



HM Prison &
Probation Service

Action Plan: HMYOI Werrington

Action Plan Submitted: 27 May 2020

A Response to the HMIP Inspection

Report Published: 30 April 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.



ACTION PLAN: HMCIP REPORT

ESTABLISHMENT: HMYOI WERRINGTON

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
	Key Concerns and Recommendations				
5.1	Key concern (S41): Children had poor perceptions of behaviour management systems. In our survey only 25% of children said that the scheme encouraged them to behave well. The ineffectiveness of the incentives and earned privileges scheme and the lack of challenge by some staff had led to increased use of minor reports and adjudications. (Directed to: the Governor) Recommendation: Managers should revise the behaviour management schemes to ensure consistent implementation and reduce the incidence of poor behaviour.	Agreed	<p>A new incentive based policy has been developed to incentivise and promote positive behaviour and to minimise poor behaviour with better handling in terms of transparency. This policy now the Reward, Recognition and Reparation (RRR) promotes the principals of procedural justice. To produce greater outcomes for the children at HMYOI Werrington, staff have been shown how to apply these principles.</p> <p>A multi-disciplinary working group will be established to implement effectively the policy and progress will be monitored at the quarterly Safeguarding meeting, chaired by the Governing Governor.</p> <p>The working group will also roll out mandatory staff training to equip staff with key skills and knowledge to enable them to address poor behaviour. Discussions have taken place with staff and children about the effectiveness of minor reports and instant sanctions. HMYOI Werrington intends to make informed decisions from this to influence the wider behavioural management strategy that is to reduce incidents of poor behaviour.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>November 2020</p> <p>November 2020</p>
5.2	Key concern (S42): There was no overarching strategy or action plan to reduce violence across the establishment. (Directed to: the Governor)	Agreed	HMYOI Werrington have amalgamated the Safeguarding and Security meetings which are chaired by the Deputy Governor and held monthly. This is to develop better cross department working between these two functions, whilst generating greater knowledge and understanding of violent related trends and themes / hotspots through analysis. Attendees include members from residential services and education providers.	Governor	Completed



	Recommendation: A strategy should be implemented to reduce violence across the establishment and to provide effective management of children perpetrating or subjected to bullying and violence.		<p>There will be a clear action plan points developed for staff of the work needs to be completed to reduce levels of incidents.</p> <p>Through group working and sharing knowledge, staff will have a better operational oversight of violence within HMYOI Werrington to help reduce violence and spot disputes before they escalate. The quarterly Safeguarding meeting will continue to be chaired by the Governing Governor and strategic actions arising from this meeting will disseminated to all departments as lessons learned tools.</p>	Governor	Completed
5.3	<p>Key concern (S43): Managers did not always attend use of force incidents. This meant that the responsibility of supervising an incident was not always held by an appropriately trained member of staff. This led to poor incident management in some instances. (Directed to: the Governor)</p> <p>Recommendation: Managers should ensure that staff who are trained and competent to manage incidents attend and supervise all incidents where use of force has been applied.</p>	Agreed	<p>Since HMIP's inspection in January 2020, an appropriate manager attends and supervises incidents where use of force (UoF) is applied. Incident Management training has been delivered by the Managing and Minimising Physical Restraint (MMPR) team to 97% of Custodial Managers (CMs) and to all Supervising Officers, it includes an accountability structure for the post management of an incident. All members of the Senior Management Team have received an overview of this training and are aware of what is expected of an Orderly Officer during incident management.</p> <p>The remaining staff members who have not been trained will do so by the end July 2020.</p>	<p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>July 2020</p>
5.4	<p>Key concern (S44): Quality assurance of the use of force did not always identify concerns about technique and proportionality. Recorded footage of use of force incidents was of poor quality, making some incidents almost impossible to quality assure effectively. (Directed to: the Governor)</p> <p>Recommendation: All use of force incidents should be clearly recorded and robust quality assurance of incidents should ensure that concerns about technique and proportionality are properly investigated.</p>	Agreed	<p>HMYOI Werrington has increased the presence of body-worn video cameras (BWVCs) on staff and staff have been briefed about the importance of capturing good quality footage. MMPR co-ordinators conduct quality assurance checks of BWVC footage. MMPR team conduct quality assurance checks on all UoF paperwork.</p> <p>BWVC and Child Protection training will be delivered to operational Band 3 Prison Officers to help enhance and highlight the importance of capturing UoF incidents promptly with a clear detailed record. The Governing Governor will quality assure 10% of UoF incident recording, in addition to full compliance checks carried out on technique and proportionality by the Safeguarding department.</p>	<p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>June 2020</p>



