



HM Prison &
Probation Service

Action Plan: HMYOI Brinsford

Action Plan Submitted: 17 December 2021

A Response to the HMIP Inspection: 16 and 23–27 August 2021

Report Published: 30 November 2021

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 BRINSFORD

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				
7.1	<p>Key concern (1.36): Leaders and managers lacked visibility on the residential units, and delivery in key areas did not reflect their understanding or expectations. Morale among frontline staff was low and too many reported that communication from managers was poor.</p> <p>Recommendation: Leaders and managers should be more visible to support staff, assure themselves that practice reflects their intentions and make sure that progress is made in priority areas. (To the governor)</p>	Agreed	<p>HMYOI Brinsford will introduce daily visible leader assurance checks to ensure staff are provided with sufficient managerial support and that practice is in line with expectations. Findings from daily assurance checks will be recorded to allow any to be actioned by relevant managers.</p> <p>To improve understanding of expectations, the Senior Leader Team will highlight establishment priorities for the coming month with communication reinforced through full staff meetings and weekly briefings.</p> <p>To improve staff morale, HMYOI Brinsford will re-launch the Wellbeing Strategy and extend the committee to include a diverse cross section of staff. Staff Wellbeing days and the Reward and Recognition Scheme will be promoted as a part of this strategy.</p>	Governor	<p>December 2021</p> <p>December 2021</p> <p>December 2021</p>
7.2	<p>Key concern (1.37): The supervision of prisoners and challenge of poor</p>	Agreed	<p>Prisoner staffing levels will be reviewed as part of the Regime Management Plan, to ensure staff resources are sufficient for effective supervision.</p>	Governor	December 2021



	<p>behaviour were inadequate. We witnessed many incidents of low-level bad behaviour going unchallenged by staff, and groups of prisoners left unsupervised for long periods.</p> <p>Recommendation: Prisoners should be subject to suitable levels of supervision and be challenged appropriately by staff when behaving poorly. (To the governor)</p>		<p>Supervision responsibilities will be communicated to staff via briefings and written communication, clearly outlining the expected behaviour of prisoners and guidance on challenging. This will be supported by weekly manager briefings and monthly function lead meetings. Training will be provided to staff when appropriate challenging hasn't taken place, with progress monitored through staff appraisals.</p> <p>The newly written Incentives Policy will be re-launched as part of the re-introduction of the Incentives and Policy Framework, providing staff and prisoners with a clear guidance on expected behaviour and consequences. Weekly Prisoner Council Meetings will be used as a further method of reinforcing expected behaviour, using Prisoner Information Desk workers to communicate key messages.</p> <p>HMYOI Brinsford will introduce reflective learning around incident management, with focus on behaviour and supervision. This will take place on a one-to-one basis with staff following incidents and will be followed up by a monthly security snap-shot briefing to all staff.</p>		<p>December 2021</p> <p>December 2021</p> <p>January 2022</p>
7.3	<p>Key concern (1.38): Due to the lack of body-worn camera footage available for incidents, leaders could not assure themselves that every use of force was justified.</p> <p>Recommendation: Leaders should make sure that staff use body-worn cameras when responding to incidents; where this has not been possible, a reason should be given in the use of force report. (To the governor)</p>	Agreed	<p>HMYOI Brinsford have introduced crib sheets for control room staff to announce Body Worn Video Cameras to be activated on the onset of an incident. The use or non-use of body worn cameras is recorded on incident debrief sheets and discussed with staff following incidents. Instructions are given to staff to include narrative around the use or non-use of body worn cameras as part of the paperwork completion, which is reinforced through Use of Force training aides distributed to all staff.</p> <p>Body Worn Video Camera hardware will be refreshed which will enable a greater number of Body Worn Cameras to be operational. The drawing of Body Worn Video Cameras will be monitored daily and recorded in the handover report. The level of drawing will be reviewed at the morning operational meeting which identifies how many draw and by whom, which will hold those responsible to account action on low take-up.</p> <p>The weekly and monthly Use of Force meetings will monitor Body Worn Video Camera usage in conjunction with Use of Force incidents and address emerging trends.</p>	Governor	<p>Complete</p> <p>December 2021</p> <p>December 2021</p>



