



National Offender Management Service

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28 March 2014

Dear Miss Williamson

INQUEST INTO THE DEATH OF RYAN CLARK AT HMYOI WETHERBY

Thank you for your letter of 3 February to Michael Spurr, Chief Executive of the National Offender Management Service (NOMS), concerning the recent inquest into the death of Ryan Clark on 18 April 2011. Your letter has been passed to the Equality, Rights and Decency Group in NOMS as we have policy responsibility for suicide prevention and self harm management, and for sharing learning from deaths in custody. I have consulted with the Governor of HMP and YOI Wetherby in formulating this response.

The report raises four concerns and I will address each in turn

Personal Officer Scheme

Prison Service Instruction (PSI) 08/2012 Care and Management of Young People requires that young people are assigned a Personal Officer/Caseworker during the induction stage of their imprisonment. This arrangement aims to achieve the following:

- each young person understands to whom they can turn to, to discuss all issues of concern, including resettlement
- the personal officer or caseworker attends each training plan review during the custodial period
- there is appropriate contact with, and involvement of, each young person's family and supervising officer and that links between all parties are strengthened.

In addition to this, PSI 75/2011 Residential Services sets out the need for all staff to engage positively with prisoners (and young people, as at Wetherby), and describes the key part that residential staff have to play as positive role models.

In October 2013 HMP and YOI Wetherby implemented a revised personal officer scheme that aims to ensure greater continuity in the allocation of staff to young people and includes a 'relief' arrangement whereby a paired officer is available to cover during the periods of absence that are inevitable with staff working shifts. The new scheme emphasises the

supportive element of the role, and staff have been briefed on this. A copy of the new policy document is attached for your information. More generally, the Governor is aware that even the best personal officer scheme has limitations, and encourages all staff to establish and maintain positive relationships with all young people in the establishment.

ACCT Checks

The Governor is confident that the failure of one officer to conduct an ACCT check on one occasion is not representative of practice amongst staff at HMP and YOI Wetherby, and the incident in question was the subject of a disciplinary investigation. Staff are now briefed on the timings of ACCT checks and the need for good quality interactions and observations at the start of each shift. In addition, full ACCT guidance has been reissued, and priority is being given to providing ACCT refresher training for all staff. In order to provide further reassurance, the Governor has introduced an additional layer of management checks of all ACCT documents.

Roll Checks

The two failures to follow the procedure for roll checks identified in this case have been the subject of investigations, and disciplinary action has been taken against the staff involved. All staff have been briefed on the importance of roll checks, and these are now subject to covert checks by managers. If, following a covert check, there is any doubt as to whether or not a proper roll check was carried out, CCTV evidence is examined, and a disciplinary investigation is instigated where necessary.

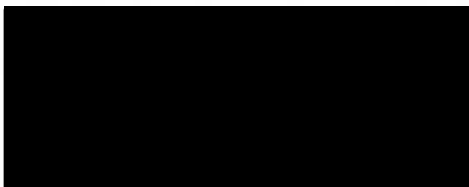
First Aid and CPR

PSI 01/2014 First Aid describes the process for ensuring effective provision of first aid that enables NOMS to discharge its duty of care to its employees, to prisoners and to visitors to our premises. Governors are required to ensure that at all times such numbers of suitably trained first aiders as is sufficient and appropriate for the circumstances are available. A First Aid risk/needs assessment is undertaken by the local Health and Safety Advisor to determine the appropriate numbers. Governors must ensure that first aiders are trained to levels which are appropriate for the circumstances and hold a valid certificate of competence in either First Aid at Work (FAW) or Emergency First Aid at Work (EFAW).

This policy is being implemented at HMP and YOI Wetherby. In accordance with it, all 16 custodial managers will be trained in FAW by the end of June 2014 and all of the 27 operational support grades who carry out night patrols in residential areas will be trained in EFAW during 2014. This arrangement will supplement the 24 hour healthcare cover at the establishment, which includes the availability of two trained nursing staff at all times, including overnight.

I hope this letter provides assurance that the concerns that you have raised have been, or are being, addressed.

