



HM Prison &
Probation Service

Action Plan: HMP/YOI Swinfen Hall

Action Plan Submitted: 19 December 2024

A Response to the HMIP Inspection: 20 August – 13 September 2024

Report Published: 25 November 2024

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: HMP/YOI SWINFEN HALL

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	<p>Drugs and other illicit items were easily accessible, undermining safety and stability. The mandatory drug testing positive rate was very high, and effective security at the main gate lodge was not resourced.</p>	<p>HMP/YOI Swinfen Hall will commission psychology colleagues to undertake research into the reasons why young adults use cannabis at HMP/YOI Swinfen Hall. HMP/YOI Swinfen Hall will use this research to inform the approach to reducing demand for drugs.</p> <p>The Head of Security will develop relationships to form closer partnership working with Staffordshire Police, Crime in Prison advisors and health providers. These partnerships will include a focus on developing the intelligence management process and setting a clear direction for tackling ingress.</p> <p>HMP/YOI Swinfen Hall will further develop the Incentivised Substance-Free Living Unit (ISFL - F Wing) so that it encourages prisoners to lead substance-free lives. The ISFL will be fully equipped with activities and incentives that engage young adults and support them to abstain from drugs. There will also be two drug tests per month for each young adult on the ISFL.</p> <p>A programme of quality assurance for searching of the person through the gate area will be introduced.</p>	Governor	<p>December 2025</p> <p>January 2025</p> <p>December 2025</p> <p>January 2025</p>
2	<p>Prisoners who were self-isolating were not always identified and were not given</p>	<p>HMP/YOI Swinfen Hall will standardise the approach to self-isolators and through briefings and staff awareness sessions will</p>	Governor	January 2025



	<p>meaningful support to address their fears or access a full and purposeful regime.</p>	<p>ensure staff are aware of how to identify a prisoner who is self-isolating and the process.</p> <p>All prisoners who are self-isolating will be supported through a bespoke care plan to understand their reasons for isolating and how they can be supported to reintegrate. Their progress will be monitored on a weekly basis at the Safety Intervention Meeting (SIM).</p> <p>All prisoners who are self-isolating will have access to a daily shower, time in open air and purposeful activity. They will be provided support through mentoring and conflict resolution to work towards engaging with the mainstream regime.</p> <p>Daily assurance checks will be completed by wing managers/ supervisors to ensure that all prisoners who are self-isolating are identified and have access to regime.</p>		<p>March 2025</p> <p>March 2025</p> <p>March 2025</p>
3	<p>Many officers lacked confidence and capability. On some wings, they failed to enforce basic rules or maintain standards of cleanliness. Prisoners were frustrated by the lack of help from them to deal with some very simple requests.</p>	<p>HMP/YOI Swinfen Hall will review and issue professional expectations and role briefs for Prison Officers. Line managers and New Colleague Mentors will use these to help officers understand their roles and responsibilities.</p> <p>Development for Prison Officers will continue to be delivered to help build confidence and capability. This will be delivered through the mentoring buddy scheme alongside a local bespoke training package and team building to meet officers needs at HMP/YOI Swinfen Hall.</p> <p>Supervising Officers will be introduced onto Residential Wings to provide daily supervision of the delivery of the regime, consistency and maintain standards of cleanliness through</p>	Governor	<p>March 2025</p> <p>October 2025</p> <p>June 2025</p>



		<p>cleaning schedules. This will be trialed in February 2025 for 3 months, will full implementation by June 2025.</p> <p>Development activity will be provided to first line managers in leadership to provide them with the policy knowledge and confidence to promote high standards and effectively manage performance concerns.</p> <p>HMP/YOI Swinfen Hall will introduce an assurance process for assessing the quality of appraisal meetings completed by line managers. Feedback and support will be given to line managers where standards are not met. Findings from the assurance of these meetings will be reviewed at a quarterly performance management meeting and appropriate action taken.</p>		<p>May 2025</p> <p>December 2024</p>
4	<p>Time out of cell was poor for many prisoners, particularly the unemployed. We found almost a third of all prisoners locked up during the working day, which was not acceptable for a training prison. The regime at weekends was even worse.</p>	<p>HMP/YOI Swinfen Hall will review the weekend regime against projected staffing levels which will increase time out of cell for all prisoners at weekends.</p> <p>HMP/YOI Swinfen Hall will review the principles of when time unlocked for domestic and association time is provided to prisoners to increase the time prisoners can spend outside of their cell daily. This review will consider the time provided for those prisoners who are engaged with paid purposeful activity, those engaged with unpaid purposeful activity and those that are disengaged, which will increase time out of cell for all.</p> <p>HMP/YOI Swinfen Hall will increase the offer of recreational activities including the library and gym to encourage more prisoners out of their cell. The issues noted around the deployment of the escorting officer bringing prisoners to the library has now been resolved.</p>	Governor	<p>January 2025</p> <p>March 2025</p> <p>March 2025</p>



