



HM Prison &  
Probation Service

Action Plan: HMP/YOI Brinsford

Action Plan Submitted: 9 October 2023

A Response to the HMIP Inspection: 5–16 June 2023

Report Published: 11<sup>th</sup> September 2023



## INTRODUCTION

HM Inspectorate of Prisons (HMIP) and HM Inspectorate of Probation for England and Wales are independent inspectorates which provide scrutiny of the conditions for, and treatment of prisoners and offenders. They report their findings for prisons, Young Offender Institutions, and effectiveness of the work of probation, and youth offending services across England and Wales to Ministry of Justice (MoJ) and His Majesty's Prison and Probation Service (HMPPS). In response to the report HMPPS / MoJ are required to draft a robust and timely action plan to address the priority and key concerns. Action plans provide specific steps and actions to address the priority and key concerns, that are clear, outcome focussed, measurable, achievable, and relevant with the owner and timescale of each step clearly identified. Action plans are sent to HMIP and published on the GOV.UK website. Progress against the implementation and delivery of the action plans will also be monitored and reported on.



ACTION PLAN: HMCIP REPORT

ESTABLISHMENT: HMP/YOI BRINSFORD

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	<b>Priority concerns</b>			
1	<b>Leaders had not done enough to address the negative attitude of a significant minority of staff and some managers, which was hampering progress in many parts of the jail.</b>	<p>HMP/YOI Brinsford will introduce a 12-week performance management cycle which includes a weekly focus on each function to raise awareness of the priorities and everyone’s functional responsibilities across a range of topics. The 12-week rota ensures each functional head is responsible at some point across the schedule. This also includes weekly staff and prisoner forums which will be chaired by the Governor and/or Deputy Governor, centred around culture and attitude to explore negative attitudes and how to challenge where appropriate. Gate workshops will be held weekly aligned to the functional head responsible. Performance bilats and touchpoint conversations will be used to monitor the position, reinforce positive behaviour, and address any concerns.</p> <p>The Governors priorities on safety, activities and leadership will be reviewed and communicated to all staff through the delivery of monthly full staff briefings by either the Governor or Deputy Governor in her absence. Progress against the revised priorities will be shared and consistent messages regarding delivery and attitude reinforced.</p> <p>All managers will be issued with an expectations letter outlining acceptable behaviours and their responsibility to discuss these with their staff and document concerns during touchpoint conversations. A quarterly performance meeting, attended by HR and senior managers, will be introduced to ensure that all touchpoint conversations are taking place and that negative attitudes are being addressed appropriately. Reward and Recognition is to be aligned to the prison priorities with an emphasis placed on the demonstration of positive attitudes.</p> <p>Change Agents are to be introduced as part of wider rehabilitative culture work, to progress change against the establishment priorities and encourage</p>	Governor	<p>December 2023</p> <p>December 2023</p> <p>December 2023</p> <p>January 2024</p>



		<p>positive attitudes and behaviour in the workforce. Representing a cross section of the prison both in terms of grade and function, change agents will engage regularly with senior leaders to ensure consistent messages are being communicated and the priorities are being sufficiently progressed. Progress will be monitored through a monthly Rehabilitative Culture meeting and an action plan aligned to a Rehabilitative Culture strategy.</p> <p>Developing leaders across all grades will be addressed through the monthly SLT and monthly middle managers meeting focusing on understanding their role as leaders and expectations.</p> <p>The Custodial Managers profile and working practices will be reviewed to enhance visibility and provide assurance that they are accessible to their teams.</p>		<p>December 2023</p> <p>December 2023</p>
2	<b>Levels of violence were too high.</b>	<p>A new Violence Reduction Strategy which will underpin a Safety Strategy, will be implemented, ensuring measures are in place to both address and support victims of violence. As part of this strategy, HMP/YOI Brinsford will increase the number of conflict coaches (prisoners trained to manage conflict) on residential units. There will be sufficient conflict coaches on each residential area which will address the previous issues around movements.</p> <p>Challenge Support Intervention Plan (CSIP) champions will be trained across the residential function to improve the completion of violence investigations, CSIP referrals and support plans. HMP/YOI Brinsford will additionally request support from the regional safety team to upskill staff and managers in this area.</p> <p>HMP/YOI Brinsford will implement a quality assurance process to monitor a minimum of 20% of referrals, investigations and case management records to provide feedback and additional support to those required. If assurance shows specific concerns or risks in an area, the assurance can be increased up to 50%. HMP/YOI Brinsford will ensure all CSIP reviews are multi-disciplinary with engagement from partners where necessary. This will be supported by the regional safety team to share best practise.</p>	Governor	<p>December 2023</p> <p>October 2023</p> <p>December 2023</p>



