



Report on an independent review of progress at

HMYOI Feltham A

by HM Chief Inspector of Prisons

10–19 October 2022



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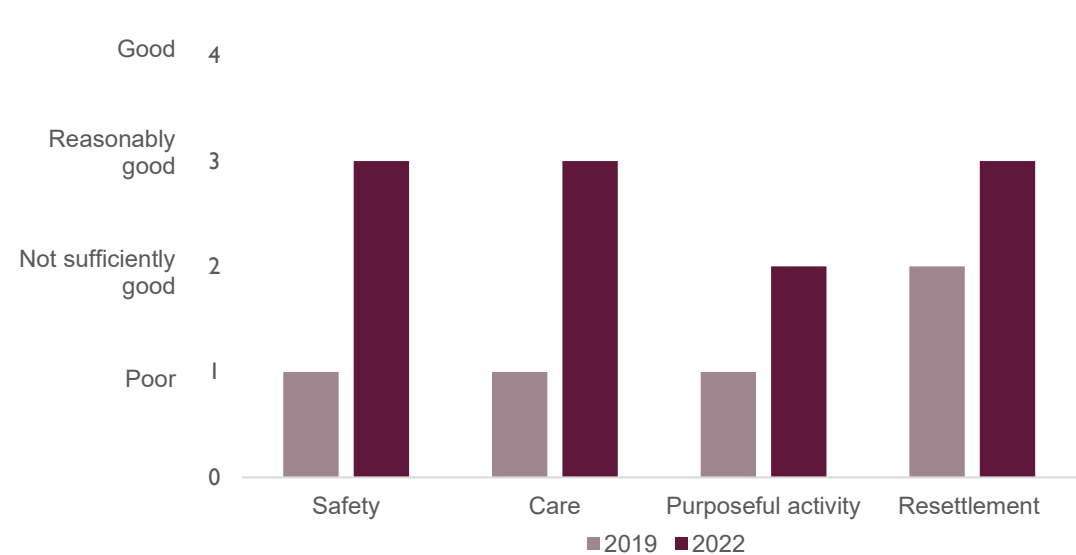
Section 1 Chief Inspector’s summary

- 1.1

HMP/YOI Feltham A, in West London, holds children aged 15 to 18. It is jointly managed with an adjacent establishment, Feltham B, which holds young adults. The operational capacity at the time of the inspection was 92 children, but the population was just 62 at the time of our visit. Our previous inspection found significantly improved outcomes for children, which were now reasonably good in three out of four of our healthy prison tests. While outcomes had also improved in the area of purposeful activity, they were still not sufficiently good.
- 1.2

At our previous inspections of HMP/YOI Feltham A in 2019 and 2022 we made the following judgements about outcomes for prisoners.

Figure 1: HMP/YOI Feltham A healthy prison outcomes in 2019 and 2022



- 1.3

At this independent review of progress (IRP) we found leaders (see Glossary) had made reasonable or better progress against eight of the nine recommendations made at the previous inspection, including all five recommendations in purposeful activity.
- 1.4

Since the inspection, a new governor had been appointed. The transition had been managed well by the Youth Custody Service (YCS) and progress had continued at the establishment. The governor and her team had started to address our recommendations at the earliest opportunity, placing leaders in a good position to demonstrate improvements at the time of this IRP.
- 1.5

New managers had overseen improvements in equality and made sure systems for redress operated effectively. In addition, resettlement planning was better organised and prison staff were now encouraging and challenging community partners with greater consistency to provide children with education or training placements when they were released.

- 1.6 Leaders had focused on improving access to purposeful activity. In the weeks before our visit, a new core day had been introduced providing more time in education, as well as improving access to vocational training. On average, children's time out of cell (see Glossary) had increased by an hour during the week and had more than doubled at the weekend. Children now spent about six hours out of their cells at the weekend compared to just 2.5 hours previously. The education provider had started to challenge poor teaching, and standards were starting to improve.
- 1.7 Improvements in education were being made in the face of continuing uncertainty regarding a new education contract. This national procurement was delayed, which meant local managers had too little time to introduce the new provision. The contract began in September 2022, so it was disappointing to find that the details for key elements of the provision had still not been worked out, which meant they would not be delivered until March or April 2023.
- 1.8 This is the third positive report in succession about Feltham A. The governor and her team have worked well to consolidate previous improvements and build on them. This leaves the establishment well placed to address the challenges that remain.

