



HM Prison &  
Probation Service



Action Plan: HMYOI Feltham A

Action Plan Submitted: 03 September 2025

A Response to the HMIP Inspection: 19 May – 05 June 2025

Report Published: 26 August 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 Feltham A

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	<b>Priority concerns</b>			
1	<b>The rate of sickness among frontline staff was among the highest of all prisons.</b> This made it difficult for leaders to build effective relationships or deliver a reliable daily routine.	<p>To reduce sickness levels the Deputy Governor and the Head of Business Assurance (HoBA) will improve the effectiveness of absence management policies and procedures to create a robust system for managing sick absence and staff on restricted duties by:</p> <ul style="list-style-type: none"> <li>• Deliver training to all First Line Managers (FLM) by the prisons Human Resources Business Partner (HRBP), to help them manage sick absences and associated performance management processes effectively.</li> <li>• Ensure timely Formal Attendance Review Meetings are held to support staffs return to work, regrade or exit, to provide a tangible outturn from the line managers attendance management process and drive down sickness rates amongst frontline staff.</li> <li>• New Colleagues Mentor will introduce a 'Buddy Mentor' scheme where new Youth Justice Workers (YJW) will be linked with more experienced staff members for informal advice and support.</li> <li>• Reviewing the local Wellbeing Strategy to ensure that it comprehensively includes all available initiatives focused on physical, mental, and emotional wellness for all staff members, and ensuring this is effectively communicated and promoted amongst staff.</li> <li>• Discussing all absences at the weekly attendance management meeting chaired by the Deputy Governor, to ensure staff members are being regularly contacted, supported and that all processes are being followed and within the prescribed timescales.</li> </ul>	Governor	<p>September 2025</p> <p>November 2025</p> <p>January 2026</p> <p>Complete</p> <p>Complete</p>



2	<p><b>Behaviour management by staff was ineffective.</b></p> <p>Inconsistency, combined with a lack of meaningful rewards or sanctions, meant that children were not motivated to improve their behaviour.</p>	<p>HMYOI Feltham A will improve behaviour management through:</p> <ul style="list-style-type: none"> <li>• All functional BMS policies will be consolidated into a single, cohesive Feltham A Behaviour Management and Integrated Care Policy, delivering a consistent, effective approach across the entire site by the Head of Integrated Care (HoIC).</li> <li>• The Head of Integrated Care (HoIC) will conduct a comprehensive review of all Behaviour Management Strategies, ensuring full alignment with the wider YCS Central review and incorporating key insights from the Voice of the Child survey.</li> <li>• The Head of Safety (HoS) will review and relaunch a revised Violence Reduction (VR) policy that will be data driven to identify and address the causes and drivers of violence, ensuring it addresses all aspects of behaviour management and that responses to violence are coordinated and effective. The review will include the development of assurance processes for violence investigations, to help challenge and enhance the support available for repeat perpetrators of violence.</li> <li>• The HoS will introduce a weekly Violent Investigation assurance process to ensure policies are applied fairly and consistently.</li> <li>• The Head of Communities (HoC) will publish a refreshed Incentives Policy (IP) that consistently rewards good behaviour, promotes positive choices, and increases Time Out of Room (TOoR). Clear distinctions between levels will enhance rewards, including extra family visits and sports days for those achieving enhanced status.</li> <li>• The HoC 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.</li> <li>• The HoBA will conduct a full review of the Regime Management Plan (RMP), ensuring sufficient resources provide an achievable and consistent delivery of Custody Support Plans (CuSP), allowing staff to spend meaningful time with</li> </ul>	Governor	<p>November 2025</p> <p>March 2026</p> <p>November 2025</p> <p>November 2025</p> <p>November 2025</p> <p>Complete</p> <p>October 2025</p>
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		<p>children to improve relationships and have in-depth support sessions, working on progression, goals and behaviour.</p> <ul style="list-style-type: none"> <li>• The Deputy Governor will review how identified learning is communicated to staff, and how this informs practice development.</li> <li>• The HoC will maintain the Single Communities Strategy on Curlew and Eagle and continuing to reduce the number of communities on Bittern and Dunlin, to promote incentivised living units where children can gain and access increased incentives. Including reducing the number of children changing residential location following incidents.</li> <li>• The HoC will improve the capture of ‘the voice of the child’ by reviewing the communications strategy with children, along with the structure of the Youth Council, including how children can access them.</li> <li>• The HoS and safety team will collate and review all violence-related data, including investigation intelligence, prisoner feedback, and YJAF reports and strategies follow reviews, to better understand its causes and drivers. Findings will be discussed at the monthly multi-disciplinary Safety Meeting, where actions to reduce violence will be agreed, added to the consolidated safety plan, and monitored for timescales, effectiveness, and impact.</li> </ul>		<p>November 2025</p> <p>Complete</p> <p>November 2025</p> <p>March 2026</p>
3	<p><b>The rate of use of force was too high and there was no plan to reduce it.</b> Staff did not routinely draw or activate their body-worn cameras, which prevented leaders from scrutinising incidents properly and applying learning where required.</p>	<p>The Head of Safeguarding will improve the oversight of Use of Force (UoF) by:</p> <ul style="list-style-type: none"> <li>• Reviewing the strategic monthly Safety meeting to ensure; a detailed analysis of data to identify trends and patterns so appropriate actions can be generated to improve the oversight and application of UoF. Actions linked to UoF to be incorporated into the Safety action plan, to track and monitor generated actions.</li> <li>• Ensuring all UoF incidents, including Body Worn Video Camera (BWVC) footage, are thoroughly reviewed at the weekly scrutiny meetings, to facilitate improved inquiries and oversight into the context of the incidents to identify</li> </ul>	Governor	<p>November 2025</p> <p>Complete</p>