Yours sincerely,



FUNCTION: Young People & Services

DATE OF PUBLICATION: 3rd October 2013



PERSONAL OFFICER POLICY

2013-2014

V1.0

RECORD OF ADMENDMENTS

Date	Version or Amendment	Name

Table of Contents

Policy Statement	4
Introduction and	5
Definition of a Personal Officer	5
Allocation of a Young Person to a Personal Officer	6
Role of the Personal Officer	7
Steps to being an effective Personal Officer	7
Personal Officer Relief Scheme	9
Unit Managers Responsibilities	9
Annex A:	
Expectations of their Personal Officer / Relief Personal Officer	10

Personal Officer Policy Statement

HMYOI Wetherby is dedicated to the provision of a safe and secure environment for young people, staff and visitors.

The Personal Officer is pivotal in the promotion of personal growth and development, preventing re-offending and enhancing the employment potential of those in our care. We do this by providing a full and active regime, encouraging young people to address their offending behaviour, develop life skills and lead purposeful and law abiding lives.

The Personal Officer will provide an appropriate pro-social role model for all young people, with specific responsibility to the young people that they look after. They will work in partnership with the Caseworker to encourage the young person to take full advantage of their time at Wetherby.

To ensure quality and continuity of delivery, the Personal Officer will be supported by an identified Relief Personal Officer, who will take a secondary responsibility to their allocated young people.

The Personal Officer will provide opportunities to discuss any issues that a young person may have during their sentence.

Sara Snell
Governor
HMYOI Wetherby

INTRODUCTION

PSI28/2009

Care & Management of Young People outlines the need for and role of the Personal Officer.

Every young person must have assigned to them a Personal Officer within the first 24 hours of arrival.

The assigned personal officer will communicate with the young person, and he/she will be the first point of contact for all residential matters.

Personal Officer arrangements will be put in place, which ensures the following are achievable:

- That each young person understands to whom they can turn to discuss all issues of concern, including resettlement;
- Wherever possible the personal officer will attend and support the caseworker at each sentence plan review during the custodial period where possible.
- That there is appropriate, regular contact with the young person.

The personal officer should act as a 'significant adult' and positive role model to all young people.

The role of the personal officer is someone who can help to positively influence young people's behaviour through personal example and guidance, managing rewards, addressing poor behaviour, supporting victims of bullying, addressing bullying behaviour and self harm/safeguarding issues whilst making the appropriate referrals and actions to ensure compliance with the appropriate policies.

The personal officer will ensure the needs of young people are identified and addressed in a fair and non-judgemental manner in support of our general duty to eliminate unlawful discrimination, promote equality of opportunity and promote good relations between people of diverse groups.

This policy outlines the responsibilities, role and guidance to the personal officer. It is designed as a quick and easy reference to all staff.

Personal officer work is pivotal to our core work and essential in our holistic approach to multi agency management of those in our care.

DEFINITION OF A PERSONAL OFFICER

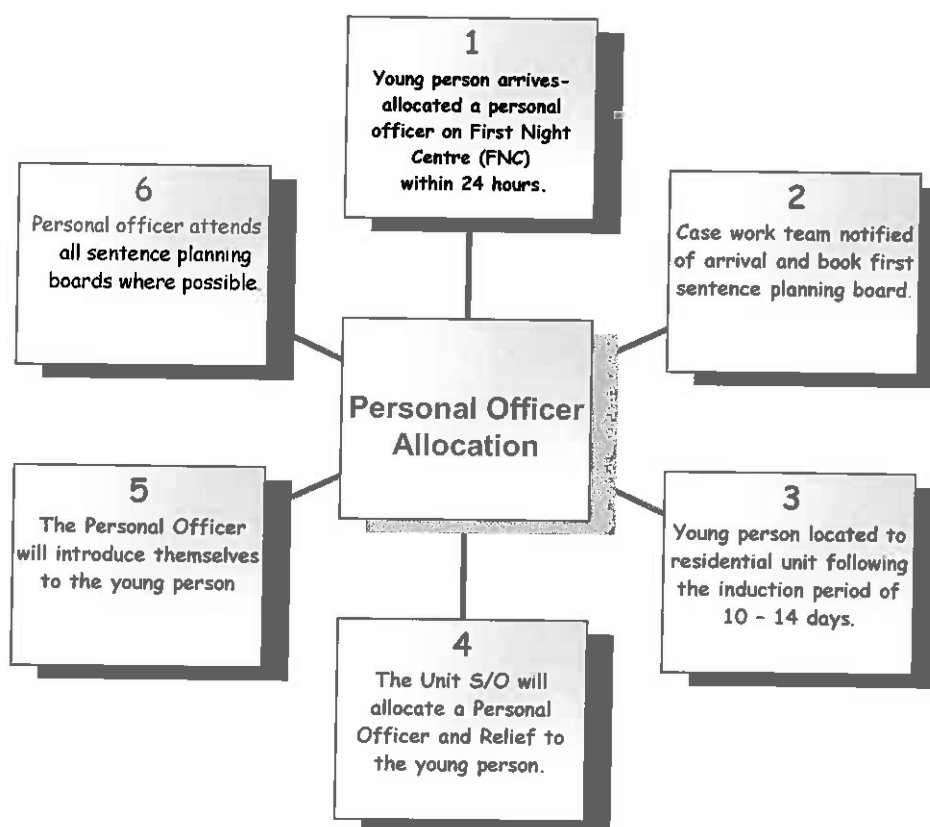
Personal officer work is about one person helping another to achieve something. It is about giving help and support in a non-threatening way, in a manner that the recipient will appreciate and value and that will empower them to move forward with confidence towards what they want to achieve. Personal officer work is also concerned with creating an informal environment in which one person can feel encouraged to discuss their needs and circumstances openly and in confidence with another person who is in a position to be of positive help to them.

