



HM Prison &  
Probation Service

Action Plan: HMYOI Werrington

Action Plan Submitted: 13 June 2022

A Response to the HMIP Inspection 24 January – 04 February 2022

Report Published: 20 May 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 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 provide 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 GOV.UK website. 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 <b>must</b> 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 <b>must</b> 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: HMIP REPORT

ESTABLISHMENT: HMYOI WERRINGTON

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
	<b>Key concerns and recommendations</b>				
7.1	<p>Key concern: The use of force and levels of violence among children and against staff were too high. Violence reduction strategies had either been withdrawn or were newly implemented and had only recently generated some limited impact on overall levels of violence.</p> <p><b>Key recommendation:</b> <b>An informed and establishment-wide</b></p>	Agreed	<p>A Safety Strategy will be produced, using the 5Ps (People, Physical, Population, Partnerships and Procedural). The strategy will cover violence and other safety areas such as self-harm.</p> <p>The restraint minimisation plan will be used to develop a strategy that will help identify the antecedents to force being used and share information to reduce its likelihood.</p>	<p>Governor</p> <p>Governor</p>	<p>June 2022</p> <p>July 2022</p>



	<b>strategy should be implemented to reduce levels of violence.</b> (To the governor)				
7.2	Key concern: Behaviour management processes were confused and did not give staff across the YOI the confidence to challenge children effectively and consistently when necessary. This lack of challenge and inability to require and enforce decent behavioural standards contributed to increased incidents of violent behaviour by children. In the absence of effective behaviour management, leaders had become over-reliant on 'keep-apart' arrangements. The list of children who	Agreed	<p>The Incentives scheme will be reviewed to give staff a clear process to challenge children and to provide encouragement in the way of privileges for those who are of good behaviour.</p> <p>Using the Youth Custody Behaviour Management Strategy HMYOI Werrington will produce a local document as an aide-memoire for staff so that children can be signposted to suitable interventions. This will be complemented by easy-to-follow checklists for staff to use.</p> <p>To prevent over reliance on 'keep-apart' arrangements the Head of Safety now monitors and endorses new applications which are reported weekly at the performance meeting.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>September 2022</p> <p>August 2022</p> <p>Complete</p>



	<p>had to be separated had become unmanageable.</p> <p><b>Key recommendation: Behaviour management processes should be developed that give all staff the confidence to challenge poor behaviour and promote prosocial behaviour.</b></p> <p>(To the governor)</p>				
7.3	<p>Key concern: Interaction between staff and children was often transactional. There was limited meaningful time spent addressing children's risks and needs or the support and encouragement that they needed to progress. Opportunities for engagement were</p>	Agreed	<p>By using the Custody Support Plan (CuSP) HMYOI Werrington will promote and improve relationships between staff and children. Full CuSP delivery will be subject to a twelve-month implementation plan, with delivery having commenced in April 2022 for children subject to Enhanced Support.</p> <p>Resolve Consultants have been commissioned to work with staff and children to improve relationships. The initiative called 'community play' promotes and encourages teamwork, communication, and trust. Several studies have identified that community play is important because it fosters positive social relationships for children, young people and adults; it is vital to construct personal and social identities; and children who are given freedom in their area and are perceived as valued members</p>	<p>Governor</p> <p>Governor</p>	<p>April 2023</p> <p>September 2022</p>



	<p>hindered by the number of keep-aparts and regime groups that staff had to manage. There was also a lack of places for private discussions on residential units. Personal officer and custody support plan work were not fully embedded.</p> <p><b>Key recommendation: Relationships between staff and children should be meaningful and support children's progression.</b> (To the governor)</p>		<p>of the community are more likely to act positively and be motivated to invest and contribute to their environment.</p> <p>New buildings will provide additional spaces for private discussions.</p>	Governor	August 2022
7.4	<p>Key concern: The appearance of the wings, particularly Doulton wing, was stark and unwelcoming and not appropriate for children. The design</p>	Agreed	<p>HMYOI Werrington will introduce softer furniture and fittings on the residential unit landings to change the appearance, making them more welcoming and child friendly.</p> <p>Focus groups have been held with staff and children to explore and agree designs of communal areas. Murals have been painted by a local artist.</p>	<p>Governor</p> <p>Governor</p>	<p>September 2022</p> <p>Complete</p>



