



HM Prison &
Probation Service

Action Plan: HMP & YOI Norwich

Action Plan Submitted: 14 May 2026

A Response to the HMIP Inspection: 19 – 29 January 2026

Report Published: 27 April 2026

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: April 2026

ESTABLISHMENT: HMP Norwich

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
Priority Concerns				
1.	Drug availability and use were high. Almost a quarter of random drug test results were positive and, in our survey, far more prisoners than at our last inspection said drugs were easy to get hold of.	HMP Norwich has secured funding to improve closed-circuit television (CCTV) installation and maintenance, strengthening physical security and reducing the ingress of illicit items. CCTV coverage will also be installed around Britannia House (Open estate accommodation) to improve surveillance, evidential capability and deterrence. A structured rehabilitative response will be implemented for people returning a positive mandatory drug test. The Drug Strategy Lead will coordinate delivery with partner agencies to reduce demand and address the causes of any individual's substance misuse. Engagement in support activity will be monitored and reviewed alongside mandatory drug testing outcomes, drug-related violence	Governor / HMPPS National Services – Estates Governor	March 2027 August 2026

		intelligence and adjudication data through the Drug Strategy Meeting and Senior Management Team (SMT) performance governance.		
2.	F and G wings within the category C site were dilapidated and there was not enough for prisoners to do.	Repairs to the Category C recreation room lighting have been completed and the area is fully operational, providing structured recreational activity. Closed Category C workshops will be repurposed in collaboration with local business and industry partners to increase access to meaningful activity aligned to employability needs. F Wing and then G Wing will close temporarily to enable installation of in-cell fire alarms and support a rolling programme of repainting and improvement works to cells and communal areas. Following completion of fire safety works, a capital bid will be considered through MoJ Property routes to support further refurbishment where required. Progress will be governed through local estates and fire safety governance.	Governor Governor Governor	Complete March 2027 Two-year project with review in June 2027



3.	More than a third of prisoners lived in overcrowded cells with two men sharing a cell originally designed for one.	HMPPS recognises that crowding can make it harder for prisons to deliver safe, stable and rehabilitative regimes and will not take decisions that create unacceptable risks to prison safety. Capacity is being increased at record rates, and the Sentencing Act will place the prison population on a more sustainable footing, paving the way for further reform of our prison systems so we can create better conditions and outcomes for our prisoners.	HMPPS	Ongoing
4.	Time out of cell was poor for many prisoners.	The Category C regime has been adjusted, and the wings now remain open throughout the day. Prisoners in employment receive a minimum of 10 hours and 20 minutes out of cell, including evening association from Monday to Thursday, and those awaiting allocation receive a minimum of seven hours. A revised whole-prison regime will be implemented to improve consistency of daily access to work, education and association, aligned to the opening of the new accommodation unit. Delivery will be monitored through routine time-out-of-cell	Governor Governor	Complete January 2027



		New accredited qualifications are being introduced through the Northern Council for Further Education (NCFE) and the locally developed Britannia Industrial Training Academy. The first accredited course will be Project Wing Work, with others to follow once this is embedded. HMP Norwich are working with the local council's apprenticeship team and City College Norwich to expand the work and skills offerings to align with local labour market requirements. This includes: The implementation of Production Chef apprenticeships within the kitchens. The introduction of a Highways course for the Category C site. The introduction of a Traffic Management course.	Governor Governor	October 2026 October 2026
6.	Too many prisoners were released without sustainable accommodation.	As part of the National Plan to End Homelessness, MoJ and HMPPS have committed, alongside the Ministry of Housing Communities and Local Government, to halving the proportion of those released homeless from prison and increasing access to settled accommodation by the end of this	MOJ/HMPPS Community Accommodation Service (CAS)	April 2029



