



HM Prison &
Probation Service

Action Plan: HMP Northumberland

Action Plan Submitted: 17 January 2023

A Response to the HMIP Inspection: 22–23 August and 5–8 September 2022

Report Published: 14 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.

ACTION PLAN: HMCIP REPORT

ESTABLISHMENT: HMP Northumberland

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1.1	The prison was designated as a training and resettlement site, but leaders were not delivering a wide enough range or number of purposeful activities or rehabilitative interventions to meet prisoners' needs.	<p>A recent review of the population profile at HMP Northumberland identified some key elements that require additional focus, and these will be undertaken during 2023, these include:</p> <p>The development of a pre-defined structured Prisoner Pathway featuring immediate resettlement needs will be communicated to new arrivals depending on their anticipated length of stay.</p> <p>The development of a curriculum for men of retirement age who are currently largely overlooked.</p> <p>Increased English and maths provision in year four of the Education contract to meet the needs of men who arrive with less than level 1 attainment in these areas.</p> <p>An embedded process of supporting basic skills English and maths learning for men who are employed and reluctant to attend Education will be created.</p> <p>In addition to level 2, embedded learning within the tailors, laundry and kitchen qualifications to support waste management and, where possible, engineering will be scoped.</p> <p>The Prison Employment Lead will undertake a comprehensive review of all work opportunities and partners within the prison in order to identify any through the gate engagement to optimise post release employment opportunities upon release</p> <p>HMP Northumberland will reshape the Release on Temporary Licence (ROTL) strategy to refresh relationships and grow opportunities with the following partners and build processes to support ongoing ROTL activity to support population growth at HMP Northumberland.</p>	Director	<p>October 2023</p> <p>December 2023</p> <p>June 2023</p> <p>June 2023</p> <p>March 2023</p> <p>June 2023</p> <p>September 2023</p>

		<p>HMP Northumberland will increase the Incentivised Substance Free Living (ISFL) provision by a further 84 places (Houseblock 8). Houseblock 8 will be redesigned as an Employment and Resettlement Hub providing a progressive and enhanced environment for those prisoners who are employment ready. Prisoners residing on HB8 will be employed within higher risk work areas or hold trusted peer support roles. Prisoners are to be engaged in active resettlement preparation leading to sustained employment outcomes post release.</p>		September 2023
		<p>HMP Northumberland will develop the offer and delivery of accredited and non-accredited interventions. A needs analysis is nearing completion which will the delivery plans for the coming year. HMP Northumberland will explore the possibility of creating a bespoke intervention to meet the needs of indeterminately sentenced prisoners.</p>		September 2023
		<p>A skills analysis will be undertaken alongside a labour market review to inform and reshape the prison curriculum so that it aligns better to the local job market.</p>		March 2023
		<p>HMP Northumberland's approach to resettlement interventions will be reshaped and defined in partnership with probation and subcontracted Community Rehabilitative Services (CRS) providers. This will focus on the commissioned pathways of accommodation, personal wellbeing, finance benefit and debt. A clear communication strategy will be developed to ensure that staff and prisoners better understand the intervention and support available</p>		March 2023
		<p>HMP Northumberland will drive an on-wing activity programme to be established and grow in reach. This approach will be peer led and supported by partners across the prison. As outlined in section 1.2 a number of wellbeing groups will be created with the objective to create a strengthened sense of community, reduce isolation, and meaningfully occupy time out of cell. The exact nature of these groups will be determined by each residential community with a dedicated peer or partner agency lead. Examples of activities that will be included in prisoner consultation include:</p> <ul style="list-style-type: none"> a. Reading / book club in conjunction with the contracted library provision b. Recovery support in conjunction with the contracted substance misuse services c. Healthy lifestyle club in conjunction with gym, healthcare and other support as necessary 		March 2023