7.4	<p>Key concern (1.39): Prisoners on the segregation unit were locked up all day, except for 30 minutes' exercise and a shower, with little to occupy themselves.</p> <p>Recommendation: Prisoners on the segregation unit should have access to a regime that engages them with purposeful activity while segregated.</p> <p>(To the governor)</p>	Agreed	<p>Any prisoner that is engaged in an accredited programme to reduce risk continues to attend this with appropriate adjustments made. A small library is in operation on the unit providing access to books, puzzles and distraction packs and books can be ordered through the main library. Access to faith provision and health services continue through daily visiting practitioners.</p> <p>There will be training for staff to improve recording and attendance at education and physical education sessions will be recorded and during daily checks the Head of Residence will ask questions to prisoners to check on activities and monitor attendance. This will be recorded on NOMIS and in segregation paperwork.</p> <p>Prisoners arriving in the Care and Separation Unit will be risk assessed to consider continued participation in current activities on and off the unit. Integration planning will commence from day one of arrival into the Care and Separation Unit to support prisoner's progression back onto Residential unit. The segregation boards will also consider actual attendance into activities from the segregation unit and allowing prisoners to associate on normal location with a view to relocation.</p> <p>Attendance at education and physical education sessions will be recorded on NOMIS and segregation paperwork and during daily checks the Head of Residence will ask questions to prisoners to check on activities and monitor attendance.</p>	Governor	<p>Complete</p> <p>December 2021</p> <p>December 2021</p> <p>December 2021</p>
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7.5	<p>Key concern (1.40): Living conditions on the wings were not good enough, with cells, showers and communal areas on all wings in need of refurbishment or repair. The programme of weekly cell checks was not effective, as some cells still lacked basic furniture, and some toilets needed deep cleaning. Prisoners reported issues, but improvements were slow to happen. There was also a lack of furniture in association areas.</p> <p>Recommendation: Accommodation and communal areas should be well maintained, suitably equipped and cleaned regularly. Staff and prisoners should play an active role in maintaining these standards, and monitoring should be robust.</p> <p>(To the governor)</p>	Agreed	<p>Cleaning schedules have been reviewed recently and reintroduced and HMYOI Brinsford will expand the cleaning programme in place to support cleanliness in all areas.</p> <p>To ensure each cell is clean, decent and well equipped, each prison officer will be responsible for the cleanliness and decency of allocated cells, working alongside prisoners on their units. This will include cell inventories for equipment and furniture which will be recorded on an electronic database.</p> <p>HMYOI Brinsford will use literature and visual aides to communicate how the cell area should be laid out and expected levels of cleanliness to enable staff and prisoners to fully understand expectations and how to escalate when this is not achieved. Engagement through the weekly prisoner council and community meetings will be used to monitor feedback and identify further improvements.</p> <p>Visual checks will be conducted by the residential senior officers (12 checks per month) and assured by residential managers (four checks per month). These will be quality checked by Head of Function through a monthly quality assurance visit. They will be auditable records on an electronic database available on a shared drive. These checks have already commenced on one unit and will roll out to the other residential units by March 2022.</p>	Governor	<p>January 2022</p> <p>January 2022</p> <p>January 2022</p> <p>March 2022</p>
7.6	<p>Key concern (1.41): The prison did not have a good understanding of the needs of its prisoners in relation to equality. There</p>	Agreed	<p>Quarterly forums to raise awareness throughout the population are scheduled for all protected characteristic (PC) strands and facilitated by the PC or Deputy PC Lead. Additional forums will be scheduled to meet the specific needs of those that identify within a particular PC group, incorporating data analysis into forums where relevant. Feedback from all forums will be taken to the monthly Equality Diversity and Inclusion (EDI) Committee where</p>	Governor	January 2022



