



HM Prison &  
Probation Service

Action Plan: HMYOI Werrington

Action Plan Submitted: 20 November 2023

A Response to the HMIP Inspection: 31 July – 11 August 2023

Report Published: 21 November 2023

## 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 Werrington

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	<b>Priority concerns</b>			
1	<b>Shortfalls of operational staff hindered the development of effective relationships with children and prevented children from accessing other services at Werrington.</b>	<p>The Governor and YCS will improve operational staffing levels to improve relationships with children and access to services by:</p> <ul style="list-style-type: none"> <li>• HMYOI Werrington and YCS will review, improve, and support the current prison officer compliment (whilst recruitment campaigns and training of new staff continue), using schemes such as detached duty, Operational Resource and Stability Panel (ORSP), and payment plus to maximise the number of staff available to deliver planned activities and access to services.</li> <li>• Setting up a steering group of local managers to co-ordinate and provide wrap around support to the large influx of new staff, including the development of core Youth Justice Worker Skills.</li> <li>• Establishing new colleague mentors at the prison to support all new staff and improve retention rates.</li> <li>• Reviewing the current staff profiles, core day and Regime Management Plan (RMP) with support from YCS, to increase the amount of time children can spend out of their rooms and at their scheduled activity. Any changes to the RMP will be considerate of the YCS behaviour management refresh and associated profiled duties within.</li> <li>• Increasing the delivery of Custody Support Plan (CuSP) sessions as part of the RMP review and as operational staffing levels improve to improve relationships with children.</li> </ul>	Governor/YCS Deputy Director of Operations	<p>December 2023</p> <p>December 2023</p> <p>Complete</p> <p>March 2024</p> <p>March 2024</p>



		<ul style="list-style-type: none"> <li>Monitoring delivery of the daily regime will be by the Senior Leadership Team (SLT) at the daily operational meeting to ensure all children can access activities and services, and at the weekly regime monitoring meeting.</li> </ul>		Complete
2	<p><b>Systems for the safeguarding of children had fallen into disarray.</b> Too many child protection referrals were outstanding and there were long delays in referring allegations of abuse to the local authority designated officer.</p>	<p>The Head of Safeguarding will improve safeguarding systems and the timeliness of Child Protection (CP) referrals by:</p> <ul style="list-style-type: none"> <li>Implementing robust systems to ensure the timely processing of CP referrals, including reviewing relevant Closed-Circuit Television and Body Worn Video Camera (BWVC) footage, where applicable, as part of the triage process, following up on actions e.g., obtaining the child's voice, meeting staff and recording information. Where a referral is assessed as meeting the threshold to call out Staffordshire Children's Advisory Services (SCAS)/ Local Authority Designated Officer (LADO), this is done within 24 hours of receipt of the referral.</li> <li>Providing out of hours information and guidance for Governors and Orderly Officers through the Safeguarding Local Operating Procedure (issued in September 2023). A revised meeting structure also includes invites to the LADO (bi-monthly SLT Safeguarding meeting and quarterly CP review meeting).</li> <li>Support and guidance to enhance the process is provided by a dedicated Social Worker and Child Protection Coordinator who attend the Safeguarding and CP meetings. Additionally, the LADO can be contacted for informal advice and guidance as required.</li> </ul>	Governor	<p>Complete</p> <p>Complete</p> <p>Complete</p>
3	<p><b>Behaviour management systems were ineffective.</b> Leaders were consistently unable to deliver the incentives on offer and there were limited</p>	<p>HMYOI Werrington will improve behaviour management systems by:</p> <ul style="list-style-type: none"> <li>Relaunching the Behaviour Management Strategy (BMS) to equip staff with the skills to challenge inappropriate and harmful behaviours amongst children.</li> <li>The Head of Safety and conflict resolution team will aim to reduce the number of children separated and improve the case management of those who are and their engagement in activities.</li> </ul>	Governor	<p>March 2024</p> <p>January 2024</p>