	<p>of the units afforded little flexibility for activities for the number of children who could be accommodated. Rooms for private meetings with children were scarce.</p> <p><b>Key recommendation: Children should live on age-appropriate wings that are configured and resourced so that children can engage in a full regime of activities that support their rehabilitation.</b></p> <p>(To the governor)</p>		<p>A painting schedule has been introduced with the local facilities management provider.</p> <p>A programme of room painting has commenced where the facilities management provider work with the children under the CRED (Clean, Rehabilitative, Enabling and Decent) initiative.</p>	<p>Governor</p> <p>Governor</p>	<p>Complete - ongoing</p> <p>Complete - ongoing</p>
7.5	<p>Key concern: Leaders were using data to identify unequal treatment amongst certain protected groups, but further enquiry and subsequent investigations did not</p>	Agreed	<p>Senior Leader Protected Characteristic leads have been reassigned and an expectations document and guidance has been distributed to all leads. The central HMPPS Diversity and Inclusion (D&amp;I) lead will offer ongoing support to improve understanding of underlying causes of unequal treatment. Children are now involved in the monthly Equalities meeting, which is chaired by the Governor.</p>	Governor	Complete



	<p>identify the underlying cause of these disparities or resolve them.</p> <p><b>Key recommendation: Unequal outcomes should be investigated and addressed.</b></p> <p>(To the governor)</p>		<p>The Governor will chair D&amp;I meetings to raise the profile and awareness of the equality and diversity strategy.</p> <p>The D&amp;I meeting will be expanded to include the tracking and quality assurance of actions to investigate and address unequal outcomes for children.</p>	<p>Governor</p> <p>Governor</p>	<p>July 2022</p> <p>October 2022</p>
7.6	<p>Key concern: Patients failing to attend or arriving late for health appointments impaired efficient use of health resources, including some clinicians' time. Several factors contributed to this including reduced capacity in the waiting room during the pandemic, regime restrictions and clashes, and keep-aparts.</p> <p><b>Key recommendation: Sustained action</b></p>	Agreed	<p>Youth justice workers will be used to facilitate movements to health clinics. Attendance and timeliness to appointments will be monitored and discussed at Partnership meetings between the provider and the establishment. In line with recovery plans, the existing waiting room will be used more effectively and accommodate more children.</p>	Governor	July 2022





	<p><b>should be taken to make sure that health resources are fully used to optimise the health care of patients.</b> (To the governor)</p>				
7.7	<p>Key concern: Children did not spend enough time out of cell during the day, particularly at weekends.</p> <p><b>Key recommendation:</b> <b>The time that children spend out of their cells in activity should be increased, including at weekends.</b> (To the governor)</p>	Agreed	<p>A working group, led by the Head of Reducing Reoffending, will undertake a review of the activities regime to increase the number of children attending education and activities at the same time. The new timetable will be complemented by the reduction in the reliance on 'keep apart' arrangements allowing a greater number of children to mix.</p>	Governor	September 2022
7.8	<p>Key concern: The quality of education provided by leaders and managers was not good enough. The curriculum in some areas was unambitious and</p>	Agreed	<p>A new needs analysis will be undertaken by the Psychology team at HMYOI Werrington which will inform a revised curriculum to better meet the needs of the population.</p> <p>Functional skills staff (Maths/English/ICT) will work more collaboratively with pathway tutors to embed the skills in everyday learning in addition to stand alone functional skills lessons.</p>	<p>Governor</p> <p>Governor</p>	<p>September 2022</p> <p>Complete</p>



	<p>narrow. The focus was on preparing children for their functional skills exams rather than broadening the curriculum to build on existing skills.</p> <p><b>Key recommendation A: Leaders should support staff to deliver a curriculum that develops children's skills in their subject.</b></p> <p><b>Key recommendation B: Staff working on functional skills courses should ensure that the curriculum is ambitious and develops children's knowledge.</b></p>		<p>The education provider (NOVUS) has introduced 'themed' lessons that engage and stimulate learners and broaden the curriculum within English and maths sessions.</p>	Governor	Complete
			<p>Progress measurement will be utilised between teachers and learners, to inform timely and appropriate exam entry. This will be reported in the Performance Review meetings held between the provider and the establishment.</p>	Governor	Complete - ongoing
			<p>The Functional Skills Curriculum Manager will track to compare results with the initial assessment and diagnostic results to view the distance travelled in the learning journey.</p>	Governor	Complete – ongoing
			<p>NOVUS will conduct learner journeys and deep dive exercises to measure the progress of learners.</p>	Governor	Complete - ongoing
			<p>NOVUS will increase the timetabled hours for maths and English to support children's skills.</p> <p>Learning walks and teaching assessments will be completed. NOVUS and the Learning and Skills Manager will monitor the curriculum and lesson plans through the monthly Performance Review Meeting.</p>	Governor	December 2022
7.9	<p>Key concern: Children were not sufficiently motivated to engage</p>	Agreed	<p>NOVUS will ensure that planning for individualised learning is in place in all areas. Special Educational Needs and Disability (SEND) and learning needs are considered in partnership with the</p>	Governor	December 2022



