



HM Prison &
Probation Service



Action Plan: HMYOI Wetherby

Action Plan Submitted: 13 February 2026

A Response to the HMIP Inspection: 27 October – 06 November 2025

Report Published: 09 February 2026

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 Wetherby

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	Levels of violence were high; many incidents were serious and involved the use of weapons.	The Heads of Security and Safety (HoS) will reduce levels of violence by: - Continuing to develop and promote the local security strategy to support wider prison priorities, including addressing violence and to combat the rise in weapons made by children. - Producing monthly communications to all staff about the top three priority security intelligence objectives. - Implementing a Violence Reduction Advisor role to oversee the analysis of safety data and identify initiatives to reduce conflict. - Conducting weapons amnesties every six months, supported by communications to children about the dangers of carrying weapons. - Utilising local intelligence to identify and remove items, wherever possible, that can be made into weapons. - Screening all children involved in violence at the weekly Safety Intervention Meeting (SIM), and where appropriate appointing a single case manager to work with the child on a plan to reduce their involvement in violent incidents. - Maximising the resources available in the conflict resolution team to reduce to the number of "keep apart" to support the merging of unit communities (allowing increased mixing and enhanced access to activities/regime provision).	Governor	March 2026 March 2026 March 2026 March 2026 March 2026 March 2026 May 2026



		• Ensuring that Behaviour Management Training - MMPR (Managing and Minimising Physical Restraint) is delivered annually to all operational staff, to increase the competency and confidence of the workforce. • Implement and embed co-located multi-disciplinary teams onto each residential unit. • Delivering monthly Guided Reflective Practice (A model of supervision to support staff working in the YCS) to support staff with their dealings with traumatised young people. • Ensuring that staff understand the child's Formulation (a one-page document with a brief history about them and important information to aid staff in their day-to-day management) and have the time to read and become familiar with them, to help with their day-to-day management and support of children. • Timetable delivery of "Support Team Meetings" to allow the weekly collaboration of professionals who support the young person to come together and address any needs. • Delivering an effective One Debrief model/session following significant events, including acts of violence, to investigate and challenge violent behaviour (See concern 3). • Engaging with West Yorkshire Police and the regional Violence Reduction Team to ensure that HMYOI Wetherby are included in strategic planning and initiatives. • The safety team will collate and review all violence-related data, including investigation intelligence and prisoner feedback, 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.		March 2026 September 2026 March 2026 July 2026 May 2026 May 2026 February 2026 March 2026
2	The rate of self-harm was very high and	The Head of Safer Custody will reduce the levels of self-harm by:	Governor	



	much higher than in other comparable prisons.	• Providing strategic oversight of self-harm by analysing and reviewing all available data at the safety meeting, to provide stakeholders with a good understanding of the underlying causes of self-harm, to generate co-ordinated actions to reduce its prevalence. • Ensuring the SIM identifies and generates additional actions to support and help reduce levels of self-harm for individuals. • The Safety Team will improve the provision of staff training and support for Assessment Care in Custody Teamwork (ACCTs) case managers, to improve Care and Support plans and case management, ensuring reviews are multi-disciplinary and processes are robustly and consistently implemented and followed. Care and Support Plans will have a focus on encouraging children to engage in purposeful engagement. • Ensuring individuals who prolifically use self-harm as a method of coping are supported by a weekly “Enhanced Support Team” review. • Ensuring that staff understand the child’s “Formulation” (See concern 1), to help with day-to-day management and support. • Reviewing the effectiveness of the use of the establishment’s Enhanced Support Unit, to increase the level of support available.		March 2026 February 2026 June 2026 February 2026 May 2026 May 2026
3	There were notable weaknesses in staff-prisoner relationships. Some children reported that they had been subjected to verbal abuse by staff, and their treatment by staff was inconsistent.	The Governor will publish clear expectations of professional boundaries through monthly full staff briefings, supported by communications. The Heads of Residential Services will improve relationships between staff and children by: • 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 Custody Support Plans (CuSP), allowing staff to spend meaningful time with children to improve relationships and have in-depth support sessions, working on progression, goals and behaviour.	Governor	April 2026 April 2026



