



HM Prison &
Probation Service

Action Plan: HMP/YOI Hatfield

Action Plan Submitted: 7 January 2020

A Response to the HMIP Inspection: 5-16 August 2019

Report Published: 9 January 2020

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, Community Rehabilitation Companies (CRCs) 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 provides 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 HMPPS web based Prison Finder. 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 must 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 must 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: HMCIP REPORT

ESTABLISHMENT: HMP/YOI Hatfield

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
	Key concerns and recommendations				
	Directed to:				
	The Governor				
S36	<p>Key concern: Analysis of complaints data was cursory and limited managers' understanding of factors leading to complaints. This, and the absence of independent scrutiny, inhibited institutional learning and action to address the poor perceptions held by some prisoners.</p> <p>Recommendation: Quality assurance should be improved, to ensure that a comprehensive analysis of complaints data leads to action that improves</p>	Agreed	<p>The Head of Business Assurance will increase Quality Assurance (QA) scrutiny of complaints monthly from 10% to 30%. HMP/YOI Hatfield will work with the local Independent Monitoring Board (IMB) to introduce a process of independent quality assurance of an additional 30% of monthly complaints this will be an agenda item at the monthly IMB meeting with the Governor. In addition, the Governor or Deputy Governor will complete a sample 5% random test of complaints each month. Feedback and further guidance will be provided where the QA process demonstrates the required standard for responses have not been reached.</p> <p>The analysis of the complaints data during the performance and assurance meeting will be revised and re-focused. The data will be subjected to qualitative review of the reasons that led to the complaint submission and any actions to address these reasons are set, recorded and progressed through this meeting.</p> <p>HMP/YOI Hatfield will introduce a complaints response checklist and an easy guide stating what should be included in an effective response. It will define the brevity, promptness and procedural justice that should be applied. It will also outline how evidence that the matter has been investigated to an appropriate level is presented in the response to ensure it has answered all parts of the complaint and explains fully the actions taken to investigate the matter.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>January 2020</p> <p>January 2020</p> <p>January 2020</p>



	prisoners' confidence in the complaints system.		The complaints process will be added as an agenda item on the additional Black and Minority Ethnic (BAME) and Muslim prisoner consultation groups that have been arranged with addition regional psychology support. This will also be added to the agenda of the newly formed prisoner council to track progress of improving prisoner perceptions of the process. The results of all consultations about complaints will be discussed at the performance and assurance meeting with any further necessary actions being taken forward.	Governor	March 2020
	The Governor				
S37	<p>Key concern: Survey results and focus groups revealed comparatively negative perceptions from black and minority ethnic and Muslim prisoners. The prison's own data also revealed disproportionality within these groups in areas of discipline and security.</p> <p>Recommendation: Consultation, action planning and communication should be improved, to provide assurance of fair treatment of prisoners from black and minority ethnic and Muslim backgrounds.</p>	Agreed	<p>HMP/YOI Hatfield will review the local equalities policy and action plan to include improved consultation with Black and Minority Ethnic (BAME) and Muslim prisoners. A review of this policy and action plan will take place annually, engaging with the Yorkshire Prisons Group (YPG) equalities lead to ensure best practice and shared learning is incorporated to deliver quality outcomes for prisoners.</p> <p>A schedule of regular consultation forums with BAME and Muslim prisoners will also be introduced, part of which will be regular meetings with the governor every three months. Actions arising from these meetings will focus on key themes or perceptions around the quality of staff/prisoner relationships, Incentives and Earned Privileges (IEP), adjudication processes, targeted searching, cultural diversity of food and perceptions around the complaints process. Identified trends will be directed to the Equality Action Team (EAT) meeting and required actions will be added to the Equalities Action Plan (EAP) and the prison's consolidated action plan (CAP) which will be tracked through the EAT meeting and through the performance and assurance meeting. Progress of actions will be published on all wings.</p> <p>HMP/YOI Hatfield will work in partnership with the regional psychology team to carry out specific and targeted consultations with BAME and Muslim prisoners to explore the perceptions identified through the survey. Actions to address identified issues will be taken forward and delivery monitored through the performance and assurance meeting via the Consolidated Action Plan (CAP). Progress of actions will be published on all wings.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>March 2020</p> <p>March 2020</p> <p>March 2020</p>