	<p>consequences for poor behaviour by children.</p>	<ul style="list-style-type: none"> <li>• Continuing to manage children with high levels of complexity on the Welfare Development and Enhancement (Wade) unit. Children on the unit will be managed by a multidisciplinary team to set goals and their assess progress, ensuring they can access appropriate support services.</li> <li>• Reviewing the Incentives Policy (IP) to ensure there is a targeted approach to address poor behaviour and improving the available incentives to reward positive behaviour, and that the regime allows children to access them.</li> <li>• Repurposing B Wing to become an enhanced unit with enhanced facilities, including a video arcade and move room, to provide an incentive for better behaviour for children to aspire towards.</li> <li>• Custodial Managers (CMs) will monitor the application of the IP policy carrying out a 10% weekly assurance check of behavioural case notes to assure the policies are being applied correctly. Progress and oversight will be monitored by the Head of Residential Services at the monthly SLT meeting.</li> <li>• Continuing to roll out CuSP in line with the YCS “CuSP Ladder” of increasing delivery across the year; CuSP sessions will follow significant events, including acts of violence, to investigate and challenge violent behaviour.</li> <li>• Improving engagement with children by developing several peer support roles, and the reintroduction and re-focus on community and Student Council meetings.</li> <li>• Embedding the whole adjudications process to ensure it is effective in tackling and supporting behaviour management.</li> <li>• Monitoring the timescales, effectiveness, and impact of adjudications will be at the monthly Safety, Security and Segregation Monitoring and Review Group (SMARG) meeting.</li> </ul>		<p>January 2024</p> <p>Complete</p> <p>Complete</p> <p>December 2023</p> <p>Complete</p> <p>February 2024</p> <p>December 2023</p> <p>Complete</p>
4	<p><b>Werrington accounted for 56% of all injuries during use of force in the YOI estate despite</b></p>	<p>HMYOI Werrington will improve behaviour management systems by:</p> <ul style="list-style-type: none"> <li>• Implementing improved governance arrangements to monitor for instances of excessive Use of Force (UoF) by staff and to record for evidence of patterns or themes. This starts with daily UoF screenings but may also be raised from other</li> </ul>	<p>Governor</p>	<p>Complete</p>



	<p><b>holding just 18% of the children.</b> Governance arrangements had not identified or addressed this issue.</p>	<p>sources such as Serious Injury Warning Sign report actions and recommendations, Barnardo's Advocates, children's complaints, UoF debriefs, CP referrals and reviewing BWVC footage following an incident.</p> <ul style="list-style-type: none"> <li>• Ensuring a risk and themes register is in place to record relevant UoF information.</li> <li>• Training non-operational safeguarding staff and other partner colleagues in Managing Minimising Physical Restraint (MMPR) to better understand and appreciate the MMPR syllabus and therefore appreciate when force may be applied excessively.</li> <li>• Liaising with other YOIs to improve the way UoF data is being recorded to ensure it is being captured correctly, allowing for accurate data to be analysed more effectively.</li> <li>• Strategic overview of UoF and its application will be at the bi-monthly Safeguarding meeting, where data analysis will identify any issues, themes and disproportionality of its use, so appropriate actions and learning can be generated to address them.</li> </ul>		<p>Complete</p> <p>February 2024</p> <p>March 2024</p> <p>Complete</p>
5	<p><b>Children spent far too long locked up, particularly on weekends where many were in their cells for up to 22 hours a day.</b></p>	<p>HMYOI Werrington will increase the Time Out of Room (TOOR) offer for all children wanting to engage in the regime by:</p> <ul style="list-style-type: none"> <li>• Reviewing the current staff profiles, core day and Regime Management Plan (RMP) with support from YCS, to increase the amount of time children can spend out of their rooms and at their scheduled activity.</li> <li>• The review, along with improved staffing levels will aim to consistently deliver a selection of enrichment activities and competitions during weekends and evenings.</li> <li>• The prison will explore ways to increase children's access to the gym as part of the review, including increased access to recreational gym where staffing permits.</li> <li>• The SLT will monitor the daily regime at the daily operational meeting to ensure all children can access activities and services, especially children who do not</li> </ul>	Governor	<p>March 2024</p> <p>February 2024</p> <p>January 2024</p> <p>Complete</p>