	<p>was limited analysis of data, and inadequate efforts had been made to gather the views of prisoners with protected characteristics. This meant that all equality work being undertaken was not targeted specifically to the circumstances and needs of the prisoners.</p> <p>Recommendation: Leaders should consult regularly with prisoners and use data to identify, investigate and address potential discrimination. (To the governor)</p>		<p>actions are prioritised and tasks delegated to committee members. Actions will be reflected in the Equalities Action Plan (EAP).</p> <p>The monthly EDI Committee Meeting is now established. A monthly data pack is completed in preparation for the EDI meeting which includes an overview of the population in relation to PC's, and the identification of themes, discrimination and disproportionality. Actions will be agreed within the committee and included within the EAP. The EAP is reviewed monthly by the EDI Lead and updated quarterly by PC Leads.</p>		<p>January 2022</p>
7.7	<p>Key concern (1.42): Too many prisoners spent most of their day in their cells sleeping or watching television, which was not conducive to the well-being or the prospects for rehabilitation of – mostly young – prisoners. The reopening of the library and the gym had not had much of an impact on the amount of time that many prisoners spent out of their cell.</p> <p>Recommendation: There should be a concerted effort to maximise both the amount of time that</p>	Agreed	<p>At the time of inspection prisoners were allocated full time to activities. Since inspection HMYOI Brinsford have introduced a part-time working model for prisoners which timetables the day into work and non-working to maximise prisoner participation and allows greater access to activities.</p> <p>The non-working time will enable access to blended learning and recreational activity such as the gymnasium and library. This will be increased in line with new staff working profiles planned for January 2022 and expansion of the core day through recovery.</p> <p>The scope of and access to activity places will be monitored through the education, training and employment pathway report and reviewed through the monthly Reducing Reoffending Meeting.</p> <p>HMYOI Brinsford will introduce a drug strategy and Healthcare Lead who will be responsible for implementing the rehabilitation culture and linking with the wellbeing strategy which will include enrichment activities to support a progressive and safe regime.</p>	Governor	<p>Complete</p> <p>January 2022</p> <p>March 2022</p> <p>March 2022</p>



	prisoners spend out of their cell and the available purposeful and recreational activity across the prison. (To the governor)				
7.8	Key concern (1.43): Senior leaders did not provide education, training and work opportunities to meet the needs of the prisoners. Recommendation: Leaders and managers should provide an appropriate offer in education, training and work, so that prisoners acquire new knowledge, skills and behaviour, in line with their sentence plans. (To the governor)	Agreed	<p>The Offender Management Unit will be involved at activity boards to ensure appropriate sequencing of activities are undertaken and aligned to sentence planning targets, to meet individual needs.</p> <p>Education, training and work provision will be reviewed and developed to incorporate local labour market information to provide prisoners with the opportunity to develop skills and experience relevant to their resettlement area and individual need. This will be supported by carrying out a full establishment annual needs analysis, curriculum review and collaborative working with the Information Advice and Guidance provider and New Futures Network, to focus on 'soft skills' and formal qualifications.</p>	Governor	December 2021 March 2021
7.9	Key concern (1.44): Too few prisoners were engaged in enough meaningful education, training and work. Prisoners did not receive high-quality information, advice and guidance at induction, while allocation to activity was not based on the needs of prisoners. Many prisoners were not screened for additional learning needs, and those	Agreed	<p>Every prisoner will receive an education induction, which will include an assessment of their education level, a screening for learning difficulties and disabilities and the creation of an individual skills action plan. The Information, Advice and Guidance service will be used during induction to advise what is available within the establishment and increase interest in participation.</p> <p>Where prisoners are unable or unwilling to attend an induction, HMYOI Brinsford will complete an induction with them on a one-to-one basis with consideration given to a blended learning model.</p> <p>Links will be made with external employers to develop, through New Futures Network, co-funded workshops or work streams, to promote employment and development opportunities.</p>	Head of Reducing reoffending	March 2022 March 2022 March 2022



	<p>in industry and work did not receive a support plan. While there was a detailed and ambitious vision for an improved education, skills and work offer, this would require investment in staffing and workshops that had not been secured.</p> <p>Recommendation A: Leaders and managers should raise prisoners' participation in education, skills, and work rapidly and substantially, according to the advice and guidance that they receive. (To the governor)</p>				
	<p>Recommendation B: Managers should make sure that face-to-face and remote learning reflect the needs of the prisoners, and that this priority is reflected in the allocation process. (To the governor)</p>	Agreed	<p>HMYOI Brinsford will use individual skills action plans created on induction to support the appropriate allocation to activities. The allocation process will address individual needs for education, training and skills development, including the use of remote or face to face learning. These will be reviewed by the Advice and Guidance advisors when circumstances change for the individual.</p>	Governor	March 2022
	<p>Recommendation C: Leaders should make sure that there is sufficient resource to support the new curriculum vision, in</p>	Partly agreed	<p>This recommendation is partly agreed as capital investment is required to provide additional workshops and fully meet the need of this expectation. If funding is not secured for capital investment, HMYOI Brinsford will look to change the curriculum to activities within the establishment that can be delivered. An appointment of a Business Development and Enterprise Lead by March 2022 will support employment opportunities</p>	Governor	March 2022