ALLOCATION OF A YOUNG PERSON TO A PERSONAL OFFICER

When a young person arrives at HMYOI Wetherby, his immediate needs, along with first night assessments will be undertaken by the First Night in Custody staff who will also allocate a personal officer for his induction period. This will be recorded in his case file on C- NOMIS.

In most cases a young person will be located onto a residential unit following 10 - 14 days on the First Night Centre (Benbow) after undergoing the full induction process. The allocation of a unit will be decided following consultation with the security department. The views of the young person will be heard.

There may be occasions, due to unforeseen operational reasons or for the good order of the establishment where there is a need to re-locate the young person to another unit. In this event, a new personal officer will be allocated upon his arrival. It will however remain the responsibility of the original personal officer to ensure the transfer process is carried out with the minimum of disruption to the young person. The caseworker will not change and they will be the constant through the young person's time at Wetherby.



ROLE OF THE PERSONAL OFFICER

The quality of a regime and good staff young person relationships are crucial to promote a safe and secure establishment.

The expected values are as follows:

- Fairness
- Respect
- Integrity
- Justice
- Order and control
- Non-judgemental
- Honest

What is the role of the personal officer?

The role of the personal officer is to provide moral guidance and to be a positive role model to a young person.

The overriding factor being the opportunity to influence a young person's future behaviours, relationships and offending, to provide boundaries that promote safety and wellbeing within the establishment.

STEPS TO BE AN EFFECTIVE PERSONAL OFFICER

The process outlined below describes the expectations of what a Personal Officer should achieve as a result of following these steps.

These steps will be used to measure the Personal Officers application of this policy in engaging young people at a level that demonstrates an in-depth knowledge of their circumstances, behaviour patterns and what is required to help them achieve their potential whilst at HMYOI Wetherby.

Steps to being an effective Personal Officer

STEP 1	The personal officer will introduce themselves to the young person at the earliest opportunity following allocation and discuss immediate needs, longer term issues and expectations. They will also inform the young person of the relief officer should they not be available at any given time.
STEP 2	The personal officer will ensure that the young person's cell door card is completed with the young persons full name and prison number along with the personal officers and reliefs name.
STEP 3	Personal officers will endeavour to attend remand/training planning review boards/lifer review and parole boards and liaise with the case worker and contribute to the decision making process, the relief will take on this role in the absence of the personal officer.
STEP 4	All young people will receive appraisals every week with their personal officers (or reliefs). The objective being to record positive and quality entries for achievements as well as improvements of targets, measuring against inappropriate or poor behaviour. These discussions will be recorded in the case file on C Nomis.
STEP 5	Appraisals will include an update on progress with praise recognition and awarded for good behaviour and any areas for concern challenged. Depending on behaviour this may lead to a young persons upgrade/downgrade in the R&S status level.
STEP 6	Personal objectives will be agreed between the young person and the personal officer as the first stage of addressing issues of concern, this will enable the young person to work towards either improvement or maintenance of current behaviour.
STEP 7	Evidence that discussions have taken place on C Nomis case notes; objectives have been set and measured before any consideration for an R&S review can take place.
STEP 8	Personal officers must take a pro active part in helping the young person to progress and achieve their potential, when the young person is subject to anti social behaviour procedures they will be responsible for ensuring documentation is completed and helping the young person to improve their behaviour.
STEP 9	If during the young persons stay at Wetherby they are subject to the ACCT process, it is the personal officers/reliefs to attend the review when possible and contribute and offer support.

