



HM Prison &
Probation Service

Action Plan Submitted: 9th September 2022

A Response to the HMIP Inspection: Separation Centres

Report Published: 9th August 2022

INTRODUCTION

HM Inspectorate of Prisons (HMIP) and HM Inspectorate of Probation for England and Wales are independent inspectorates which provide scrutiny of the conditions for, and treatment of prisoners and offenders. They report their findings for prisons, Young Offender Institutions, and effectiveness of the work of probation, and youth offending services across England and Wales to Ministry of Justice (MoJ) and Her Majesty's Prison and Probation Service (HMPPS). In response to the report HMPPS / MoJ are required to draft a robust and timely action plan to address the 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.



1. No.	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	Governors and the separation centre management committee did not have a jointly agreed strategy and action plan, setting out the centres' specific function that could be understood and acted on by staff	<p>In July 2022, HMPPS published a new Separation Centre Policy Framework which instructs staff on the use of separation centres. This policy is accompanied by a restricted Operating Manual providing more detailed guidance to staff on how to refer, assess, select, manage, and deselect prisoners into and out of separation centres. The new policy and associated documentation will more robustly support separation centres and will sustain their strategic direction in the long term.</p> <p>Separation Centre Management Group will design and implement an overarching Separation Centre strategy and action plan which will set out the centres' specific function, this will complement the current operating manual and new policy framework.</p> <p>All Separation Centre staff will be informed via relevant notices and briefings.</p>	Deputy Director Long Term & High Security Estate South	<p>Completed</p> <p>October 2022</p>
2	Not all staff we spoke to were sure about how their work could promote progression and lacked an awareness of how best to deliver a more enabling and psychologically informed approach to changing prisoner's behaviour.	<p>A clinical delivery framework has been introduced and is now providing guidance and direction for staff working with Separation Centre prisoners. It is also providing progression stages for prisoners to work towards to move out of the Separation Centre's.</p> <p>A training plan has been designed and implemented for all Separation Centre staff to aid their understanding of the clinical delivery framework and how their work relates to progression. Training is also focusing on how to deliver a psychologically informed approach to aid changing prisoners' behaviour.</p> <p>Sites will deliver regular key worker sessions in line with HMPPS Offender Management in Custody Model (OMiC) which will aid progression within the units. The key worker/responsible officer for each Separation Centre prisoner will attend the Care and Management Plan meetings in order promote progression.</p>	Deputy Director Long Term & High Security Estate South	<p>Completed</p> <p>Completed</p> <p>October 2022</p>



		<p>Separation Centres will work towards achieving Enabling Environments accreditation through the Royal College of Psychiatrists. 10 standards must be met to achieve accreditation. Work has commenced at one Separation Centre on collating evidence and an application for assessment will be made within the next year</p> <p>Other Separation Centre sites will subsequently complete these standards in the following year.</p>		<p>July 2023</p> <p>July 2024</p>
3	<p>Almost all prisoners refused to take part in purposeful activity, complete offending behaviour work or engage with others such as Imams and psychologists which meant their day-to-day interactions with staff were very limited.</p>	<p>Since the HMIP inspection some Separation Centre prisoners have re-engaged in purposeful activities and offending behaviour work at both sites, this is being monitored and staff have been provided with support on how to maintain engagement with prisoners on the units.</p> <p>Separation Centre prisoners will now be given opportunity to discuss any issues with purposeful activity and or engagement in offending behaviour work with operational and clinical leads.</p> <p>Clinical delivery framework training will be delivered to ensure that all staff have the appropriate skills to encourage prisoners to engage/maintain purposeful activity.</p> <p>An annual review has been introduced to ensure the regime will constantly provide access to purposeful activities, access to professionals and relevant offending behaviour work.</p> <p>Sites will deliver regular key worker sessions to build upon the staff-prisoner relationships and further encourage prisoners to attend activities and offending behaviour work.</p>	<p>Deputy Director Long Term & High Security Estate South</p>	<p>Completed</p> <p>October 2022</p> <p>November 2022</p> <p>Completed</p> <p>October 2022</p>
4	<p>Staff were often over-optimistic about the level of engagement they could expect from some prisoners – such as participating in an offending behaviour programme aimed at deradicalising their beliefs They did not focus on some of the smaller steps that prisoners could take to begin to show progress.</p>	<p>A clinical delivery framework has been introduced and is now providing guidance and direction for staff working with Separation Centre prisoners. It is also providing progression stages for prisoners to work towards to move out of the Separation Centre's.</p> <p>A training plan has been designed and implemented for all Separation Centre staff to aid their understanding of the clinical delivery framework and how their</p>	<p>Deputy Director Long Term & High Security Estate South</p>	<p>Completed</p> <p>Completed</p>