5.5	<p>Key concern (S45): Inclusion had made every effort to strengthen their internal processes to identify and request Mental Health Act assessments in a timely fashion. However, delays in the agreement of NHS funding led to an unacceptable delay in the transfer of a child to an appropriate mental health facility. (Directed to: the Governor, NHS England and NHS Wales)</p> <p>Recommendation: Children should be transferred to mental health care facilities in line with national NHS guidelines.</p>	Partly Agreed	<p>This recommendation is partly agreed as although every effort is made to expedite transfers and assess patients promptly, this is dependent on several factors such as the completion of appropriate assessments, administrative processes within the National Health Service England (NHSE) and NHS Wales, and the availability of accommodation in a mental health setting which HMYOI Werrington does not have control over.</p> <p>Midlands Partnership Foundation Trust will continue to ensure children are assessed and referred promptly for transfer to secure community mental health services as appropriate.</p> <p>HMYOI Werrington has implemented a new Health in Justice escalation policy for transfers to mental health facility.</p> <p>The Governor will work with the Head of Youth Custody Service (YCS) Wales to develop similar arrangements for the transfer of Welsh children.</p> <p>NHSE resources and priorities are currently being directed to the response to the COVID-19 crisis, but they remain committed to working with partners in HMPPS and Public Health England to improve and redesign services for people in prison with mental health needs. To improve the support offered to vulnerable children already in custody, a revised guidance on the transfer and remission to hospital from prison to be published later in the year. The new guidance will promote timely access to appropriate treatment under the Mental Health Act and reduce unnecessary delays to treatment. The Government is committed to reforming the Mental Health Act and is working on producing a White Paper.</p> <p>Within Wales, Welsh Government continues to work closely with YCS Wales, HMPPS, Public Health Wales and the Health Boards regarding the health needs of young offenders and to deliver the priorities in the Partnership Agreement for Prison Health. The Partnership Agreement includes a commitment to develop new standards for mental health services in the prisons in Wales, which will include a focus on referral, discharge and transfer. The mental health standards will specifically reference the process for referral and transfer of patients under the Mental Health Act. Consideration will be given to how the Partnership Agreement could also encompass youth custody settings.</p>	<p>Director Midlands Partnership Foundation Trust</p> <p>Governor</p> <p>Governor</p> <p>NHSE and NHS Improvement</p> <p>NHS Wales</p>	<p>Completed</p> <p>Completed</p> <p>December 2020</p> <p>December 2020 and ongoing</p> <p>December 2020 and ongoing</p>
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5.6	<p>Key concern (S46): A small number of classes were disrupted by poor behaviour that some teachers found difficult to manage. (Directed to: the Governor)</p> <p>Recommendation: Managers should establish measures for rapid intervention to support teachers when classes are affected by significant and continuing disruption to ensure that children's education is not interrupted.</p>	Agreed	<p>HMYOI Werrington will continue to provide professional development through monthly quality walkthroughs and Observing, Teaching and Learning (OTL) feedback.</p> <p>To support teachers and to ensure that children's education is not interrupted, the duty manager will ensure staff carry out appropriate sanctions to address poor classroom behaviour and adhere to the new RRR policy.</p> <p>Further support will be provided to staff that may need it through supervision support, training sessions, team teaching and OTL support. Regular one to ones will be held with staff providing additional support where necessary.</p> <p>Joint training between operational officers and education staff to be delivered. To consult and agree the timing and level of intervention required.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>September 2020</p> <p>September 2020</p> <p>September 2020</p> <p>September 2020</p>
5.7	<p>Key concern (S47): The number of children transitioning to the adult estate after their 18th birthday was increasing and some prisons were reluctant, or even refused, to accept them. Staff had to spend too much time trying to arrange moves. This was unsettling for children as they prepared for a significant change in their experience of custody and hindered their sentence progression. (Directed to: HMPPS)</p> <p>Recommendation: Eighteen-year olds held in children's establishments should be able to transition to the most suitable prison for them in the adult estate in a safe and timely manner.</p>	Agreed	<p>HMPPS YCS are working directly with HMYOI Werrington and other establishments to assist in the transitioning of young people to an appropriate prison in the adult estate when they turn eighteen. Work is ongoing in terms of clarifying, improving and streamlining transition arrangements, and this is supported by a newly formed 'transitions' working group. Separate work to create a new policy framework will take place to replace the current guidance document for transitioning 18-year olds from the Children and Young Person's Secure Estate, this will help formalise requirements, transfer timescales and expectations aid safe and timely transfers.</p>	Executive Director, Youth Custody Service	Spring 2021
5.8	<p>Key concern (S48): Prison records showed low levels of attendance by some</p>	Agreed	<p>Healthcare staff now attend final reviews to provide information and feedback on the ongoing care of the children.</p>	Governor	Completed



