



HM Prison &
Probation Service

Action Plan: HMYOI Werrington

Action Plan Submitted: 12 August 2025

A Response to the HMIP Inspection: 15 April – 02 May 2025

Report Published: 28 July 2025

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: HMIP Report

Establishment: HMYOI Werrington

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	Children were not motivated to behave well and engage in activities, including education, work or offending behaviour programmes. The incentives schemes were inconsistently applied, and rewards, including additional time out of cell, were rarely delivered.	<p>HMYOI Werrington will motivate children to behave well and promote the benefits of engaging in activities by:</p> <ul style="list-style-type: none"> • Reviewing and publishing the Incentives Policy (IP) scheme. The review will be informed by consultation with children focusing on rewarding positive behaviour and engagement in activities. Additionally, the review will improve the offer and incentives available for achieving enhanced status, with clear distinction between IP levels. • The Head of Residence will introduce, as part of handovers and briefings, reminders of the expected standards of children and how to challenge poor behaviour and rule breaking, along with the importance of recording positive behaviour and applying sanctions and rewards consistently. • Reviewing the Pay Policy to incentivise engagement in Education, Skills and Work (ESW). • Producing a series of promotional videos, delivered as part of a child's induction and accessible via in cell laptops, to advertise the benefits of education pathways and the interventions available. • Introducing bi-monthly 'Welfare Checks' for all children. These will be an integrated approach of structured conversations to support the needs of all children. The conversations will include promoting the benefits of positive behaviour and engaging in activities. (See concern 3). 	Governor	<p>December 2025</p> <p>Complete</p> <p>October 2025</p> <p>September 2025</p> <p>Complete</p>



		<ul style="list-style-type: none"> New Colleague Mentors will upskill and support Youth Justice Workers (YJW) in enforcing standards of behaviour in line with the current and future IP schemes, to ensure sanctions and rewards are applied consistently. 		Complete
2	<p>Children spent far too long locked in their cells. Some, often those who were most vulnerable or fearful, did not come out at all for days at a time.</p>	<p>HMYOI Werrington will increase the amount of time children can be unlocked by:</p> <ul style="list-style-type: none"> Reviewing staff profiles and the core day. Increasing current staffing levels as part of the staff reprofiling, through the addition of 1 Custodial Manager, 19 YJW and 4 Operational Support Grades, to improve consistent delivery of the new regime and increase the amount of time children can spend out of their rooms. Implementing the new core day on completion of recruitment. Submitting ongoing bids for additional temporary YJW from the Operational Stability and Resourcing Panel (ORSP) until the new profile is implemented. Securing a 6-month secondment from a senior leader at HMYOI Parc to help introduce realistic improvements in the time children spend out of their rooms in activities across all three YOIs. Improving education delivery and minimising class cancellations as part of education improvements (See concern 4 and 6), increasing attendance and access to their allocated activities. Implementing the national YCS Conflict Resolution (CR) policy to reduce the amount of 'keep apart' by: <ol style="list-style-type: none"> 1. Reviewing the non-association policy. 2. Improving intelligence alignment with the CR practitioners. 3. Improving oversight by implementing a comprehensive Risk Assessment process that identifies, evaluates, and mitigates potential risks associated with changes to learning delivery and attendance to areas by children. 4. Providing additional training for current CR Practitioners. 	Governor	<p>Complete</p> <p>April 2026</p> <p>April 2026</p> <p>April 2026</p> <p>Complete</p> <p>Complete</p> <p>Complete</p>