Charlie Taylor

HM Chief Inspector of Prisons

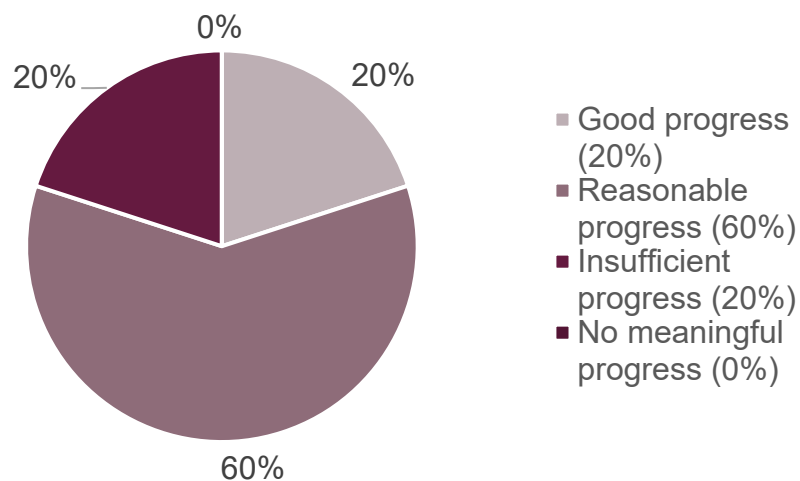
October 2022

Section 2 Key findings

- 2.1 At this independent review of progress (IRP) visit, we followed up five recommendations from our most recent inspection in March 2022 and Ofsted followed up four themes based on their latest inspection or progress monitoring visit to the prison, whichever was most recent.
- 2.2 HMI Prisons judged that there was good progress in one recommendation, reasonable progress in three recommendations and insufficient progress in one recommendation.

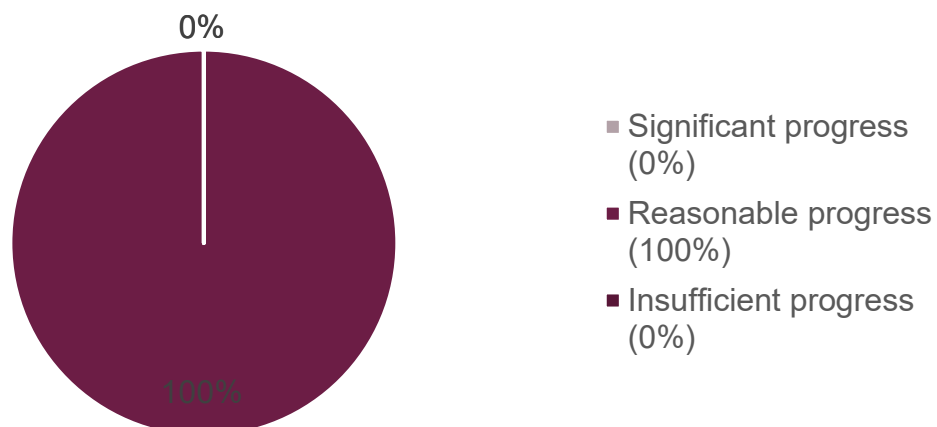
Figure 2: Progress on HMI Prisons recommendations from March 2022 inspection (n=5)

This pie chart excludes any recommendations that were followed up as part of a theme within Ofsted's concurrent prison monitoring visit.



- 2.3 Ofsted judged that there was significant progress in none of the themes, reasonable progress in four themes and insufficient progress in no themes.

Figure 3: Progress on Ofsted themes from March 2022 inspection/progress monitoring visit (n=4).



Notable positive practice

- 2.4 We define notable positive practice as innovative work or practice that leads to particularly good outcomes from which other establishments may be able to learn. Inspectors look for evidence of good outcomes for prisoners; original, creative or particularly effective approaches to problem-solving or achieving the desired goal; and how other establishments could learn from or replicate the practice.
- 2.5 Inspectors found no examples of notable positive practice during this IRP.

Section 3 Progress against the key concerns and recommendations and Ofsted themes

The following provides a brief description of our findings in relation to each recommendation followed up from the full inspection in 2022. The reference numbers at the end of each recommendation refer to the paragraph location in the full inspection report.

Safeguarding

Concern: Important safety procedures such as the protocol for entering a cell in an emergency overnight and calling an ambulance were not known by some staff who only worked nights. A cell door was left unsecured and was set up with a television and chair. This had occurred before the handover to night staff who did not have ready access to a cell key.