		<p>learning outcomes. Identified issues of concern will be raised with the Deputy Governor for further investigation.</p> <ul style="list-style-type: none"> <li>• Refreshing the prison wide communication plan, focusing on the use of BWVC in accordance with the HMPPS BWVC Policy Framework. To support the plan and improve compliance Feltham A will: <ul style="list-style-type: none"> <li>○ Introduce daily assurance checks to ensure BWVC are being drawn.</li> <li>○ Publish a Notice to Staff regarding drawing and activation of BWVC's.</li> <li>○ Liaise with the local Minimising and Managing Physical Restraint (MMPR) co-ordinator/trainers to incorporate advice on the importance of drawing and activation of BWVC during refresher training.</li> </ul> </li> <li>• Addressing the quality and backlog of UoF documentation. Outstanding documentation will be monitored by the MMPR co-ordinator, who will chase and remind staff of the importance of completing the paperwork in a timely manner. This will be an agenda item at the weekly UoF meeting with actions added to the Safety action plan to monitor improvements.</li> <li>• Improving the post-incident debrief process in line with the 'Debriefing of children following the use of force good practise guide', linked to other measures, ensuring all children are spoken to so they can provide their account of the incident to improve learning and understanding.</li> </ul>		<p>November 2025</p> <p>September 2025</p> <p>March 2026</p>
4	<b>Custody support plan meetings between staff and children were frequently not taking place.</b>	<p>The HoIC will improve the frequency of Custody Support Plan (CuSP) meetings aligned to the Roadmap to Effective Practice by:</p> <ul style="list-style-type: none"> <li>• Reviewing the allocation and scheduling processes to align resources to the current population, ensuring sufficient resources are allocated to deliver an achievable and consistent delivery of CuSP to allow staff to spend meaningful time with children to improve relationships and have in-depth support sessions, working on progression, goals and behaviour. Allocation and scheduling will form part of the child's learning pathway.</li> <li>• Delivering additional CuSP sessions follow significant events, including acts of violence, to investigate and challenge violent behaviour.</li> </ul>	Governor	<p>March 2026</p> <p>March 2026</p>