			<p>The prisoner equality group meeting will be re-established and will take place monthly whilst negative perceptions and issues are explored acted upon and resolved. All issues and trends will be directed to the EAT.</p> <p>The terms of reference and agenda for the EAT meeting will be reviewed and refreshed. The meeting will be chaired by the Governor and, like the prisoner equality group, will initially take place monthly whilst perceptions and issues are explored. The EAT meeting will have representation from the equality group and other prisoner consultation forums including BAME and Muslim prisoners. The EAT meeting will review, as a standing agenda item, the EAT action plan and update it accordingly using the analysis of the Equalities Monitoring Tool (EMT) data and consultation feedback.</p> <p>The schedule of all prisoner consultations will be an agenda item at the performance and assurance meeting to provide management oversight that meetings are taking place that all meetings are taking place.</p> <p>HMP/YOI Hatfield will review and re-launch the Discrimination Incident Report Form (DIRF) process to increase confidence in the system and change the negative perceptions of the current process.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>January 2020</p> <p>March 2020</p> <p>March 2020</p> <p>March 2020</p>
	The Governor				
S38	<p>Key concern: Too many prisoners released on temporary licence to do voluntary or paid work in the community were in jobs that bore little relation to their intended career path or to identify local skills shortage areas.</p> <p>Recommendation: Prisoners released on temporary licence to</p>	Partly Agreed	<p>This recommendation is partly agreed. HMP/YOI Hatfield will strengthen processes and strategies to introduce an increased focus on work placements which are conducive to prisoner career paths and local skills shortages on release. However, HMP/YOI Hatfield is a national resource receiving prisoners from and releasing them to many areas across the country. It is for this reason it is not always within the control of the prison to accommodate "local skills" gaps for every prisoner. Equally community based voluntary or paid employment can only be provided according to what is available within the geographical area of the prison. Excellent links with the local community provide suitable workplace opportunities for prisoners. However, by using less skilled positions, until more skilled and appropriate positions are available, benefits both the local community and prisoners in gaining employment skills and providing the opportunity to contribute to the local community.</p>		



	work in the community should be able to participate in employment or voluntary work that is closely aligned to their intended future career and to local skills shortage areas.		<p>HMP/YOI Hatfield will establish an employment engagement committee to further develop and improve the employment engagement strategy. The strategy will be designed to consider intended career paths, alongside local and national skills shortages in the areas prisoners are released to. There will be consideration of local Employment Market Statistical Intelligence (EMSI) alongside other labour market information and intelligence to determine and provide where possible appropriate voluntary and paid work in the community.</p> <p>HMP/YOI Hatfield will work closely with the YPG Regimes Board to maximise opportunities for targeted education, training and work placements in prisons who send prisoners to HMP/YOI Hatfield to improve prisoners' relevant skills prior to arrival to get them work ready and assist our men, wherever possible, achieve roles more akin to their future career goals in community placements.</p> <p>HMP/YOI Hatfield will collaborate with YPG New Future Networks colleagues to improve links in the community to be able to offer a greater variety of work positions for prisoners.</p> <p>A new digital campus will be created and resourcing in the paid employment hub will be increased to enhance the ability to secure additional voluntary and paid employment opportunities for prisoners. This will better align opportunities with intended career paths and local skills shortages wherever possible. There will be a proactive approach to increase paid and voluntary work in the community as part of the employment engagement strategy.</p> <p>Additional transport will be purchased providing an opportunity to transport more prisoners to work and increasing the range of opportunities on offer with career paths and local skills shortages wherever possible.</p>	Governor	June 2020
				Governor	June 2020
				Governor	March 2020
				Governor	June 2020
				Governor	June 2020
	General recommendations				
	Directed to:				
	The Governor				
1.9	Induction processes should be held in a private room,	Agreed	HMP/YOI Hatfield will reconfigure the reception area to create a dual-purpose induction room to provide a quiet and private space for prisoners to speak to staff about sensitive matters and issues of risk and care.	Governor	April 2020.