Recommendation: Staff should adhere to policies which make sure that children are properly safeguarded during the night. (1.41.)

- 3.1 Since our previous inspection, leaders (see Glossary) had briefed staff on emergency procedures during the night and issued them with quick reference pocket guides. The practice of leaving unoccupied cells open overnight for staff use had stopped.
- 3.2 Night staff reports had been amended to make sure staff recorded whether they had proper equipment, for example a radio or fish knife keys (used against ligatures). They also highlighted the fact that staff could enter a cell in an emergency. However, the new report arrangements were only introduced and implemented during our visit and half of those we observed were incomplete.
- 3.3 At the previous inspection we found that ambulances were not always called when a medical emergency code was used ('Code Red' should be used for severe loss of blood or burns and 'Code Blue' for breathing difficulties or collapses). Since this time leaders had briefed control room staff to make sure ambulances were called when an emergency code was used. Managers had also met with London Ambulance Service (LAS) staff to make sure the prison could provide LAS call handlers with the information they needed to triage a call. There were some examples of good practice, but during our visit, we observed an emergency code being called, which did not result in a request for ambulance being made.
- 3.4 We considered that the prison had made insufficient progress in this area.

Equality, diversity and faith

Concern: Equality work was underdeveloped. In particular, data were not used effectively to identify and address any unequal treatment.

Recommendation: Leaders and managers should monitor data in order to identify and address any unequal treatment. (1.42.)

- 3.5 Leaders and managers had developed a tool to that enabled the collection of data specific to Feltham A. Individual managers could now identify if minority groups suffered any unequal treatment in their areas of responsibility. Equality and diversity outcomes were now discussed in strategic meetings across the establishment and areas of concern were escalated to a diversity and inclusion monthly meeting (DIMM) for investigation. Recent DIMM minutes included discussions about possible unequal outcomes on the basis of race and age and a focus on what could be done to address them.
- 3.6 Feltham A and Feltham B now had separate DIMMs, but collaboration between the two meant that, for example, planning for diversity and inclusion events applied to both. Similarly, a diversity and inclusion policy covering the two sites was being drafted. Attendance at the Feltham A meeting, which was chaired by either the governor or deputy governor, was improving.
- 3.7 We considered that the prison had made reasonable progress in this area.

Redress

Concern: Children lacked confidence in prison procedures to redress perceived injustice. Discrimination incident report forms and complaints were not thoroughly investigated and responses were inadequate and often late. Quality assurance of DIRFs and complaints did not improve outcomes.

Recommendation: Complaints and DIRFs should be thoroughly investigated and children should be routinely interviewed as part of the investigation. (1.43.)

- 3.8 There had been 128 complaints and 25 discrimination incident report forms (DIRFs) submitted by children since the inspection. Almost all had been answered within prescribed timescales and just one appeal had been made (against a complaint).
- 3.9 Quality assurance processes were now sound, all DIRFs were reviewed by the deputy governor and the diversity and inclusion adviser, and the Zahid Mubarek Trust provided an additional level of scrutiny. Senior managers quality assured responses to complaints before they were passed on to complainants. Children who submitted

DIRFs and complaints were now involved during the investigation and were told the outcome in person.

- 3.10 Complaints mainly focused on staff and issues with property. There had been 27 complaints against staff, 11 of which were either upheld or partially upheld. Race and age-related issues were the most prevalent reasons for DIRF submissions.
- 3.11 We considered that the prison had made good progress in this area.

Time out of cell

Concern: Children did not spend enough time out of their cell and plans to increase it could not be realised with the current staffing shortfalls.

Recommendation: Children should have 10 hours a day out of their cell. (1.44.)

- 3.12 A recently introduced regime allowed children to be unlocked for an average of about 6.5 hours per day, an increase of an hour since the inspection. The regime had the capacity to provide up to eight hours out of cell, as experienced by children on the enhanced unit, whilst others with access to the full range of activities available could expect more than seven hours unlocked every day. The weekend regime had been substantially improved children could now access about six hours out of their cells, compared with 2.5 previously.
- 3.13 Despite there being enough staff in post there was a high number of staff who could not be deployed for a variety of reasons including sickness, training or temporary promotion. This meant that evening activities for children were sometimes cancelled. A plan was in place to develop the regime further to increase the number of activities, such as in the evenings and at weekends, and to move away from the restrictive split communities, where children were unlocked in separate groups to prevent conflict, prevalent in most units. However, this depended on reducing the number of non-deployable staff and the positive recruitment forecasts being realised.
- 3.14 We considered that the prison had made reasonable progress in this area.