	<p>departments at sentence and remand planning review meetings, undermining an integrated approach to planning. There was not enough participation by staff working with the child in discussions on their needs, risks, successes and weaknesses and how they would help the child to progress. (Directed to: the Governor)</p> <p>Recommendation: All departments working with a child should attend their planning review meetings to contribute information about the child and how they would help them to progress.</p>		<p>Custody Support Planning (CuSP) officers will attend sentence and remand planning review meetings to be involved in progress discussions and if any are unable to attend they will provide a written contribution in advance of the meeting.</p> <p>The Resettlement and Residential CM will arrange a meeting with both Resettlement practitioners and CuSP officers to discuss and develop a more joined up approach to these review meetings.</p> <p>Bi-monthly meetings will be held with Engagement and Resettlement (E&R) workers and Resettlement practitioners to monitor, discuss release cases and meeting attendance. These meetings will be chaired by the Hub manager and E&R manager.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>September 2020</p> <p>September 2020</p> <p>September 2020</p>
5.9	<p>Key concern (S49): The risk management meeting did not provide routine oversight of release planning for children who posed a high or very high risk of harm and who were not subject to MAPPA (multi-agency public protection arrangements). The approach to the management of the risk of harm presented to others by both MAPPA and non-MAPPA children was not sufficiently robust. (Directed to: the Governor)</p> <p>Recommendation: There should be timely, stringent oversight of release arrangements for all children who present high, or very high, risk of harm to others.</p>	Agreed	<p>Children opposing a high or very high risk of harm are now identified and assessed on arrival at the prison through the reception process arrangements and their details are added to an electronic tracking system to monitor the risk of harm presented to others.</p> <p>Risk Management meetings will be chaired by the Deputy Governor at the six month and one month mark approaching release to ensure managerial oversight and to provide release planning recommendations.</p>	<p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>June 2020</p>
	General Recommendations				
5.10	<p>Recommendation 1.18: Child protection allegations should be referred to the designated officer within 24 hours. (Directed to: the Governor)</p>	Agreed	<p>All Duty Governors are now fully aware that all child protection allegations made against staff and volunteers must be referred to the local authority designated officer within 24 hours at any given day of the</p>	Governor	Completed



			week. A detailed operating procedure is in place to provide additional assurance.		
5.11	Recommendation 1.27: The increase in levels of self-harm should be investigated and a reduction strategy implemented. (Directed to: the Governor)	Agreed	HMYOI Werrington has introduced a more holistic overview of self-harm incidents within a newly formed monthly Safety meeting chaired by the Deputy Governor. Risks, themes and trends are explored within a new self-harm reduction framework setting out ways to tackle increasing levels.	Governor	Completed
5.12	Recommendation 1.28: Near miss incidents should be thoroughly investigated and subsequent recommendations should be reviewed. (Directed to: the Governor)	Agreed	The Head of Safeguarding has received enhanced training in incident management including de-escalation and investigating near miss incidents. Investigations are quality assured by the Head of Safeguarding. Safeguarding CMs are conducting thorough investigations into near miss incidents and have introduced an extra layer of quality assurance from the Youth Custody Safety lead.	Governor Governor	Completed Completed
5.13	Recommendation 2.38: Forums should be organised for children from each of the protected characteristic groups enabling the prison to understand and respond to the views of children from these groups. (Directed to: the Governor)	Agreed	Kinetic Youth (who deliver youth work) will hold forums with children from each protected characteristic group. Non-confidential information produced from the forums will be analysed to identify any trends, concerns and good practice, which will be shared with all functional heads to cascade to their staff. An action plan will be developed and implemented to address concerns / observations and the children will be updated on progress. A new Head of Equalities was appointed to lead on this work and started on 4 May 2020.	Governor Governor Governor	September 2020 September 2020 Completed
5.14	Recommendation 2.76: The former wing treatment rooms should be refurbished to ensure that they are appropriate therapeutic and soundproofed environments for mental health and related interventions. (Directed to: the Governor)	Partly Agreed	This recommendation is partly agreed on the basis that a business case will need to be submitted and funding agreed. HMYOI Werrington will explore options through the Local Delivery Board to secure funding to enable refurbishment of the wing treatment rooms to appropriate standards for mental health and related interventions to take place.	Prison Group Director, CEO Care UK and NHSE and NHS Improvement	December 2020
5.15	Recommendation 3.27: Managers should provide training for staff who have to collect children from classes, to ensure	Agreed	Officers have been taught these standards and are reminded through the daily briefing about avoiding disruption to classes and this is also done with respect to teaching staff.	Governor	Completed



