Government¹ response to comments and recommendations in the Lambert report on the effectiveness of operational procedures for the identification, placement and safeguarding of vulnerable young people in custody

¹ Government responsibility for youth justice has been transferred from the Home Office and now lies with the Ministry of Justice.

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<table>
<thead>
<tr>
<th>Themes/Issues</th>
<th>Action Completed (at September 2010)</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ch 4: The Juvenile Secure Estate</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Mother and Baby Units</td>
<td>The YJB commissioned a new mother and baby unit at Rainsbrook STC, which opened in July 2006. This is the first time that dedicated facilities have existed within secure accommodation for young mothers under-18 and their babies. The Rainsbrook unit has three bedrooms as well as its own comprehensive education, healthcare and crèche facilities. In addition, the YJB commissioned a 16-bed unit for young women at Hassockfield STC, which opened in October 2006. This unit was specially designed so that in the future (if demand necessitates) three of the bedrooms can be converted into a further self-contained mother and baby unit.</td>
<td>Achieved</td>
</tr>
<tr>
<td>2 Training and vocational education</td>
<td>A dedicated vocational facility for 64 young men opened at HMP Parc in 2007. High quality new vocational facilities at HMP Wetherby and HMP Cookham Wood opened in 2008 which will ensure that the 550 young people at these sites will access a range of bespoke vocational opportunities including painting and decorating, carpentry, landscape gardening, plumbing and brickwork. Provisions in the Apprenticeships, Skills, Children and Learning Act 2009 mean that primary legislation on education will apply to young people in custody for the first time. The Act also places new duties on ‘host’ local authorities (those local authorities which have a juvenile custodial establishment in their area) to secure enough suitable education and training for young people in juvenile custody. In fulfilling this duty, local authorities must take a number of factors into account, such as the young persons’ age and abilities, any special educational needs they may have and the desirability of enabling young people to complete study or training which they have begun.</td>
<td>Achieved</td>
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</table>

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The Act also includes clauses to place a duty on the child or young persons’ ‘home’ local authority (the local authority where the child or young person ordinarily resides) promote the person’s fulfilment of his or her learning potential.

| Accommodation | The Offender Management Act was amended at the end of 2007 and allows the Secretary of State, by order, to name new types youth detention accommodation. This extends the range of accommodation in which offenders serving Detention and Training Orders may be placed. The Youth Justice Board has been looking at the possible requirement for new types of provision and at possible alternative providers. Before any alternative setting could be approved, it is important to ensure that the new type of accommodation would be safe and appropriate for the young people who would be placed there, that the public would be protected and that the expenditure involved represented value for money.

A direct-from-court unit opened at Thorn Cross YOI in May 2006. There has been a continued, significant surplus of places at Thorn Cross which has resulted in the decommissioning of both the Direct from Court Unit and Open Unit in June 2007.

The YJB has developed an approach to holding young people in alternative accommodation and have developed proposals to run resettlement pilots in the estate and extending the use of Release on Temporary Licence (ROTL) by public sector establishments. YJB has begun work on extending the use of ROTL through the London Youth Reducing Reoffending Pilot in partnership with the London Criminal Justice Board (LCJB) and the Heron unit at Feltham YOI.

The YJB will continue to consider options to place young people in alternative accommodation if the need arises and suitable providers can be found. |
| Ch 5: Assessment & Management of Risk |

| Asset | This discrepancy between Asset and Pre-Sentence Reports/Pre-Court Reports does not occur in all cases as there are many examples of good practice. However, quality of Asset | Achieved |
investigations shows that there is a qualitative difference between the completed Asset and both the Pre-Sentence Report and the Post-Court report. It is important for YOT managers and their staff to ensure that these documents are completely compatible in both information content and quality of assessments [page 49].

Regional audits of Asset quality have been carried out as part of the Wiring Up Youth Justice Process. Regional teams and YOTs have been provided with audit tools for checking quality of assessments, and training has been given to caseworkers in the secure estate to give them the knowledge and confidence to challenge poor quality Assets. Work is currently underway on a new assessment strategy, and the YJB’s Wiring Up Youth Justice Programme is supporting the YOT Managers’ professional association (AYM and YOT Managers Cymru) with their work to develop a new user friendly case management systems. Both of these initiatives will work towards improving the link between Asset, PSRs, PCRs and other assessment documents.

In addition, keeping Asset as a live document during the custodial phase through the national roll out of the eAsset Sentence Management system will also place a greater emphasis on Asset and thus enhance quality.

Indicators of vulnerability – Asset report

5.22 It is important that staff of YOT teams are well informed about this complex area, both through their training and by being given access to specialist resources to assist their understanding and practice, and that more information and preparation are required [page 53].

Guidance on assessment of vulnerability is now available to Youth Offending Team (YOT) staff in Managing Risk in the Community Reader (published 2005). The accompanying training – which was rolled out to YOTs during 2006 – also covers the assessment and management of vulnerability.

Providing caseworkers in the secure estate with Asset training and empowering them to challenge poor-quality Assets will help improve Asset quality. Risk-led training includes a focus on issues of vulnerability and how these are presented in Asset.