This part of the report is written by Ofsted inspectors. Ofsted's thematic approach reflects the monitoring visit methodology used for further education and skills providers. The themes set out the main areas for improvement in the prison's previous inspection report or progress monitoring visit letter.

Theme 1: What progress had leaders and managers made in identifying the weaknesses in teaching and assessment practices?

- 3.15 In the last seven months, since the previous inspection, leaders and managers had started to implement a more rigorous approach to identifying weaknesses in teaching and assessments and had higher expectations of the staff.
- 3.16 Leaders and managers frequently visited classrooms and tailored continuing professional development, which helped individual staff to improve. Some staff had left the provider as they did not meet the standards expected of them, and plans were in place to help those who had not met the provider's expectations.
- 3.17 Tutors did not consistently give effective feedback on children's work. In a minority of instances, tutors gave overly positive feedback and did not identify any areas for improvement. For example, errors in spelling were not routinely identified and corrected. Consequently, children repeatedly made the same mistakes.
- 3.18 All children had a personal learning plan that related to the course they were studying. It identified the skills they needed to develop. However, in a minority of instances, the targets were not specific enough and no guidance was provided on how they were to be achieved. Leaders and managers had put in place more rigorous monitoring of targets, but this was still in its infancy and there were still inconsistencies in its practice.
- 3.19 Staff had recently received training on how to support children with very complex social, emotional and behavioural needs better. For example, by using a trauma-informed approach, staff were able to help children better understand the issues that had led them to being in custody. However, this approach had only been implemented recently and time was needed for it to be developed more fully to demonstrate its impact.
- 3.20 A vast majority of children were motivated and keen to learn. They valued the opportunity to gain qualifications, particularly in English and mathematics and a range of vocational courses, such as barbering, catering and painting and decorating.



Barbering workshop

- 3.21 Ofsted considered that the prison had made reasonable progress against this theme.

Theme 2: What progress had leaders and managers made to ensure that children were timetabled to spend more time in education and that more children were able to access vocational training?

- 3.22 Leaders and managers in education had worked effectively with the prison to revise the education core day. A joint commitment by leaders and managers in education and the prison to completely revise the children's day now ensured that children had greater access to education.
- 3.23 Leaders and managers had, since the previous inspection, steadily increased the number of hours children had in education. Now children had access to full-time education, which included English, mathematics, information technology and vocational training.
- 3.24 Leaders and managers had increased the number of vocational options available to children. They had introduced qualifications in sports and horticulture, and courses that supported their personal development, such as the Duke of Edinburgh award. This contributed to more children having access to a greater range of vocational training.
- 3.25 Children now had access typically to 20 hours of education per week. All children were allocated to education except for a small number who were participating in alternative wing-based education due to their behaviour or because they were in the induction unit.

- 3.26 At the time of the monitoring visit, the new timetable had only been in operation for just over one week. Prison staff were still getting used to the new times. This resulted in children sometimes arriving late for afternoon classes because of the time taken to accompany them from their cells.
- 3.27 Ofsted considered that the prison had made reasonable progress against this theme.

Theme 3: What progress had leaders and managers made to ensure that improvements were made to the technical resources available in education?

- 3.28 Leaders and managers at the Shaw Trust, the prison education framework provider, had worked effectively with the Ministry of Justice to coordinate and renew all elements of information technology (IT) infrastructure across education. However, at the time of the monitoring visit, the remainder of the equipment had not yet arrived.
- 3.29 Leaders and managers had taken steps to review the information communications technology curriculum and train staff. Tutors had received training in areas, such as the use of interactive boards. This had been well received by staff who felt enthused about the possibilities. The recently appointed IT tutor had introduced GCSE IT, which provided a more challenging curriculum for the children.
- 3.30 Leaders and managers had well thought out plans in place to make sure that children could access the virtual campus (prisoner access to community education, training and employment opportunities via the internet) from the laptops they had in their rooms. However, at the time of the monitoring visit, this was still in the planning stage.
- 3.31 Children had access to a good range of technical resources, which supported their vocational learning. Workshops such as barbering and painting and decorating were well-maintained and had all the equipment needed for the courses. In catering, children benefited from access to equipment that they would have found in a commercial kitchen. The new horticulture workshop had been well equipped with a wide range of hand and power tools, ready for the children to use in the immediate future.
- 3.32 Ofsted considered that the prison had made reasonable progress against this theme.