Staff should be approachable and should reinforce strong moral values throughout their daily dealings with young people.

PERSONAL OFFICER RELIEF SCHEME

To ensure continuity of delivery during non effective periods, of the personal officer, Wetherby has a "relief" scheme.

Every personal officer is paired with a 'relief personal officer'. The relief takes a secondary responsibility in all aspects of the personal officer role and facilitating that role during periods of the personal officer's absence.

The relief personal officer process is aligned and managed by the individual unit manager who ensures that appropriate balance of experience, workload and continuity of delivery is maintained.

UNIT MANAGER RESPONSIBILITIES

The Unit Manager will ensure that every young person is allocated to a personal officer and relief personal officer **within 24 hours of arrival into Wetherby**. This must be recorded on the young person's case file on C-NOMIS.

The manager will conduct management checks to ensure that initial introduction interviews are being held along with regular appraisal interviews. Quality checks will take place on the interviews as with the appropriate entries in the young person's case file

Annex A.
Personal Officers Policy
Young people's expectations
of their Personal Officer and Relief Personal Officer

Young Persons name: NOMS Number:

The name of your Personal Officer is:

The name of your Relief Officer is:

Your Personal officer will be able to help you in the following areas:

1. Advice and support during your induction period in helping you to understand general rules and routines.
2. Identifying your immediate needs, concerns and development areas.
3. To help you access other agencies such as Substance Misuse Services, Healthcare etc. for the right advice.
4. To motivate and guide you so you can achieve your full potential within the rewards and sanctions scheme.
5. Offer advice and guidance to support you in deciding and achieving your sentence planning objectives and targets.
6. To offer you good advice and encourage you to think of ways you can solve problems without creating more.
7. Encourage and motivate you to explore new areas of development and learn fresh skills.
8. To act as a positive role model for you so you can develop good social skills to Interact with others.

**SHOULD YOU HAVE ANY CONCERNS OR PROBLEMS THEN
PLEASE SPEAK TO YOUR PERSONAL OFFICER.**

PERSONAL OFFICER SCHEME

A new Personal Officer scheme has been created for Wetherby Main Site, which will require staff to work actively as a main point of contact for trainees on the unit. The scheme should aim to provide support and encouragement from allocated officers to trainees. Having an effective and useful Personal Officer Scheme in place will potentially allow for trainees and officers to build up a better rapport. It aims to improve trainees' confidence and trust in unit staff, as well as improving communication and information gathering.

KEY POINTS:

- Officers will be allocated specific trainees, unlike the previous scheme which allocated officers to specific cells. You will work with your allocated trainees for their entire time on the unit.
- Two officers from the same wing, on opposite weekends, will be 'paired' to ensure continuity between a personal officer and a back-up officer – i.e. Officer A will be the back-up officer for all of Officer B's trainees and vice versa.
- It will be the responsibility of the Supervising Officer on the unit to update the allocations list daily. Officers will be informed by the Supervising Officer of any new allocations they have. It is then the responsibility of that officer to 'introduce' themselves to the trainee.
- The allocations list will be in the form of an Excel Spreadsheet, which will be stored on a public drive. Officers will have 'read only' access to this, whilst SO's and CM's will be able to edit the list in order to update it.

THE ROLE OF A PERSONAL OFFICER

The role of the Personal Officer is separate from the daily RSO entry made in trainee's files. As a personal Officer your interaction and support with trainees will be less disciplinary than an RSO and more orientated around personal issues and resettlement. For example you may speak to them about contact with their family, any vulnerabilities they may have or socially how they are associating with other trainees on the unit. However, if a trainee is on Red Level or accumulating several negative comments common sense would suggest that a Personal Officer would discuss this with them. The discussion should be helpful, supportive and offer advice and guidance to trainee on how to improve. This does not take away any discipline authority from you as an officer! Having this approach can add evidence to down-grades and ABC reviews, as the trainee is receiving substantial support and advice on how to behave appropriately and not acting upon it.