		<p>d. A range of art / craft / music activities supported by voluntary and community sector colleagues</p> <p>e. Employment readiness support given by trained peer mentors and The Recruitment Junction to engage men in pre-release CV building and job search</p> <p>In addition to placements already outlined, growth in the number of activity spaces on offer to the population, to improve accessibility for main prisoners for quality work opportunities, will be prioritised through a scoping and resource assessment to bring on board new workshops and programmes as follows:</p> <ul style="list-style-type: none"> • Additional workshops • Red Band FM Support Buddies • Non accredited programme suite of interventions • Non-clinical Drug and Alcohol Recovery Team (DART) groups 		May 2023
1.2	The rate of self-inflicted deaths remained high and was higher than at most comparable prisons.	<p>Professional development sessions for residential senior prison custody officers (SPCO's) with regards to Assessment, Care in Custody and Teamwork (ACCT) documents will be implemented. These sessions will be developed in collaboration with the Group Safety Lead to ensure HMPPS needs, and expectations are met. The development will include the core purpose of ACCTs; namely to identify an individual's risks, triggers, protective factors and to put in place a Care Plan to provide individualised person-centred support to address issues and reduce risk. A rolling programme of sessions will be delivered at the weekly SPCO meeting by the Safer Custody Manager.</p> <p>25% of all ACCT documents will be quality assured by the Safer Custody Team weekly. The methodology used will ensure that the breadth of self-harm and wellbeing issues experienced by prisoners on an open ACCT is explored. In addition, HMP Northumberland will review documents in post closure and pro-actively seek feedback from prisoners whose wellbeing has improved. Findings and learning will be shared via the weekly SPCO meeting (as outlined above).</p> <p>A safer custody newsletter will be created to share best practice and learning. This will be shared with all staff on a quarterly basis.</p>	Director	<p>April 2023</p> <p>April 2023</p> <p>April 2023</p>

		<p>HMP Northumberland will develop, professionalise and embed a robust approach to peer support focusing on the wellbeing of prisoners. This will include:</p> <ul style="list-style-type: none"> • The introduction of Wellbeing Mentors to spend time face to face with those prisoners on an ACCT and those identified as having emotional/wellbeing needs. • The expansion of “Insiders” to be available on every house block to support prisoners with managing the practical and emotional triggers linked to self-harm and suicide. • The additional recruitment and use of Listeners across the prison. • Engage the User Voice prison Council as a consultative body to better understand the triggers to self-harm and provide proposals to maximise best practice. This approach will include exit surveys and specific safety focused questionnaires. <p>To ensure professionalisation of these peer support roles HMP Northumberland will deliver accredited and non-accredited training packages to these trusted prisoners. In relation specifically to reducing the number of self-inflicted deaths this will include TRIM, Mental Health First Aid and SASH training. To maximise the opportunities provided by peer support, utilisation of these provisions will be monitored by the Safer Custody team and relevant information provided to the Safer prisons Meeting.</p> <p>HMP Northumberland will work more collaboratively with healthcare colleagues to maximise a shared endeavour to those under the care of mental health. This will include a revised approach to information sharing and an increase in Multi-Disciplinary Meetings. Utilising the skills of “Insiders” should any prisoner present with an identified level of complexity (at Induction or during their sentence), an MDT will be held to ensure all information is shared and protective factors and triggers are accurately identified. A framework will be developed to provide clarity and consistency to all staff and Insiders as to the critical vulnerabilities that would instigate such an approach. This will ensure that work undertaken directly with prisoners is complementary and engender a shared understanding of mental health interventions and objectives between prisoners, prison staff and partners.</p>	<p>June 2023</p> <p>December 2023</p> <p>July 2023</p>
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		HMP Northumberland will collate data around deaths in custody, serious self-harm incidents and near misses. This will include information on known triggers, personal circumstances and demographic information. HMP Northumberland will use this information to identify any trends and support individuals require within the prison using the skills of staff and peer mentors.		June 2023
1.3	Leaders had not sufficiently prioritised equality and diversity and did not pay sufficient attention to the experiences of prisoners with protected and minority characteristics.	<p>HMP Northumberland will share a suite of information on the population profile and key events/incidents affecting those within protected characteristics with staff and prisoners. This information will be obtained quarterly from the Equality Monitoring Tool on the HMPPS Performance Hub, monthly from NOMIS reports and from information held locally. It will then be analysed and presented in an easy read format so that it is accessible and understood by a range of key stakeholders including prisoners.</p> <p>The data will be shared across site through User Voice / prisoner consultation groups and used to inform proposals presented through this mechanism.</p> <p>Relevant data will be available for further exploration by strand leads and their prisoner cohorts with whom they engage and act as a factual foundation upon which new initiatives can be considered. It will also be presented at the bi-monthly Diversity, Equity & Inclusion meetings, which are attended by all senior managers and strand leads.</p>	Director	<p>March 2023</p> <p>March 2023</p> <p>March 2023</p>