		<ul style="list-style-type: none"> <li>Ensuring CuSP sessions contribute to Integrated Care Plans and form part of goal setting and resettlement reviews.</li> <li>Reviewing CuSP delivery within Integrated Care Framework to measure outcomes and ascertain best practice to take forward.</li> <li>Implementing a CuSP quality assurance process to monitor the frequency and quality of assessments, discussed at the monthly CuSP SLT meeting.</li> <li>Improving oversight and attendance at the CuSP SLT meeting, to drive accountability and ownership of delivery through the scrutiny of data, identifying emerging risks, monitoring delivery and to drive improvements.</li> </ul>		<p>March 2026</p> <p>March 2026</p> <p>November 2025</p> <p>Complete</p>
5	<b>There were regular delays in escorting children for their medicines and other appointments. As a result, some health appointments were curtailed or missed.</b>	<p>The Deputy Governor and the Health Provider (Central and North-West London NHS Foundation Trust (CNWL)) will improve escorting arrangements for medicines and health appointments by:</p> <ul style="list-style-type: none"> <li>The HoBA will review the RMP to ensure staff detailed to move children to health appointments are only affected as a last resort.</li> <li>The Governor/Deputy Governor will discuss staffing arrangements at the daily morning operational briefing to ensure staff are detailed to escort children to their appointments.</li> <li>The HoC will review non-attendance processes and implement findings to improve access to health services.</li> <li>Improving attendance at the monthly local health delivery board, led by the Governor, with attendance required by the Health Provider and NHSE to monitor access to services.</li> </ul>	Governor/ Health Provider	<p>October 2025</p> <p>Complete</p> <p>October 2025</p> <p>November 2025</p>
6	<b>Children spent too much time locked in their cells.</b>	<p>HMYOI Feltham A will increase the amount of T0oR for children by:</p> <ul style="list-style-type: none"> <li>The HoBA will review the staff profiles and implementing a new core day to increase the T0oR and engagement in activities.</li> <li>Implementation of the Single Communities Strategy on 3 residential units by the has been completed, providing more T0oR than other units. This strategy</li> </ul>	Governor	<p>Complete</p> <p>February 2026</p>



		<p>will be incrementally implemented by the HoR on other units, with a requirement to be completed in a measured and safe pace.</p> <ul style="list-style-type: none"> <li>• The Head of Reducing Reoffending (HoRR) will enhance the enrichment offer, ensuring access to a wider variety of purposeful and engaging opportunities that support personal development and wellbeing.</li> <li>• The HoC will incentivise children through the IP Policy (see concern 2), enabling children to spend more T0oR and access to additional activities, including family days and sports days, both on unit and inter unit.</li> <li>• The HoIC will ensure continued support by the Conflict Resolution team to support security and residential functions to help manage and reduce conflict and non-associations across the establishment.</li> <li>• The Duty Governor will use the local T0oR data to capture case-level data for each child more effectively, enabling early identification when they are not accessing the regime that will prompt a discussion with the child to determine the reasons why, and if necessary, will generate appropriate actions to support the child.</li> </ul>		<p>March 2026</p> <p>November 2025</p> <p>Complete</p> <p>September 2025</p>
7	<p><b>Children did not receive their full entitlement to education which significantly limited their chances of finding work and making a positive contribution to the community on release.</b></p>	<p>HMYOI Feltham A will improve the education offer for all children willing to engage by:</p> <ul style="list-style-type: none"> <li>• The HoRR will review the core day (See concern 6), 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.</li> <li>• The HoBA will refresh the RMP in conjunction with the review of the new profile and core day, to clarify what activity is delivered at each level of the RMP including escorting arrangements to education, this will help managers make informed decisions if regime curtailments are necessary.</li> </ul>	<p>Governor/ Education Provider/ YCS Contract Management Team</p>	<p>December 2025</p> <p>October 2025</p>







		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).		
	<b>Key Concerns</b>			
8	<p><b>The emerging problem of illicit substance use among children had not been adequately prioritised by leaders.</b> Intelligence-led testing and searching were not being conducted consistently, undermining the institution's ability to manage this risk effectively.</p>	<p>HMYOI Feltham A and the Substance Misuse Services (SMS) provider (CNWL) will address the emerging illicit substance problem by:</p> <ul style="list-style-type: none"> <li>• The Head of Security will strengthen searching processes across the site, ensuring it is intelligence led, timely, targeted and consistently recorded to maximise its effectiveness in disrupting contraband and safeguarding for both staff and children.</li> <li>• The Head of Security will ensure suspicion drug testing linked to intelligence is completed in a timely manner; to improve the understanding of the level of drug use at the site so results can be discussed at the monthly drug strategy meeting, where appropriate actions can be generated to address identified issues.</li> <li>• The HoRR and the SMS provider will ensure strategic oversight and attendance at the drug strategy meeting, where data, trends and common themes will be discussed that generate actions to support the effectiveness of the Drug Strategy.</li> <li>• Collaborative working between the HoRR and the SMS provider to develop a Demand Reduction Pathway that sets out a prison-wide approach to reducing the demand for illicit substances.</li> <li>• The SMS provider will ensure all new arrivals are seen during induction, to offer support and signpost them to drug misuse services.</li> <li>• The Head of Safeguarding will ensure all children failing a suspicion drug test, having a drug related adjudication or being suspected of being under the influence will be referred to the SMS team for support.</li> </ul>	Governor/ Heath Provider	<p>January 2026</p> <p>November 2025</p> <p>November 2025</p> <p>February 2026</p> <p>Complete</p> <p>September 2025</p>



