



HM Prison &
Probation Service

Action Plan: HMP Featherstone

Action Plan Submitted: 21 September 2022

A Response to the HMIP Inspection: 9 and 16–20 May 2022

Report Published: 31 August 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 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 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: HMP FEATHERSTONE

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	The older house units (1 to 4) were in a very poor condition and needed significant renovation or replacement.	<p>An Estates Investment Proposal to refurbish House Blocks 1 to 5 is currently on hold due to limited funding availability. Funding will be considered when creation of the next programme of works commences in October 2022.</p> <p>MoJ Property Services have carried out Priority Prison Investment-funded works within House Blocks 1 to 4 and delivered significant refurbishment in House Block 5, including flooring and shower upgrades. Planned and reactive maintenance has continued within the House Blocks throughout the site to further support the buildings' fabric and systems to ensure decency can be maintained and improved. This has included supporting the use of the Clean, Rehabilitative, Enabling and Decent (CRED) program to deliver painting programs.</p>	<p>Intelligent Client Function /MoJ Projects</p> <p>MoJ Property Services</p>	<p>October 2022</p> <p>Completed</p>
2	Despite a high level of need, no seriously mentally unwell prisoners had been transferred to the regional inpatient unit at HMP Birmingham. This left leader trying to manage very disturbing behaviour, which often involved the use of the segregation unit, which was a far from therapeutic environment.	<p>The agreement regarding transfer of prisoners with health needs to HMP Birmingham is not a HMPPS agreement but a commissioned service through NHS England.</p> <p>NHSE West Midlands Health and Justice (H&J) Commissioners will continue to meet quarterly with the 24/7 Regional Resource Management Team to review demand versus capacity. There is an escalation procedure identified in the Standard Operating Procedure should there be concerns about the clinical decision to transfer/not transfer a patient to a 24/7 healthcare bed, and to raise concerns about delays in access. NHSE West Midlands H&J Commissioners will ensure this is communicated clearly to referring Healthcare Providers healthcare staff and review the effectiveness of this at quarterly meetings.</p>	NHSE West Midlands H&J Commissioners	September 2022
3	Senior leaders did not have an effective strategy for improving prisoners' skill levels in English and mathematics.	Since the inspection HMP Featherstone have introduced maths within the workshops. This is being completed through blended learning (within the	Governor	September 2022



		<p>workplace) covering entry level 1, 2 & 3. This provision will be expanded to include English.</p> <p>HMP Featherstone have also introduced an assessment for all prisoner inductions to evaluate their Maths and English levels. This is placed onto a sequencing document and prisoners are encouraged to join the relevant Maths and English courses to follow their chosen routeway ready for progression.</p> <p>HMP Featherstone will complete a needs analysis, to evaluate the skills level of the population by the end of November 2022 in order to enable a review of the Annual Delivery Plan (ADP). As part of the review, the English and Maths curriculum will be reviewed to increase delivery in line with the levels of need identified for the population in the needs analysis. Progress will be monitored through monthly meetings with the education provider.</p>	Governor	Completed
			Governor	May 2023
4	Arrangements to protect the public from serious harm were poor and senior leaders did not have oversight of the potential risks.	<p>A review of all Public Protection procedures against HMPPS policy and local training, including pin and mail monitoring has been completed. An action plan is in place to address the findings and ensure processes are compliant with the Public Protection Manual and Investigatory Powers Commissioner's Office (IPCO) compliant. The action plan is reviewed at the bi-monthly performance meeting.</p> <p>The backlog of PIN phone monitoring will be reduced and arrangements for monitoring to be completed in an appropriate timescale will be introduced.</p> <p>Additional local training for Public Protection Administrator and the Hub Manager will be completed.</p> <p>Visor access and training will be arranged for colleagues within the OMU department to improve information sharing about risk-based information for prisoners.</p> <p>A review of Inter-departmental Risk Management Meeting (IRMM) will be completed, and the level of compliance will be monitored through the monthly Strategic Offender Management in Custody Board.</p>	Governor	Completed
			Governor	March 2023
			Governor	March 2023
			Governor	March 2023
			Governor	September 2022