		<p>5. Reviewing the conflict model in line with changes to the core day, providing delivery of learning across the site.</p> <ul style="list-style-type: none"> Improving the timetabling and scheduling of activities, ensuring timetables are child friendly to improve their awareness and to increase attendance. Introducing structured support from Residential Peer Mentors to engage, support and encourage those children identified as not engaging in the regime to do so. Reviewing data capture and recording processes to improve understanding of why children are declining/not attending activities. Findings will be discussed at the weekly regime meeting so appropriate actions can be generated to drive improvements. Utilising the increased regime monitoring tool that captures 'case level data', providing individualised data for each child, this is discussed at the daily Senior Leadership Team (SLT) meeting, and overseen by YCS data and performance and discussed at monthly Performance Review Meetings. The data identifies where a child is not accessing the regime and will prompt a discussion with the child to determine the reasons why, and if necessary, will generate appropriate actions to support the child. 		<p>December 2025</p> <p>Complete</p> <p>September 2025</p> <p>Complete</p>
3	<p>Only 34% of children surveyed said they felt cared for by staff. The limited time out of cell and culture of separation and control inhibited engagement with children.</p>	<p>HMYOI Werrington, People Plus (the Education Provider) and NHS England will improve interactions and engagement to improve the care of children by:</p> <ul style="list-style-type: none"> Implementing the new core day (See concern 2), increasing the amount of time out of room and engagement in activities, to provide the opportunity for meaningful interactions and to develop positive relationships. Increasing staff training and delivery of SECURE STAIRS (the Framework for Integrated Care), led by NHS England (NHSE) and supported by the Governor, to strengthen staff-child relationships, enhance support and care for children, and improve staff capacity to manage behaviour effectively. Introducing bi-monthly 'Welfare Checks' for all children. These will be an integrated approach of structured conversations to listen to the child's concerns and support the needs and care of all children. The conversations 	<p>Governor/ Education Provider/ NHSE</p>	<p>April 2026</p> <p>December 2025</p> <p>Complete</p>



		<p>will include promoting the benefits of positive behaviour and engaging in activities, they will also be linked to enrichment activities as part of the core day review (See concern 2) and the Parallel Curriculum Model (See concern 4).</p> <ul style="list-style-type: none"> • Monitoring and evaluating the impact of 'Welfare Checks' on child-staff relationships, utilising feedback from children and staff to refine the approach as it is embedded to improve the care of children. • Utilising forums, student councils and surveys to listen to concerns and understand and monitor children's perception of care, with feedback used to help further inform and develop 'Welfare Check' conversations. • Organising a programme of whole community events for staff and children to build positive pro-social and nurturing relationships. • Ensuring improved oversight of all children who are self-isolating, identified via the regime monitoring tool, are discussed at the daily SLT meeting to identify what support and care be offered to them. Increased oversight will also be provided via a daily Welfare Check until they are no longer self-isolating. 		<p>Complete</p> <p>October 2025</p> <p>December 2025</p> <p>Complete</p>
4	<p>Very few children received their minimum entitlement to 15 hours of education each week. Children were still mostly leaving the prison having experienced, learned or achieved little that would improve their prospects of rehabilitation.</p>	<p>HMYOI Werrington and the People Plus will improve the education offer for all children willing to engage by:</p> <ul style="list-style-type: none"> • Reviewing the core day (See concern 2), to realise improvements in timetabling and delivery of a full regime for children, ensuring that children are allocated core, physical, vocational and health education as well as having time to personally develop in line with their identified needs. The review will provide each child willing to fully engage with the regime the ability to attend at least 15 hours education/learning per week. • Moving to and implementing a Parallel Curriculum Model (PCM) that will allow for a whole prison approach to learning, built upon the golden thread of positive and professional relationships, pro-social role modelling, personal development and intertwined with educational needs and aspirations. This approach to curriculum design will provide a comprehensive format for 	Governor/ Education Provider	<p>April 2026</p> <p>April 2026</p>