	to enable prisoners to talk freely and confidentially.				
	The Governor				
2.4	The contact and support scheme should be managed more robustly, to support the aims of sentence planning and rehabilitation.	Agreed	<p>An easy guide will be developed and issued to staff describing the elements of quality case notes. This will focus on the requirement that conversations and notes however brief should have a general theme about rehabilitation, employment, family contact, release planning and risk issues.</p> <p>The Head of Residence and residential custodial manager will conduct quality assurance of case notes through sampling 10% monthly confirming entries meet the defined standards described in the easy guide and support sentence planning and rehabilitation. Feedback from these checks will be provided to staff where case notes do not meet the required standards.</p> <p>The contact and support scheme will become a standing agenda item at the residence team meeting. At the meeting the general quality of case notes entries made by staff will be reviewed to identify any best practice and development needs. Where development needs are identified these will be progressed with staff members.</p>	Governor Governor Governor	May 2020 May 2020 May 2020
	The Governor				
2.14	Prisoners working in the kitchen should be able to achieve national vocational qualifications.	Not Agreed	This recommendation is not agreed as the current Prison Education Framework (PEF) contract for HMP/YOI Hatfield has already been negotiated. In 2020 as part of the annual curriculum review of the education contract whilst consideration will be given to the purchase of NVQ and Barista qualifications in the kitchen this must be set against a limited budget and a diverse range of changing needs. HMP YOI Hatfield is therefore unable to commit to this provision if a greater need is identified in another area at the time of the contract review.	Governor	
	The Governor				
2.15	Prisoners should be able to buy basic items from the prison shop promptly, to avoid getting into debt	Not Agreed	This recommendation is not agreed as the current National retail contract does not allow prisons to open their own canteen prison shops or provide shopping services to prisoners outside of those contractual arrangements.	Head of Prison Retail Directorate of Safety and Rehabilitation Governor	



	when they have to borrow from others.		<p>Each establishment has one set ordering day in the week for retail purchases, and one corresponding delivery day. To provide extra deliveries outside of this for new prison arrivals would be cost prohibitive. Prisoners are offered a reception pack to purchase on arrival with different packs containing a variety of differing goods. A prisoner is then able to place their first full order on the next usual ordering day.</p> <p>Until and if there is a change in the national contract arrangements there is no capacity to offer this service. Additionally, HMP/YOI Hatfield neither has the staff, financial resources nor built environment to offer this service outside National arrangements.</p>		
	The Governor				
2.23	Consultation with prisoners should be regular, consistent and recorded, to provide adequate opportunity for prisoners to raise matters and effect positive change.	Agreed	<p>The elected Prisoner Council with representation from each unit, Equalities Action Team and consultation forums for each protected characteristic group will be restarted and scheduled regularly.</p> <p>Each forum will have a defined Terms of Reference, agenda, and a minute of the meetings will be taken including Specific Measurable Achievable Realistic and Timebound (SMART) actions which are tracked through the CAP. Minutes of all consultations will be made available to prisoners through wing notice boards and outcomes published in the DN7 newsletter.</p> <p>Issues raised through the consultation meetings will also be discussed and addressed through the agenda of the performance and assurance meeting using a, “you said we did approach”. The performance meeting will also monitor all meetings take place and that any that were cancelled for unforeseeable reasons are re-scheduled.</p> <p>HMP/YOI Hatfield will publish an annual prisoner communication strategy detailing what forums will take place, when they occur, how prisoners can raise issues to be taken forward by representatives on those forums, and where outcomes will be published.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>March 2020</p> <p>March 2020</p> <p>March 2020</p> <p>March 2020</p>
	The Governor				