Changes to Asset in relation to vulnerability have been agreed and the embedding of these changes in all relevant IT systems is a long term change project which is currently being implemented. The YJB now intends to build on the progress already made by conducting a review of how the term ‘vulnerability’ is used within all YJB guidance and documentation, including placement documentation, T-forms, post-court reports and Asset, and ensure that the term is consistently embedded in youth justice processes and systems.

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<table>
<thead>
<tr>
<th></th>
<th>Work is currently underway on a new assessment strategy which will further improve the effectiveness of ASSET assessment</th>
</tr>
</thead>
</table>
| 6 | **Vulnerability Management Plan**  
5.28 The Vulnerability Management Plan form [Version 2-August 2004] layout is inadequate for the amount and complexity of information, advice and planning that needs to be conveyed if a young person is to be adequately protected. A revised short format form should be used in addition to the Asset that practitioners can complete thoroughly rather than have a longer, more detailed document that does not get completed. This Operational Review therefore recommends that the new format be thoroughly reviewed after a suitable period of use [page 54]. |
|   | The Indicators of Vulnerability section of *Asset – Core Profile* has been amended from April 2006 to include additional questions on vulnerability in a custodial setting.  
In addition to the changes made in 2006, further revisions to Asset and the Vulnerability Management Plan have been proposed. This includes a substantial amendment of additions to the assessment of vulnerability section. Implementation of these proposed changes requires revisions to the electronic case management systems used by YOTs and to the eAsset system used in the secure estate.  
Vulnerability will be included as a key consideration in the YJB’s scoping of a future assessment strategy and it is envisaged that this will be a long-term change project. |
| 7 | **Ch 6: Placement Policy & Management** |
|   | The whole placement operation has been reviewed and a set of new documents were sent to YOTs and establishments in December 2004. The set of documents included:-  
- Placement Policy  
- Placement Protocol |

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attained by the development of features of the placement process already in place. Greater confidence in this area will be achieved by:

- improved completion of the Asset documentation and supportive evidence.
- closer dialogue between YOT officers and Placements Team caseworkers about the judgement of degrees of vulnerability
- shared knowledge and assessment of placement options
- shared decision making about preferred placement options and contingency planning
- moderation, through supervision, of placement decisions by the head of the Placements Team
- establishment of a placements decisions audit trail [pages 60-61].

- Transfer Protocol
- Revised Booking Form with accompanying guidance for completion

A greater emphasis on increasing the dialogue between YOTs and establishments is being achieved through more regular attendance by Placement and Casework Service staff at review meetings in establishments and YOT offices.

The systems in place ensure that decisions on placements are made following detailed dialogue with YOT Officers and the revised booking form and guidance together with the Placement Protocol makes the placement options clearer.

Options for reviewing placements and contingency arrangements are well embedded in the Placement and Casework Team Protocols.

The Placement Team is leading the development of Secure Email and has already successfully achieved roll out with colleagues from ICT across most YOTs and establishments. This medium has greatly improved the communications between the Placement Team, YOTs and establishments.

The reorganisation of the Placement Team into the Placement and Casework Service has been completed. One of the most important aspects of this is a strengthened management team to improve the daily placement operations. The process of reviewing and rewriting the key Placement Policies and Protocols and procedures has commenced.

The implementation of the electronic yellow envelope system as part of Wiring up Youth Justice means that since April 2008 all relevant documents in the placement process were passed electronically from YOTs via Placements to the establishment in advance of the young person arriving. This means that improved decision making is achieved using all available and current information.

The new Missing Eye process has also been implemented (in April 2009). When documents are missing for a young person, the Placement and Casework Service will notify the YOT, and, once received, forward them to the establishment. As a further
| 8 | **Priority setting**  
6.20 There are concerns that some YOT officers believe that placement in a YOI should be avoided at all costs and are ‘over-egging’ the vulnerability assessment to achieve a place outside a YOI. It is important that YOT staff are provided with good quality and contemporary information about positive developments within the YOI estate. [page 61: see also page 128, fourth bullet] | A positive communications strategy is in place to communicate key information to YOTs through the new YOT Bulletin. In addition the Placements team emphasise the positive developments in the YOI estate in their discussions with YOTs.  
The YJB sees the youth justice system as a whole and is working to bring together the secure estate and the community to encourage a whole system approach. | **Achieved** |

**Ch 8: Reception of Young People into YOI**

| 9 | **Achieving best practice**  
8.22.3 It is noted that the YJB has, for some time now, sought to develop separate arrangements for the escorting | The YJB resources NOMS to transport juveniles separately from adult and young adult offenders within their Prison Escort Custody Service (PECS) contracts. These contracts are currently being retendered and the YJB has recommended that the new contracts maintain the principle of separation and has asked for costed options around the extent of separation. For the period April 2009 through March 2010 inclusive, PECS | **Achieved** |

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of juvenile offenders to YOI from court. Separate arrangements already exist for the children and younger detainees up to 16 years of age and the YJB plans to extend the service to other juveniles is welcomed. Everything must be done to abolish the conditions reported in 8.22.2 caused by late arrivals [page 77].