		<p>Through stronger use of data analysis, HMP/YOI Brinsford will improve understanding of violence trends and reasoning. A debt self-assessment will also be completed to better understand the drivers for violence. Training will be offered to middle managers in the use of the performance hub and available data, to improve capability in this area.</p> <p>Keyworker sessions will be prioritised for those young adults involved in violence. This will ensure that alongside the use of CSIP, there are regular and structured conversations to address acts of violence.</p> <p>The Deputy Governor will quality assure 5% of all adjudications to ensure charges are dealt with appropriately. This will ensure that all cases are investigated fully before an outcome is reached.</p> <p>A cleanse of all non-association markers has commenced. Residential Managers will meet with all young adults who have these markers to discuss their issues and undertake mediation. New arrivals with non-association markers will be identified on induction and mediation arranged accordingly. As a part of the induction process, young adults will be educated on the consequences of being involved in violence; the impact this may have on their release planning and the process to raise concerns.</p> <p>Utilising the Activities, Basics, Cleanliness and Keyworker (ABCK) assurance model, HMP/YOI Brinsford will ensure reviews of those subject to basic level Incentives Policy Framework (IPF) are monitored, and behavioural targets are set. Any young adult who has been on basic level IFP for more than 7 days will be discussed at the SIM (Safety Interventions Meeting). This will be the responsibility of the Head of Residence. The Head of Early Days and Equality will be held accountable for ensuring behavioural expectations form part of the induction process.</p> <p>A quarterly weapons amnesty will be introduced to help reduce the number of weapons within the establishment that can be used in incidents of violence.</p>		<p>December 2023</p> <p>December 2023</p> <p>December 2023</p> <p>December 2023</p> <p>February 2024</p> <p>February 2024</p>
3	<b>Governance, oversight and practice of the use of force continued to be very poor.</b>	A dedicated Custodial Manager (as part of the safety team) will be given responsibility for (UOF) Use of Force governance, providing improved oversight for every UOF incident. This will involve the undertaking of assurance processes to ensure use of force debriefs are being undertaken;	Governor	November 2023



		<p>paperwork is being completed comprehensively and Investigations into every PAVA and baton use are conducted. This will then be reported back to the Deputy Governor to explore further. Where concerns are raised by prisoners through a UOF Debrief or complaint, BWVC footage and CCTV will be explored.</p> <p>All use of Pava and batons will be discussed at the weekly use of force meeting. This will provide additional assurance that full investigations have taken place; that use of force is proportionate and future learning is supported.</p> <p>The New Colleagues Mentor and the use of force instructors will coach all staff to ensure that they are confident and competent in the use of PPE such as the use of Body Worn Video Cameras (BWVCs). BWVC's are mandatory. HMP/YOI Brinsford will implement a QA process consisting of a weekly meeting to review the last 7 days of data for accuracy and the use of BWVC through the Incident Reporting System (IRS).</p> <p>The QA process will be monitored by the Safety Analyst through a triangulation process and effective monitoring of IRS. Middle managers will be held accountable through performance conversations for ineffective oversight of IRS when they are orderly officer. Where concerns are raised of the lack of BWVC footage during spontaneous UOF, a managerial inquiry or investigation will be commissioned. Any occasions where there has been an incident and BWVC not been used will be investigated and staff challenged by the Head of Safety.</p> <p>The utilising of Five-minute intervention (FMI) training will improve the confidence of the workforce in de-escalation. Feedback will be sought from staff members through quarterly focus groups and staff briefings. All BWVC footage will be saved to evidence occasions where de-escalation has mitigated the need for use of force, for learning purposes. Records will be kept for 3 months and discussed at the weekly use of force meeting.</p>		<p>December 2023</p> <p>December 2023</p> <p>March 2024</p> <p>Commencing December 2023</p>
4	<p><b>Leaders had not set a high enough standard for living conditions.</b> Communal areas had been neglected, and prisoners lived in austere conditions and struggled to get access to basic supplies. This was particularly</p>	<p>Targeted work has already taken place to improve conditions for prisoners at HMP/YOI Brinsford. Cell call systems and cell lighting throughout the older residential units has been improved, enhancing safety for prisoners and their ability to call for assistance and improved the quality of light available in their</p>	MoJ Property	Completed