		Parliament (2029). Key activity will include: • Expanding CAS3 provision which offers up to 12 weeks of transitional accommodation to supervised prison leavers at risk of homelessness. • Investing in integrating digital community accommodation services to make it easier to identify and match individuals to the right housing-related support at the right time. The HMP Norwich Strategic Housing Specialist (SHS) works collaboratively with local authorities, CAS provision, third-sector partners and supported housing providers to improve accommodation outcomes. They coordinate fortnightly multi-agency pre-release panels, support the completion of Duty to Refer activity and housing needs assessments pre-release, and work closely with the pre-release and CRS teams to strengthen resettlement planning and referrals. Targeted activity is also underway with individuals returning to areas with historically poorer outcomes,	Governor/CAS	Ongoing
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		alongside focused engagement with smaller Probation Delivery Units and the Suffolk CAS3 provision for people with more complex needs. A 56-day pre-release accommodation meeting has been introduced to ensure accommodation needs are identified early and referrals made in good time. A Preparation for Release course will be implemented on the Category C unit to strengthen engagement with resettlement services. From April 2026, following the termination of the SEETEC (South East Essex Technology Centre) contract, responsibility for this provision will transfer fully to the Probation Service, with delivery managed directly through probation-led resettlement arrangements. This change establishes clear accountability and ownership for delivery and outcomes within a single service. Accommodation outcomes on release will be subject to routine oversight through local reducing reoffending governance	Governor Governor Governor Governor	Complete July 2026 Complete August 2026
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		arrangements, with performance scrutinised to identify trends, address underperformance, and drive targeted improvement activity.		
Key Concerns				
7.	Insufficient support was given to prisoners at risk of self-harm. Those we spoke to did not always feel cared for.	Prisoners who are supported by an ACCT, and those that are supported through post-closure monitoring, are invited to forums to provide feedback to Case Managers. This enables further support to be offered where required, through avenues outside of the ACCT process. This includes the distribution of distraction materials and follow ups on support actions identified in Care Plans.	Governor	Complete
		To ensure prisoners' lived experience of ACCT support is captured, a post-closure ACCT feedback questionnaire will be issued following ACCT closure. This will assess whether individuals felt listened to, supported and cared for, and identify barriers to effective support.	Governor	July 2026
		Feedback will be thematically analysed and actions identified, with outcomes presented at the monthly Security, Drug Strategy and Safer Prisons Tripartite	Governor	September 2026

Commented [LR1]: Review dates and include more detail on forums, activities, support activity etc.



		Meeting. This multi-agency forum, including operational leaders, healthcare/mental health and substance misuse services, will provide joint oversight, challenge, and assurance, ensuring learning is collectively owned and translated into service improvement. A weekly ACCT awareness summary will be shared with all staff, highlighting current risks, common triggers, protective factors, and examples of good practice. These messages will be reinforced through wing briefings and local leadership engagement to strengthen understanding of relational care and consistent support. Impact will be evidenced through improved ACCT quality assurance outcomes, including care plan quality, meaningful engagement, and staff-prisoner interactions. Trends in prisoner feedback, ACCT reviews and self-harm incidents will be monitored through Safer Custody and performance governance to ensure sustained improvement.	Governor	November 2026
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8.	The lack of wing-based or in-cell technology made it more difficult for prisoners to resolve day-to-day queries.	HMPPS recognises the value of prisoner-facing technology in supporting prisoners to access information and services directly. The strategy is to provide and continue to develop this capability where funding allows, but at present there is very limited scope to invest further in prisoner-facing technology, given wider HMPPS spending pressures. As a result, we are not currently able to extend provision to all prisons.	HMPPS - Digital Transformation, Transforming Delivery Directorate	Complete
		Digital applications are now operational on all wings, enabling people in prison to submit requests directly to the correct department. Response times, backlogs and resolution rates will be monitored and reviewed through local performance governance to ensure sustained improvement.	Governor	Complete
9.	Some residential units were in a dilapidated condition.	F Wing and then G Wing will close temporarily to enable installation of in-cell fire alarms and delivery of a rolling programme of repainting and improvement works. Wider refurbishment requirements will be assessed and	Governor	Two-year project with review in June 2027