| 10 | 8.22.4 Reception processes, if carried out comprehensively, require time and sensitivity on the part of reception unit officers. The reception of batches of young people at any one time clearly makes it more difficult to achieve and this might also be compounded by having a mix of juvenile and adult trainees to process. This situation can only be managed by the availability of adequate staffing and clear organisational arrangements [page 77]. | The operational specification within the Service Level Agreement between the YJB and NOMS contains detailed requirements relating to the reception process, to ensure that young people are safeguarded. The reception process will be strengthened through the development of dedicated sites. For example, a capital project has been approved for expanding HMYOI Warren Hill; the project is now at design stage. An operational support team has been established within the NOMS Young People’s Team to help promote effective delivery of the requirements set out in Prison Service Orders and Instructions and the Service Level Agreement. The importance of the role of the built environment featured in the 2005 Capability Assessments and resulting themes are planned to inform policy revision. PSI 28/2009 ‘Care and Management of Young People’ outlines safeguarding arrangements in more detail. Appropriate guidance is also contained in PSO 0500 ‘Reception’. | Achieved |

contractors were able to evidence separation of juveniles for all but 530 instances out of 62,819 journeys, a success rate of 99.2%.

While it is important to place young people in an establishment that is relatively close to their home, the primary factor in deciding the placement must be the type of establishment in order to ensure that the young person’s needs are met most appropriately.

NOMS (National Offender Management Service) continues to encourage courts to make better use of video links for interim hearings for juvenile cases. This will save juveniles having to travel to and from courts for appearances that can be as short as ten minutes.

Where juveniles must appear in person, NOMS presses courts to use timed warrants to enable cases to finish earlier. Coupled with the prompt issue of warrants following adjudication this will enable contractors to return juveniles to establishments earlier in the day and in good time for the establishment to complete reception and assessment procedures.

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<table>
<thead>
<tr>
<th>Ch 9: Safer Regimes in YOIs</th>
<th>The YJB meets monthly with NOMS Young People’s Team to consider a number of issues, including reception.</th>
</tr>
</thead>
</table>
| 11 | **Liaison with ACPCs/LSCBs**  
9.40 The Children Act 2004 (section 13(3)) establishes both Governors of YOIs and Directors of STCs as statutory members of the LSCB. A great deal of developmental work is taking place on a local basis as ACPCs engage in transition programmes. It will be vitally important that YOIs take a full part in this activity [page 88].  
Governors are legally required under *Working Together to Safeguard Children* to sit on the Local Safeguarding Children Board (LCSB, formally ACPC). Chapter 3 of *Working Together* gives detailed guidance on how LCSBs and their partners should work together. Chapter 2 of the revised version of PSO 4950 Care and Management of Young People covers working with LSCBs.  
All YOIs invite a named representative from the LSCB to the establishment’s Safeguarding Children Committee meeting.  
As required by the legislation Governors will continue to work constructively with LSCBs. |

| Ch 12: Training Matters |  
12 | **Training for the Asset Assessment Framework**  
12.1.3. The new Asset guidance on the management of risk will need to be appropriately incorporated into the INSET training once the new assessment materials have been produced [page 112].  
Asset guidance on the management of risk has been included in newly developed training materials on the Youth Justice Interactive Learning Space (YJILS), and training materials developed during 2009 for the introduction of the Youth Rehabilitation Order (YRO) and the Scaled Approach have been included. A further professional development resource is planned to meet the training requirements of the new YJB assessment strategy. |
| 13 | **Asset**  
12.1.4. The planned INSET training on Asset concentrates on the completion of the core  
The *Managing Risk in the Community* training pack has now been incorporated into the Open University accredited training programme, “Delivering the Youth Rehabilitation Order”, with 1500 places on this course funded by the YJB for YOT staff. The training pack has also been revised and amended into “The Youth Rehabilitation Order in |

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**Asset** and the importance of early identification of risk. To this needs to be added training on working with other agencies and coordinating bodies, such as the Multi Agency Public Protection Arrangements and ACPCs (now the Local Safeguarding Children Boards), to highlight risk management approaches adopted by those agencies that could link with the work of youth justice services. Training should reinforce consideration of the *Asset* as a ‘living’ document that is ongoing and open to constant updating, not just at the stipulated review intervals [pages 112-113].

| 14 | **Juvenile awareness staff programme (JASP)**  
12.2.7. More time should be allocated to its delivery, for example, more time could be allotted to a discussion of vulnerability, prior to the application exercises with the T1: V procedures. [page 114: see also paragraph beginning at the bottom of page 145] | The independent review of restraint, published in December 2008, recommended that JASP should be mandatory for all Prison Service staff working with young people. The Government accepted this recommendation and are pressing ahead with extending JASP training to all staff working in under-18 YOIs.

We accept that a discussion of vulnerability should be a key component of JASP training, but do not accept the recommendation that more time should be allotted to this.

JASP is already very extensive. It contains modules on Child Protection (1 day) and Safeguarding (1/2 day). The TSA material contains a session on Adolescent Health which deals with self harm in some detail. In addition self harm and assessments are covered in Vulnerability Assessment. | Not accepted |

Practice” training on the Youth Justice Interactive Learning Space (YJILS). It is anticipated that up to 5,000 YOT staff will access the YJILS for this course.