2.86	The supply chain for medicine supplies coming into the prison should be free of foreseeable risks.	Agreed	All vehicles delivering medical supplies, including controlled drugs to the prison are now met at the gate by an identified nurse and escorted to the health care centre before the medicines are securely decanted removing risk of diversion or theft.	Governor CEO Care UK	Complete
	The Governor				
3.19	Prison managers should gather up-to-date information on prisoners' employment and training destinations, to enable them to evaluate better the impact of the curriculum on rehabilitation.	Agreed	<p>HMP/YOI Hatfield will develop systems to gather information about prisoner's destinations into training and employment on release which can be analysed and fed into the Quality improvement group (QIG) and local Self-Assessment Report (SAR). This data will inform the requirements of future PEF contract reviews enabling the curriculum to support prisoner employment destinations.</p> <p>As part of the new Information Advice and Guidance (IAG) Service HMP/YOI Hatfield will further develop the Prisoner Personal Learning Plan (PLP) to gather information about employment and training destinations. This will be used to evaluate the impact of the curriculum on rehabilitation allowing for improved planning and adjustment of future delivery.</p> <p>Through the annual needs analysis comprehensive development of the prison's understanding of prisoner employment and training destinations can be realised and acted upon. This data will also inform suitable stage 1 and 2 ROTL placements for prisoners aligning with future career plans more cohesively.</p>	Governor Director Novus	May 2020
	The Governor				
3.29	Prison managers should ensure that teachers provide more challenging learning activities during sessions, especially for the most able, so that all prisoners make good progress.	Agreed	<p>As part of the Teaching and Learning Quality Assurance process all Learning & Skills activities will be reviewed to ensure stretch and challenge targets are set for all prisoners, including the most able so that all prisoners make good progress. The education manager and Learning and skills manager will implement an assurance process to review PLPs to ensure there is a clear focus on prisoner ability, attainment and quality. This will be carried out on a quarterly basis and fed back through the QIG.</p> <p>Teachers and Instructors will be provided with support and training sessions planned throughout the year. Assurance will be gained via the Teaching and Learning Quality Assurance process and via monthly learning walks.</p>	Governor Director Novus	May 2020
	The Governor				



4.17	The reducing reoffending strategy should be informed by a comprehensive needs analysis, so that the prison can assure itself that it is addressing the needs of all prisoners.	Agreed	<p>HMP/YOI Hatfield will re-launch reducing reoffending partnership meetings which will be held monthly to improve strategic management of the resettlement process. The meeting will drive forward the reviewed reducing reoffending strategy which will place more emphasis on appropriate and meaningful ROTL placements, drive the action plan and clearly link to the needs analysis.</p> <p>A comprehensive need analysis will be undertaken to ensure that resources are targeted to need taking into consideration, demographics of the population and regional needs whilst using Offender Analysis System (OASys) and sentence plan data to inform personal reducing reoffending pathways or offence related needs. The needs analysis will determine demand for offending behaviour programmes. Where this is the case it will be recorded by offender supervisors and access to courses will be made via ROTL.</p>	Governor Governor	March 2020 September 2020.
	The Governor				
4.18	Prisoners should have meaningful contact with their offender supervisors, to drive sentence progression and support their rehabilitation.	Agreed	<p>HMP/YOI Hatfield is awaiting the introduction of Offender Management in Custody (OMIC) in the open estate we. Pending this meaningful contact between uniformed offender supervisors and prisoners will be increased through the re-introduction of 'OMU drop in sessions' on a weekly basis at both sites in the prison. Offender supervisors will record discussions on case notes to evidence progress around resettlement needs is being discussed.</p> <p>When OMiC in the open estate is introduced HMP/YOI Hatfield will plan to remodel services to ensure that prisoners have regular and effective support and contact with their offender supervisors, to drive sentence progression and support their rehabilitation.</p>	Governor Governor	March 2020 September 2020
	HMPPS				
4.19	There should be enough approved premises bed spaces for all prisoners to have timely access to release on temporary licence after being approved.	Partly Agreed	This recommendation is partly agreed because whilst a project is in place to expand the Approved Premise (AP) estate and deliver the Ministers commitment to 200 additional bed spaces this may not be sufficient for all prisoners approved for Release on Temporary Licence (RoTL) from HMP/YOI Hatfield. An AP expansion board has set up a strategic business case seeking funds to support the proposed expansion, however funds have not yet been secured and it is not possible to confirm if they will be provided to deliver the increased capacity or at the pace and size identified. It is also not possible to confirm the geographic distribution of any increase in AP bed spaces, whether this would meet all	Head of National Approved Premises Team Community Interventions Residential and Accommodation	January 2022



			<p>demand or if all prisoners approved for RoTL would also be suitable for a placement in the AP estate. However, any additional bed spaces provided through the project will support the increasing number of referrals into both the male and female AP estate and better support prompt access to RoTL following approval where a suitable place can be provided and the prisoner is suitable.</p> <p>The National Probation Service are working on improving processes and data which manage both referrals into AP estate and national oversight of the limited resource.</p>	Support Services Directorate	
--	--	--	--	------------------------------	--

Recommendations	
Agreed	10
Partly Agreed	2
Not Agreed	2
Total	14