		<p>receive at least 2 hours' TOOR. The overview includes the reasons why they have not accessed regime and their wellbeing, with actions being taken to address them.</p> <ul style="list-style-type: none"> <li>• The Head of Reducing Reoffending primary focus is being changed to focus on regime management and development to maximise the amount of time children spend in purposeful activity.</li> <li>• The Head of Safety and conflict resolution team will aim to reduce the number of children separated that will allow larger numbers of children to access the regime, increasing the time they can spend out of room.</li> <li>• Increasing operational staffing levels to deliver a more consistent regime and increased TOOR offer.</li> <li>• An increased regime monitoring tool has been introduced that captures 'case level data', providing individualised data for each child, this is discussed at the daily SLT meeting, and overseen by YCS data and performance and discussed at Performance Review Meetings. The data identifies where a child is not accessing the regime and will prompt a discussion with the child to determine the reasons why, and if necessary, will generate appropriate actions to support the child.</li> </ul>		<p>March 2024</p> <p>January 2024</p> <p>December 2023 December 2023</p>
6	<p><b>Senior leaders had not given sufficient priority to delivering a high-quality education, skills, and work curriculum.</b></p>	<p>The Head of Education Skills and Work (HoESW) and the Education Provider (People Plus) will improve the quality of education, skills and work curriculum by:</p> <ul style="list-style-type: none"> <li>• Recruiting a HoESW to ensure that priority is given to the strategic oversight of a high-quality provision.</li> <li>• Appointing a temporary People Plus Head of Education (HoE) to promote change in response to the Improvement notice letter, from which People Plus have been issued a Performance Improvement Action plan (PIN) action plan that has been reviewed and agreed by YCS Contract Management Team and the HoESW.</li> <li>• The HoE will own the PIN which is time bound and will be reviewed fortnightly to ensure substantial improvements in the quality-of-service delivery.</li> </ul>	<p>Education Provider/ Governor/ YCS Contract Manager</p>	<p>Complete</p> <p>Complete</p> <p>March 2024</p>



		<ul style="list-style-type: none"> <li>• The Education Provider will ensure staffing vacancies for teachers are filled to allow all commissioned services and the full curriculum to be delivered, which will be monitored through the contract management process.</li> <li>• The HoESW will review the Education Skills and Work (ESW) needs analysis and curriculum plan to ensure it is fit for purpose and meets the needs of all learners, including provision for separated children or taught on residential units, and children who are 18-year-olds. The outcomes of the review will be shared with People Plus and the Education Contract Management team.</li> <li>• On completion of the needs analysis People Plus's HoE and their quality team will review the curriculum plan and functional skills strategy to measure its effectiveness, access and suitability for all learners. The HoE will set high expectations for staff and learners to effectively implement the curriculum plan. This will be monitored by HoESW through the QIG and Improvement Notice Action Plan meeting.</li> <li>• Improvements and progress of the quality education delivery will be monitored and tracked at the monthly Quality Improvement Group (QIG) and Performance Review Meeting (PRM) and at the quarterly Review Meeting.</li> </ul>		<p>March 2024</p> <p>February 2024</p> <p>March 2024</p> <p>Complete</p>
7	<p><b>The quality assurance and improvement arrangements for education were not effective in making sure that children received high-quality learning experiences.</b> Leaders and managers were unaware of the substantial</p>	<p>The Head of Education Skills and Work (HoESW) and the Education Provider (People Plus) will improve the quality of education provision by:</p> <ul style="list-style-type: none"> <li>• The People Plus's quality team, including dedicated time from their Head of Quality and Curriculum and a Project Lead for teacher quality and observation will support the HoE to improve the quality of education provision at HMYOI Werrington.</li> <li>• The HoE will update the People Plus Self-Assessment Report (SAR) to reflect identified weaknesses in the quality of education provision, providing assurance to the QIG and EPM that actions are being addressed.</li> <li>• The People Plus quality team will ensure all teachers go through the Outstanding Teaching Learning and Assessment (OTLA) process to ensure their current grading is correct and that appropriate Continual Professional</li> </ul>	<p>Education Provider/ Governor/ YCS Contract Manager</p>	<p>Complete</p> <p>Complete</p> <p>March 2024</p>