Risk-led Sentence Management training is currently being held in establishments alongside the deployment of eAsset. The training gives staff an overview of how to interpret risk as outlined by the YOTs into setting SMART targets and updating and keeping targets ‘live’ and relevant. It also provides key information about identifying resettlement needs as early on as possible and strategies in maintaining multi-disciplinary input to the sentence planning process. The whole estate has received this training.

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The YJB carried out a review of JASP in 2008. The review showed that JASP is generally a good preparation for working with young people in the secure estate, but that staff felt it would be helpful to have more training in mental health awareness and how to manage difficult behaviour, for example techniques in de-escalation. The content of JASP training has been revised to take account of the review’s recommendations.

Also, with the introduction of a new electronic case management system (eAsset) specialist casework teams have been set up in YOIs. These casework teams have received training in risk-led sentenced planning, which enhances staff understanding of young people’s needs and vulnerability.

A YJB Workforce Development Board has been established to consider training and staff development issues across the secure estate as a whole and had its first meeting in June 2008.

<table>
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<tr>
<th>Conclusions and Recommendations</th>
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15. Appropriateness of Placement 14.1(i). Consideration should be given to the development of discrete facilities within the YOI sector for young people demonstrably at risk of self-harm or suicide [page 123].

The concept of developing specialist ‘high dependency units’ is now well advanced. The Keppel unit at Wetherby, a 48-bed unit for vulnerable young boys, was opened in October 2008. The Keppel Unit houses vulnerable young men aged 15–17 who are unable to cope in the mainstream under-18 estate. All staff working on the unit will be provided with a specialised training package to help them work with the unique population of boys on the unit. The Unit has an operational capacity of 48 beds, in four units of 12. The staff: offender ratio is 1:4.5 (core day) and 1:6 (evenings and weekends).

The Government and the Youth Justice Board are currently working to refresh a strategy for the under-18 secure estate to ensure it best meets the needs of the young people placed there while ensuring value for money.

16. 14.1(ii). It is important that the YJB has a clear placement policy that articulates how the

See response to 6.19 above. These policies are subject to annual review.

The suite of Placement documents (Placement Policy, Placement Protocol, Transfer
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<tr>
<td>places within the secure estate are to be utilised and how access to these places is managed through the effective working of the YJB Placements Team [page 123].</td>
<td>Protocol) has been updated, included as part of the Operations Manual and issued to all key stakeholders. A further review of the suite of Placement documents will take place during 2010/11 as part of a change programme to improve the efficiency and effectiveness of the placement process and service; following which these documents will be issued to stakeholders and published on the YJB website. The Operations Manual has been circulated to the secure establishments and YOTs. It was reviewed in April 2010 and an updated version will be issued to all stakeholders during 2010/11.</td>
</tr>
<tr>
<td>Quality of Assessment Work and Management of Risk</td>
<td>Asset Guidance and the Managing Risk in the Community Reader both stress the importance of providing clear evidence to support judgements. This was emphasised at managers’ events organised prior to the roll out of Managing Risk training. The YJB produced a new, updated version of the Assessment, Planning Interventions and Supervision KEEP (Key Elements of Effective Practice document) in July 2008 as part of a new suite of 10 KEEPS. This KEEP re-emphasised the importance of Assets being supported by evidence. Due to changes in monitoring arrangements, the formal quality assurance audit (EPQA) process will no longer be mandatory, but YOTs will continue to be encouraged to use the guidance to inform and improve their practice. YOTs have previously completed self-assessments in this area with 95% of them achieving a rating of 2 or above (on a scale of 0-3, 3 being the highest). This shows that improvements have already been made in assessment practice, although the YJB recognises that there is still some way to go. Case management guidance has also been produced which included guidance for line managers on reviewing and improving practice, including in relation to quality assurance measures for assessments. This was made available in draft form on 30 November 2009 and final PDF form on the YJB website in May 2010.</td>
</tr>
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</table>

17 | Quality of Assessment Work and Management of Risk 14.2(i). Users of Asset must ensure that judgements are clearly and substantially informed by evidence. This is a matter that needs to be strengthened, perhaps by management action to reinforce the notes of guidance and through professional supervision [page 125; see also paragraph 5.9 on page 49]. | Achieved |

18 | 14.2(ii). Communicating with | The YJB produced a new Engaging Young People who Offend KEEP (Key Elements of |

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| 19 | 14.2(iii). This Operational Review endorses the approach set out in ‘Managing Risk in the Community’ and considers that the publication, implementation and integration of this guidance into YOT practice should represent a major step towards improving the understanding and management of this challenging area of work [page 125; see also paragraph 5.15 on page 50]. |
|-----------------------------------------------|
| 19 | The guidance was published in 2005 and training was delivered in 2006. YOTs have been encouraged to use the framework set out in the guidance as the basis for local risk management policies. YJB undertook an audit of YOT public protection policies in 2006 and made available an analysis to YOTs. Following this a template has been developed for YOTs to assess the quality of their work in relation to the management of risk of serious harm and public protection. Managing risk of serious harm to others and safeguarding are both important elements of case management guidance produced as part of Youth Justice: The Scaled Approach. The Scaled Approach was developed as a new way to match the intensity of youth offending teams’ work with children and young people who offend to their assessed likelihood of reoffending and their risk of serious harm to others. The model, which was developed in partnership with YOTs, informs planning interventions, YOT reports to courts and youth offender panels and provides greater information from which the judiciary can make decisions about a young person’s sentence. It is used when a young person is on a referral order contract, a Youth Rehabilitation Order or during the community element of a custodial sentence. |