		<p>The senior leadership team has been reshaped and the Head of Performance, Delivery and Diversity will lead on diversity and inclusion. Quarterly consultative meetings will take place between prisoners and strand leads. Minutes of these meetings will be kept along with actions from them. Actions from the consultation between prisoners and strand leads will be shared at the bi-monthly diversity, equity and inclusion meetings. Progress against implementation of actions from consultative meetings will be monitored. The highest priority actions from each strand will also be discussed at the monthly Senior Management Team meeting.</p> <p>The equality strategy will be reviewed along with the overarching action plan. The revitalised strategy and action plan will include matters discussed and actions stemming from consultative meetings. A prisoner survey will be conducted on a six-monthly basis to provide a platform for feedback and to measure perceptions of inclusion and voice.</p> <p>The details of the interpretation services provider have been circulated to both staff and prisoners. HMP Northumberland has also engaged the early days in custody peer mentors to identify any prisoner arriving who requires the use of an interpreter.</p> <p>Following the completion of the induction process, as part of the support package and to reduce isolation of prisoners who do not speak English as their first language, peer support will be offered from other prisoners who speak their preferred language.</p> <p>HMP Northumberland will also seek to obtain more detailed information from the interpretation provider on the services they have provided. This information will be shared at the bi-monthly Diversity, Equality and Inclusion meeting as well as with the relevant strand leads to review usage. The purpose of the review will be to identify any points of good practice or any areas where delivery can be improved.</p>		<p>March 2023</p> <p>September 2023</p> <p>Completed</p> <p>February 2023</p> <p>August 2023</p>
1.4	Too many prisoners were locked in cell for most of the day	In line with section 1.1 above some key features for regime and provision development will take place as outlined (specifically, activities for retired prisoners and the predefined Prisoner Pathway of activity for men arriving at HMP Northumberland (target dates as defined in section 1.1).	Director	

