## **ACTION PLAN: HMCIP REPORT**

## **ESTABLISHMENT: HMYOI COOKHAM WOOD**

TIMETABLE	DATE	STATUS OF THIS RETURN
Full Unannounced inspection	12 – 23 September 2016	
Report published	17 January 2017	
Action Plan Submitted	14 March 2017	Attached

## **ACTION PLAN - HMCIP REPORT**

## **ESTABLISHMENT: HMYOI COOKHAM WOOD**

1. Rec. no	2 Recommendation	3. Accepted/ Rejected/ Partially Accepted / Accepted Subject to Resources	4. Response Action Taken/Planned	5. Function Responsible/ Policy Lead	6. Target Date
	Main recommendations To the governor				
5.1	Systems for reporting and managing violent behaviour should be accurate and used to reduce levels of violence. Case management for all boys on PACT, particularly those on the progression unit, should be multidisciplinary, and include a positive and decent regime. (S39)	Accepted	Clear guidance will be issued to staff on the accurate reporting of incidents of violence. The monthly safeguarding meeting will analyse patterns and trends within violence data to ensure that the establishments' response is relevant to the key issues at the time.  All relevant departments and partner agencies are invited to attend the positive attitudes created together (PACT) case management reviews; attendance at these is monitored by the head of residential services and non-attendance is challenged. Profiles are currently under review which will allow for an enhanced regime delivery for this group of young people.  A policy document has been produced for the progressive programme setting out the governance and assurance framework. All young people on the progressive landing have weekly reviews. If they have engaged with the process and behaved to an acceptable standard, they are returned to mainstream accommodation and regimes at the end of the programme. Reintegration is built into the programme and young people start to go back onto their normal wing for association in the week before the programme finishes. Please also see response to recommendation 5.13.	Head of Safeguarding/ Head of Residential Services	30 June 2017
5.2	Cookham Wood should ensure that boys are able to	Accepted	Establishment profiles are currently under review; HMYOI Cookham Wood will ensure that there are adequate resources	Head of Residential	30 April 2017

**POSITION AS AT: 14 MARCH 2017** 

	attend on time the activities and specialist appointments necessary for their management and care. (S40)		to ensure that all young people are able to attend activities and appointments on time.	Services	
5.3	Individual training and remand planning targets should be specific and address identified risks of reoffending and harm. Staff from all relevant departments should be represented at training planning or remand management reviews, or submit a detailed report if they cannot attend. (S41)  Recommendation To NOMS	Accepted	Additional training will be delivered to caseworkers to ensure that young people's training plans are bespoke to their individual needs and risks. Staff from all departments are invited to planning meetings and caseworkers monitor attendance and the submission of reports; this information is reviewed at the senior management team and non-attendance at meetings, or the failure to submit required reports, challenged.  A dedicated officer post from the residential group is now detailed daily to attend and contribute towards reviews.	Head of Reducing Reoffending	30 June 2017
5.4	Staff who deliver interventions should be trained promptly to maximise the number of boys who can benefit from the programmes offered. (4.43)	Accepted	All NOMS Young People's Estate (YPE) intervention facilitators receive a range of approved training courses to enable delivery of all Interventions in the interventions portfolio (available via the NOMS YPE intranet site).  All facilitators at HMYOI Cookham Wood have been trained in the Juvenile Estate Thinking Skills Programme (JETS). Two courses were run in 2016.  The NOMS YPE Central Interventions Management Team (CIMT) conducted an Interventions Integrity Assurance Framework (IIAF) assessment at Cookham Wood and the report sent to the Governor with a range of recommendations including those relevant to increasing young people's access to Interventions.	Head of Reducing Reoffending/ Head of Interventions Services	Completed
	Recommendation To the Youth Justice Board and NOMS				
5.5	There should be a young people's estate-wide approach to enable young offender institutions to collect data systematically to determine the resettlement and reoffending outcomes for boys released into the community. (4.8)	Accepted	The Youth Justice Board (YJB) agrees that it is important for establishments to understand whether the work they do successfully contributes to achieving positive outcomes for young people once they leave the establishment. The YJB will work with NOMS to consider changes to their case management systems to enable them to capture data on resettlement and reoffending outcomes.  Locally, resettlement and reoffending outcomes for boys	Casework/ Youth Justice Board	Completed