Achieved

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| 20 | 14.2(iv). The availability of specialised guidance to YOTs on the issue of ‘vulnerability’ would be beneficial. *Managing Risk in the Community* suggests a graduated approach to defining different levels of vulnerability [page 125; see also paragraphs 5.22 and 5.23 on page 53]. | Changes to Asset in relation to vulnerability have been agreed and the embedding of these changes in all relevant IT systems is a long term change project which is currently being implemented. The YJB now intends to build on the progress already made by conducting a review of how the term ‘vulnerability’ is used within all YJB guidance and documentation, including placement documentation, T-forms, post-court reports and Asset, and ensure that the term is consistently embedded in youth justice processes and systems. The updated KEEP on *Assessment, Planning Interventions and Supervision*, which was published in July 2008, incorporates guidance previously contained within the *Managing Risk in the Community* reader, to bring together evidence-based guidance on assessment and planning with the concepts of risk assessment and management. | Achieved |
| 21 | 14.2(v). This Operational Review considers that the suggested categorisation of risk factors [as set out in *Managing Risk in the Community*] has merit. It helps to ‘unpack’ the concept of risk and allows differential approaches and interventions to be thought about and adopted [page 125]. | Feedback from YOTs suggests that the guidance has been well received and has helped practitioners to think more specifically about risk. The new ‘Assessment, Planning Interventions and Supervision’ source document builds on and develops the principles outlined in the guidance to provide practitioners with additional information on differential approaches and interventions. The take up and impact of the training and guidance will be kept under review. | Achieved |
| 22 | Placement of Children/ Young People at High Risk 14.3(i). The current internal YJB Placements Team framework for rating vulnerability and risk, the ‘Key Indicators of Risk’, should be re-developed so as to align Discussions have taken place between the Placements team and Asset author to consider how best to link the different documents to achieve greater consistency. ASSET is now more aligned. The Placement Alert Form has been redesigned and contains more information on risk for the YOT to complete. The SACHS database has been aligned with both documents and the Key Indicators of Risk form has been dispensed with. Developments in Wiring up Youth Justice – The Connectivity Programme will mean that | Achieved |

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with the proposed 4-tiered categorisation of vulnerability articulated by ‘Managing Risk in the Community’ [page 128; see also paragraphs 6.15 and 6.16 on pages 59 and 60].

information contained on the Placement Alert Form will be automatically uploaded into SACHS. Connectivity will be live between nearly all YOTs and YJB’s Placements team by summer 2010.

The development of the YJB assessment strategy will be a further opportunity to review the alignment of the definitions of vulnerability and risk between community and custody sectors.

23

| 14.3(ii). YOTs need to make it clear at the earliest possible stage that, following what they may consider an inappropriate placement of a young person in a YOI, they will be seeking an alternative bed in a LASCH and preparing a case for transfer immediately post sentence [page 128]. |
|---|---|
| The Transfer Policy has been updated and implemented as part of the Operations manual for the allocation, placement and transfer of young people within Young Offender Institutions. A revised transfer request form has been prepared for use by YOTs or establishments. This mirrors the revised Placement Alert Form and contains more fields to be completed relating to current risk. The reorganisation of the Placement Team has established a new Casework Team who have a role in identifying young people who may be inappropriately placed. The caseworkers will be responsible for managing transfers. |
| Achieved |

24

| 14.3(iii). In the case of planned transfers, emergency transfers and transfers following placement review, decisions to facilitate a transfer would appear to be appropriately based on a consideration of the young person’s needs and behaviour, and the suitability of their current placement to meet those needs. This Operational Review supports the further development of transfer policy and practice where based on |
|---|---|
| The Transfer Policy has been updated, issued and implemented as part of the Operations manual for the allocation, placement and transfer of young people within Young Offender Institutions. The existing policy has been circulated to all establishments and YOTs for their information. This policy was published in October 2008 and was reviewed again in April 2010 in line with the review of the operations manual. A further review of the suite of Placement documents will take place during 2010/11 as part of a change programme to improve the efficiency and effectiveness of the placement process and service; following which these documents will be issued to stakeholders and published on the YJB website. |
| Achieved |