		<p>Core day changes have been implemented post inspection to create the following enhancements.</p> <p>a. Pre-defined unlock activity periods throughout the week for men who are either unemployed or unrequired, increasing time out of cell provision.</p> <p>b. Established unlock regimes for older prisoners (50+) during the day, increasing out of cell provision</p> <p>c. Improved gym programme to enable better access for different groups of the population in line with activity commitments</p> <p>Attendance in all areas of education, work and programmes will be subject to daily monitoring. An incentive led approach will be communicated to prisoner and staff and any lack of engagement in timetabled activity will be addressed in a consistent manner (up to and including adjudication processes)</p> <p>Prisoners who are unemployed or otherwise unable to engage in daytime activities can enrol for involvement in on wing partner / peer led activity as available and in addition to their timetabled association / domestic activity.</p> <p>In addition to placements already outlined, growth in the number of activity spaces on offer to the population, to improve accessibility for main prisoners for quality work opportunities, will be prioritised through a scoping and resource assessment to bring on board new workshops and programmes as follows:</p> <ul style="list-style-type: none"> • Additional workshops • Red Band FM Support Buddies • Non accredited programme suite of interventions • Non-clinical Drug and Alcohol Recovery Team (DART) groups • Non Clinical DART groups to strengthen ISFL pathway across the prison 	<p>Completed</p> <p>March 2023</p> <p>September 2023</p> <p>May 2023</p>
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		<p>skills to undertake the role of a POM. The training needs will be reviewed quarterly.</p> <p>Managers from the offender management team will regularly engage with the User Voice prison council. This will be the vehicle to explore any additional areas of Peer Support which could support the work of OMU.</p> <p>A monthly meeting will be held between offender management staff and the Head of Offender Management Delivery and Head of Offender Management Services. This will ensure that HMP Northumberland work more effectively in partnership with probation colleagues and address any concerns or issues at the earliest opportunity. The prison and probation partnership meeting (attended by the Deputy Director) will receive any matters for escalation.</p> <p>Continue to drive improvements in the quality of our key work. Our keywork managers will quality assure 25% of keywork entries per month. Good practice and areas for improvement will be identified and disseminated to support quality improvement. Alongside this, coaching and development of keyworkers and first line managers will be undertaken by key work managers.</p>		<p>March 2023 then ongoing</p> <p>January 2023 then ongoing.</p> <p>April 2023</p>
1.6	There were significant weaknesses in public protection work, including poor oversight of some high-risk prisoners who were due to be released.	<p>A cross function review of public protection activity has been completed. An action plan has been created to address concerns raised and includes the following:</p> <ul style="list-style-type: none"> • The introduction of a Public Protection Steering Group to provide a baseline for current compliance and improve performance. This governance forum ensures that Public Protection is appropriately prioritised and that resources follow risk. • The HMPPS Public Protection Assurance Tool will be implemented to monitor compliance. • Public protection monitoring arrangements are in place appropriately and in a timely manner and the new Authorised Communications Controls Interception Policy will be implemented. <p>Inter-departmental risk management meetings (IDRMM) will be refocused with mandatory POM attendance to ensure that there is sufficient release and risk management planning into the community. In addition, this meeting</p>	Director	<p>Completed & ongoing</p> <p>March 2023</p>

		<p>will ensure that MAPPA levels are discussed and agreed pre-release with VISOR records checked and updated accordingly. A newly revised Terms of Reference will be created, and meetings will be chaired by the Head of Rehabilitation. This will ensure that oversight is at an appropriate level of seniority and that high or very high-risk cases are effectively managed to afford requisite levels of restriction to protect the public pre and post release.</p> <p>Immediate action has been taken to reduce the telephone monitoring delays and the existing backlog has been reduced. The Head of Security monitors this and the resource allocated to it on a weekly basis. The backlog will be cleared by March 2023.</p> <p>HMP Northumberland are in the process of fully implementing the interception and restriction of communications operations manual. This will move monitoring activity to a computerised system where activity is recorded. All POMs will have access to the monitoring activity logs.</p> <p>In line with the Offender Management in Custody model, joint meetings will be held between the Prison and Community Offender Managers to ensure that Risk Management Plans are collaboratively formulated, agreed, and owned. This will ensure that in all cases the public can be appropriately protected from harm. The frequency of these meetings will depend on individual risks posed.</p> <p>A revised training package will be developed that outlines offender management unit, safeguarding and public protection responsibilities. This will be delivered to all new prison custody officers during their initial training course. In addition, refresher training will be delivered to all existing staff.</p> <p>A needs analysis led by the Programmes Manager will be completed to better understand the criminogenic needs of the population. This will inform the development of our intervention provision. In addition, this work will enable HMP Northumberland to explore our level of need for Forensic Psychology Services and determine appropriate sequencing of this critical intervention in managing risk of harm.</p> <p>HMP Northumberland will review the process for transferring a prisoner to an alternative establishment where a specific criminogenic need cannot be met</p>		<p>March 2023</p> <p>February 2023 then ongoing</p> <p>February 2023 then ongoing</p> <p>February 2023</p> <p>April 2023</p> <p>April 2023</p>
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		at HMP Northumberland. This will be risk led and informed through the IDRMM.		
	Key concerns			
1.7	Staff shortages, including amongst health care workers, officers and offender managers, were negatively affecting outcomes for prisoners.	<p>A comprehensive recruitment and retention framework will be published and updated regularly. An action plan will be developed and updated monthly between the Director and HRBP. This will assist in developing understanding into the shifting dynamics in this sphere of work.</p> <p>Monthly dialogue on recruitment and retention and the associated framework will be embedded into the monthly Senior Management Team meetings.</p> <p>A process to more critically review exit interview data will be implemented and used to inform the SMT on areas of employee engagement on which to focus and develop.</p> <p>An independent staff engagement activity, utilising a third-party consultancy will commence face to face meetings in early January 2023 to understand the influencing factors leading to job satisfaction and risks to retention with a view to enhancing the approach to attract and hold on to valuable staff resources across the board.</p> <p>A comprehensive review of pay for roles that are becoming more challenging to recruit to will be undertaken, considering external market forces to enhance the offer and therefore attract skilled practitioners into the roles needing to filled.</p> <p>NHS England has commissioned a healthcare work force review to assess the current staff structures and identify what additional staffing is required. Once complete, NHS England will work with the healthcare provider to remodel the services to meet prisoner health needs.</p> <p>HMP Northumberland are exploring the possibility of using local radio advertising as an added strategy for maximising recruitment opportunities for critical roles (currently facilities management, administrator professionals and</p>	<p>Director (HRBP)</p> <p>NHS England</p>	<p>February 2023</p> <p>January 2023</p> <p>March 2023</p> <p>June 2023</p> <p>March 2023</p> <p>March 2023</p> <p>March 2023</p>

