implementing a management checking system, including random checks of kit to be delivered to all prisoners, on a weekly basis. This will include any residents who have missed kit change and will indicate remedial action taken. All newly received prisoners will be provided with a full and published standard kit in reception at the point of first receipt. 	Governor	July 2020*
2.12	Cell bell call systems and response times should be monitored and managed effectively.	Agreed	<p>Improved manual monitoring checks and management of response times will be implemented, to ensure that cell-bells are answered promptly.</p> <p>A capital bid for automatic monitoring systems will also be submitted.</p>	Governor Governor	September 2020* September 2020*
2.20	Serveries and food trollies should be maintained and cleaned to a high standard.	Agreed	<p>Serveries and food trollies will be maintained and cleaned to a high standard by;</p> <ul style="list-style-type: none"> Instituting a weekly check by the Head of Residence, to be reported to the Governor through the morning meeting in relation to the cleanliness standards of serveries and food trollies. A bid will be submitted for any trollies that are damaged or faulty. 	Governor	September 2020*

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2.53	All custody staff should understand agreed emergency codes to ensure medical emergencies receive a prompt and appropriate response.	Agreed	In accordance with PSI 03/2013, understanding of agreed emergency codes will be improved by; <ul style="list-style-type: none"> • Introducing a system of management checks and observations by the head of Suicide and Self Harm, including checks on comprehension of emergency codes through the Wing adoption process. • Publication of a Governor's Order, reinforcing staff's need to understand emergency codes and advising of new checking systems. • Every member of staff will be issued with an aide memoire to prompt their proper response. • The Safety Team will deliver regular briefings to all groups of staff and as part of the induction of new staff. 	Governor	August 2020*
2.57	The NHS health check, immunisations and vaccinations should be available to those eligible in line with national programmes and implementation should be timely to promote prisoners' health.	Agreed	The Healthcare provider is moving to a wing-based model of service provision and a 'one stop shop', which offers better access to screening, vaccination and immunisation programmes	NHS England	November 2020*
2.66	Prisoners should have regular access to a GP in line with the contract and receive appropriate, timely care.	Agreed	Another General Practitioner (GP) provider is now in place, providing regular GP surgeries. Remote access to a GP is now also available.	NHS England	Completed
2.89	Drug and alcohol support for longer-term prisoners should be enhanced, include regular self-help support and be informed by a detailed population needs assessment.	Agreed	Phoenix Futures will continue to ensure that peer support and peer mentors are in place. This work is ongoing and requires regular refreshing due to the high prisoner turnover and complex location. They will continue to work towards recruiting up to 6 individuals. This is monitored through the National Health Service England (NHSE) quarterly contract review.	Phoenix Futures	August 2020*

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			<p>Phoenix futures will roll out 'Smart recovery groups' to offer long term, peer and recovery support to prisoners across the site. This entails peer-led fellowship meetings, coordinated by Phoenix futures.</p> <p>A Health and Social Care Needs Analysis (HSCNA) was undertaken on behalf of NHSE in early 2019 and will be kept up to date.</p>	<p>Phoenix Futures</p> <p>NHS England</p>	<p>August 2020*</p> <p>Completed and ongoing</p>
2.90	A clear pathway to coordinate the care of patients with mental health and substance use problems should be developed.	Agreed	Norfolk and Suffolk Foundation Trust (NSFT) will lead on a pathway to coordinate the care of patients with both mental health and substance misuse problems. NSFT will engage with Phoenix Futures and Virgincare to develop and implement a revised pathway. Progress will be monitored at the quarterly NHSE contract review meetings.	NHS England	September 2020*
4.13	The LDU should be used effectively to prepare prisoners for release by building their skills and developing realistic plans for a positive future.	Agreed	<p>The LDU will be used more effectively to prepare prisoners for release by:</p> <ul style="list-style-type: none"> • Reviewing HMP/YOI Norwich's Resettlement Strategy, to incorporate effective sequencing and development of pathways through the LDU. • Conducting a full strategic review of the purpose and operation of the LDU, specifically to include prisoner input. • Ensuring all prisoners sequenced through HMP/YOI Norwich have an up to date Offender Assessment System and/or Basic Custody Screening Tool Sentence Plan. 	Governor	November 2020*
4.24	Prisoners in Britannia House should be assessed promptly for ROTL and should be able to undertake constructive work throughout their stay.	Agreed	<p>Prisoners in Britannia House will have a full assessment completed within six weeks of arrival. Release on Temporary Licence decisions will be completed within two months of arrival.</p> <p>Available work opportunities will be reviewed and expanded for prisoners in Britannia House.</p>	<p>Governor</p> <p>Governor</p>	<p>October 2020*</p> <p>Ongoing</p>

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Recommendations	
Agreed	26
Partly Agreed	4
Not Agreed	0
Total	30