	<p>unwelcoming for new arrivals who were met with messy and indecent cells.</p>	<p>cells. The refurbishment of the shower rooms on Residential Unit 1 (A and C wings) has also been completed.</p> <p>A Clean, Rehabilitative, Enabling and Decent (CRED) programme for painting and decorating has improved the physical environment. HMP/YOI Brinsford will continue use the CRED team throughout the establishment to ensure standards are maintained and cells are clean and decent.</p> <p>A bid has been submitted to refurbish the 15 shower rooms in the remaining three older residential units to further improve physical conditions for the prisoners. This will be considered for inclusion in the forward capital maintenance programme, recognising that demands for maintenance are much greater than the available funding. Further bids for improving living conditions for prisoners are currently being prepared in readiness for the autumn submission, including shower refurbishments in CSU, Reception and Healthcare, as well as refurbishment and reflooring in the worst affected residential communal areas.</p> <p>HMP/YOI Brinsford have completed a review the core day for all residential units to include a 1-hour domestics period to enable young adults more time out of cell and increase access to clean their cells. The cleaning cupboards have been relocated to allow for easier access at times when it is needed, such as the domestics periods.</p> <p>As part of the core day review, specific time will be included for staff to carry out their daily Accommodation Fabric Checks and decency tours of their unit. Alongside the ABCK assurance process, dip tests for residential senior officer will be weekly and monthly for residential custodial managers. In addition, the Head of Residence will conduct dip tests monthly. The number of cells being dip tested will depend on the risk and progress in standards of decency. Records will be kept of any cleanliness deficiencies, or any works requests submitted, and follow up actions taken. Reviews of this will take place on a quarterly basis and dip tests taken place on cell standards.</p> <p>A cell standards package will be delivered as part of the induction and guides will be implemented on all residential units. This will give guidance on how to carry out cleaning to an appropriate standard and what products should be used. HMP/YOI Brinsford will ensure young adults are upskilled in the ability to clean effectively and paint correctly by providing them all with the</p>	<p>MoJ Property</p> <p>MoJ Property</p> <p>Governor</p>	<p>Ongoing</p> <p>Completed</p> <p>December 2023</p> <p>February 2024</p>
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		<p>necessary training needed for their work. There will be an expectation for cleaning officers to sign-off areas that have been cleaned, in adherence to the cleaning schedules. Cell standards will be subject to a weekly dip test by the Duty Governor to ensure standards are acceptable and in adherence to the guide. This will ensure that cell allocations are both reviewed prior to arrival and suitable for occupancy.</p> <p>All induction orderlies and wing cleaners will be industrial cleaning trained. This will ensure that the cells are cleaned to an appropriate standard prior to being occupied.</p> <p>HMP/YOI Brinsford will carry out an establishment wide clean of all toilets using the prison industrial cleaning team.</p>		<p>February 2024</p> <p>February 2024</p>
5	<b>Leaders were not providing enough full-time activity spaces for prisoners, and too many were stuck in their cells with nothing to do.</b>	<p>A full review of workspaces (including full time workspaces) will be undertaken in order to optimise the number of activity places available.</p> <p>This will further be supported by an accommodation review to align activity allocation to legal status and sequencing. Young adults will be supported through an individualised sequencing programme aligned to their legal status of remand and resettlement, staff will understand their residential units and the legal status of the young adults and encourage participation in activity.</p> <p>Access to non-core activities will be aligned to domestic periods for part time workers. The accommodation review is underway to better utilise the space available to enhance full time activity for those in the resettlement window. Tier 2 activity is unpaid access to purposeful time out of cell.</p> <p>The new core day will increase time out of cell to 2 hours to enable young adults to access to domestics and time in the fresh air. This will be in the opposite period to their work schedule. This will be further underpinned by a review of the faith, gym and library provisions.</p> <p>Further Release on Temporary Licence (ROTL) opportunities are being explored for those in their resettlement period of sentence. This will be for</p>	Governor	<p>January 2024</p> <p>January 2024</p> <p>February 2024</p> <p>February 2024</p> <p>February 2024</p>