		<p>Prison Custody Officers (PCOs). A decision will be made by March 2023 on whether this is a viable option.</p> <p>HMP Northumberland will pilot a PCO recruitment Assessment Centre in February 2023 to encourage successful conversion from applicant to appointment for those considering employment at HMP Northumberland.</p> <p>HMP Northumberland will consider applying the Assessment Centre approach to the pre-interview recruitment phase of other critical roles. The benefits of this approach means a better assessment of skills can take place prior to interview along with face to face dialogue with existing staff and a tour of the prison. Early indications for this approach for PCO's indicates a higher conversation rate of applications to job offers.</p> <p>Following a recent review, redesign and enhancement of the staff induction package (October 2022) HMP Northumberland will circle back to those who have participated to seek their feedback on whether the pitch, volume and content of information shared was appropriate and to understand how further improvements can be driven forward.</p> <p>A collaborative offer to partner agencies will be adopted to maximise advertising reach and recruitment success to other non-Sodexo roles such as those overseen by our healthcare provider, Spectrum CIC. As such all relevant new advertising campaigns (direct post, radio and others that are considered appropriate) will be offered to be combined with partners also.</p> <p>A targeted approach to filling specialist and critical roles (such as Prison Offender Manager, Safer Custody / Violence Reduction Manager, etc.) will be taken forward to ensure those roles are filled internally as a matter of priority.</p>		<p>April 2023</p> <p>May 2023</p> <p>March 2023</p> <p>March 2023</p> <p>March 2023</p>
1.8	<p>Governance of the use of force was weak. Officers rarely used body-worn video cameras during use of force incidents, which limited leaders' oversight.</p>	<p>A local body worn video camera (BWVC) strategy has been developed and published in line with national HMPPS framework expectations.</p> <p>All operational staff will receive a briefing by their line manager (or an appropriate manager) to talk through the local BWVC strategy.</p>	<p>Director (Head of Security)</p>	<p>Completed</p> <p>January 2023</p>