	• Ensuring CuSP sessions contribute to Integrated Care Plans and form part of goal setting and resettlement reviews. • Implementing a CuSP quality assurance process to monitor the frequency and quality of assessments, discussed at the monthly CuSP Local Management Team (LMT) meeting. • Improving oversight and attendance at the CuSP LMT meeting, to drive accountability and ownership of delivery through the scrutiny of data, identifying emerging risks, monitoring delivery and to drive improvements. • Invest in staff (by providing access to the Activity Leaders Course) to provide the skills to engage young people in purposeful activities. • Deliver monthly Guided Reflective Practice to staff so that they can be supported with their dealings with traumatised children. • Improving quality assurance processes for complaints, to ensure all complaints are correctly categorised. • Introducing a monthly complaint meeting to analyse trends and patterns, including those relating to staff, generating timebound actions and learning to address identified issues. • Driving up professional standards of behaviour and expectations of the workforce through 6 weekly managerial intervention meetings (locally referred to as Touchpoint Meetings). • Re-enforcing the importance of staff responding to everyday requests in a timely manner to improve relationships, via daily staff briefings/handovers and monthly communications. • Expanding Q branch (a horticulture and waste management initiative) to offer activities to children, where they can develop their interpersonal skills and manage emotions in a more regulated manner. • Impact will be measured by a quarterly child survey to monitor impact and progression.	April 2026 April 2026 April 2026 March 2026 March 2026 March 2026 April 2026 April 2026 April 2026 April 2026 December 2026
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4	Leaders did not have effective oversight of the quality of education and skills. The actions they had taken had not improved the education and training that children received.	HMYOI Wetherby, Novus (The Education Provider) and the YCS Contract Management Team (CMT) will work collaboratively to improve oversight of the delivery and quality of Education, Skills and Work (ESW) by: • Implement a shared Post-Inspection Action Plan (PIAP) that clearly outlines actions, ownership, timescales, resources, and measurable success indicators. Priorities will be structured across short-, medium- and long-term phases, with monthly review points to monitor progress and impact. • Conducting an Annual Supportive Review (ASR) to assess the extent and sustainability of improvements achieved since the Ofsted inspection, ensuring independent evaluation of progress. • Resetting and strengthening the Wetherby 6 weekly Quality Improvement Group (QIG) under YCS terms of reference, operating a rigorous 6-week Quality Improvement Plan (QIP) cycle that identifies Areas for Improvement (AFI) and Areas of Strength (AoS) across all aspects of ESW. • Driving open, collaborative discussion of AFIs and dependencies, ensuring leaders and partners jointly plan and deliver Quality Assurance and Improvement (QA&I) activity that directly responds to AFIs and thematic findings highlighted in the Ofsted report. • Ensuring timely and detailed QA&I impact reporting, shared through established reporting routes (including the QIG), enabling leaders and partners to evaluate progress and contribute fully to collective improvement work. • Completion of an education needs analysis, following consultation with children, has facilitated the creation of additional pathways consistent with the small-community model. • Participating fully in all YCS Contract Planned Assurance Activity, demonstrating compliance, accountability, and continuous improvement across contractual expectations.	Governor/Education Provider	Complete April 2026 February 2026 Complete February 2026 Complete May 2026
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		- Working collaboratively to strengthen employment outcomes for all children, supported by robust evidence-based reporting that demonstrates the effectiveness of education, skills, and transition pathways. - Exploring alternative models of education delivery at HMYOI Wetherby, including an increase in vocational courses. Recruitment for these posts has begun and further activity options are being considered for radical change. - Recording all ESW outcomes through Bromcom (A Management Information System), ensuring comprehensive data capture, with in-depth analysis presented through the established performance framework (QIG, monthly Performance Review Meetings, and other reporting forums). - Undertaking routine reviews of key performance risks, including attendance, interruptions, withdrawals, completions, allocation, curriculum delivery and progress towards inspectorate recommendations, ensuring timely action to mitigate risk. - Developing a clear and coherent set of progress measures, enabling leaders to assess the rate, quality, and sustainability of improvement across ESW provision.		May 2026 April 2026 August 2026 Complete April 2026
5	Leaders did not make sure that teachers, including those on outreach, received targeted professional development to help improve the quality and effectiveness of teaching which we judged to be weak.	HMYOI Wetherby, Novus and the YCS CMT will ensure a high-quality, evidence-led approach to strengthening teaching and learning by: - Implementing a structured Quality Assurance (QA) cycle to identify precise AFI and AoS across all Novus delivery, including outreach provision. - Delivering targeted, needs-led Continued Professional Development (CPD) that equips teachers and outreach staff to deliver high-quality teaching, strong personal development provision and effective employability learning. - Sharing delivery plans through regular leadership and CPD meetings, with follow-up QA to evaluate the impact of CPD on teaching quality, curriculum delivery and learner progress.	Governor/Education Provider	Complete February 2026 February 2026