		<p>those who meet the ROTL criteria and are employed whilst in custody. HMP/YOI Brinsford will expand opportunities for prison orderlies and cleaners who will be risk assessed to have greater freedom around the prison without the need for staff to escort them. They are risk assessed assess young adults' and test compliance within the prison before expanding opportunities for ROTL. This will be balanced with supporting young adults transferring to the open prison estate.</p>		
6	<p><b>Prisoners' attendance rates at education, skills and work were too low, and had not improved over time.</b> Too few prisoners had positive attitudes towards education and work.</p>	<p>A permanent Head of Education, Skills and Work has been recruited of which an element of the role will be to increase participation in attendance. They will be responsible for the delivery of high-quality education, skills, and work provision, in line with prisoner need and aligned with Ofsted standards. The role will involve developing a coherent approach to all areas of Education, Skills, and Work, ensuring that sequencing of activities is purposeful and directed towards maximising prisoners' opportunities to access employment, education and training on release.</p> <p>Through the use of education mentors and incentivising attendance (through an additional gym session and wage increases), HMP/YOI Brinsford will encourage participation in education and the engagement in foundation level courses aligned to the sequencing model. HMP/YOI Brinsford will improve sequencing and ensure the relevant pathways are in place for all young adults from the time of induction.</p> <p>To support those unable to attend education in person, the education contract will be further held accountable for enabling opportunity to engage in in-cell education and outreach opportunities. The Head of Learning and Skills (HOLS) will be held accountable for targets and outcomes. These will be set by the Head of Education, Skills and Work (HoESW) through bi-lats and performance conversations. The HoESW will be held accountable by the Governor for improved outcomes.</p> <p>The Education Performance Meeting and Quality Improvement Group meetings will monitor the attendance and activity data and the steering group will meet weekly in an aim to achieve better attendance rates. The steering group will utilise data to understand rates of refusals and impact from cohorting allocations to enable access to domestics and exercise to give</p>	Governor	<p>February 2024</p> <p>February 2024</p> <p>February 2024</p> <p>December 2023</p>



		<p>assurance that those regularly not attending are met with and they understand the reason to provide greater access. Key workers will be utilised to support and encourage access to activities. Refusals to attend activities will be reported to the Governor at the morning meeting and wing managers will be tasked to ensure they are dealt with as per policy.</p> <p>Attendance data will be discussed at the daily morning meeting to ensure appropriate scrutiny. A deeper scrutiny of data will be available weekly at the morning performance meeting.</p> <p>The refusals policy will be reviewed to ensure those on remand understand the impact of not attending activities whilst ensuring we offer a bespoke programme of activities and access to Tier 2 activities. This will be embedded to ensure an individualised approach is taken to those who refuse to attend activities.</p> <p>All partner agencies will provide a monthly update to the partnership meeting regarding all work they have undertaken with any of the young adults and align it to their pathways.</p> <p>Prisoner movements will now be overseen by a Custodial Manager. This is aimed at ensuring all young adults arrive promptly at their place of work.</p>		<p>December 2023</p> <p>November 2023</p> <p>January 2024</p> <p>February 2024</p>
	<b>Key concerns</b>			
7	<b>Prisoners' experience during their early days required improvement.</b>	<p>Maverick Sounds (non-executive SLT member) are completing a review of the induction package and are completing a video to be included as part of the early days experience. Induction will be tailored to the young adult's previous custodial experience and time served, to ensure all receive what is required.</p> <p>Reception staff will offer telephone interpretation services to all non-English speaking young adults in order that they are able to understand the information booklet and instructions given upon arrival to HMP/YOI Brinsford. This will include how to sign post young adults to the foreign national hub.</p> <p>Peer support will be utilised on induction for all new receptions to showcase what support is available to young adults and enhance the induction experience, minimising the fears young adults face upon arrival into custody.</p>	Governor	<p>December 2023</p> <p>December 2023</p> <p>December 2023</p>



