



## 28 Day Urgent Notification Action Plan; HMYOI Cookham Wood

Priority Theme	Actions	Owner(s)	Date Due
<b>Leadership</b> (HMIP UN Concerns 4 & 7)	<p>The actions below will strengthen the leadership offer at HMYOI Cookham Wood to enable the building of stronger relationships within the staff group:</p> <ul style="list-style-type: none"> <li>The Senior Leadership Team (SLT) will be reviewed and strengthened, providing greater depth of experience to improve effectiveness and efficiency in driving improvements for residential services, safety and purposeful activity including the temporary deployment of additional experienced and skilled staff to the Custodial Manager (CM) group.</li> <li>The Effective Practice and Service Improvement Group (EPSIG) and MOJ People Group will provide support to build the confidence and competence of leaders and managers, including bespoke work with the Custodial Manager group, through a series of custody improvement led workshops and improvement support processes, targeting governance, assurance, and the use of data to improve delivery and outcomes for children.</li> <li>A Standards Coaching Team (SCT) has been deployed to HMYOI Cookham Wood for 22 weeks (from April 2023 – September 2023). This experienced team consists of 7 x Band 4 Youth Justice Workers and 1 x Band 5 Custodial Manager. This extended deployment will support improved delivery standards through the coaching and mentoring of staff, increasing their confidence and capability across key operational duties and skills required to support the children in their care.</li> <li>HMYOI Cookham Wood will be escalated to a priority 1 site for retention support, with People Group deploying additional resources to improve the retention and recruitment of staff.</li> <li>A staff well-being lead will be identified from within existing staff resources to work closely with the Governor, HR Performance Manager, and the Head of Business Assurance (HoBA) to create a People Plan to; support the staff group, improve well-being, improve retention, and reduce sickness absence.</li> </ul>	<p>Deputy Director of Operations/ Governor</p> <p>EPSIG/MOJ People Group</p> <p>EPSIG</p> <p>Head of YCS HR</p> <p>Governor</p>	<p>June 2023</p> <p>September 2023</p> <p>September 2023</p> <p>June 2023</p> <p>June 2023</p>
<b>Safety</b> (HMIP UN Concerns 1, 2 & 3)	<p>The actions below will make HMYOI Cookham Wood a safer place for children and staff:</p> <ul style="list-style-type: none"> <li>The Behaviour Management Strategy (BMS) will be relaunched with support from the SCT, who will equip staff with the skills to challenge inappropriate and harmful behaviours amongst children.</li> <li>A violence reduction taskforce will be established to engage relevant community partners e.g., police, YOTs, and Directors of Children Services (DCS's) to make HMYOI Cookham Wood a safer place for children and staff.</li> <li>A Violence Reduction Manager will be appointed to drive the focus on reducing levels of violence and will roll out a dedicated violence reduction case management process. National and group safety teams will provide support on risk identification, case management and defensible decision making to reduce violence.</li> <li>An Integration Manager has been appointed from within current staff resources to reduce the number of children who are separated, improve the case management of those who are separated, and improve their engagement in activities.</li> </ul>	<p>EPSIG/Head of Prison Safety</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>September 2023</p> <p>June 2023</p> <p>July 2023</p> <p>Complete</p>