		<p>designing curriculums around key components such as content, assessment, teaching strategies, learning activities, products, resources, and ascending levels of intellectual demand.</p> <ul style="list-style-type: none"> • People Plus will deliver education in pathways to a reduced number of the population at any one time, to allow for personal development to be built into the curriculum ensuring that the delivery of 'learning' is bespoke, allowing for reduced class sizes where necessary. • Evaluating and enhancing learning spaces to ensure consistent delivery, creating additional areas, such as life skills rooms and refurbished classrooms on residential units, allowing for the breadth of the curriculum offer to be sufficient for all and consistently delivered throughout the year. • Timetabling weekly meetings between the Head of Education, Skills and Work (HoESW) and the Education Manager to analyse the attendance of each pupil. Action will be taken if pupils fall below the minimum hours and followed up through the monthly Quality Improvement Group (QIG) and Performance Review Meetings (PRM), and quarterly at the Contract Review Meeting (CRM). 		<p>Complete</p> <p>December 2025</p> <p>Complete</p>
5	<p>Staff were not sufficiently well-trained or skilled at managing children's behaviours, particularly in education classrooms and outreach sessions on the wings. This meant that children's behaviour was too often poor and severely disruptive in classes, and little learning took place.</p>	<p>HMYOI Werrington and People Plus will work collaboratively to improve children's behaviour within teaching environments by:</p> <ul style="list-style-type: none"> • Evaluating current behaviour management policies in education and activities, improving their effectiveness and ensuring they promote a relationship-based trauma informed policy that is aligned to the current IP Policy (See concern 1). • Psychology will complete a training needs analysis of behaviour management, then devise a training package based on the results for delivery to all staff. • Implementing a Behavioural Lead to support tutors and instructors in applying behaviour management strategies/policies across all activity 	Governor/ Education Provider	<p>Complete</p> <p>April 2026</p> <p>Complete</p>



		<p>pathways, ensuring incidents are appropriately managed, and rewards and sanctions are consistently applied.</p> <ul style="list-style-type: none"> • Providing scenario-based training to education staff on classroom behaviour, led by New Colleague Mentors (NCM) and Security staff, with ongoing support from the local Psychology team. NCM will coach YJW's to improve behaviour management across the establishment. • Additionally, education staff will be trained in SPEAR (Spontaneous Protection Enabling Accelerated Response) 'a close quarter protection system that uses a person's reflex action in threatening situations as a basis for defence', by qualified YCS staff. • SECURE STAIRS training (See concern 3) will be extended to education staff to inform improvements in relationships between staff and children. • Implementing a group of dedicated YJW as education patrols, to provide consistency and support to education staff in managing inappropriate behaviour or incidents. • A dedicated operational prison manager will be located in education to provide additional support and improved oversight, to help education and prison staff incorporate and embed improvements. 		<p>October 2025</p> <p>December 2025</p> <p>December 2025</p> <p>April 2026</p> <p>Complete</p>
	Key Concerns			
6	<p>The education, skills and work provision was ineffective. The curriculum for children was unambitious and lacked challenge. It did not help children develop their social, emotional and communication skills or prepare them sufficiently for life in their communities in modern Britain.</p>	<p>HMYOI Werrington, People Plus and the YCS Contract Management Team (CMT) will work collaboratively to improve the delivery and quality of Education, Skills and Work by:</p> <ul style="list-style-type: none"> • Implementing the PCM that will allow for a whole prison approach to learning. (See concern 4) • The Governor will be accountable for setting the direction and delivery of the Annual Delivery Plan, underpinned by an education delivery action plan to monitor delivery and drive improvements in line with contractual requirements, monitored and tracked at the QIG, PRM and CRM. 	<p>Governor/ Education Provider/ YCS CMT</p>	<p>April 2026</p> <p>Complete</p>



