



HM Prison &
Probation Service

Action Plan: HMP Nottingham

Action Plan Submitted: 3rd October 2022

A Response to the HMIP Inspection: 24-25 May and 6-10 June 2022

Report Published: 30th September 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 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 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 NOTTINGHAM

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1.1	<p>Reported incidents of self-harm remained too high a level and many prisoners at risk of self-harm felt uncared for. Case management (through the ACCT process) and oversight of prisoners on constant supervision required improvement. The daily regime and interaction with staff was too limited, inhibiting meaningful engagement and interaction.</p>	<p>A renewed safety drive that will focus on prevention and trying to deal with potential issues at source and as part of a “First Time Fix” has taken place. As part of this focus, the prison now ensures that all incidents of self-harm are investigated within 24 hours and relevant learning is taken from them. A multi-agency panel triage daily and report findings to the operational morning meeting.</p> <p>HMP Nottingham will be introducing a new profile in October 2022 to have an improved focus on keyworker duties to provide support and meaningful engagement. This will allow the regime to be developed so that prisoners have increased opportunity to access services.</p> <p>We have allocated Safety Officers as keyworker to individuals with complex issues and will have appropriate resource with the new profile.</p> <p>The Safety Team have begun to hold support sessions for prisoners at risk with the charity Pets for Therapy, with individual support initiatives developed.</p> <p>Data for Constant Supervision will be utilised to improve analysis, learning and outcomes for prisoners. Assurance will be provided via the Safety Intervention meeting.</p> <p>The Senior Management Team will undergo ACCT version 6 refresher training to improve understanding and the requirements of Constant Supervision Care Plans, which will ensure plans of support are individual to those under supervision and tailored to their needs. The</p>	Governor	<p>Completed</p> <p>November 2022</p> <p>Completed</p> <p>Completed</p> <p>December 2022</p> <p>January 2023</p>



		<p>Safety Intervention Meeting (SIM)/Safeguarding meeting will discuss those prisoners on constant supervision including their care plans, identified actions will be highlighted and tasked. Constant supervision care plans will include the regime that each prisoner should have, and their hobbies/interests so that staff understand the best way to interact with them. These plans will be kept in their ACCT folders and will also have a copy on NOMIS.</p> <p>Duty Governors will provide assurance as part of their duties when visiting those on constant supervision. Custodial Managers will complete the assurance checks for those prisoners on their units on ACCTs, and Case Co-ordinators will ensure the feedback is acted on.</p> <p>All cases will include a comprehensive handover when Case Co-ordinator's change following individuals no longer requiring Constant Supervision.</p>		November 2022
1.2	<p>Prisoners were justifiably frustrated at the time that it took for legitimate requests to be resolved. The applications and complaints systems were not fully effective.</p>	<p>HMP Nottingham will undertake a full review of the application and complaints system. A working group will be developed to assess the Application system, this group will consist of the Business Hub Manager, Rehabilitation and Engagement Lead, Custodial Managers from the Residential function, and prisoner representation.</p> <p>The Governor has launched a 'First Time Fix' campaign which will ensure everyday prisoner queries are resolved promptly. Consistent and effective keywork will be the driving force behind this whole prison approach.</p> <p>The Rehabilitation and Engagement Lead will be completing an in-depth Quality Assurance process on complaints to address the brief responses and lack of explanations. This process will ensure that bureaucratic reasons for complaint rejection are addressed and raised at an appropriate level.</p> <p>Confidential Complaints are now fully recorded and relevant information is kept so that analysis can take place on them.</p>	Governor	<p>January 2023</p> <p>January 2023</p> <p>January 2023</p> <p>Completed</p>



		Wing based meetings will be reviewed, and the Heads of Residence will ensure that they renew the agendas, that the meetings take forward actions and feedback when the actions are completed.		December 2022
1.3	Leaders and managers did not ensure that prisoners had timely access to education, skills and work activities relevant to their needs, or that access was properly sequenced. The allocations process was inefficient.	<p>HMP Nottingham will ensure that prisoners are allocated swiftly to the appropriate Change Route following assessment and on movement from the induction wing, ensuring prioritisation of the sentenced population. There will be an increase in the number of prisoners allocated to and achieving functional English and mathematics as planned in the annual delivery plan. Change routes are the stages of the prisoner journey through purposeful activity, which follow the 7 Reducing Reoffending pathways.</p> <p>HMP Nottingham will ensure that assurance procedures are in place through the weekly sequencing board, to track progress of prisoners through the Change Route to ensure needs are fully met.</p>	Governor	<p>December 2022</p> <p>December 2022</p>
1.4	Release planning was not well resourced or organised. Prisoners could not access reliable support in gaining sustainable accommodation or help with their finances before release.	<p>HMP Nottingham has employed an Accommodation Hub Coordinator whose role is to ensure there is a safety net of support for prisoners requiring it, staff and prisoners have been made aware of the role through briefings and information notices. The Departure Lounge has re-opened to allow external providers to meet with prisoners upon release.</p> <p>The establishment will link in with the Offender Management Unit and Probation Colleagues to provide appropriate pre-release resource.</p> <p>A Resettlement Support Package is now offered including ID/banking support. The provision is promoted throughout the establishment to increase the uptake.</p> <p>HMP Nottingham will increase the numbers of prisoners who are able to access support from the Employment Hub by ensuring that the</p>	Governor	<p>Completed</p> <p>December 2022</p> <p>Completed</p> <p>December 2022</p>