	Recommendation To the Youth Justice Board, NOMS and escort provider		released into the community are systematically collected three and six months after release. Follow up phone calls are made to the young person's youth offending team staff member to update progress of licence conditions and outcomes. This information is recorded and the results analysed to inform future provision.		
5.6	Young people should be transported from court to the establishment as soon as possible after their hearing ends to reduce waiting and journey times, and assist early settlement on their first night. (1.4)	Accepted	The Prisoner Escort and Custody Services (PECS) contract specification requires contractors to prioritise movements of young people and women over adult male prisoners.  The Youth Justice Board is contributing to the person escort record (PER) review and pilot, with changes to the escort record being made that will provide evidence of prioritisation and make it easier to monitor and escalate instances where contractors have failed to deliver a young person on time. As part of the PER review, the YJB has requested that key timings are recorded on the PER and these delivery indicators should record whether movements of young people and women are being prioritised. PECS and the YJB will continue to monitor all aspects of the contractors' performance. Any failures in meeting the agreed levels will be raised with the contractor.  The objective of minimising the time prisoners spend waiting in court cells is reflected in the PECS contract, with the contractors fully aware of their obligations to escort prisoners from court at the earliest opportunity. The current contract established the use of escort vehicles with a separation capability, which allows different types of prisoners (male/female, adult/young people) to be carried on the same vehicle. The change results in more efficient scheduling, with a reduction in prisoner waiting times in addition to significant savings to the service.  PECS have instigated quarterly meetings at the establishment where representatives from both escort contractors attend and review with management and PECS, specific instances of late arrivals and examine patterns of lateness. The PECS Contract Delivery Manager (CDM) also conducts weekly reviews of arrival times and those received very late are raised by the CDM with the contractor as official complaints through PECS.	Youth Justice Board/Prisoner Escort and Custody Service	Ongoing

	Recommendations To the		In addition, GEOAmey are also meeting weekly with the establishment to monitor discharge times.  In addition, PECS are continually working with PECS contractors to ensure that decency is an ongoing consideration, and that young people are returned to prison at the earliest time after having being dealt with in court, regardless of the reception closure time.		
5.7	Youth Justice Board  Boys should only be allocated to Cookham Wood when it is clear that the establishment can meet their needs. (1.6, repeated recommendation 1.8)	Accepted	The YJB placement team places young people based on risk and need into HMYOI Cookham Wood in line with the commissioned service. Placements into Cookham Wood are appropriate and if risk should change the placement review process should be followed. All placements are checked by a senior manager to give assurance around the appropriateness of placement.	Youth Justice Board	Ongoing
5.8	Boys should arrive at the establishment with their Asset paperwork so that comprehensive risk assessments can be completed. (1.13)	Accepted	All young people are placed into HMYOI Cookham Wood with all available documentation at the point of placement. It is the responsibility of the Youth Offending Team (YOT) to ensure that the correct document follows the young person, the YJB takes steps to ensure this happens and follow up on missing documents. The YJB is working to improve the performance of YOTs where documentation is missing.	Youth Justice Board	Ongoing
5.9	The Youth Justice Board should work with relevant government departments to ensure that boys are not released from custody into bed and breakfast or hostel accommodation. (4.21)	Accepted	YJB secure monitoring and community based partnership advisor staff will work together to establish how best to monitor the use of bed and breakfast accommodation on release. Where possible, its use, where deemed inappropriate/avoidable, will be acted upon. In relation to building a strategic and/or national strategy to ensure awareness is raised and action taken, the aforementioned case-level data will be used to inform Board and CEO discussions with NOMS, Local Government Association, Association of Directors of Childrens Services, Association of Directors of Social Services and the Department for Education in particular.	Youth Justice Board	Ongoing
	Recommendations To the governor				
5.10	Courts, escort and transfers  Waits on cellular vehicles should be kept to a minimum, especially for new arrivals.  (1.5)	Accepted	There are three holding rooms in reception; on the very rare occasions when the number of young people received at the same time exceeds this, priority is given to first-time receptions and any young people on assessment, care in custody and	Head of Admissions and Care	Completed