	weaknesses in the quality of education.	<p>Development (CPD) is identified. All staff will be supported by HoE, Deputy HoE and Curriculum managers to drive improvement within their curriculum areas.</p> <ul style="list-style-type: none"> <li>• The HoE will put a system of one-to-one reviews in place for all education managers and staff, comprising a review of performance, a new CPD log linked to performance and graded observations, records of graded and ungraded observations and associated action to improve where needed, with dedicated support from the teaching quality lead where observations are graded below 2 (good).</li> <li>• The HoE will monitor the quality of the feedback provided by teachers to children, ensuring it is of sufficient standard across all topics and that inappropriate references are challenged, so children can learn from their mistakes.</li> <li>• Improving the quantity and quality of education and enrichment activities available for children who cannot attend the education department, ensuring planned sessions are delivered consistently and to a high standard.</li> <li>• The HoE will own the PIN which the provider is accountable for, which will be reviewed fortnightly to ensure children are accessing high-quality education provision.</li> <li>• Twice weekly management meetings for the HoE and direct report managers are in place, alongside a weekly written and verbal full team briefing, focussing on the quality of delivery, recording arrangements and critical areas for improvement.</li> <li>• The YCS contract management team will ensure spot checks required by YCS staff are completed every month and fed into the QIGs and Contractual Governance.</li> <li>• Improvements and progress of the quality education delivery will be monitored and tracked at the QIG, PRM and at the quarterly Review Meeting.</li> </ul>		<p>December 2023</p> <p>December 2023</p> <p>January 2024</p> <p>November 2023</p> <p>November 2023</p> <p>January 2024</p> <p>Complete</p>
	<b>Key Concerns</b>			
8	<b>Oversight of separated children was insufficient.</b> The	The Head of Safety will improve oversight and the regime for separated children by:	Governor/YCS Central Team	



	<p>regime for most separated children was poor, and some children were separated without authority.</p>	<ul style="list-style-type: none"> <li>• Separation paperwork is currently being reviewed by the YCS central team which will enable a consistent approach to carrying out rule 49 reviews.</li> <li>• Introducing additional oversight of separation with daily assurance checks for any child on rule 49, ensuring that they have been offered at minimal the mandated 2 hours TOOR.</li> <li>• A template for integrated plans is being developed by the Safety team which will provide good practice for chairs of rule 49 reviews and encourage all functions input to ensure the child is provided with a purposeful regime from education, gymnasium, wing-based activities, inclusion and psychology.</li> <li>• The SLT will identify and monitor all children who are separated at the daily operational meeting, ensuring appropriate authority and safeguarding measures are in place to support to the child.</li> <li>• All newly identified separated children will be allocated to a dedicated member of the SLT for case management and referred to the conflict resolution team to explore the reasons why they are separating, generating appropriate actions to address the reasons.</li> <li>• All separated children will be discussed at the weekly multi-disciplinary Safety Intervention Meeting (SIM) meeting, to ensure they are receiving appropriate and timely support.</li> <li>• An increased regime monitoring tool has been introduced that captures 'case level data', providing individualised data for each child, this is discussed at the daily SLT meeting, and overseen by YCS data and performance and discussed at Performance Review Meetings. The data identifies where a child is not accessing the regime and will prompt a discussion with the child to determine the reasons why, and if necessary, will generate appropriate actions to support the child.</li> </ul>		<p>March 2024</p> <p>Complete</p> <p>March 2024</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p>
9	<p><b>In our survey, just 37% of children said they felt cared for by staff.</b> The staff-</p>	<p>HMYOI Werrington will improve interactions with children and provide them with meaningful support by:</p>	<p>Governor</p>	