		- Monitoring the influence of improved teaching on learner engagement and attendance, using QIG/PRMs to track trends and address barriers promptly. - Embedding CPD expectations within appraisals, requiring staff to demonstrate how professional development has been applied in their practice. - Reporting CPD impact through QIG and governance structures, ensuring leaders maintain strong, evidence-based oversight of teaching improvement. - Delivering regular Guided Reflective Practice to education staff, so they can be supported with their dealings with traumatised children.		March 2026 February 2026 April 2026 February 2026
	Key Concerns			
6	Staff did not routinely draw body-worn cameras, or they did not activate them during use of force incidents. There was insufficient oversight of use of force by senior leaders.	The Deputy Governor will improve the use of Body Worn Video Cameras (BWVC) and oversight of Use of Force (UoF) by: - 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 HMYOI Wetherby will: - Obtain daily assurance from the Duty Governor and Orderly Officer that the mandate for all operational staff Band 3s-5s to collect an individual BWVC is adhered to. - Publish a Notice to Staff regarding drawing and activation of BWVC's, including switching them on at the earliest opportunity in every potential/actual incident, to capture all aspects leading up to and during the incident. - Liaise with the local MMRP co-ordinator/trainers to incorporate advice on the importance of drawing and activation of BWVC during refresher training.	Governor	April 2026



		- Ensuring that managers review footage of all incidents that occur on weekends. - Improving Senior Leadership attendance at the weekly Restraint Minimisation Meeting. - Ensuring all UoF incidents, including BWVC footage, are thoroughly reviewed at the Restraint Minimisation meeting by MMPR coordinators, to facilitate improved inquiries and oversight into the context of the incidents to identify learning outcomes. Identified issues of concern will be raised with the Deputy Governor for further investigation. - Reviewing the strategic 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 and use of BWVC, including compliance. Actions linked to UoF to be incorporated into the Safety action plan, to track and monitor generated actions.		April 2026 April 2026 April 2026 March 2026
7	Drug strategy meetings were poorly attended, generated limited actions, and lacked focus on harm reduction.	The Deputy Governor will improve attendance and focus of drug strategy meetings by: - Reviewing the quorum of mandatory attendees required at the quarterly drug strategy meeting, that will be chaired by the Deputy Governor to ensure increased attendance. - Ensuring the meeting agrees actions that have multi-disciplinary input, to ensure they are targeted and focused at reducing substance misuse. - Identifying a managerial lead to have oversight of the local Drug Strategy, working in collaboration with the commissioned substance misuse provider, Change Grow Live (CGL). - The Drug Strategy Lead, with support and input from CGL, will write and implement a formal Drug Strategy that focuses on both supply and demand reduction. The strategy will be supported by CGL who will provide drug and	Governor	May 2026 May 2026 May 2026 June 2026