		prioritised through estates planning and fire safety governance.		
10.	There were insufficient spaces for social visits to meet demand.	An additional Saturday morning visits session will be introduced for the Category B site to increase capacity. Restrictions preventing mixing of Category B wings during weekday morning sessions will be lifted to improve utilisation. Visits capacity, take-up and unmet demand will be monitored through local visits governance.	Governor Governor Governor	August 2026 August 2026 August 2026
11.	Patients often waited too long to be transferred to a mental health hospital.	The Mental Health Act 2025 introduces a new statutory time limit of 28 days for transfers from prison and other places of detention to hospital. This reform is due to commence 18-24 months post Royal Assent and health and justice partners remain committed to commencing this reform in the published timeframe. This time limit, together with operational improvements, aims to reduce unnecessary delays and deliver swifter access to treatment.	MOJ/HMPPS Mental Health & Drug Recovery Policy team	Ongoing



		Health and Justice East of England in partnership the East of England Provider Collaborative are engaged in reviewing the escalation process for those awaiting Mental Health transfers - to support patients moving in a timelier manner to mental health hospitals based on clinical need. This increased partnership working between Health and Justice and the EoE Provider Collaborative will mean greater oversight of those waiting for a mental health hospital placement – and should lessen delayed transfers of care. Transfer cases will be actively overseen in partnership with the Norfolk and Suffolk Foundation Trust (NSFT) to ensure timely referral, subsequent escalation and multidisciplinary review. Assurance will focus on the quality and timeliness of referral processes, clinical escalation, care planning and risk management while individuals await transfer, reviewed through clinical governance and commissioning escalation routes.	National Health Service England (NHSE) Governor / NSFT	March 2027 January 2027
12.	Leaders had not ensured that wing work was sufficiently demanding which impeded	The Prison Work Coach role will be embedded to improve structure,	Governor	July 2026



	prisoners from developing positive attitudes towards their work.	expectations, and developmental value of wing-based work. A digital learning and work platform will be piloted to record and evidence wing-based activity, supporting progression and more purposeful work opportunities. Impact will be reviewed through local employment governance.	Governor	April 2027
13.	Attendance and engagement in education activities, particularly in mathematics and English, were too low.	Attendance patterns will be reviewed by individual, wing and activity type to inform targeted action. The 2026/27 regime will strengthen expectations around engagement in purposeful activity. Capacity across education and workshops will be reviewed and increased classroom capacity will be established. Improvement will be evidenced through attendance, utilisation and engagement data reviewed through education governance and SMT oversight.	Governor Governor	November 2026 November 2026
14.	Leaders had not provided prisoners with sufficient personal development opportunities to develop their interests beyond the education curriculum.	Personal development opportunities will be expanded through strengthened partnerships with employers and training providers aligned to local labour market priorities. This will include:	Governor	November 2026

Commented [LR2]: Actions do not address the concern
- it is not about providing further educational activity



		opportunities for prisoners to develop interests, build social skills and engage in purposeful activity during association periods. The preparation for release course will be implemented for those on 56-day recall or short sentences and will utilise inspire workshops on topics such as goal setting, self-awareness and navigating change. This will be delivered by prison, psychology, partnership agency staff and local social enterprises, providing through the gate support for a hard-to-reach group.	Governor	July 2026
15.	There were too few structured interventions to help prisoners address their offending behaviour.	The 2026/27 regime will increase access to structured non-accredited group activity, key work and resettlement interventions. HMP Norwich has been identified as a potential site for accredited offending behaviour programme provision. Initial scoping under the Building Choices Programme indicates emerging demand. Further scoping is underway to assess the viability of future investment, with potential investment identified.	Governor Psychology Services Group	January 2027 November 2026

Commented [LR3]: Awaiting input from Chief Psych office