		<p>work relates to progression. Training is also focusing on how to deliver a psychologically informed approach to aid changing prisoners' behaviour.</p> <p>The clinical delivery framework training will provide guidance on setting smaller realistic Care and Management Plan targets, in relation to the theory behind the clinical framework, and how to work towards achieving these.</p> <p>The Care and Management Plan template will be amended to make it clear to all staff and prisoners the timeframes for each target that has been set and how this relates to sentencing planning and overall risk reduction.</p> <p>The Care and Management Plan will deliver staged progression targets involving daily activities to develop trust and an enriched regime for separated prisoners as they progress through the system.</p>		<p>November 2022</p> <p>November 2022</p> <p>November 2022</p>
	Key concerns			
5	Woodhill was severely short of officers, which meant the regime in the centre was curtailed on an almost daily basis. Some officers allocated to the centre had no experience of managing such a specialist population.	<p>Given the current staffing pressures across the Long-Term High Security Estate (LTHSE), the resourcing of Separation Centres is now being reviewed quarterly, and appropriate measures agreed to mitigate any resource impact.</p> <p>All staff working in Separation Centres will receive two-week specific training to provide support and increase confidence in the role of working with such a specialist population.</p> <p>A re-profiling exercise has been scheduled to ensure consistency by better aligning staffing requirements and incorporating un-profiled tasks that emerged through the pandemic.</p>	Deputy Director Long Term & High Security Estate South	<p>Completed</p> <p>November 2022</p> <p>October 2022</p>
6	Prison offender managers carried very high caseloads which prevented them from developing their specialism or building meaningful working relationships with those in the centres.	The new Offender Management in Custody (OMiC) case management resourcing dataset for every prison has recently been updated and this changes Target Staffing Figures at several sites from 1st July 2022. Both HMP Woodhill and HMP Frankland see increases to their Probation Prison Offender Manager staff numbers. However, there are significant staffing pressures across HMPPS at present, impacting on the resourcing of community and custody offender management. Recruitment drives aimed at prison officers and	HMPPS	March 2024



		<p>probation service officers are underway to help to resolve this situation, however, the staffing position will take time to improve.</p> <p>The OMiC programme will publish a workload management strategy to help support those establishments with critical staffing deficits.</p> <p>The OMiC team provides support to sites where intended delivery outcomes are not being achieved. This includes improving understanding of the application of the model and how to mitigate against resource pressures, using the approved adaptations of the model i.e. the Case Management Support (CMS) model.</p>		<p>November 2022</p> <p>Completed and ongoing</p>
7	<p>The management of intelligence, including monitoring telephone calls, was poorly resourced at Woodhill. This had led to a significant backlog, including many calls made in languages other than English not being analysed promptly.</p>	<p>HMP Woodhill have recruited additional resource for the monitoring of telephone calls, there is no longer a backlog in intelligence monitoring for Separation Centre prisoners at the establishment.</p>	<p>Deputy Director Long Term & High Security Estate South</p>	<p>Completed</p>
8	<p>Men who showed a willingness to participate in risk reduction work could not have their commitment tested through gradual and well-planned contact with mainstream populations.</p>	<p>A clinical delivery framework has been introduced and will provide guidance and direction for staff working with Separation Centre prisoners. It will also provide progression stages for prisoners to work towards in order move out of the Separation Centre's. Progression out of the centres will be bespoke to the individual needs of the prisoner and relevant risk assessment. The new Separation Centre policy will allow progression planning, subject to individual risk assessment and authorised by the Separation Centre Management Committee (SCMC) of structured activities in a non-separated environment.</p>	<p>Deputy Director Long Term & High Security Estate South</p>	<p>November 2022</p>