[illegible]

	<b>supported to identify and develop the skills that will support them during their time in custody and on release.</b>				
7.10	<p>Key concern: There was no support at all for children serving life or indeterminate sentences. Not enough interventions were available to children, many of whom were released with no support to help them reduce their risk and resettle into the community.</p> <p><b>Key recommendation: The range of interventions should be broadened to include those aimed at children serving life or indeterminate sentences. Interventions should be sequenced to</b></p>	Partly Agreed	<p>This recommendation is partly agreed, as the interventions delivered for those serving life or indeterminate sentences will need to be sequenced at the most appropriate stage of their sentence and may not necessarily be delivered at HMYOI Werrington. However, formal interventions will be broadened to include Youth Custody Assurance Board (YCAB) approved interventions identified as appropriate for this cohort through a need's analysis.</p> <p>Expectations for intervention delivery levels will be agreed with the Youth Custody Service Deputy Director of Operations.</p> <p>Transition support work for children moving to the long term over 18 estate will be expanded to include awareness of relevant interventions available in the transition site.</p> <p>Recruitment campaigns will be run to fill permanent vacancies within the interventions team.</p> <p>The Programmes Manager and Treatment Manager will work closely with Inclusion (Physical health, mental health, substance misuse) who have allocated an interventions champion from their department who will attend allocation meetings. Collaborative working will aid HMYOI Werrington to sequence children onto interventions more effectively.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>October 2022</p> <p>August 2022</p> <p>September 2022</p> <p>November 2022</p> <p>July 2022</p>



	<b>make sure that all children requiring interventions receive them.</b> (To the governor)				
7.11	<p>Key concern: Too many children were leaving custody with no confirmed education or training placement. Systems for monitoring and addressing this in custody and after release were inadequate.</p> <p><b>Key recommendation: Leaders should implement robust systems that ensure recognised educational and training placements are secured when transitioning from custody to the community.</b></p> <p>(To the governor)</p>	Agreed	<p>Resettlement staff will introduce a process of tracking education or training placements with Youth Offending Teams (YOT). Any child who is within ten weeks of release will be raised with the relevant external stakeholders and the progress tracked. An escalation process will be introduced including raising cases with the Heads of Service at Youth Offending Service (YOS) / Probation Service.</p>	Governor	September 2022



	Recommendations				
7.12	Recommendation (5.31): Prison staff should make sure that children arrive promptly to lessons. (Directed to the governor)	Agreed	There is now an increased staff presence to monitor and control the movements to and from activities. Timings are now recorded on the daily operations briefing to ensure any deviations or trends in lateness are challenged and addressed promptly.	Governor	Complete
7.13	Recommendation (6.18): The needs analysis should be fully reviewed to enable leaders to plan appropriately to reflect the needs of the current population. (Directed to the governor)	Agreed	The Psychology Services will undertake a full needs analysis by September 2022, to ensure the needs of the population are met. The Needs Analysis will be reviewed on an annual basis.	Governor	September 2022
7.14	Recommendation (6.19): The remit of the reducing reoffending meeting should be broadened to make sure that monitoring of data is comprehensive and to provide strategic	Agreed	The Head of Reducing Reoffending will review the terms of reference and change the remit of the reducing reoffending meeting to make sure that monitoring of data is comprehensive and to provide strategic oversight to leaders. This will include data regarding Equality and Diversity and consider the findings of the annual need's analysis.	Governor	October 2022



	oversight to leaders. (Directed to the governor)				
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Recommendations	
Agreed	13
Partly Agreed	1
Not Agreed	0
<b>Total</b>	<b>14</b>