		<ul style="list-style-type: none"> • Reviewing the Quality Framework to support a more robust and consistent evaluation of teaching, alongside a quality calendar for teaching observations and learning walks that will identify areas for improvement and Continuous Professional Development (CPD) for staff, including appropriate feedback to improve the quality of teaching. • Implementing a comprehensive programme of professional training for all education staff. Focussing on, improving the quality and targeting of questioning, embedding recall tasks into teacher's planning, improving teachers understanding on how to support Additional Learning Needs (ALN) learners, structured learning, utilising starting points well enough or provide challenging activities to move learning along. • Implementing a quality assurance process to ensure that self-evaluation is precise, comprehensive and prioritises the area's most important to securing progress. • Education Managers will evaluate all available data, including but not limited to, BROMCOM data, CPD information, and teachers and learners' feedback to identify areas requiring improvement. The QIG will have a standing agenda item to discuss the data and generate appropriate actions that will be included in the education delivery action plan. • Embedding a Standard British Values package, incorporating Diversity and Inclusion (D&I), into the induction for all prisoners. • A certificated British Values package, incorporating D&I, will be incorporated into the PCM and all aspects of education delivery. • D&I topics will be woven through education delivery with themes changing in line with news, topics, celebrations in line with Government D&I standards, and embedded into lesson plans. • The effectiveness of quality improvement measures will be monitored closely at the PRM, CRM and the QIG, utilising data from the Teaching and Learning Tracker and feedback from quality monitoring visits by the YCS Education Lead and monthly learning walks by the HoESW 		Complete
				Complete
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7	<p>Leaders did not promote or support reading and literacy well enough. The reading strategy had been implemented in part, but was so far ineffective at meeting the needs of those whose reading skills were poor.</p>	<p>The Head of Learning and Skills and People Plus will improve access to reading and support for emergent readers by:</p> <ul style="list-style-type: none"> • Fully implementing the Reading Strategy and accompanying action plan. The Strategy will be circulated throughout the prison to advertise the service to staff and children, so they know how to refer or signpost emergent readers. • Ensuring the PCM (See concern 4) incorporates literacy and reading into all aspects of education and training, including the Quality Framework (See concern 6). Additionally, People Plus will pilot staff reading support training, including the introduction of phonics as a teaching tool, to improve literacy skills. • Providing additional staff training to teachers and instructors, allowing them to enable greater in-classroom/activity support. • Complete in-depth screening for all children as part of the induction programme to assess their literacy levels. Results will be accessible to all teachers to utilise them as starting points to provide structured individualised learning. • Sufficient time will be allocated for children, including those self-isolating, to access the library. • Reviewing the location of the library, including current provision, to improve access opportunities and the availability of a wider range of reading material. • The librarian will promote literacy in the library, on residential units and in education, working closely with People Plus to make sure that children can access books on topics that are part of the current curriculum. An updated catalogue of books will be made available in all areas allowing children to order books to support their current learning, or for pleasure. • The librarian will review the current available stock of books to ensure it supports the education curriculum, then replenish stocks as required. 	Governor/ Education Provider	<p>December 2025</p> <p>April 2026</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>October 2025</p> <p>Complete</p> <p>Complete</p>
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		<ul style="list-style-type: none"> Ensuring there is a dedicated enrichment activity based on reading, with oversight from the Enrichment Manager to ensure children can access the service. Implementing and embedding Story Book Dads (a charity that enables children to record bedtime stories which can then be sent home), to improve literacy skills and maintain connections with children's families. The monitoring and the effectiveness of these actions will be through the QIG meeting. 		<p>Complete</p> <p>September 2025</p> <p>Complete</p>
8	Release planning with respect to accommodation on release, education placements or work opportunities were poor.	<p>The Head of Reducing Reoffending and NHSE will improve release planning arrangements by:</p> <ul style="list-style-type: none"> Conducting a resettlement needs analysis based on current data relating to the needs and demographic of the prison population. Reviewing and publishing a refreshed Resettlement Strategy based on the findings from the needs analysis. This will be underpinned by an action plan to deliver the strategy. Implementing an engaging enrichment activity to show teaching PHSE (personal, social, health and economic) is being consistently delivered to children, preparing them for release back into the community. Commissioning Reconnect (a care after custody service that seeks to improve the continuity of care of people leaving prison with an identified health need) by NHSE, to support the transitions for leavers into the community. Improving attendance at the monthly Interdepartmental Risk Management Team meeting (IRMT) by reviewing the Terms of Reference and Quorum of attendees. The quorum will be mandated to attend and ensure relevant updates are brought to the meeting to manage children's risk. All high-risk children will be considered for discussion at the IRMT in advance of key points during their time in custody. 	Governor/ NHSE	<p>January 2026</p> <p>February 2026</p> <p>Complete</p> <p>Complete</p> <p>September 2025</p>



		<ul style="list-style-type: none"> • Implementing leavers meetings 12 weeks prior to being released to address any outstanding resettlement needs. With an additional meeting 10 days prior to release to finalise/confirm arrangements. • Outstanding issues identified at each leavers meeting will be escalated to the appropriate partner/agency to ensure timely release arrangements are in place. All issues escalated will be documented and tracked for discussion at subsequent meetings. • The multi-disciplinary quarterly reducing reoffending strategic meeting will monitor and track all the above actions, identifying any issues and generating appropriate actions to address them. 		<p>Complete</p> <p>Complete</p> <p>Complete</p>
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