	<p>children interactions we saw were mostly transactional and too few children received meaningful support from their allocated officer.</p>	<ul style="list-style-type: none"> <li>Increasing the delivery of Custody Support Plan (CuSP) sessions as part of the RMP review and as operational staffing levels improve, allowing staff to spend meaningful time with children to improve relationships.</li> <li>Continuing to develop core Youth Justice Worker Skills for all new staff that will help them improve and develop meaningful interactions with children.</li> <li>Residential multi-disciplinary Core Support Teams are being further developed to include children within these meetings and to include their allocated officer. This will further develop understanding of children and their needs, improving meaningful relationships between staff and boys.</li> <li>Improving engagement with children through weekly focus groups on residential units where they can raise and discuss topics.</li> </ul>		<p>March 2024</p> <p>December 2023 January 2024</p> <p>February 2024</p>
10	<p><b>Identified unfair treatment among different groups of children had not been investigated and addressed.</b> Leaders did not understand the perceptions of protected groups due to a lack of regular consultation.</p>	<p>HMYOI Werrington will identify, investigate and address any unfair treatment by:</p> <ul style="list-style-type: none"> <li>Reviewing and refreshing the Diversity and Inclusion (D&amp;I) strategy and accompanying action plan annually, ensuring it is suitable for the demographics of the prison.</li> <li>SLT leads have been identified for each of the Protective Characteristics (PC), who will supported by the Equalities Lead to develop their roles and responsibilities.</li> <li>A timetable of consultation meetings where children can raise any concerns will be published. Compliance with this expectation will be monitored through the monthly Equalities meeting.</li> <li>Child representatives will be identified to support PC groups across all residential areas who can feedback any concerns raised by in their area to the Equalities Lead or at consultation meetings.</li> <li>The Equalities lead will support and upskilling managers with the completion of Discrimination Incident Report Forms (DIRFS), ensuring there is ongoing compliance in line with expectations within the toolkits available.</li> <li>The Deputy Governor will complete monthly Quality Assurance (QA) checks of all DIRFs submitted, ensuring they are appropriately investigated and within</li> </ul>	Governor	<p>January 2024</p> <p>March 2024</p> <p>March 2024</p> <p>February 2024</p> <p>January 2024</p> <p>February 2024</p>



