

Action Plan in response to the PPO Report into the death of Mr Hallum Elgood on 30 December 2024 at HMP Norwich

Rec No	Recommendation	Accepted / Not accepted	Response Action Taken / Planned	Responsible Owner and Organisation	Target Date
1	The Governor should put in place robust and auditable measures to ensure that staff identify and support isolating individuals in line with local policy.	Accepted	<p>A flowchart is being developed to provide staff with a visual guide outlining the administrative actions required for managing isolating individuals. Daily case notes are also used to document individual regime acceptance which are quality assured weekly.</p> <p>Daily Safety Intervention Meetings (SIMs), held Monday-Friday and chaired by the Deputy Governor, are central to the support process. These meetings involve managerial oversight from the relevant residential units and input from the safety team. Minutes and actions are recorded and disseminated to ensure accountability.</p> <p>Weekly SIMs, chaired by the Head of Safety, focus on reviewing individual cases and identifying emerging trends. A safety analyst provides a stability report to inform these</p>	Head of Safety, HMPPS	October 2025

			<p>discussions and guide decision-making and actions.</p> <p>Weekly SIM instructions are issued to reinforce awareness and vigilance across teams. Safety analysts also review intelligence reports to identify potential isolators, while Supervising Officers conduct daily wing briefings to ensure frontline staff are kept informed of any isolating individuals.</p> <p>All isolating individuals are managed through the CSIP (Challenge, Support and Intervention Plan) framework. This process is overseen exclusively by the Safer Custody function, with regular input from the Head of Function. The frequency of key worker sessions may be increased where the need is identified.</p> <p>Regional assurance audits have demonstrated a significant improvement in compliance with the isolator identification policy. The most recent audit, conducted in August 2025, reported a compliance rate of 84.6%, marking a substantial increase from the 65.8% recorded in November 2024.</p>		
2	The Head of Healthcare and the Specialist Service Manager of the Mental Health Team should review the systems and processes to enable integrated multidisciplinary working.	Accepted	The clinical team for HCRG have weekly MDT meetings to discuss and determine pathways of care for complex cases. Plans and outcomes are identified and relayed onto SystmOne clinical notes which will include risk factors accessible to	Head of Healthcare, Health Care Resourcing Group Limited (HCRG)	Completed

			all healthcare staff and providers who utilise SystemOne. Attendance at these meetings include NSFT (mental health) and appropriate others.		
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