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<tr>
<th>25</th>
<th>14.3(iv). This Operational Review strongly supports the conclusion of the joint <em>Child Protection and Safeguards Review 2003</em> that the practice of moving young people around the YOI estate through Prison Overflowing Drafts has a destabilising impact both on the effectiveness of regimes and on the best interests of the young people transferred. Although it has been noted that a protocol for the selection of young people, and the procedures to be followed in such circumstances, has been agreed between the YJB and the Prison Service, it is recommended that this practice be kept under close review and all means of amelioration explored [page 129]. See response to 14.3(ii) above. The Placement and Casework team has a prison liaison officer who is responsible for working with the prison service to effectively manage the population and strengthen relationships with establishments. All Overflowing Drafts are authorised and overseen by the YJB Operations Manager. <strong>Achieved</strong></th>
</tr>
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<tbody>
<tr>
<td>26</td>
<td>Reception of young people into YOIs 14.4(i). Provisional Prison Service performance figures for 2004/5 appear to show that over a quarter of young people The electronic yellow envelope system (Eye) was rolled out fully across England and Wales in March 2008. This is a replacement for the traditional 'yellow envelope' process to transfer information about a child or young person who has been sentenced to custody. The final roll out is leading to a significant reduction in incidents of young people arriving in establishments without documentation. <strong>Achieved</strong></td>
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continue to arrive at YOIs without the relevant paper work. This is a matter of ongoing concern. The YJB and Prison Service should maintain pressure across the youth justice system to improve performance in this area of practice [page 130].

Under this system, the YOT uses secure email to send all documents, including Asset, post-court reports and pre-sentence reports, to the YJB Placement Team. Once a young person has been remanded or sentenced to custody the YJB Placement Team will forward the documents to the relevant secure establishment. Thus the secure establishment receives the documents on the young person prior to their arrival, allowing for more detailed planning and safeguarding to take place.

More information on Eye can be found on the Wiring Up Youth Justice Board Webpage: http://www.wiringupyouthjustice.info/site/index.htm

The YJB has implemented a new process, managed by the Placements team, to deal with circumstances where YOTs fail to provide the required set of documentation in support of a placement request.

The Missing Eye process has been implemented from April 2009. When documents are missing for a young person, the Placement and Casework Service will request these from the YOT, and forward them to the establishment once received. As a further safeguard the establishment can also contact the Placement and Casework Service if documents are not received, and trigger the process.

14.4(ii). If the proposal to require YOTs to support their completion of the Asset with contributing evidence is followed then it makes sense that this material should also travel with the young person [page 130]

All public sector YOIs are now routinely using Secure e-mail with the YJB Placements team. This means that, if the Youth Offending Team is able to use Secure e-mail to communicate with the YJB Placement Team, Placement Orders, and Vulnerability Alerts and Assets in the case of vulnerable young people are now being received electronically before the young person arrives. The documents tend to be of a higher quality than those that were previously hand-written. This allows the secure establishment to plan for the safe reception and management of young people.

The roll out of the new electronic sentence management system known as “eAsset” was completed in March 2009 (version 6). All YOIs for under-18s, all STCs and all the contracted SCHs now have the use of eAsset and have put their staff through training in risk-led sentence planning.

eAsset enables Asset and other documentation to be transferred to the secure estate

Achieved

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quickly and securely. The system is able to import the Core Asset Document and Risk of Serious Harm Asset directly into the system allowing staff at the secure establishment to focus sentence planning on the risks presented by the young person and their individual needs. The system allows for the Asset Risk Assessment to be kept as a live document during the custodial phase of the sentence and to be electronically exported to the YOT upon transfer to the community. eAsset contains a management information system which provides a range of reports to managers. One such report identifies the timeliness of the receipt of essential documentation.

Training in eAsset helps staff in the secure estate:

- to know what information can be found in Asset and where to look for it;
- to use the information in Asset more effectively at reception stage; and
- to use Asset as the basis for sentence planning.

YJB Placement and Casework Service (P&CWS) caseworkers will have access to the management information system and discussions are taking place in relation to P&CWS being responsible for opening a new document when someone is placed.

YJB Placement Officers currently forward all available documentation to the receiving establishment at the point of making the placement. In the longer term it is proposed that the Placement and Casework Service will have read only access to eAsset and then full access to use the system. Once full access is available the Placement Officers will update a young person’s record at the point of making the placement instead of forwarding the information. As the Placements and Casework Service will be using the same system as the establishments, this new information will be immediately accessible by the receiving establishment.

14.4(iii). The joint Review of Child Protection and Safeguarding 2003 recommended that staff receive T1:V Vulnerability Assessment is included in JASP training. Candidates are taken through all of the relevant T forms and fill them out. Vulnerability forms a ‘golden thread’ which runs through the programme. Candidates follow fictitious individuals throughout their time in an establishment. They study all relevant documentation on these individuals and make

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specific training in the completion of T1:Vs, as well as in broader techniques of assessment. This operational Review would strongly support that proposal [page 132].

assessments regarding vulnerability and interventions. This culminates in a role play Training Plan meeting.

The YJB continues to work with providers to improve staff training and workforce development across the secure estate for children and young people through the Workforce Development Board as well as the developing the Youth Justice System Workforce Strategic Framework 2008-11.

29

14.4(iv). Where a risk of self-harm is identified, appropriate action has to be taken in accordance with PSO 2700 to minimise that risk. Reception staff should be trained and competent to do this in discussion with health care staff [page 132].

Considerable training, available to all establishments, backs up the introduction of Assessment, Care in Custody and Teamwork (ACCT). ACCT was rolled out by April 2007 in all establishments. All staff, including health staff, in contact with prisoners receive at least the ACCT foundation course. ACCT training includes, for specialist roles such as case managers and Assessors, mental health awareness, risk assessing and case management (ensuring required care is delivered). ACCT promotes multi-disciplinary working and encourages prisoners to develop ways in which they themselves can manage the problems that lead to self-harm.