		<p>acceptable timescales. Feedback and guidance will be provided, as required, to all staff following the subsequent completion of any DIRF. Additional external checks of DIRFs are being explored.</p> <ul style="list-style-type: none"> <li>• The Equalities Lead will collate and analyse all D&amp;I data to identify any disproportionality. Where disproportionality is identified it will be fully investigated and discussed at the Equalities Meeting where appropriate actions to address the issue can be agreed generated and co-ordinated.</li> <li>• Strategic monitoring of Diversity and Inclusion measures will be discussed at the Equalities meeting, to monitor improvements and ensuring actions within the action plan are tracked and completed within acceptable timeframes.</li> </ul>		<p>February 2024</p> <p>February 2024</p>
11	<p><b>Regime pressures and the policy to keep children apart meant that they were often not taken to health care appointments.</b> This was a major waste of resources and had a negative impact on all services.</p>	<p>HMYOI Werrington will ensure children can attend health care appointments by:</p> <ul style="list-style-type: none"> <li>• The RMP will be reviewed as part of the staff reprofiling exercise, ensuring that key elements of the regime, including health care appointments, are only affected as a last possible resort.</li> <li>• A new YCS non association policy has been drafted. Non associations are reviewed monthly and only remain as 'active keep apart' if there is a credible risk, allowing larger of children to be moved at the same time.</li> <li>• Monitoring delivery of the daily regime will by the SLT at the daily morning operational meeting to ensure all children can access activities, services and appointments.</li> <li>• Any daily curtailments to the regime will have to be authorised by the duty governor, who will record the reasons why in a defensible decision log.</li> </ul>	Governor	<p>March 2024</p> <p>January 2024</p> <p>Complete</p> <p>January 2024</p>
12	<p><b>Leaders did not promote reading and literacy.</b> There had been no library provision for over a year and there was an</p>	<p>The Reading Strategy (RS) will be reviewed and relaunched, to ensure a whole-prison approach to promote reading and literacy by:</p> <ul style="list-style-type: none"> <li>• People Plus will develop the reading strategy and curriculum in conjunction with the wider YCS reading strategy and provide staff training to implement this,</li> </ul>	Governor/ Education Provider	<p>December 2023</p>



	absence of an appropriate reading curriculum.	<p>providing opportunities for learners to improve their reading, including for pleasure.</p> <ul style="list-style-type: none"> <li>• Complete in-depth screeners for all children as part of the induction programme to assess their reading and literacy levels.</li> <li>• Children with an identified reading age of under 12 years will be referred to the Shannon Trust literacy programme to improve their reading skills.</li> <li>• Recruiting a library manager and an assistant to reopen the library to support the reading strategy and curriculum.</li> <li>• People Plus will introduce the use of reading pens, use the 'Powell' reading screener when screening new inductions and deliver 'That reading thing' (a phonics based scheme of learning), to all identified learners to implement the reading strategy.</li> <li>• All curriculum areas will support the reading strategy through use of reading corners in classrooms as recorded in Quality Improvement Plan.</li> <li>• Improvements and progress in implementing the reading strategy will be monitored and tracked at the monthly QIG.</li> </ul>		<p>January 2024</p> <p>Complete</p> <p>December 2023</p> <p>January 2024</p> <p>January 2024</p> <p>Complete</p>
13	<b>Leaders and managers had not made sure that all children accessed their entitlement to education, and that allocations to education, skills and work activities were driven by children's needs and ambitions.</b>	<p>The HoESW and People Plus will improve the allocation of children to vocational subjects by:</p> <ul style="list-style-type: none"> <li>• Reviewing the Induction process to ensure individual needs are fully assessed, so children can be assigned to an activity that benefits the individual and is in line with their needs, ambitions and other sequenced activity.</li> <li>• People Plus will ensure all children have an initial need and wants assessment within 72 hours of arrival at the prison. The information from the assessment will be shared with all teachers and tutors and included in Individual Learning Plans so they are offered the necessary support in their allocated activity. This is reviewed at the weekly allocations meeting.</li> <li>• The HoESW, People Plus and the conflict resolution team will work collaboratively to reduce and manage 'keep aparts' to improve the allocations</li> </ul>	Governor/ Education Provider	<p>Complete</p> <p>March 2024</p> <p>Complete</p>