		<p>All operational staff will be invited to sign a pledge of commitment to indicate their understanding of the local strategy, what it seeks to achieve and their personal assurance around the collection, wearing and appropriate use of their BWVC.</p> <p>Arrangements will be put in place to monitor the drawing of BWVCs and correspond this data with frontline operational staff on duty. Where staff have not drawn a BWVC this will be shared with line managers for discussion with the member of staff so that their understanding their commitments and expectations is enhanced.</p> <p>Key governance information around each use of force incident is collated for review by the Director, Use of Force co-ordinator and optional other stakeholders (Head of Security, Safety & Risk Manager, Safety Analyst) within three working days of the incident.</p> <p>HMP Northumberland conducts a live review of all available CCTV, BWVC and / or handheld video camera footage, against Use of Force reports and Nomis information weekly between the Director, Use of Force Co-ordinator and optional stakeholders (Head of Security, Safety & Risk Manager, Safety Analyst).</p> <p>At least weekly the Director (or Deputy in her absence) discuss a selection of Use of Force incidents from the previous 14 day period, which have been subject to review, for the purposes of shared learning, developing understanding of weaknesses and to inform ongoing managerial dialogue with frontline staff. These reviews will have included relevant paperwork, body worn video camera footage and CCTV footage.</p> <p>Attendance at the quarterly use of force governance meetings are chaired by the Director who will closely monitor attendance. Core attendees (Director or Deputy Director, use of force coordinator, Head of Residence, Head of Security, safety and risk manager and healthcare) will be mandated to attend.</p> <p>A live database will be developed to cover a number of points around use of force governance. One will be around the use of BWVCs.</p>		<p>January 2023</p> <p>March 2023</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>March 2023</p> <p>Completed</p>
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		<p>The Use of Force Co-ordinator has 50% of their working time committed to driving forward governance, safety and learning objectives and will report to the Director on such matters.</p> <p>Support visits from HMPPS use of force specialists commenced in January 2023. Feedback from these visits will be taken on board and embedded.</p>		<p>Completed</p> <p>Completed and ongoing</p>
1.9	Support for prisoners at risk of self-harm was not sufficiently proactive or robust.	<p>HMP Northumberland will pro-actively capture, analyse and understand the causative factors and triggers linked to self-harm from a range of data sources. This will include:</p> <ul style="list-style-type: none"> • A robust overview of all self-harm incidents, their timing, location and method to be presented at the weekly SIM meeting by the safety team. • A robust overview of all open CSIP's will be presented at the weekly SIM meeting. • An in-depth review of all serious self-harm incidents (over and above those which fall into the HMPPS definition) to better capture learning with a particular focus on dynamic and static risk factors attributable to these events. <p>This information will be used to support a whole prison approach to the early identification of those prisoners at risk of self-harm and suicide and share best practice and learning. HMP Northumberland will combine this learning into a Safer Custody newsletter to share across the prison for prisoners and staff.</p> <p>HMP Northumberland will deliver mental health first aid training to residential colleagues and peer support prisoners (as identified in section 1.2). This will better support staff and peers to understand and manage those prisoners who self-harm or are at risk of doing so. The roll-out plan will be data driven, using analysis of residential areas and individuals most at risk.</p> <p>HMP Northumberland will ensure that keyworkers utilise keywork sessions to be professionally curious about the emotional wellbeing of prisoners. The specific focus will be to better understand any individual triggers or protective factors linked to wellbeing for all prisoners. This will ensure that early identification opportunities are maximised and individual coping strategies</p>	Deputy Director (Head of Safety)	<p>April 2023</p> <p>July 2023</p> <p>March 2023</p> <p>April 2023</p>

		<p>are in place. Success and progress will be measured through a twice annual survey undertaken with User Voice to understand how impactful this approach is. Results will be comprehensively analysed and presented to the safer prisons meeting. Keywork entries are quality assured by our keywork managers monthly. This will be the mechanism to measure improvement with feedback, learning and areas for development cascaded to keyworkers and SPCO's.</p> <p>HMP Northumberland will maximise the use of peer support models (identified in section 1.2) to ensure prisoners inform staff how to best support individuals and minimise instances of self-harm. This will include the introduction of "what works for me" cards to empower prisoners to advice staff how to best care for them in advance of or following an instance of self-harm.</p> <p>HMP Northumberland will drive the expansion of houseblock based wellbeing activity in the form of peer led groups. The exact nature of these groups will be determined by each residential community with a dedicated peer lead. This approach will maximise opportunities for prisoners to have meaningful time out of their cell. On each Houseblock a "wellbeing" space will be created. This universal space will be a safe environment for prisoners to meet and talk about any wellbeing concerns or issues with their peers.</p>		<p>June 2023</p> <p>June 2023</p>
1.10	Not enough dental clinics were provided, which had led to excessive waiting times for routine appointments.	<p>NHS England has commissioned additional dental sessions to take place at HMP Northumberland to reduce waiting times. NHS England and the dental provider are working with the prison to ensure all additional sessions are utilised and enabled.</p> <p>Revised assurance will be instigated through the existing Clinical Governance Forum. This will ensure that dental need and waiting times are monitored and reviewed regularly. Assurance will be provided by Spectrum CIC to ensure that timely dental provision is in place and any issues are highlighted and escalated at the earliest opportunity. Escalation of any issues will be directly to Commissioners and reviewed at the Quarterly Contract Review Meeting (QCRM) to ensure oversight is at a requisitely senior level. This will avoid any future occurrences of a backlog to provision.</p>	<p>NHS England</p> <p>Head of Healthcare</p>	<p>March 2023</p> <p>January 2023 then ongoing.</p>