Theme 4: What progress had leaders and managers made to ensure that children received impartial careers advice and guidance during their custody at the prison?

- 3.33 Staff put children at ease during the education induction and information advice and guidance (IAG) sessions. Staff and children

identified realistic targets, all of which were achievable by the children during their time at Feltham.

- 3.34 Operational issues, such as competing demands for rooms and the deployment of prison officers, too often led to scheduled induction sessions being cancelled. This created frustration on the part of children and staff, and undermined the induction process.
- 3.35 Leaders and managers' reviews of the IAG action plans identified that they were too variable in quality. In the better examples, action from previous meetings was followed up, and practical issues linked to accommodation on release and prospective employment or training were evident. This was not always the case.
- 3.36 Leaders and managers had reviewed and reintroduced release on temporary licence (ROTL) arrangements following COVID-19 restrictions. Only a very few children were eligible for ROTL, but the engagement team represented children's educational position well to inform the ROTL panel.
- 3.37 Employer engagement at Feltham was too limited. Leaders and managers had started to draw on the Shaw Trust's resources and employer networks. Staff continued their partnership with the Hackney Music Trust, which developed children's creativity and linked them with the music industry. However, currently, there was no strategy in place that supported employer engagement to benefit children's access and development to employment related skills and experiences.
- 3.38 Ofsted considered that the prison had made reasonable progress against this theme.

Reintegration planning

Concern: Too many children were leaving custody with no confirmed education or training placement.

Recommendation: Leaders should implement robust systems to make sure that children are supported in securing recognised educational and training placements when transitioning from custody to the community. (1.49.)

- 3.39 Nineteen children had been released from custodial sentences in the six months before this visit. Forty-seven per cent of them had a confirmed education or training placement, which was an improvement on the 19% reported at the inspection. While this demonstrated that some progress had been made, leaders were working towards further improvements.
- 3.40 Action to improve outcomes had included leaders continuing to build links with heads of services in the areas where children were released, which helped when cases needed to be escalated. Leaders had started to monitor the reasons why education or training had not been

arranged to establish any patterns or trends, which they could raise with individual heads of services or nationally. Since April 2022, the most common reasons for education and training not being arranged were accommodation being identified with too little time until release to confirm education placements and the child having complex needs.

- 3.41 The Feltham A resettlement and aftercare meeting discussed children who were approaching release and reviewed the arrangements being made for them in the community. It was positive that an increasing number of youth offending team practitioners were joining the meeting virtually to talk about the plans being made for their children and any issues they were dealing with when trying to find suitable placements for them. Where possible, release on temporary licence and virtual interviews for potential placements were being considered.
- 3.42 We considered that the prison had made reasonable progress in this area.

Section 4 Summary of judgements

A list of the HMI Prisons recommendations and Ofsted themes followed up at this visit and the judgements made.

HMI Prisons recommendations

Staff should adhere to policies which make sure that children are properly safeguarded during the night.

Insufficient progress

Leaders and managers should monitor data in order to identify and address any unequal treatment.

Reasonable progress

Complaints and DIRFs should be thoroughly investigated and children should be routinely interviewed as part of the investigation.

Good progress

Children should have 10 hours a day out of their cell.

Reasonable progress

Leaders should implement robust systems to make sure that children are supported in securing recognised educational and training placements when transitioning from custody to the community.

Reasonable progress

Ofsted themes

What progress had leaders and managers made in identifying the weaknesses in teaching and assessment practices?

Reasonable progress

What progress had leaders and managers made to ensure that children were timetabled to spend more time in education and that more children were able to access vocational training?

Reasonable progress

What progress had leaders and managers made to ensure that improvements were made to the technical resources available in education?

Reasonable progress

What progress had leaders and managers made to ensure that children received impartial careers advice and guidance during their custody at the prison?

Reasonable progress

Appendix I About this report

Her Majesty's Inspectorate of Prisons (HMI Prisons) is an independent, statutory organisation which reports on the treatment and conditions of those detained in prisons, young offender institutions, secure training centres, immigration detention facilities, police and court custody and military detention.

All visits carried out by HM Inspectorate of Prisons contribute to the UK's response to its international obligations under the Optional Protocol to the UN Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT). OPCAT requires that all places of detention are visited regularly by independent bodies – known as the National Preventive Mechanism (NPM) – which monitor the treatment of and conditions for detainees. HM Inspectorate of Prisons is one of several bodies making up the NPM in the UK.