		<p>process so all children can access a wide range of activities, enrichment and learning opportunities.</p> <ul style="list-style-type: none"> <li>• The HoESW will ensure that People Plus HoE plans for and delivers 15hrs of education each week, for every child, in line with contractual requirements.</li> <li>• Ensuring People Plus are fully staffed to allow all commissioned services and the full curriculum to be delivered, and ensuring there are sufficient prison officers to escort children to their assigned activity via the RMP review.</li> <li>• The HoESW will ensure the needs analysis and curriculum plan review caters for the increasing 18-year-old placements, that can include employability, working with workspaces and an increased offer.</li> <li>• Improvements and progress of the quality education delivery will be monitored and tracked at the QIG, PRM and at the quarterly Review Meeting.</li> </ul>		<p>Complete</p> <p>March 2024</p> <p>February 2024</p> <p>Complete</p>
14	<p><b>Leaders had not developed a wider curriculum that helped children to develop social, emotional and communication skills or prepare them sufficiently for life in modern Britain.</b></p>	<p>The HoESW and People Plus will develop a wider curriculum to develop children's social, emotional and communication skills by:</p> <ul style="list-style-type: none"> <li>• The HoESW and HoE will review the curriculum and enrichment provision to ensure it helps children to develop social, emotional and communication skills. The curriculum will expect teachers and tutors to incorporate teaching of fundamental democratic values within their lessons. They will monitor its implementation to ensure it is ambitious, challenging and informed by learners starting points.</li> <li>• The HoESW and Head of Reducing Reoffending will ensure enrichment is supporting the academic curriculum and linked to personal targets, social and emotional needs and communication skills.</li> <li>• People Plus to develop an assessment tool to measure the impact of enrichment activities, linked to learners' starting points and purpose of the activity as set out in the curriculum plan.</li> <li>• People Plus to review Kinetic provision to ensure youth workers are being used effectively and strategically to support the social, emotional and communication skills of the young people.</li> </ul>	<p>Governor/Education Provider/ YCS Contract Manager</p>	<p>December 2023</p> <p>February 2024</p> <p>January 2024</p> <p>December 2023</p>



		<ul style="list-style-type: none"> <li>• The HoE will, as part of teachers one to one reviews and classroom observations, ensure teachers and tutors are teaching democratic values and helping children develop their social skills.</li> <li>• Education and Prison Managers will support teachers improve and maintain classroom discipline as part of the BMS, which will allow teachers to sequence and organise learning in a logical and coherent way to ensure children remain engaged and focused.</li> </ul>		<p>Complete</p> <p>January 2024</p>
15	<b>Children's risk management plans were weak and did not fully address the risks identified.</b>	<p>The Head of Resettlement will improve risk management plans by:</p> <ul style="list-style-type: none"> <li>• Head of Resettlement is liaising with external Youth Offending Teams (YOT) and Probation to improve collaboration of plans, including finding a balance between risk management and constructive resettlement ideology.</li> <li>• Plans are underway to operate a swap 'shadowing and secondment' opportunity between our Resettlement Practitioners and Community YOT Practitioners. This will increase the knowledge of our staff around specific risk management protocols.</li> <li>• Improving attendance at the monthly reducing reoffending meeting, ensuring all key stakeholders are represented to increase strategic overview. Actions from the Reducing Reoffending strategy and the meeting will be systematically tracked and monitored to ensure they are completed in a timely manner.</li> <li>• Minimising the cross deployment of resettlement practitioners as part of the RMP review as staffing levels improve.</li> <li>• Ensuring resettlement practitioners identify the risks of each child in sufficient time prior to release within the 'one plan', so appropriate actions and referrals can be made and implemented in advance of their release date.</li> <li>• Ensuring the required assessments for all children convicted of sexual offences are completed within three months and that appropriate interventions take place to address their offending behaviour prior to their release. Where sentence lengths don't allow interventions to take place prior to release, they will be</li> </ul>	Governor	<p>Complete</p> <p>February 2024</p> <p>December 2023</p> <p>March 2024</p> <p>January 2024</p> <p>March 2024</p>



		<p>referred to the relevant YOT team or Community Offender Manager to complete them in the community.</p> <ul style="list-style-type: none"><li>• The Head of Resettlement will quality assure 10% of all written reports for MAPPA meetings to ensure they include an analysis of the child's behaviour in custody and how it contributes towards their level of risk. Feedback and learning will be provided to resettlement practitioners where improvements are identified.</li></ul>		January 2024
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