			teamwork (ACCT) documents.		
	Early days in custody				
5.11	Cells on the first night unit should be fully equipped and ready for use before boys are accommodated in them. (1.12, repeated recommendation 1.19)	Accepted	All rooms on the induction unit will be checked prior to being occupied, and cell-condition forms completed, to ensure that they are fully equipped, clean and free from graffiti. Induction managers will complete ad-hoc checks to ensure compliance with this process.	Head of Admissions and Care	30 April 2017
5.12	Staff on the induction wing should hand over all relevant information about new boys to staff on the following shift.  (1.14)	Accepted	A section has been added to the main houseblock daily briefing sheet for the Induction landing to discuss newly-received young people and consider their needs. This will be developed further with the introduction of an Induction-specific briefing to ensure that all appropriate information is known to appropriate staff.	Head of Admissions and Care	31 May 2017
F 40	Child protection	A	A decreased the abliet has been as a first transfer of	11	04 May 2047
5.13	Documentation supporting child protection referrals should be submitted to the local authority designated officer without delay. (1.21)	Accepted	A document checklist has been created, and is in use, to monitor the completion and submission of documentation.  The referral is submitted within 24-hours of the concern being identified. Supporting documentation, such as use of force reports, medical reports etc., are submitted as soon as possible afterwards.  The safeguarding manager monitors the completion of documentation and ensures appropriate timescales are met.	Head of Safeguarding	31 May 2017
	Behaviour management				
5.14	The role, working practices and aims of the progression unit on B1 should be specified and published. (1.33)	Accepted	The progression programme policy has been published; this includes the role, working practices and aims of the progression landing.	Head of Residential Services	Completed
	Rewards and sanctions				
5.15	The removal of basic amenities, such as kettles, should not form part of the incentives and earned privileges (IEP) scheme. (1.37)	Partially Accepted	All young people subject to an IEP review will undergo risk assessment to determine whether they pose a risk of harm to others by using their kettle as a weapon.	Head of Residential Services	30 April 2017
5.16	Young people should not be punished without a full investigation of the facts. (1.38)	Accepted	The recently reviewed IEP policy includes details of the investigation required before a sanction can be imposed.	Head of Residential Services	Completed
	The use of force				

5.17	Use of force documents should be completed fully, quickly and kept together. (1.57)	Accepted	HMYOI Cookham Wood is clear that use of force documentation must be completed in a timely manner. This is monitored by the minimisation and managing physical restraint (MMPR) co-ordinators with any concerns brought to the attention of managers within the establishment to address.  Where CCTV footage of use of force incidents is available this is reviewed within 24-hours and incidents of force which meet the YJB's standardised criteria (those which lead to injury/serious injury warning sign, use of a pain inducing technique, planned interventions, passive non-compliance, prolonged use of force, where there is a complaint or concerns raised by a young person or member of staff or incidents of force following an assault on staff) are reviewed at the weekly use of force review meeting.  Staff are now detailed time during their shift to complete use of force reports; completion of this task is monitored by the safeguarding manager.  In addition, HMYOI Cookham Wood will put in place a system whereby the duty orderly officer is responsible for collating any use of force reports generated during their tour of duty.	Head of Safeguarding	30 June 2017
	Separation/removal from normal location				
5.18	Living conditions in the segregation unit should be improved, and cells and communal areas should be kept clean, graffiti-free and well maintained. (1.62)	Accepted	A painting programme within the segregation unit is currently on-going. Checks of the area, including cleanliness and general maintenance, are completed as part of a wider management check.  Alternative lighting is being investigated and, if sourced, will be installed to brighten the area.	Head of Admissions and Care	30 June 2017
5.19	The regime for young people in the segregation unit should be improved and include time out of cell activities that are consistently available. (1.63)	Accepted	Interventions are set, recorded and monitored on an individual basis as part of weekly GOoD (Good Order or Discipline) reviews. Access to education, interventions, gymnasium and chapel are considered on a risk basis, with input from relevant stakeholders including the young person, before the decision is made to approve or decline.  A business case is being prepared for additional staffing resources including forensic psychology and education staff; if successful these staff will be used to deliver a more enhanced, and predictable, regime.	Head of Admissions and Care	30 June 2017