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	<ul style="list-style-type: none"> <li>• The Risk and Capability Unit (RaCU) – (a team made up of specialist risk managers to support HMPPS to understand national and local security risks effectively) will lead a review of the motivations for weapon carrying locally to understand the risk picture for Cookham Wood. Once identified actions will be added to the combined safety plan to reduce the motivation for weapon manufacture, help staff detect and deter children having weapons in their possession utilising effective, process, procedures, and physical aides where appropriate.</li> <li>• An intelligence led weapons strategy will be developed to reduce the use and availability of weapons at Cookham Wood.</li> <li>• A Dedicated Searching Team (DST) will be deployed to undertake a whole site search to find and remove weapons. This will be completed and repeated as necessary.</li> <li>• RaCU will work alongside the SCT to coordinate the practical security upskilling of staff, confidence building, relationship building and appropriate challenge with regards to searching.</li> <li>• The Violence Reduction and Integration Managers will work closely with the Head of Residence and Security team to improve the effectiveness of intelligence gathered in custody and from community partners/organisations to manage relationships between children and reduce the number of “keep apart”.</li> <li>• A Safety Summit is being held to review key factors and perceptions of safety of staff and children and young people in the establishment. Issues identified from the summit will form a consolidated safety action plan to drive improvements.</li> <li>• The Conflict Resolution Team will be strengthened by the deployment of additional non-operational staff, to improve stability within the team without the need to cross deploy staff members to other duties.</li> </ul>	<p>Head of Risk – RaCU</p> <p>Governor</p> <p>Deputy Director of Operations</p> <p>Head of Risk - RaCU</p> <p>Governor</p> <p>YCS Safety Lead/Head of Prison Safety</p> <p>Governor</p>	<p>September 2023</p> <p>June 2023</p> <p>September 2023</p> <p>June 2023</p> <p>August 2023</p> <p>May 2023</p> <p>August 2023</p>
<p><b>Care</b> (HMIP UN Concern 5)</p>	<p>The actions below will create a clean and decent environment in which relationships between staff and children can flourish:</p> <ul style="list-style-type: none"> <li>• A Summer programme of whole community events will be organised for staff and children to build positive pro-social and nurturing relationships.</li> <li>• A review of delivery against SECURE STAIRS (Framework for Integrated Care) by the Governor and NHS England will be undertaken to inform improvements in relationships between staff and children.</li> <li>• Additional uniform will be provided on site to ensure all staff are wearing the correct uniform, including appropriate identity insignia, and systems for ongoing ordering will be reviewed and improved. Managers, with support from the SCT, will ensure standards are maintained.</li> <li>• An estate taskforce has been established to expedite refurbishment work. The additional resource of an Area Property Operations Manager (APOM) and/or site manager will be on site for at least three days each week to oversee delivery of the action plan and improve relationships between the site and service providers.</li> </ul>	<p>Governor</p> <p>Governor/NHS England</p> <p>HMPPS/YCS/ Governor</p> <p>Regional Property Operations Manager/GFSL</p>	<p>August 2023</p> <p>September 2023</p> <p>October 2023</p> <p>June 2023</p>



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	<ul style="list-style-type: none"> <li>• Cleaning schedules will be reviewed and extended to provide further cleaning of living units. Opportunities for paid part time employment including cleaning and redecoration will be created for both children and the cohort of over 18-year-olds, alongside incentives to instil a sense of pride and responsibility for their own communities.</li> <li>• A living area will be identified and upgraded to provide accommodation for the more complex and/or vulnerable children to live and access an appropriate regime with similar accommodation identified for an open regime to incentivise engagement and positive behaviour.</li> </ul>	Governor	June 2023
<p><b>Purposeful Activity</b> (HMIP UN Concern 6)</p>	<p>The following actions will improve the education, learning, skills, and enrichment offer available to all children at HMYOI Cookham Wood:</p> <ul style="list-style-type: none"> <li>• The Activities Manager, education provider and the conflict resolution team will work collaboratively to improve the allocations process so all children can access a wide range of activities, enrichment and learning opportunities.</li> <li>• The Head of Business Change will establish a Partnership Alliance to innovate and co-ordinate work with children by different service providers across the site, including the advocacy service who will represent the voice of the child. The outcomes from the Alliance will be monitored at a monthly governance board.</li> <li>• EPSIG Custody Improvement will support the effective management of operational staffing resources by facilitating a Regime Management Plan (RMP) workshop with key stakeholders, ensuring delivery against the regime and staffing profiles.</li> <li>• The outsourced Education Service provider (Novus) has had an Improvement Notice (contract lever) issued, which will require them to submit an improvement plan to remedy the issues, improve performance and achieve better outcomes for the learners.</li> <li>• The education provider (Novus) will ensure staffing vacancies are filled and the full curriculum and commissioned service is available to maximise the purposeful activity offer, monitored through contract management processes.</li> <li>• The education provider will ensure their staff are teaching to good or outstanding grades through observations of teaching and learning, providing Continual Professional Development (CPD) and support to staff not reaching the required minimum standards, monitored through contract management processes.</li> <li>• Additional contract management resource has been deployed to oversee delivery of the contract and the Improvement plan, through an Education Contract Manager on site for three days a week to hold the education service provider to account.</li> <li>• Contract Managers and the Head of Learning will ensure the needs analysis and future education commissioning caters for the increasing 18-year-old placements, that can include employability, working with workspaces and an increased offer.</li> </ul>	<p>Governor</p> <p>Governor</p> <p>EPSIG</p> <p>YCS Contract Management/Novus</p> <p>YCS Contract Management/Novus</p> <p>YCS Contract Management/Novus</p> <p>YCS Contract Management</p> <p>YCS Contract Management/Head of Learning and Enrichment</p>	<p>October 2023</p> <p>August 2023</p> <p>Complete</p> <p>July 2023</p> <p>May 2023</p> <p>August 2023</p> <p>August 2023</p> <p>May 2023</p> <p>June 2023</p>



HM Prison &  
Probation Service

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