5	<p>There were not enough activity places for the population and too many prisoners were unemployed.</p>	<p>HMP/YOI Swinfen Hall will review the number of paid and unpaid activity spaces available daily, which will provide a minimum offer of part-time activity (whether paid or unpaid) for every prisoner who has completed their induction.</p> <p>HMP/YOI Swinfen Hall will review and improve the sequencing and allocation process which will increase the number of prisoners allocated to activity space daily. The Activity Hub will monitor the number of places and allocation with all purposeful activity and report this to the senior leadership team monthly meeting and the Quality Improvement Group.</p> <p>Where a prisoner is involved in an unpaid activity (Tier 2) HMP/YOI Swinfen Hall will record their attendance on the Dynamic Purchasing System (DPS) to ensure that their engagement is recognised and captured.</p>	Governor	<p>April 2025</p> <p>January 2025</p> <p>June 2025</p>
6	<p>The range of support to help prisoners build or maintain relationships with their family and friends was too limited.</p>	<p>HMP/YOI Swinfen Hall will review the contract with the Prison Advice and Care Trust (PACT) with an aim of increasing the current provision to provide individual casework provision.</p> <p>HMP/YOI Swinfen Hall will analyse understand why 60% of young adults do not receive face-to-face visits from their families and significant others and use this to improve the offer of visits.</p> <p>HMP/YOI Swinfen Hall will improve the social visits experience by replacing the carpets and painting the visits hall. Refreshments will also be available in the visitors' centre.</p> <p>HMP/YOI Swinfen Hall will seek funding to develop a Care Leavers support worker role, with the aim of ensuring young adults who are care experienced receive support from their Personal Advisor from the appropriate Local Authority.</p>	Governor	<p>June 2025</p> <p>March 2025</p> <p>April 2025</p> <p>December 2025</p>



		HMP/YOI Swinfen Hall will continue to operate family and significant other days to provide longer sessions of time that families can spend together.		April 2025
	Key Concerns			
7	The promotion of positive behaviour was limited. There was an over-reliance on punishment, without the support to help individuals improve their thinking and behaviour, including too few incentives to encourage engagement and good behaviour.	<p>HMP/YOI Swinfen Hall will introduce an evidence-based behavioural rewards strategy, as an alternative to the existing Incentives Policy Framework, that is more engaging for the maturity levels of the young adults. As part of the strategy, HMP/YOI Swinfen Hall will consider the ability to have plans tailored to take into account needs such as neurodiversity to help set appropriate targets for individual young adults.</p> <p>As part of the strategy, HMP/YOI Swinfen Hall will provide training locally to colleagues focusing on the needs of young adults and procedural justice.</p> <p>In the interim HMP/YOI Swinfen Hall will upskill incentives case managers to ensure that they set motivational targets for young adults.</p> <p>Opportunities to provide more trusted positions for young adults such as mentoring and unsupervised roles will be reviewed, to provide roles that young adults can aspire to, providing them with a sense of responsibility and developing their thinking and behaviour.</p> <p>HMP/YOI Swinfen Hall will introduce rehabilitative adjudications (where resourcing allows for supervision of young adults completing the identified activity) which will move away from punitive awards on adjudications.</p>	Governor	<p>September 2025</p> <p>November 2025</p> <p>March 2025</p> <p>April 2025</p> <p>April 2025</p>