	that this is done with respect for the teacher and minimum disruption to the class. (Directed to: the Governor)				
5.16	Recommendation 3.35: Staff development programmes should continue to focus on behaviour management and the need to manage challenging behaviour. (Directed to: the Governor)	Agreed	The RRR working group will be responsible for communicating HMYOI Werrington's principles and values to staff, emphasising good behaviour management and managing challenging untoward behaviour. Reflective practice through SECURE STAIRS will also identify themes where more training is required.	Governor	June 2020
5.17	Recommendation 3.36: Teachers should ensure that their marking of written work indicates clearly what children need to do to improve their work. (Directed to: the Governor)	Agreed	English and mathematics teachers will conduct quarterly diagnostics with learners. The information generated will be utilised by English, mathematics and pathway tutors to plan the children's future learning with assessment outcomes. Continued Professional Development on marking written work and using constructive learning feedback and following progress through will be taken forward. This aspect will be assessed through audits of personal learning and skills plans, and skills trackers which will show progress.	Governor Governor	September 2020 September 2020
5.18	Recommendation 3.37: Instructors should set clear expectations for children in all vocational areas, which reflect the standards which apply in work situations outside the prison. (Directed to: the Governor)	Agreed	Instructors and assessors will visit other specialists within the young people estate to observe good practices in vocational training to be considered and adopted at HMYOI Werrington. Information on expected standards of behaviour will be displayed in vocational areas highlighting high industry standards and explained to children during induction to the work area. All instructors will be given a copy to ensure they implement expectations.	Governor Governor	September 2020 September 2020
5.19	Recommendation 3.47: Managers should ensure that the progress of children in functional skills classes is carefully monitored, so that they move more quickly to assessment and progression to the next level. (Directed to: the Governor)	Agreed	The functional skills strategy will be reviewed to enable more progression to the next level through setting individual targets according to an individual's personal development and options for children to be placed on an appropriate level course. E&R staff will play an active role in ensuring children are registered for functional skill courses and sit their exams before they leave HMYOI Werrington. A functional skills development plan will be implemented and monitored monthly so that so that children move more quickly to assessment stage and the next level up. Regular meetings with support staff in education provide information about deviation from their planned pathways.	Governor Governor Governor	September 2020 September 2020 September 2020



5.20	Recommendation 4.25 Children who are remanded or sentenced and facing a long period in custody should have access to formal staff and peer support to help them progress through their sentence. (Directed to: the Governor)	Agreed	Bi-monthly forums will be arranged for children serving long sentences and those on remand facing long sentences. These will be in conjunction with HMYOI Swinfen Hall, where the majority of long term sentenced young people are allocated to. HMYOI Werrington will host these sessions.	Governor	September 2020
			A training needs analysis is currently being undertaken as part of a national review to identify specific training needs of resettlement practitioners. Two resettlement practitioners will be responsible for the management of indeterminate sentence and lifer children providing more formal support to help them progress through their sentence.	Governor	September 2020
			Lifer day will be held in October 2020 and invites extended to other establishments where some children may be transitioning to. This will provide an opportunity for the children to listen and ask questions to lifers who have progressed through the prison system. HMYOI Werrington will carefully consider what peer support is available and ensure that staff maintain safeguarding measures in place for this age group. Also, liaison with the youth custody assurance board will take place to explore an appropriate way to implement peer support and explore across the youth custody estate.	Governor	October 2020

Recommendations	
Agreed	18
Partly Agreed	2
Not Agreed	0
Total	20