		A 'Bus to Bed' exercise is to be undertaken to identify how the environment from reception to accommodation is perceived by admissions. HMP/YOI Brinsford will decorate and furnish all holding rooms so that they are bright and welcoming enhancing the reception experience.		March 2024
8	<b>Patients lacked consistent access to clinical services, which meant they were not being assessed in a timely manner.</b>	<p>Practice Plus Group will continue to engage in partnership with HMPPS in terms of the core day regime, to ensure that patients are able to access their appointments in a timely manner. This will be discussed in the daily and weekly operational meetings.</p> <p>Daily issues are escalated by healthcare regarding attendance, refusals and non-access visits through monitoring and presentation of data at the daily and weekly operations meetings and will continue to be discussed with the functional head for healthcare. There will be further scrutiny and monitoring of data and this is now included in the reporting at the Local Delivery Board Meeting for the Governing Governor, highlighting barriers and enablement issues which have affected service delivery.</p> <p>Additional health champions will be employed to embed peer support utilising such roles to gain a better understanding in relation to non-attendance of appointments and/or medication administration.</p> <p>For patients with complex or multi-disciplinary health requirements, they will be included in the care planning process, ensuring that they and, where appropriate, their family, have input into their individualised care plan.</p>	<p>HMPPS/Practice Plus Group</p> <p>HMPPS/Practice Plus Group</p> <p>Practice Plus Group</p> <p>Practice Plus Group/HMPPS</p>	<p>Completed</p> <p>Completed</p> <p>November 2023</p> <p>October 2023</p>
9	<b>Patients did not receive their medication in line with national standards or in such a way that the optimum therapeutic effect was achieved.</b>	<p>Working in partnership with HMPPS the medication administration times will be reviewed in line with the introduction of the new core day.</p> <p>A review will be completed of all patients who are prescribed medication that has sedative effects and work in partnership with HMPPS in terms of the regime for administering such medication later in the core day.</p>	<p>Practice Plus Group/HMPPS</p> <p>Practice Plus Group/HMPPS</p>	<p>October 2023</p> <p>November 2023</p>



		Daily issues in relation to medication administration will be escalated by healthcare through daily and weekly operations meetings and will be discussed with the Functional head. There will be further scrutiny and monitoring of data and this will be included in the reporting at the Local Delivery Board Meeting for the Governing Governor, highlighting barriers and enablement issues which have affected medication administration to patients.	Practice Plus Group/HMPPS	October 2023
10	<b>Patients experienced long delays before they were transferred to a mental health hospital, preventing them from having prompt access to specialist care.</b>	<p>The prison will engage with NHS England Health &amp; Justice West Midlands continues to maintain oversight of long waits for secure mental health beds and escalates delays to mental health provider collaboratives and Mental Health Specialised Commissioners both regionally and nationally as this is a widespread issue.</p> <p>Escalation processes are in place and fortnightly multiagency calls are held to support prioritisation and to try and expedite transfers. There is also a national data collection exercise underway to determine the scale of demand and waiting times for all patients.</p> <p>A national portal for data collection has been set up to facilitate this. Once this data collection exercise is complete further actions can be agreed.</p>	NHSE/Practice Plus Group	Ongoing
11	<b>Too few prisoners developed the mathematical and English knowledge that they needed for their future careers.</b> The prison's reading strategy had had little impact on the many prisoners with low levels of reading ability.	<p>The increased engagement of Shannon Trust mentors will assist young adults to improve their reading within custody. Shannon Trust mentors will be employed across every residential unit where possible and be utilised as part of peer support. Where HMP/YOI Brinsford are unable to provide Shannon Trust mentors on residential areas, they will be employed to work within the library and support young adults from across all residential areas. The programme to ensure everyone has access to the library throughout the core day and during evening association has been reviewed and will be introduced alongside the weekly activities steering group.</p> <p>The reading strategy will be designed following a full needs assessment of the current population and reviews will take place regularly. The induction process will ensure levels of reading ability are assessed and prisoners are</p>	Governor	December 2023  December 2023