		<ul style="list-style-type: none"> <li>The Head of Security will continuously monitor security intelligence to identify emerging threats and trends through the monthly Local Tactical Assessment (LTA) and Local Tactical Board (LTB), so key priorities and threats can be identified and resources deployed accordingly.</li> <li>The Head of Security will ensure security objectives are communicated to all staff monthly, via internal communications, to increase staffs understanding of emerging threats and issues to help them manage children in their care.</li> </ul>		<p>September 2025</p> <p>October 2025</p>
9	<b>The level of self-harm was too high.</b> Care planning for children at risk of self-harm was weak.	<p>The HoS will aim to reduce levels of self-harm by:</p> <ul style="list-style-type: none"> <li>Improving how data analysis is discussed at the monthly Safety Meeting, with support from the YCS Safety Teams, to ensure sufficient and appropriate actions are being generated to reduce levels of self-harm.</li> <li>Reviewing the ACCT Quality Assurance process to ensure shortfalls are fully identified, responsible parties challenged, and quality is improved in all areas of ACCT case management.</li> <li>Complete Risk Awareness Upskill sessions with ACCT Case Coordinators.</li> <li>Improve local assurance process around Care Maps ensuring that learning and good practice is shared and acted upon.</li> <li>Monitoring the improvement of progress through the 5 Pillars action plan.</li> </ul>	Governor	<p>November 2025</p> <p>February 2026</p> <p>December 2025 December 2025</p> <p>February 2026</p>
10	<b>Managers had not provided sufficient vocational training to support children's career ambitions or to help them to find employment on release.</b>	<p>The HoRR, Head of Learning and Skills and the Education Provider will improve the vocational skills offer by:</p> <ul style="list-style-type: none"> <li>Subject to YCS approval and funding, full implementation of the agreed Education Annual Delivery Plan.</li> <li>Recruiting to all Careers, Employment, Information, Advice and Guidance (CEIAG) vacancies, to ensure each child's Personal Learning Plan is completed.</li> <li>Increasing provision in the following Pathways by:</li> </ul>	Governor/ Education Provider/ YCS Contract Management Team	<p>September 2026</p> <p>Complete</p>



		<p><b>Vocational Pathway:</b></p> <ul style="list-style-type: none"> <li>○ Consolidating the current provision and expanding the Level 3 provision.</li> <li>○ Appointing an additional paints teacher.</li> <li>○ Vocational delivery will also incorporate bitesize Maths and English sessions within the workshop environment to strengthen core skills in a practical context.</li> </ul> <p><b>Employability Pathway:</b></p> <ul style="list-style-type: none"> <li>○ Creating additional employment opportunities, with job descriptions, applications and interviews, along with employability workshops delivered in conjunction with Careers, Employment, Information, Advice and Guidance (CEIAG)</li> <li>○ Introducing custodial apprenticeships linked to vocational pathways</li> <li>○ Embedding HR practices to mimic the world of work, evidencing learner progression on the pathway.</li> </ul> <p><b>The Resettlement Pathway</b> will include two strands of provision to target those sentenced to less than 3 months and to target those with less than 3 months remaining in their sentence by:</p> <ul style="list-style-type: none"> <li>○ Focusing on targeted Life Skills lessons, including cooking, budgeting, using public transport, flat pack furniture making and DIY skills.</li> <li>○ Targeted work on critical thinking, future planning and goal setting for release.</li> <li>○ Release on Temporary Licence (RoTL) opportunities will be considered as part of this work for children who are eligible.</li> </ul> <ul style="list-style-type: none"> <li>• The effectiveness of quality improvement measures will be monitored closely at the PRM, CRM and the QIG, utilising data from BROMCOM and feedback from quality monitoring visits by the YCS Education Lead.</li> </ul>		<p>November 2025 January 2026 January 2026</p> <p>March 2026</p> <p>November 2025 March 2026</p> <p>January 2026 March 2026</p> <p>March 2026</p> <p>June 2026</p>
11	<p><b>Teaching staff did not receive sufficient training in phonics to help children with their reading.</b> Children did not have enough access to the library in order to</p>	<p>The HoESW and The Shaw Trust will improve children's reading skills by:</p> <ul style="list-style-type: none"> <li>• Completing 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.</li> </ul>	Education Provider/ YCS Contract Management	Complete