		<p>A weekly risk management meeting will be implemented to review the child protection risk levels and procedures needed to safeguard children for prisoners who have newly arrived at the prison.</p> <p>The Head of Offender Management Delivery and Head of Offender Management Services will develop an assurance framework to monitor the completion and quality of public protection processes. Once these are developed, quality assurance findings will be reported to the bi-monthly performance meeting.</p> <p>Multi-Agency Public Protection Arrangements (MAPPA) management levels will be requested 6 months prior to release with an escalation process in place at 7 and 6 weeks prior to release.</p>	Governor	September 2022
			Governor	November 2022
			Governor	September 2022
5	<p>There were too few opportunities for prisoners to demonstrate progression or complete their sentence plan targets and some fundamental offender management processes had broken down.</p>	<p>A needs analysis will be completed to identify the sentence planning needs of the population. The results will help inform the development of the regime to deliver purposeful activities and interventions that meet prisoners needs. Progress will be monitored at the Strategic Offender Management in Custody Board.</p> <p>The Prison Offender Manager (POM) structure has been reviewed and the operational POMS have been realigned to non-operational POMS to prevent them from being diverted to other work. This will provide consistency and resilience in the role. Recruitment has commenced and a training plan will be implemented for new colleagues to build competency. Training will focus on the role of POMS including the setting of sentence planning targets and the support they provide to prisoners to progress against their sentence plan, including frequency and focus of contact time with prisoners on their caseload</p> <p>The establishment will implement a bi-monthly Strategic Offender Management in Custody board which will monitor the implementation of activity to bring the operation of OMIC at the prison to national standards.</p>	Governor	March 2023
			Governor	September 2023
			Governor	September 2022



	Key concerns			
6	Oversight of and accountability for the use of force against prisoners was lacking. Despite a high rate of force being used, almost 80% of recent incidents had not been recorded by staff on body-worn video cameras.	<p>The use of Body Worn Video Cameras has been promoted at a full staff briefing and this will be repeated at quarterly intervals. Additionally, the Residential function will promote the use of BWVCs as part of weekly briefings.</p> <p>For incidents where it is appropriate to utilise Body Worn Video Cameras, the Safer Custody department will monitor the usage and provide an assurance report of compliance to the Governor on a weekly basis. Where colleagues have not used Body Worn Video Cameras appropriately, individuals will be met with and advised on policy requirement. In cases of repeated non-use of the cameras by individuals, learning will be shared with the colleague and Line Manager to improve performance.</p> <p>The Head of Safety and Use of Force Instructor team will review 75% of all Body Worn Video footage and provide feedback to the Use of Force committee meeting to identify compliance, themes and learning.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>October 2022</p> <p>October 2022</p> <p>December 2022</p>
7	Some of the very basic aspects of prison life were poorly managed. Prisoners' access to their personal property was fraught with difficulties. The applications system and the management of complaints were very weak. Prisoners reported a variety of problems with the quality and quantity of food, and that the range of products available from the prison shop was limited.	<p>A full review will be completed of the property processes to ensure that these are in line with the newly released Property Framework (5/9/22). This will focus on the management of property received at the Prison from the gate through to the issuing to the prisoner. An audit trail will be built in and assurance will be provided to the Deputy Governor in relation to timeliness of property applications being addressed and complaint levels relating to unresolved property issues.</p> <p>As an interim measure, a review of the property access process for new receptions was completed in June 2022. As a result of this, improvements to this process have been implemented, which includes an assessment of every new prisoner's property needs and arrangements made for items to be sent to the prison.</p>	<p>Governor</p> <p>Governor</p>	<p>31 March 2023</p> <p>Completed</p>