1.11	Attendance and punctuality in education and vocational training were not good enough.	<p>Punctuality and attendance in all areas of education, work and programmes will be monitored on a daily basis. Details of those failing to attend an activity will be shared with staff, including those working on residential units. They will use an Incentives led approach to address any lack of cooperation consistently.</p> <p>Prison officer training will include specific focus on prisoner movement. Refresher training will be undertaken with existing staff to ensure that the expectations around timely and safe movement throughout the prison is streamlined, organised and consistently applied.</p> <p>HMP Northumberland will utilise existing governance forums specifically linked to education and training provision and will work with partners to ensure that there are appropriate mechanisms to report, measure and account for any variations in expected attendance and punctuality as well as cancellations.</p> <p>A review of the core day has been undertaken following the inspection and a revised timetable implemented in late October 2022. This has included revisions to the timings of movement on and off wing. This will continue to be reviewed weekly at the senior prisoner custody officer meeting. Any issues or alternations will be escalated to the Senior Leadership Team.</p> <p>The Director will invite the healthcare provider, Spectrum CIC, to an introductory and series of follow-on meetings to commence dialogue around a partnership approach to adjusting methadone delivery processes to reduce the impact on the attendance and punctuality of activity engagement.</p>	Director	<p>March 2023</p> <p>February 2023</p> <p>January 2023 then ongoing</p> <p>March 2023 then ongoing</p> <p>September 2023 (over the six month period due to the probable need for involvement of commissioners and contractual amendments).</p>
1.12	There was no provision for the substantial number of prisoners who required support in English and mathematics or for those with a learning difficulty or disability.	<p>A recent review has been undertaken led by our Head of Learning and Skills alongside the education provider NOVUS to ensure that delivery is in line with contractual expectations and any deficits are robustly addressed through existing governance forums. Specific information regarding the following will now be presented each month at the Education Governance Forum:</p> <ul style="list-style-type: none"> Number of prisoners who have been assessed for their level of ability in English and maths 	Director (Head of Learning & Skills)	January 2023

		<ul style="list-style-type: none"> • Number of prisoners outstanding for an assessment of their ability in English and Maths • Number of prisoner who have a literacy and/or numeracy need • Number of prisoners who are currently being supported with their identified need. <p>Assurance will be provided that any backlogs are understood and transparently reported will be a clear expectation with a jointly agreed action plan to address this in place and monitored.</p> <p>A review of special educational needs provision will also be undertaken to ensure assessment, understanding and delivery of interventions to all those prisoners with a learning difficulty or disability as outlined against contractual expectations. This will be monitored with partners and reported to the Education Performance Meeting to ensure an appropriate level of oversight from the Head of Learning and Skills. Any issues will be escalated to the privately managed prisons regional services lead for learning and skills.</p> <p>HMP Northumberland has recruited a Neurodiversity Manager who is now in post. The post holder will support the prison to address and understand overarching adjustments to best meet the neurodiverse needs of the population. A baseline analysis will be undertaken with proposals delivered to the Senior Leadership Team after joint consultation with the User Voice prison Council.</p>		<p>March 2023</p> <p>March 2023</p>
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