		alcohol support to children, offering a range of psychosocial interventions, to reflect the needs of the population.		
8	Children were not always transferred to a mental health hospital promptly.	To improve transfer times to a mental health hospital NHS England Health & Justice (National & Local), MOJ, Provider Collaboratives and CAMHS (National) will: • NHS England continue to focus on the transfers and remissions pathway of any child who is sentenced or remanded to custody (in England), to and from mental health hospitals. A nationally coordinated programme of work is underway to identify and address the barriers to meeting the 28-day transfer time limit from prison to adult mental health hospitals and will report to ministers quarterly. • Children and Young People Mental Health (CYPMH) inpatient services, and NHS England national and regional teams work closely with the providers of services and NHS-led Provider Collaboratives as the vehicle for the delivery of improvement in the effectiveness and quality of children's and young people's medium and low secure services. • The Weekly CYPMH Medium Secure Network monitors all referrals to and from inpatient services and prison, to ensure timescales are adhered to and troubleshooting occurs at the earliest possible opportunity. The National Case Management System is a central repository for recording of referral, assessment and admission dates. This can be accessed by the Governor, Health Provider and NHS England providing local and national systems with an up-to-date oversight of a child's pathway. • In line with the previous Long-Term Plan ambition the Provider Collaborative Programme gives local ownership to providers for the whole pathway, including the interface with the criminal justice system, and the resource for their own populations, enabling them to make commissioning decisions to improve and integrate services.	NHS England Health & Justice (National) MOJ NHS England Health & Justice (National & Local) NHS England Health & Justice (National) MOJ Provider Collaboratives	Complete Complete Complete Complete



		Locally, HMYOI Wetherby and the Health Provider will support those awaiting transfer: • The health provider will ensure that any child deemed as requiring a Mental Health (MH) transfer is assessed on time and referred to the Provider Collaborative Programme ASAP so a suitable placement can be found. • Any child held in segregation awaiting a MH transfer will have daily visits by the Duty Governor and weekly visits by either the Governor or Deputy Governor. These children are discussed at the weekly SIM where all partners help to plan the best possible outcomes and support for this cohort until transferred. • Children awaiting MH transfer on normal location are managed and discussed at the SIM, this ensures that any regression with wellbeing can be addressed urgently. • Each child will also be assigned an Enhanced Support Team (EST) to provide additional support until they are transferred.	Governor/ Health Provider	Complete
9	There was ineffective governance of medicines administration and children did not always receive medications safely.	The Health Provider (Leeds Community Health) and HMYOI Wetherby will improve the governance and administration of medicines: • The Health Provider will review the process for the administration of medicines to ensure they comply with professional standards as detailed in: Optimising Medicines in Secure Environments • The Governor will appoint a HMPPS Senior Manager to have on-site oversight of the commissioned health provision. The Senior Manager will hold the health provider to account to ensure that they are compliant with the commissioned contract, collaborating with NHS England Commissioners to drive improvements and compliance with national guidelines. • A Notice to Staff will be issued to remind staff about how to manage medication queues, including awareness of possible signs of distraction.	Health Provider Governor Governor	April 2026 April 2026 March 2026



		- Residential Managers will remind staff at briefings and handovers of the importance of taking children to collect their medication, where it is not possible to take them, informing healthcare staff of the reason why so alternative arrangements can be made. - NHSE commissioners quarterly Health Partnership Boards (PPB) quality and performance meetings will monitor the contract, including oversight of medicine administration.	Governor	March 2026
			NHS England/Health Provider/Governor	March 2026
10	Leaders had not made sure that children's attendance in education and vocational training had improved sufficiently.	HMYOI Wetherby and Novus will improve attendance in education and vocational training by, - Reducing operational clashes by implementing an appointments system that allows stakeholders to access children outside of planned Education and Vocational time. - The Governor/Deputy Governor will discuss staffing arrangements at the daily morning operational briefing to ensure staff are detailed to escort children to education and vocational training, as well as focussing Senior Managers on ensuring daily attendance is timely and uninterrupted. - Monitoring and tracking attendance and reasons for non-attendance at the daily morning operational briefing, where actions can be generated to identify and address any barriers to attendance. Outcomes and improvements will be monitored at the QIG. - Monitoring allocations data at the weekly Activities Allocations Board and quarterly Reducing Re-offending to ensure operational clashes are minimised. Identified clashes/hotspots will be addressed by the Learning and Skills Manager (LSM).	Governor/ Education Provider	May 2026 March 2026 March 2026 March 2026
11	Provision for visitors was inadequate. The visitors' centre was not always open, and it	HMYOI Wetherby will improve the visitor experience by:	Governor	July 2026



	lacked facilities, including hot drinks and food, despite the long journeys that visiting families had made.	• Appointing dedicated staff to the visitor centre to ensure it is always open on visiting days and visitors are always able to purchase food and drinks.		
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