	<p>borrow books and develop their reading skills. Not enough children improved their reading skills by reading for pleasure.</p>	<ul style="list-style-type: none"> <li>• Providing phonics training and regular refreshers as required to teaching staff and Learning Support Assistants, to support children who require additional levels of English support.</li> <li>• Ensuring a minimum of one library session each week is timetabled into all education pathways to help children read for pleasure, and to support their chosen vocation, providing 23 open library sessions each week for main pathways and hard to reach children through the Nurture Pathway.</li> <li>• The Shaw Trust are implementing a new role 'Reading LSA', who will deliver reading interventions on a fulltime basis, including the use of Shannon Trust resources.</li> <li>• Additionally, to support children to read for pleasure and to improve their reading skills Library staff will: <ul style="list-style-type: none"> <li>○ Meet every child during induction and offer one-to-one reading sessions for children identified as not using the library.</li> <li>○ The introduction of monthly quizzes to incentivise visiting the library.</li> <li>○ Promoting the Reading Ahead challenge (in which children read and record their thoughts on six pieces of written work).</li> <li>○ The Librarian will visit the accommodation units to support those children with the lowest reading skills.</li> </ul> </li> <li>• The monitoring and the effectiveness of these actions will be through the QIG meeting.</li> </ul>		<p>April 2026</p> <p>Complete</p> <p>February 2026</p> <p>March 2026</p> <p>November 2025</p>
12	<p><b>Housing was identified too close to children's release date, impeding planning for education, training and employment in the community.</b></p>	<p>The Head of Resettlement and HoRR will improve release planning arrangements for accommodation by:</p> <ul style="list-style-type: none"> <li>• Develop a clear understanding of housing allocation and funding processes across local authorities.</li> <li>• Establishing a formal escalation route to resolve accommodation barriers at least 4 weeks prior to release.</li> <li>• Fully embedding the revised housing and Education, Training and Employment (ETE) escalation process among Resettlement Practitioners (RP).</li> </ul>	Governor	<p>January 2026</p> <p>Complete</p> <p>March 2026</p>



		<ul style="list-style-type: none"> <li>• Ensure compliance with the National Standard by holding a 6-week Pre-Release Meeting (with the child, RP, and community professionals) and a 10-day Final Release Meeting to confirm arrangements.</li> <li>• Improve community professionals' attendance at the Aftercare and Resettlement Panel meeting through targeted communications to Heads of Service (YJS), ensuring consistent engagement at these critical points.</li> <li>• Strengthen the monthly Aftercare Resettlement Panel process, with children placed on the agenda 3 months prior to release to monitor housing, ETE, licence conditions, and ensure timely escalations.</li> <li>• Improve documentation of escalations, with the Head of Resettlement reviewing the Terms of Reference and Agenda to ensure clarity, accountability, and consistent follow-up.</li> <li>• Developing a comprehensive training package for RP, with input from the Youth Custody Service (YCS), to include constructive resettlement, Activities Interventions and Roles, SMART targets, motivational interviewing, Multi-agency Public Protection Arrangements (MAPPA) and risk management to help build positive relationships with children</li> <li>• The multi-disciplinary monthly reducing reoffending strategic meeting will monitor and track all the above actions, identifying any issues and generating appropriate actions to address them.</li> </ul>		November 2025  January 2026  December 2025  December 2025  March 2026  October 2025
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