8	<p>Use of force, including PAVA, had increased. The lack of body-worn video footage undermined leaders' efforts to scrutinise incidents to make sure that they were legitimate and proportionate.</p>	<p>HMP/YOI Swinfen Hall will ensure that operational staff are trained in the new Use of Force package. This training emphasises the importance of using body-worn video cameras at the earliest opportunity.</p> <p>Through verbal staff briefings and written bulletins, HMP/YOI Swinfen Hall will set expectations to staff about using body-worn video cameras at the earliest opportunity during escalating situations.</p> <p>HMP/YOI Swinfen Hall will overtly celebrate examples of good practice where cameras have been activated early, including where Use of Force has not been required. This will be achieved by celebrating at the bi-monthly full staff briefing, weekly bulletin and notices on the community notice board.</p> <p>Staff will be challenged through management conversations when it has been identified at the weekly Use of Force scrutiny meeting that a member of staff has not activated their body-worn camera or not activated the camera early enough. The uptake and activation of body-worn video cameras will be analysed through reviewing data at the monthly use of force strategy meeting. Themes will be identified, and any actions tracked to ensures prompt resolution.</p>	Governor (Head of Business Assurance and Head of Safety)	<p>April 2025</p> <p>January 2025</p> <p>January 2025</p> <p>January 2025</p>
9	<p>The health care treatment room for D and E wing was not secure, which presented a risk of unauthorised access by prisoners.</p>	<p>HMP/YOI Swinfen Hall will ensure the healthcare treatment room on D and E wing meets HMPPS physical security standards for dispensing rooms by replacing the wooden gate. In the interim, HMP/YOI Swinfen Hall will continue to ensure supervision of issuing medication is appropriate.</p>	Governor	September 2025
10	<p>Too many prisoners engaged in prison work failed to develop new knowledge, skills and behaviour to help them during their time in custody and on release.</p>	<p>HMP/YOI Swinfen Hall will review the prison-based work (non-educational and workshops) to identify the opportunities for improving behaviour, knowledge and skills. Non-accredited qualifications and certificates of competence will be introduced, where appropriate.</p>	Governor	June 2025



		<p>Job specifications for prison-based roles will be introduced which will reference the opportunities the role provides for improving behaviour, knowledge and skills.</p> <p>HMP/YOI Swinfen Hall will introduce a system to set individual targets and to measure the progress in behaviour, knowledge and skills an individual makes as they complete prison-based work.</p> <p>Monthly learning walks and management checks will be conducted within prison-based work areas to ensure quality and monitor progress. Findings will be fed back to the bi-monthly Quality Improvement Group and Residential Managers meetings.</p>		<p>June 2025</p> <p>June 2025</p> <p>June 2025</p>
11	<p>Attendance at education, skills and work activities required improvement. Too many prisoners were allocated to other activities during the working day, which took them away from attending education, training and work.</p>	<p>HMP/YOI Swinfen Hall will review the existing internal appointment booking system with departments working across the prison. Which will reduce the number of appointments made in an individual prisoner's activity time through improved co-ordination and scheduling of purposeful activity and essential appointments, such as healthcare and visits.</p> <p>When clashes cannot be avoided, prisoners will be offered in cell work to minimise disruption to learning and progress and any absences will be communicated in advance to tutors and instructors.</p>	Governor	March 2025
12	<p>Pass rates in mathematics were low.</p>	<p>HMP/YOI Swinfen Hall will work with the education provider to ensure that the following actions are implemented to improve the pass rate in mathematics:</p> <ul style="list-style-type: none"> • Allocations to mathematics class level will be based on diagnostic assessment result to ensure prisoners are 	Governor	<p>March 2025</p> <p>March 2025</p>



		<p>placed into appropriate level classes consistent with their starting points.</p> <ul style="list-style-type: none"> • A more structured transition process for learners moving from level 1 to level 2 mathematics will be introduced to provide targeted support for learners, bridging any knowledge gaps and issues raised in diagnostic assessments. • The quality assurance process for mathematics will ensure that teachers are providing contextual learning in the subject so that prisoners understand how number skills can be provided in everyday life. The assurance processes include regular learning walks, lesson observations, the checking of lesson plans and schemes of work. • The DPS numeracy support contract will work closely with the education provider to provide extra support and development for the learners. • Performance against these actions will be monitored at the monthly Education Performance Meeting. 		<p>March 2025</p> <p>March 2025</p> <p>March 2025</p> <p>March 2025</p>
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