		<p>HMP Featherstone will work with the Evidence Based Practice Team to pilot a procedurally just (PJ) approach to complaint resolution. This will include training for staff and colleagues who respond to complaints as well as coaching during the pilot to ensure responses to complaints address the issue in hand and provide a response that resolves the issue. At the conclusion of the pilot, HMP Featherstone will seek feedback from prisoners to ensure they have confidence in the complaints system process.</p>	Governor	January 2023
		<p>The Head of Business Assurance will complete a 10% quality assurance (QA) on responses to complaints and applications per month. The QA will check that the quality of responses, including the procedural justice elements and that the complaint has been resolved, as well as timeliness of response. Feedback will be provided to the senior leadership team monthly.</p>	Governor	January 2023
		<p>The application process has been reviewed, and a tracker for each application is now monitored through the residential function. The tracker records the applications and timeliness of replies to the applications. This is reviewed on a weekly basis by the head of residence and a report shared with all functional heads and the Governor.</p>	Governor	Completed
		<p>Quarterly meetings are scheduled to review the prison canteen product list chaired by the Heads of Residence with representatives from Prison Council, Community Information Lead, Security and Business Hub Manager.</p>	Governor	November 2022
		<p>The catering budget has been increased locally by 2%. The catering manager has introduced a monthly food meeting with representees from all wings. Minutes are recorded, and actions then published. Additionally, every wing is visited by a member of the catering team at the point of service on a weekly basis. The catering team complete weekly assurance checks at the point of service, receiving feedback from prisoners collecting their meals.</p>	Governor	Completed
		<p>A catering survey is scheduled for September this includes a survey being issued to all prisoners. Results of the survey will be discussed and considered when planning the next seasonal menu. This process will be repeated twice per year.</p>	Governor	October 2022



8	<p>Oversight of the management of medicines was limited, with no onsite pharmacist to provide regular supervision.</p>	<p>Practice Plus Group (PPG) have a regional Pharmacist who attends HMP Featherstone to support the pharmacy team once a week. The Model of pharmacy team will be reviewed by the PPG. Senior pharmacy technician vacancies are prioritised by the recruitment team.</p> <p>NHSE West Midlands H&J Commissioners will schedule a Clinical Quality Visit to HMP Featherstone to review the management of medicines.</p> <p>NHSE West Midlands H&J Commissioners have scheduled a Medicines Management Clinical Quality Review Meeting to ascertain challenges, risks, and opportunities to address medicines management concerns.</p> <p>NHS England commissioners and the regional practice plus team, including the Head of Health have compiled a localised action plan to address the challenges and risks derived from the medicines management practices at HMP Featherstone. The action plan is reviewed weekly by the regional and national practice plus teams and will be shared at the Local Delivery board meetings.</p>	<p>Head of Healthcare Practice plus group</p> <p>NHSE West Midlands H&J Commissioners</p> <p>NHSE West Midlands H&J Commissioners</p> <p>NHSE West Midlands H&J Commissioners</p>	<p>March 2023</p> <p>March 2023</p> <p>Completed</p> <p>May 2023</p>
9	<p>There was insufficient support for prisoners who did not have English as their first language.</p>	<p>HMP Featherstone will complete a needs analysis to ascertain the ESOL resources required. The curriculum will be adapted to meet the needs of the ESOL population. Progress will be monitored through monthly meetings with the Education provider.</p> <p>Meetings are convened monthly for Foreign National prisoners by a dedicated officer. The focus of these meetings will be reviewed to provide practical support to this group of prisoners based at the prison. Additionally, HMP Featherstone will review the Foreign National Strategy and ensure documents which prisoners require access to, such as Discrimination Incident Reporting Forms (DIRFs), applications etc. are translated into the main languages in use at the prison. The telephone interpretation service will be promoted to staff by the display of posters. Assurance of forums, support activity and disparity information will be provided by the foreign national strand lead to the Governor at the bi-monthly Equality, Diversity and Inclusion meeting.</p>	<p>Governor</p> <p>Governor</p>	<p>May 2023</p> <p>November 2023</p>



10	<p>The curriculum did not meet the needs of specific groups of prisoners. Prisoners waiting to go to an open prison or wanting to study at higher levels or become self-employed could not access learning or work activities that met their needs.</p>	<p>HMP Featherstone will complete a needs analysis to evaluate the skills level of the population in 2022-23 to enable a review of the Annual Delivery Plan (ADP). Data will be used to inform any adaptations to the curriculum to meet the needs of the population. Progress will be monitored through monthly meetings with the education provider.</p>	Governor	March 2023
11	<p>Staff shortages meant that the curriculum delivered was too narrow. There were vacancies or staff absences in teaching information and communications technology (ICT), painting and decorating, bricklaying, warehousing and automotive technologies.</p>	<p>HMP Featherstone will continue to monitor the performance of the education provider, NOVUS, through the monthly Education Performance Meeting (EPM) chaired by the Governor. HMP Featherstone will work with the commissioners, and contractual performance management procedures will be initiated where appropriate.</p>	Governor	June 2023