Members of the NOMS Young People’s Team were on the ACCT development team, and ACCT has been designed to be applicable to child protection and safeguards policy. This is reflected in ACCT training, for example, juvenile issues are signposted throughout the ACCT Assessor and Case Manager training packs. A review of ACCT has been completed.

Achieved

30

14.4(v). The YJB should continue with the drive to provide dedicated reception for juveniles in split sites [page 133]

The YJB proposes working closely with NOMS and private contractors to improve regimes while looking, longer-term, for opportunities for capital projects to improve, diversify and modernise the secure estate. An example is the project YJB has undertaken in the North West to re-role HMYOI Hindley as a young person only site. This has provided approximately 440 single site places for young people.

The YJB continues to work very closely with NOMS and the secure estate providers to ensure, where reception facilities are shared, appropriate safeguarding measures are in place.

Achieved

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The Government and the Youth Justice Board are currently working to refresh a strategy for the under-18 secure estate to ensure it best meets the needs of the young people placed there while ensuring value for money.

31
14.4(vi). It is vitally important that the YJB and the Prison Service use every means to closely monitor and quality assure policies and practice in relation to reception. Key aspects of the reception arrangements can be subject to regular monitoring and review, and these should complement the monitoring remit of the regional YJB Performance Monitor [page 134].

See response to recommendation at 8.22.4, above.

NOMS is responsible for managing the service it provides to young people at reception. The YJB expects that all its providers will identify and take appropriate action where parts of their service can be improved to better meet YJB objectives. The monitor will provide assurance to the YJB that the provider is managing appropriately. This approach has been developed as part of the Integrated Contract Management and Monitoring project.

32
Care and Sentence Planning
14.5(i) Quality issues in respect of care and sentence planning will demand ongoing management attention [page 134]

ACCT (Assessment, Care in Custody and Teamwork) has been implemented in all Prison Service establishments, including YOIs, since April 2007.

As well as bridging suicide prevention and mental healthcare provision, ACCT focuses on individual assessment, appointment of accountable case managers, flexible care, and is clear about post-closure and post-release risk management. It highlights ‘people not processes’ and its expected benefits include:

- Better care for prisoners identified as at risk;
- A shift towards, or a reinforcement of, a positive culture that respects and empowers staff, values good staff-prisoner relationships and cares for individuals-at-risk;
- The opportunity to address barriers to multi-disciplinary communication and

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Together, it is expected that these three outcomes will contribute to better management of risk of suicide.

ACCT introduces trained Assessors and named Case Managers to the care of those at risk (ensuring individualised care), and improves the way the Service conducts case reviews and draws up subsequent care and management plans (CAREMAPs). One of the key roles of the Case Manager is to ensure that the actions identified in the CAREMAP are carried out. Furthermore, the new system clarifies the relationships and communications channels between discipline and healthcare staff in caring for those at risk. ACCT aims to discourage the possibility that the care plan is seen as an audit trail in case something happens, and instead directs resources to helping at-risk prisoners support themselves.

PSI 28/2009 contains a mandatory action for each YOI to have in a place a strategic safeguarding children policy that is published and reviewed annually, and which consists of a number of core policy areas that must include a staff training strategy that provides access to ACCT.

Capability assessment by NOMS Young People’s Team has within it a module that addresses training plans.

Revised National Standards including provisions relating to sentence planning were published on 30 November 2009.

| 33 | 14.5(ii) Care planning for young people deemed to be at greatest risk should be well within the 10 day maximum limit set by the YJB National Standard. A shorter, say 3-5 day, timescale applicable to those young | The development of the Placement Team in the YJB into a Placement and Casework Service has included strengthening the casework function to ensure more caseworkers are available to follow up those young people identified as at risk following admission. In addition the Placement Team is making stronger links with key staff from establishments such as the Safeguarding Managers and Social Workers in order that they are more able to flag up to Placements those young people at risk. | Achieved |

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people adjudged to be seriously at risk at admission (defined as being subject to F2052SH, now replaced by ACCT) is recommended [pages 134 and 135].

Revised National Standards were published on 30 November 2009. The key proposed changes to National Standards include separating out the elements of i) remand review, ii) remand planning, and iii) risk management of children and young people identified as vulnerable or a risk of serious harm to others.

i) Remand review must take place within 5 working days but does not require a physical meeting to take place. The remand review will review whether a programme in support of a bail application could be proposed at the next court appearance.

ii) Remand planning must take place within 10 working days of the original court hearing where the young person was initially remanded and does require a physical meeting to take place. In line with identified risks and needs, a remand plan will be prepared which sets out the programme of services to be offered to the child or young person by the secure establishment and the YOT during the period of remand.

iii) Where the Secure Estate staff identify a child/young person as vulnerable or a risk of harm to others (using their existing procedures) then they are required to request the YOT to attend a risk management meeting which the YOT must attend.

There was a recommendation in the 2003 Prison Service and Youth Justice Board safeguards review that juvenile establishments should strengthen their personal officer scheme where necessary.