	terms of both staffing and capital investment. (To the governor)				
	Recommendation D: Leaders should make sure that, on arrival, prisoners receive an assessment of their additional learning needs, where appropriate, and that this information is used and updated, so that they can progress well in education, skills and work. (To the governor)	Agreed	<p>HMYOI Brinsford will increase the level of learning difficulties and disabilities screening with the education provider to provide screening for all prisoners undergoing Induction.</p> <p>Information will be recorded centrally and updated weekly by the education provider. Support plans are available on request from the education provider and a request log will be kept to monitor usage. In the event that usage remains low, further work will be actioned to raise awareness of the location of information and accessibility.</p> <p>Data on numbers of screenings and support plans created is discussed at the monthly contract meeting. In addition, information on access requests will be shared at the Prison Equality meeting under the disability protected characteristic.</p>	Governor	<p>January 2022</p> <p>January 2022</p> <p>January 2022</p>
7.10	Key concern (1.45): There was insufficient capacity to meet the needs of the number of prisoners identified to complete one of the accredited interventions offered at Brinsford. This was exacerbated by new programmes facilitators having long waits to access training to be able to deliver an intervention.	Partly agreed	<p>This recommendation is partly agreed as accredited programmes are one method of rehabilitative activity available within both custody and the community. Decisions regarding the best environment for delivery should be made on an individual basis as some may be better placed accessing a programme in the community.</p> <p>Within custody, the number of programme places are finite based on resources available and the wider changes in the prison population. It is unlikely that all prisoners assessed as both eligible and suitable for a programme will have the opportunity to access one.</p> <p>HMPPS will continue to review the prison population and make investment decisions around accredited programmes that serve to best protect the public and achieve positive outcomes for prisoners and will endeavour to</p>	HMPPS Interventions Services	Annual review of programme investment. The 2022/2023 planning round will be complete by April 2022



	<p>Recommendation: Managers should make sure that prisoners who are assessed as needing an accredited intervention are able to access it while in custody. (To HMPPS)</p>		<p>offer programme places to those prisoners who are identified as priority for a custodial programme place.</p> <p>Since March 2020 COVID-19 restrictions have limited the volume of training. Online training began in October 2020 and HMPPS will continue to prioritise facilitators in both custody and community according to the impact on local delivery.</p> <p>HMYOI Brinsford is expanding delivery based on recent needs analyses; recruitment and training is underway with delivery anticipated to begin in 2022. This will provide prisoners with access to a greater breadth of programmes.</p>		
	Recommendations				
7.11	<p>Recommendation (4.53): A clear programme of consistent out-of-cell activities should be available on the inpatient unit, reflecting the agreed care needs of the prisoners residing there. (To the governor)</p>	Agreed	<p>Each prisoner located in healthcare will have an individual care plan identifying their care delivery and access to out of cell activities. Access to out of cell activities will be recorded on the unit and reviewed in conjunction with healthcare on a weekly basis to ensure needs are being consistently met.</p>	Governor	January 2022
7.12	<p>Recommendation (4.64): Prison officers should receive mental health and substance misuse awareness training, to enable them to recognise behaviour requiring referral for assessment. (To the governor)</p>	Agreed	<p>Mental Health and Substance Misuse awareness training has been prioritised and will be delivered to staff as per the establishment training plan. This will include face to face training and e-learning. HMYOI Brinsford will train 50% of prison officers by March 2022, with a rolling two month training programme available to train the remaining staff.</p>	Governor	March 2022



Recommendations	
Agreed	13
Partly Agreed	2
Not Agreed	0
Total	15