	Substance misuse				
5.20	There should be robust and reliable provision of monitoring and observation services should any boy need clinical substance misuse services. (1.68)	Accepted	The introduction of a formalised and structured "on call" and "out of hours" service of Addaction staff is planned; this will take the form of a system of rostering staff to attend the establishment and providing clinical-cover during normal working hours and who will be available to be called-in to the establishment should the need for clinical services be required outside of these hours.	Addaction Contracts manager and Addaction Team Manager/Head of Reducing Reoffending	Ongoing
	Residential units				
5.21	Boys on remand should not have to wear prison clothes. (2.7, repeated recommendation2.9)	Rejected	Young people have been consulted on this and are overwhelmingly opposed to the suggestion of wearing own clothing due to concerns over possible gang-issues, bullying and theft and embarrassment from young people who have access to limited funds for clothing.	Head of Residential Services	
5.22	All prison-issue clothing should fit and be in good repair. (2.8)	Accepted Subject to Resources	After consultation with young people, orders have been placed for jogging bottoms to replace the poorly-fitting trousers.  Young people are able to access a weekly change of clothing.	Head of Residential Services	30 June 2017
5.23	Boys' telephone numbers should be cleared quickly to enable them to call close family and friends soon after their arrival. They should have longer time to make telephone calls, and be able to call support organisations such as Samaritans and Childline without restrictions. (2.9)	Accepted	Young people are required to submit the details of potential contactees as a safeguarding measure to ensure that contact is appropriate (i.e. that there are no victim issues etc). The "clearance" of these numbers is carried out by a YOT worker in the young persons' home area; the length of time this takes is monitored and when a timely response is not received this is challenged with the appropriate YOT and escalated as appropriate.  The duration of calls that young people can make has recently been increased; young people are now able to make four 20-minute calls daily subject to having appropriate funds.  Calls to support organisations are not restricted or monitored.	Head of Reducing Reoffending	Completed
5.24	Applications should be tracked and subject to regular management checks. (2.10)	Accepted	A new application process is under development which will ensure that all applications are recorded. This will form part of the weekly assurance programme as part of a wider residential management check.	Head of Residential Services	30 June 2017
	Relationships between staff and children and young people				
5.25	All staff should wear their names on their uniform. (2.14, repeated recommendation 2.20)	Partially Accepted	All unified staff are required to be identifiable by displaying either their name or unique identifying (epaulette) on their uniform. Non-uniformed staff are required to wear identification.	Deputy Governor	31 May 2017
5.26	An effective personal officer scheme should be in place,	Accepted	A personal officer policy is in place. All young people are allocated a personal officer upon their arrival into the	Head of Residential	Completed

	ensuring that all boys have an identified officer with whom they meet regularly to discuss concerns and needs. (2.15, repeated recommendation 2.19)		establishment. Personal officers are required to have at-least weekly contact with the young people they are responsible for, and to document this contact on the Prison National Offender Management Information System (Prison-NOMIS). This is subject to a weekly management check.	Services	
5.27	Equality and diversity  Representatives from key departments, and equality representatives, should attend the equality action team meetings. (2.21)	Accepted	The Deputy Governor will ensure that representatives from key departments, and equality representatives, attend this meeting.	Deputy Governor	Ongoing.
5.28	The number of equality peer support representatives should be expanded. (2.22)	Accepted	Young people will be recruited to these roles. The format of the equalities action team (EAT) meetings will be revised and the representatives invited to attend. Minutes from the EAT meetings will be displayed in all communal areas.	Head of Safeguarding	31 July 2017
5.29	Consultation for boys with protected characteristics should be formalised to monitor progress on supportive actions identified. (2.31)	Accepted	Bi-monthly forums centred on each of the protected characteristics will be introduced and a dedicated action plan to track and monitor the completion of targets set in these forums will be produced. Young people will be kept informed of the progress against each target.	Head of Safeguarding	30 September 2017
5.30	Gay and bisexual boys should be reassured that support and advice was available for them and that homophobic behaviour would be robustly addressed. (2.32, repeated recommendation 2.37)	Accepted	Young people who identify as gay or bisexual are given the full support of the equalities team; where deemed necessary and appropriate, outside agencies will be used to offer further support, guidance and information. Equalities forums (see 5.29 above) will include sexual orientation as a protected characteristic.  Any homophobic behaviour is challenged using the discrimination incident reporting form (DIRF) and adjudication/IEP processes.	Head of Safeguarding	30 September 2017
5.31	Faith and religious activity  Subject to security concerns, all boys should be able to see a chaplain and attend corporate worship. (2.36, repeated recommendation	Accepted	The regime is currently under review; terms of reference will include reference to this recommendation and include the requirement that any changes to the planned regime support this recommendation.	Deputy Governor	30 April 2017
	2.42) Complaints				
5.32	The establishment should investigate and address why	Accepted	Equalities forums (see 5.29 above) will investigate the more negative perceptions of young people from a black or minority	Head of Safeguarding	30 September 2017