		<p>Induction process explains to prisoners what is on offer. The new profile has allocated more resource to moving prisoners to this service so that there are no further issues with getting prisoners access to this support.</p> <p>The North Midlands Region has recently employed two Housing Specialist Project Officers who will help to strengthen relationships in the region with housing providers. This will assist the work within the prison by providing strategic oversight to accommodation planning and liaising with Local Authorities.</p>		January 2023
	Key concerns			
1.5	<p>Induction did not adequately prepare prisoners for prison life. Not all prisoners received an induction and many received very little help with problems upon first arrival at the prison.</p>	<p>HMP Nottingham will complete a full review of the induction process, including the location it takes place, the multi-disciplinary review will include a working party of prisoners to ensure all voices are heard. The review will improve the regime that prisoners receive on their first week in custody as well as the induction process. This will ensure all prisoners receive an induction which adequately prepares them for prison life including those that do not reside on the induction unit.</p> <p>The launch of the 'First Time Fix' campaign will ensure help is given for those prisoners with problems upon first arrival and everyday prisoner queries are resolved promptly.</p> <p>The Heads of Residence will quality assure the Cell Decency Checks to ensure that they are fit for purpose and that these checks identify and rectify issues within a timely manner.</p> <p>HMP Nottingham will ensure that prisoners attend all the relevant aspects of Induction.</p> <p>HMP Nottingham recognise that prisoners receive a lot of information in a short space of time when they first arrive in prison. Therefore, the Induction will be shown on in cell televisions via Notts TV, this will be in</p>	Governor	<p>December 2022</p> <p>December 2022</p> <p>December 2022</p> <p>December 2022</p> <p>December 2022</p>



		<p>addition to the in-person induction, and it will allow prisoners to have the information more than once to aid with understanding. The induction will depict real life and everyday scenarios, for example how the kiosk works, FAQs, and these will be role played by peer mentors, other prisoners, staff and members of our community.</p>		
1.6	<p>The use of challenge, support and intervention plans (CSIPs) for victims and perpetrators of violence was not effective and was having only very limited impact. The scheme was poorly communicated, and the purpose of each prisoner's plan was unclear.</p>	<p>HMP Nottingham will use the National CSIP Self-Assessment to guide improvements in the CSIP system. This has been developed alongside the Regional Safety Team to ensure that it accurately reflects the issues in the current CSIP process and identifies how long-lasting improvements can be made.</p> <p>CSIP now forms part of prisoner and staff inductions to raise awareness. Training Days will be utilised to improve the communication and understanding of the scheme. Communication of the scheme will be improved via these training days and upskilling sessions. CSIP will be relaunched in conjunction with these training days to reinvigorate the scheme and ensure that the whole prison buys in to the process.</p> <p>As part of the Quality Assurance process, the weekly Safety Intervention Meeting (SIM)/Safeguarding meeting now discuss all men on CSIP plans. There is an in-depth analysis of at least two plans to allow further support to be offered to the Case Manager, individual and ensure the purpose of the plan is clear.</p>	Governor	<p>March 2023</p> <p>March 2023</p> <p>Completed</p>
1.7	<p>Use of force was very high. Oversight lacked impact and leaders did not routinely review footage to make sure that all use of force was justified and proportionate. Leaders did not have a plan to reduce the high levels of use of force.</p>	<p>The Use of Force Reduction Policy will be refreshed and re-published, including the one-page strategy for staff.</p> <p>The Deputy Governor and the Head of Safety now chair the weekly and monthly Use of Force meetings, to improve attendance by the Senior Management Team and improve oversight of Use of Force. The Deputy Governor ensures that enquiries into incidents of Use of Force are robust.</p>	Governor	<p>December 2022</p> <p>Completed</p> <p>December 2022</p>