		<p>encouraged to undertake English education classes and engage in bespoke Tier 2 activity to nurture their reading and literature abilities.</p> <p>Through the Education Performance Meeting and Quality Improvement Group meetings, HMP/YOI Brinsford will ensure that Curious (an education system recording platform) is used to correctly identify qualification levels for those transferring into HMP/YOI Brinsford.</p> <p>Through the consistent delivery of induction, HMP/YOI Brinsford will ensure all education assessments take place at the earliest opportunity. The induction for new reception will inform mathematical ability through assessment of skills.</p> <p>The neurodiversity lead will upskill staff to enable support plans to be generated for those with neurodiverse challenges.</p> <p>Pay scales are being reviewed to incentivise pay appropriately for those attending the basic maths and English courses. HMP/YOI Brinsford will hold frequent celebration events for those completing and achieving qualifications.</p> <p>The communications sent out will be in a variety of languages and Easy-Read to support the FN (Foreign National) YA's and those with neurodiversity needs. HMP/YOI Brinsford will ensure all young adults are able to understand learning opportunities. This will include those with limited reading skills and those with neurodiverse challenges.</p>		<p>December 2023</p> <p>January 2024</p> <p>January 2024</p> <p>January 2024</p>
12	<p><b>Teachers did not plan the content of their curriculums well enough.</b> In too many cases they did not consider the knowledge, skills or attitudes that prisoners most needed.</p>	<p>An effective programme of quality assurance will be implemented to monitor and improve basic teaching and classroom management. The QA process will be embedded through effective accountability of the Head Of Learning and Skills and the education contract.</p> <p>NOVUS will be held responsible for their QA and regular peer audits will be reviewed to ensure observations of teaching and outcomes are evaluated effectively. The QIM (Quality Improvement Meeting) will assess the content of the curriculums being delivered aligned to OFSED expectations.</p>	Governor	<p>December 2023</p> <p>January 2024</p>



		<p>Teaching practice will be fully reviewed, and specific training will be identified for individual tutors and then delivered to enable good teaching practice to be provided across the provision. All course material and teaching methods will be reviewed and the use of workbooks will be reduced and only used when relevant and other teaching methods are not suitable.</p> <p>Whilst reviewing all aspects of teaching practice, priority will be given to identify and provide support to each individual learner, whatever their level or experience. Wider behaviour and skills improvement will be delivered alongside the requirements of the qualification being studied.</p>		<p>January 2024</p> <p>January 2024</p>
13	<p><b>Public protection arrangements to prepare for the release of prisoners who presented a risk to others were not sufficient.</b></p>	<p>Attendance at the inter-departmental risk management meeting (IRMM) will be enhanced in line with the Terms of Reference to improve communication and decision making between the prison and the community. The meeting will also be adapted to consider all prisoners who pose a risk to others as opposed to focusing on those with the highest risk of harm to others approaching their release date.</p> <p>All cases considered as high risk are risk assessed to ensure those who are considered highest risk are discussed at the risk management meeting. All cases will now be considered and if necessary, risk transferred into the community.</p> <p>Prison Offender Managers will be upskilled in the completion of MAPPA F forms and how information about the prisoner is relevant to future risk planning. The Head of Function will complete a 5% monthly quality assurance check of MAPPA F forms to ensure the quality is sufficient, with findings reported back to individuals where needed.</p> <p>Using the planned list of the following week's court appearances, a Terms of Reference will be produced to ensure all relevant Heads of Function, or an appropriate representative meet weekly to discuss the risk of any young adult scheduled to attend court with the possibility of release. All risk and resettlement needs will be explored with specific reference to public protection concerns. The meeting will be minuted and effective actions set.</p>	Governor	<p>January 2024</p> <p>January 2024</p> <p>December 2023</p> <p>December 2023</p>



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