	boys from a black or minority ethnic background have worse perceptions than white boys about making a complaint. (2.39)  Health services		ethnic background. This will also be added to the establishment's equality impact assessment programme.		
5.33	The reception health treatment room should provide a safe environment for health staff and better visibility for prison staff. (2.53)	Accepted Subject to Resources	A review of the current facilities is planned to ensure an appropriate and safe area for healthcare staff. This is subject to having sufficient resources to allow for capital expenditure.  The head of healthcare will support the head of admissions and care in improving facilities.	Head of Admissions and Care	31 August 2017
5.34	Two people should accompany all controlled drugs transported in the prison. (2.64)	Accepted	Nursing staff have been reminded of the policy relating to the transportation of controlled drugs; this is now subject to regular monitoring by the head of healthcare.	Head of Healthcare	Completed
5.35	Boys should not have excessively long waits for dental services. Best practice guidance for instrument decontamination should be followed. (2.69)	Accepted	Whilst every effort is made to reduce waiting times for young people, clinic attendance continues to be effected by unplanned issues within the establishment which reduce available treatment time. The use of oral health screening upon reception and dental triage ensures that those with urgent need are prioritised.  Best practice guidance for decontamination is followed within the constraints of the facilities available.  HMYOI Cookham Wood will explore the feasibility of additional dental provision to allow greater levels of access.	Head of Healthcare / Deputy Governor	31 May 2017
5.36	The regime should support young people's sustained attendance at therapeutic group sessions. (2.74)	Accepted	All departments within the establishment, including those delivering therapeutic group sessions, are able to book appointments with young people. These groups are prioritised during movement.	Head of Residential Services	Completed
5.37	Boys who need a secure mental health bed should be transferred as soon as possible. (2.75)	Accepted	Young people who are identified as requiring a move to a secure mental health setting are transferred as soon as possible; delays are sometimes encountered due to restraints outside of the control of the establishment. These delays are being monitored at the quality board and raised with the commissioners.	Deputy Governor / Child and Adolescent Mental Health Services Lead	Completed
5.38	All meals should be issued at the servery and eaten in association. (2.79, repeated recommendation 2.100)	Rejected	Young people are able to eat breakfast and evening meals communally, but the lunchtime meal is eaten in their rooms. This provides both young people and staff with some down time during what is otherwise a busy and intensive day. This	Young People's Policy and Casework	

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			approach was discussed with the Children's Food Trust as part of their review of catering provision in young offender institutions, and their final report did not include a recommendation to change this practice.		
5.39	Boys should be employed to prepare food so that they can achieve related qualifications. (2.80, repeated recommendation 2.101)	Rejected	There is no scope within the currently commissioned model for young people to be employed outside of the education provision.	Head of Catering	
	Purchases				
5.40	Boys should be able to place a canteen order within 24 hours of their arrival. (2.83, repeated recommendation 2.105)	Rejected	Each prison 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 arrivals would be cost prohibitive. Prisoners should be offered a reception pack to purchase on arrival; a number of different packs are available. Their first full order can then be placed on the next usual ordering day.	NOMS Contracted Services Group/ Head of Corporate Services	
			At HMYOI Cookham Wood, new receptions are offered a reception pack on arrival, and a first canteen order can then be placed on the next usual ordering day.		
- 44	Time out of cell	5 .: "	A		
5.41	All boys should spend at least 10 hours every day out of their cell and have the opportunity to spend at least one hour in the open air every day. (3.4)	Partially Accepted	A new core day was introduced in August 2015 to facilitate the delivery of 27 hours of education and three hours of physical education per week. Young people who are on the standard or enhanced levels of the IEP scheme can be out of their rooms for over 10 hours per day, while those on basic will be out for less due to their behaviour.	Young People's Policy and Casework/ Head of Residential Services	Completed
			All young people will receive 30 minutes in the open air with additional periods of time in the open air during movement to and from activities. The differential time out of room between different IEP levels is designed to encourage, incentivise and reward good behaviour.		
5.42	More activities should be available during outside exercise. (3.5, repeated recommendation, 3.7)	Accepted	A business case has been submitted to the YJ B for the purchase and installation of outdoor gym equipment on exercise yards; this is awaiting approval.	Head of Residential Services	30 April 2017
<b>-</b> 40	Education, learning and skills			.,	00.0
5.43	Senior prison staff should ensure that the allocation process enables boys to attend the education and	Accepted	Allocations are decided by a multi-agency team including casework, interventions, mental health, safeguarding, education, security and residential staff. A member of the casework team attends the twice-weekly allocations meeting to	Head of Reducing Reoffending	30 September 2017