		<p>Following the publication of the new Use of Force reduction policy, the terms of reference for the monthly Use of Force meeting will be reviewed to make sure that it supports the aims of the policy.</p> <p>A new prisoner debrief will be developed to further enable the Custodial Manager Group to consider build up to an incident, and what prisoners felt could have been done differently to prevent force being used.</p> <p>A Safety Officer has been appointed who has specialist knowledge into the Use of Force processes, their role will involve quality assuring at least 10% of incidents to ensure learning is gathered and reported back to the Use of Force committee.</p> <p>HMP Nottingham will provide coaching and support for staff who have been involved in use of force incidents, to aid in understanding and development. This will include showing staff the footage of incidents and talking through each stage with them.</p>		<p>December 2022</p> <p>October 2022</p> <p>October 2022</p>
1.8	<p>Prisoners complained about culturally ignorant attitudes among some staff. Not enough was being done to understand and address these poor perceptions of prisoners from a black or minority ethnic background.</p>	<p>HMP Nottingham will work with the National Equalities Team to improve attitudes among staff, engagement will take place with the race action programme and the establishment will also promote the Race Allyship programme with staff members. Encouragement will be given for staff to sign up to be a member of the Racial Inclusion & Striving for Equality (RISE) staff network which supports members and promotes good practice.</p> <p>A Let's Talk Race toolkit will be utilised to guide discussions and difficult conversations with staff. Engagement forums for staff to discuss Diversity and Inclusion topics will be introduced to begin these difficult conversations.</p> <p>The establishment will continue to work with existing external stakeholders including the Mubarek Trust but will also look to engage with further groups. These will include Business in the Community, as well as local community groups. These stakeholders will work with both staff and prisoners, to ensure that we address the staff attitudes. An emphasis will be placed on storytelling to ensure that staff understand</p>	Governor	<p>March 2023</p> <p>March 2023</p> <p>March 2023</p>



		<p>the reality of the issues faced by people from a black or minority ethnic background, this will include prisoners as well as members of the community.</p> <p>Black History Month will be used as a platform to promote cultural differences for staff and prisoners, raising engagement and conversation to listen and learn.</p> <p>A timetable will be introduced for prisoner consultation, to improve the frequency of consultation and promote prisoner attendance. Clear actions will be taken from these forums which will feed into the Equality Action Plan. Actions taken will be promoted throughout the establishment to communicate progress being made.</p>		<p>October 2022</p> <p>December 2022</p>
1.9	Meals were served far too early; portions were sometimes small, and the food was unappetising.	<p>HMP Nottingham have taken steps to address these issues immediately. The trolley collection times have been altered and staff have been briefed on their responsibility to ensure that prisoners receive meals at more appropriate times. This is monitored by the Heads of Residence to ensure that staff are sticking to these times, and Custodial Managers ensure they are visible at mealtimes. The meals are now served at least 30 minutes later, and a hot meal is being served in the evening.</p> <p>As part of a more robust assurance process Duty Governors now complete daily food tasting on residential units.</p> <p>A full review of the menu took place, which included a tasting day with the Senior Management Team. This will be followed up with a taster day for the Prison Liaison Reps. The menu was introduced at the beginning of August and a food survey will be shortly published to gauge views on this new menu. Feedback will subsequently be given to prisoners on the results of this survey.</p>	Governor	<p>Completed</p> <p>Completed</p> <p>Completed</p>



1.10	<p>Leaders and managers had not improved the quality of the education provision, in particular English, to make sure that the teaching that prisoners received was of a good standard. Planning for education lessons was too generic.</p>	<p>The Education provider will invest in the professional development of education staff to ensure all areas consistently deliver quality teaching which leads to progression in skills and knowledge for all prisoners. This will be achieved through a programme of bespoke training for each tutor which addresses areas of weakness identified through observations, such as planning lessons to meet the needs of all learners within the classroom</p> <p>Inconsistencies in the quality of teaching will be addressed through robust quality assurance processes, including observations, work scrutiny and reviewing achievement data. This will then inform a bespoke and individualised professional development programme for all tutors, specifically those delivering English.</p> <p>Tutors who have strengths in particular teaching techniques will pair with those with weaknesses in these areas to ensure effective coaching takes place across the provision.</p> <p>Education Managers will implement the mastery model for progress monitoring across all education subjects, ensuring processes are followed and reviewed on a weekly basis.</p>	Governor	<p>March 2023</p> <p>March 2023</p> <p>March 2023</p>
1.11	<p>Too many prisoners did not develop the appropriate behaviours and attitudes to work, such as arriving and starting work promptly and adhering to safe working practices.</p>	<p>Residential managers now ensure that prisoners arrive in a timely manner to purposeful activities and are on the units at key times to ensure that the regime is running to time. Monitoring of this is undertaken through the morning management meeting and managers are held to account where there is regime slippage.</p> <p>Staff will have imbedded high expectations that activity within workshops commences on arrival and 'breaks' follow real life experiences within the world of employment. The prison will ensure that prisoners are aware of the behaviours expected of them and encourage them to display these behaviours.</p>	Governor	<p>Completed</p> <p>December 2022</p>