Independent reviews of progress (IRPs) are designed to improve accountability to ministers about the progress prisons make towards achieving HM Inspectorate of Prisons' recommendations in between inspections. IRPs take place at the discretion of the Chief Inspector when a full inspection suggests the prison would benefit from additional scrutiny and focus on a limited number of the recommendations made at the inspection. IRPs do not therefore result in assessments against our healthy prison tests. HM Inspectorate of Prisons' healthy prison tests are safety, respect, purposeful activity and rehabilitation and release planning. For more information see our website: <https://www.justiceinspectorates.gov.uk/hmiprisons/our-expectations/>

The aims of IRPs are to:

- assess progress against selected key recommendations
- support improvement
- identify any emerging difficulties or lack of progress at an early stage
- assess the sufficiency of the leadership and management response to our main concerns at the full inspection.

This report contains a summary from the Chief Inspector and a brief record of our findings in relation to each recommendation we have followed up. The reader may find it helpful to refer to the report of the full inspection, carried out in February/March 2022 for further detail on the original findings (available on our website at <https://www.justiceinspectorates.gov.uk/hmiprisons/>).

IRP methodology

IRPs are announced at least three months in advance and take place eight to 12 months after a full inspection. When we announce an IRP, we identify which recommendations we intend to follow up (usually no more than 15). Depending on the recommendations to be followed up, IRP visits may be conducted jointly with Ofsted (England), Estyn (Wales), the Care Quality Commission (see Glossary) and the General Pharmaceutical Council. This joint work ensures expert knowledge is deployed and avoids multiple inspection visits.

During our three-day visit, we collect a range of evidence about the progress in implementing each selected recommendation. Sources of evidence include observation, discussions with prisoners, staff and relevant third parties, documentation and data.

Each recommendation followed up by HMI Prisons during an IRP is given one of four progress judgements:

No meaningful progress

Managers had not yet formulated, resourced or begun to implement a realistic improvement plan for this recommendation.

Insufficient progress

Managers had begun to implement a realistic improvement strategy for this recommendation but the actions taken since our inspection had not yet resulted in sufficient evidence of progress (for example, better and embedded systems and processes).

Reasonable progress

Managers were implementing a realistic improvement strategy for this recommendation and there was evidence of progress (for example, better and embedded systems and processes) and/or early evidence of some improving outcomes for prisoners.

Good progress

Managers had implemented a realistic improvement strategy for this recommendation and had delivered a clear improvement in outcomes for prisoners.

When Ofsted attends an IRP its methodology replicates the monitoring visits conducted in further education and skills provision. Each theme followed up by Ofsted is given one of three progress judgements.

Insufficient progress

Progress has been either slow or insubstantial or both, and the demonstrable impact on learners has been negligible.

Reasonable progress

Action taken by the provider is already having a beneficial impact on learners and improvements are sustainable and are based on the provider's thorough quality assurance procedures.

Significant progress

Progress has been rapid and is already having considerable beneficial impact on learners.

Ofsted's approach to undertaking monitoring visits and the inspection methodology involved are set out in the *Further education and skills inspection handbook*, available at <https://www.gov.uk/government/publications/education-inspection-framework>.

Inspection team

This independent review of progress was carried out by:

Martin Lomas	Deputy Chief Inspector
Angus Jones	Team leader
Angela Johnson	Inspector
Paul Rowlands	Inspector
Esra Sari	Inspector
Helen Downham	Researcher
Emma King	Researcher
Joe Simmonds	Researcher
Steve Lambert	Ofsted inspector

Appendix II Glossary

We try to make our reports as clear as possible, and this short glossary should help to explain some of the specialist terms you may find. If you need an explanation of any other terms, please see the longer glossary, available on our website at: <http://www.justiceinspectorates.gov.uk/hmiprisons/about-our-inspections/>

Care Quality Commission (CQC)

CQC is the independent regulator of health and adult social care in England. It monitors, inspects and regulates services to make sure they meet fundamental standards of quality and safety. For information on CQC's standards of care and the action it takes to improve services, please visit: <http://www.cqc.org.uk>

Leader

In this report the term 'leader' refers to anyone with leadership or management responsibility in the prison system. We will direct our narrative at the level of leadership which has the most capacity to influence a particular outcome.

Time out of cell

Time out of cell, in addition to formal 'purposeful activity', includes any time prisoners are out of their cells to associate or use communal facilities to take showers or make telephone calls.

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