	training activities that meet their identified needs. (3.12)		ensure that allocations are, wherever possible, based on identified need. The risk of harm posed by, or to, the young person is also considered when allocating to an activity. This will be underpinned by an up-to-date resettlement needs analysis.		
5.44	Senior prison managers should frequently monitor the performance and quality of all learning delivered by subcontractors to ensure that all learners make progress and that staff are suitably supported. (3.13)	Accepted	The performance and quality of all learning is monitored by the quality improvement group (QIG) which meets monthly and is attended by the Deputy Governor. The terms of reference of the QIG are currently under review to ensure that it achieves its objective of improving quality. The planned realignment of contract management will also ensure better outcomes.	Deputy Governor	30 June 2017
5.45	There should be sufficient resources to support the practical teaching of vocational training, especially horticulture, and to extend learning to higher levels. (3.22)	Accepted	Vocational training will be increased, especially at a higher level, and will aim to include horticulture and public services as well as a barista course. Additional higher level learning resources are available via the virtual campus (VC) network.	Head of Reducing Reoffending	30 September 2017
	Physical education and healthy living				
5.46	The gym should reintroduce appropriate accredited training courses. (3.33)	Accepted Subject to Resources	A bid has been submitted for additional gym resources; should this be approved and additional staff recruited this will be implemented.	Head of Reducing Reoffending	31 March 2018
5.47	There should be urgent maintenance and repair work to the all-weather sports facilities. (3.34)	Accepted Subject to Resources	A bid for funding to complete these repairs will be submitted.	Head of Reducing Reoffending	30 September 2017
	Reintegration planning				
5.48	The establishment should maintain effective records to monitor the destinations and sustained employment or training of the young people who leave. (4.25)	Accepted Subject to Resources	The engagement and resettlement team within education currently request this information from young people's home YOT areas; levels of response vary but are generally very poor. Follow-up requests are always made, when information is not provided, but additional staffing resources within the establishment would be required to allow the development of a system whereby such requests continue to be escalated. HMYOI Cookham Wood will submit a business case for this resource.	Head of Reducing Reoffending	30 June 2017
5.49	The virtual campus should be used to enable boys to access up-to-date employment, education and training	Accepted Subject to Resources	A request will be submitted to the VC team for up-to-date employment, education and training opportunities to feature as part of the VC network.	Head of Reducing Reoffending	30 June 2017

	opportunities. (4.26, repeated recommendation 4.37)				
5.50	Boys should receive comprehensive advice and guidance on finance, benefit and debt. (4.31)	Accepted	A process has been developed and implemented which allows young people nearing release to open a bank account with one of a high-street provider in advance of their release.  In addition to this the prison will explore opportunities to access finance, benefit and debt (FBD) advice through third sector/voluntary organisations such as the National Association for the Care and Resettlement of Offenders (NACRO) and Citizens Advice (CAB).	Head of Reducing Reoffending	30 September 2017
5.51	Children and families services should be developed further to meet the needs of boys who are fathers, such as parenting and relationship courses and Storybook Dads. (4.36, see recommendation 4.45 in Appendix II)	Accepted	Additional services are being developed for young fathers with the aim that specific group-work and family days for this group will be offered.	Head of Reducing Reoffending	30 June 2017
5.52	Family days should be available to boys on all levels of the IEP scheme. (4.37, repeated recommendation 4.46)	Partially Accepted	Family days are now arranged on a monthly-basis to enable more young people to attend. These are limited to young people on the enhanced and standard IEP levels as an incentive and reward for good behaviour.	Head of Reducing Reoffending	Completed
5.53	There should be a suitably equipped play area for younger children in the visits area. (4.38)	Accepted	The visits hall has been assessed and a suitable location identified for use as a children's play area. Equipment is currently being sourced and will include;  • play-mat flooring, • light-weight furniture, • Low-level room dividers to separate this area.  The toys and activities that will be available in this area are still being decided and will take account of feedback from parents and children at the next family day.	Head of Operations	31 May 2017
5.54	Learning from programmes should be reinforced by staff across the establishment. (4.44, repeated recommendation 4.53)	Accepted	This learning is reinforced by personal officer engagement, FMI (Five Minute Intervention), custody support plan (CuSP) and Secure Stairs (a NOMS YPE and NHS England joint workstream project to develop and implement a framework of integrated care across the whole of the children's and young people's secure estate) approaches/models when rolled-out across the establishment.	Head of Residential Services	30 September 2017

Recommendations	
Accepted	40
Accepted Subject to Resources /Partially Accepted	10
Rejected	4
Total	54