		<p>All prisoners working within vocational, training and wing work are issued with appropriate PPE to their role and are mandated to wear this whilst in the work situation. Managers within the work areas will be required to completed daily assurance paperwork to ensure PPE is issued, used and leaders will carry out 'spot checks' to ensure requirements are met.</p> <p>Training and observation records are to be maintained the ensure prisoners develop the skills in keeping themselves, and others, safe within the working environment. Managers for the areas will quality assure these.</p>		<p>December 2022</p> <p>December 2022</p>
1.12	<p>Prisoners did not receive enough careers information, advice and guidance to improve their progression into education, training or employment on release. Too few prisoners progressed into sustained employment on release.</p>	<p>The prison will improve access to the Virtual Campus through access to the system in groups, as opposed to on an individual basis, this will allow prisoners to complete personal plans and monitor their progress against targets on a regular basis.</p> <p>The prison will increase the number of prisoners progressing to further education, training, and employment on release through a pre-release programme of preparation for employment offered through the employment hub (a job centre within the prison) which focuses on prisoners being employment ready (CV writing, job application writing, employability skills development, etc.). This will be delivered by the Information, Advice and Guidance (IAG) team with support from education, training providers and other partners who work within the employment hub. The impact of this programme will be monitored through monthly data gathering.</p> <p>We will utilise Notts TV to promote opportunities for education, training, and employment in the community. This will help prisoners to have further information to gain sustained employment upon release.</p>	Governor	<p>December 2022</p> <p>December 2022</p> <p>December 2022</p>
1.13	<p>The promotion of good family ties, supporting effective resettlement, required improvement. There was, for example, no family casework, restrictions on social visits</p>	<p>A review of the visits offer will be completed by December. This will include the use of video calls including their location and access.</p>	Governor	December 2022



	<p>were unnecessary and not enough had been done to encourage the use of video calls.</p>	<p>The Governor has invested additional funding in the improvement of the play facilities in the visits rooms.</p> <p>The Prison Advice and Care Trust (PACT) have started a project on identifying those prisoners who do not have social visits and have reached out to see if they need support in improving their relationships. This project includes Foreign National prisoners.</p> <p>As part of new contract arrangements PACT will now complete casework. The Head of Reducing Reoffending and Head of Operations will ensure this is completed and provide assurance through regular meetings.</p> <p>Several other initiatives are being planned, including a Family Newsletter, Homework Club, Celebration Events and improving Story Time and Story Book Dads using Notts TV.</p>		<p>Completed</p> <p>October 2022</p> <p>December 2022</p> <p>October 2022</p>
1.14	<p>Public protection arrangements were weak. Most pin phone monitoring did not take place and not all prisoners who potentially posed a continuing risk to children had their suitability for ongoing contact assessed.</p>	<p>HMP Nottingham have taken immediate action to address the issues with the Public Protection System. Staff development has been identified, and the Hub Manager for Public Protection has begun individual training sessions.</p> <p>The new profile that will be introduced has more resource allocated to PIN monitoring which will enable calls to be listened to promptly.</p> <p>Figures for phone monitoring are now reviewed at the operational morning meeting, this allows the Governor to ensure that monitoring is being completed and for prompt changes to be made to rectify any that could not be completed.</p> <p>The Offender Management Unit have changed Public Protection Processes to ensure that Prison Offender Managers review all Public Protection Risk to Children (PPRC) alerts promptly and feedback to Case Admin the outcome of reviews. The outcomes and enquiry into suitability for contact and risk are recorded on the Public Protection</p>	Governor	<p>December 2022</p> <p>November 2022</p> <p>Completed</p> <p>Completed</p>



		<p>Log along with DPS where suitable. The Heads of Offender Management Delivery now assure this process as part of their authorisation of the Public Protection Interception Risk Assessment (PPIRA).</p> <p>Nottingham will continue to work closely with the Regional Team for independent quality assurance.</p>		Completed
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