The operational specification within the Service Level Agreement between the YJB and NOMS requires that establishments operate a personal officer or casework system in order to ensure that the sentence planning process is delivered, that the establishment liaises with the supervising youth offending team, the family and significant others and outside agencies. The personal officer or caseworker should act as a significant adult or role model for the young person. An operational support team has been established within NOMS Young People’s Team to help promote effective delivery of the requirements set out in Prison Service Orders and Instructions and the Service Level Agreement.

The YJB and NOMS Young People’s Team have reviewed specialist roles and responsibilities within YOIs with the aim of developing more clarity around the specialist
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<td>single responsible officer approach suggest that this policy should be implemented wherever possible. Given the pivotal role of the personal officer, it should be managerially possible to resolve these matters through forward timetabling and arrangements for deputisation or pairing where one partner has the lead and the other provides support and cover [page 135].</td>
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<td>roles, including a clearer view of the current role of personal officers. The final report's findings will be considered as part of the current review of PSI 28/2009.</td>
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<td>The YJB commissioned HMIP to undertake a thematic review of training planning in YOIs (including the role of personal officer) and have undertaken an evaluation of a new case management model at Hindley YOI. Good practice and issues with delivery identified through these various strands of work will be incorporated in case management guidance for the secure estate. Consultation on the case management guidance will take place during summer 2010.</td>
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| 35 | 14.5(iv) The need to improve the quality of case recording and record keeping is recognised by the YJB and Prison Service and calls for management to make arrangements for the provision of suitable ongoing staff training and development programmes [page 135]. |
| The YJB has developed a new version of the eAsset Sentence Management system which has been “live” in all establishments since March 2009. All establishments now use the same system. It replaced the version of eAsset that is currently in use in 7 HMPS sites. Delivery of eAsset is overseen by the Wiring up Youth Justice programme and incorporates training in risk-led sentence planning as well as training in effective use of the computer system. |
| See also responses to 12.2.7, 14.4(iv), 14.10(v) and 14.11(ii). |
| Achieved |

| 36 | Provision of Health Care 14.6(i) The availability and accessibility of secure mental health accommodation is a major problem that is currently being addressed in discussions between the YJB and the NHS [page 137]. |
| Transfer of the responsibility for commissioning health services in Young Offender Institutions (YOIs), and adult prisons in England, commenced in 2003 and was fully devolved to the NHS by April 2006. Primary Care Trusts (PCTs) work with their partner establishments to develop a comprehensive health needs assessment of the population and commission on the basis of that need. New arrangements for the commissioning of health care services nationally are currently out for consultation. |
| All children and young people receive health screening on reception into custody. In YOIs |
| Achieved |

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this is via an evidence based health screen used throughout all prisons in England and originally developed by Professor Grubin of the University of Newcastle.

The NHS National Commissioning Group (NCG) has overseen the expansion of the number of secure beds to ensure greater capacity and better geographical distribution with units opening in Birmingham, London, Northampton and Southampton over the past few years.

There are currently seven units able to accommodate young people with a range of severe mental health problems. There are facilities for males and females, with two of the units offering a service for young people with mental health problems and learning disabilities.

The Department of Health (DH), in collaboration with NCG, has developed a section specifically dealing with young people for the updated and revised ‘Procedure for the Transfer of Prisoners to and from Hospital under Sections 47 and 48 of the Mental Health Act 1983’. The revised and updated protocol (published December 2007) aims to help colleagues to work together more effectively to secure and sustain significant improvements in any unacceptable delays transferring patients from custodial care to hospital care. The Mental Health Act 2007 (MHA ‘07) legislated that all under 18s must go to an age appropriate service, this includes MHA ‘07 Part 111, which apply to sentenced prisoners and persons subject to criminal proceedings.

The Department of Health, in partnership with the Youth Justice Board, has developed a protocol for the transfer of Children & Young People detained in a Secure Children Home, Secure Training Centre or YOI to and from hospital under section 47 and 48 of the Mental Health Act 1983. This is due for publication later in 2010.

To ensure young people residing in the secure settings have their mental health needs met the DH, in partnership with the Department for Education (DfE) and YJB, published ‘Promoting Mental Health for Children held in Secure Settings’ - A Framework for Commissioning Services’ in March, 2007.

This strategic framework aims to provide standardise approaches to Child & Adolescent

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Mental Health Services (CAMHS) and build local capacity by sharing training between local CAMHS and forensic services. The introduction of the strategic framework was supported by 1.5 million additional funds to ensure that all under 18s in YOIs, in England had access to a range of comprehensive CAMHS to which all children are entitled under the Children’s National Service Framework. This funding was repeated in 2008/9, 2009/10 and 2010/11.

In 2008, the annual Child Health, CAMHS and Maternity mapping exercise provided data from commissioning PCTs, with an under 18 placement within their catchment area, on the services commissioned for under 18s, in England, for the first time. From November 2008, the child health, CAMHS and maternity services mapping exercise was extended to include the mapping of local authority commissioned and provided services and is now called children’s services mapping.

The Government commissioned an independent review of CAMHS in December 2007 and the review’s final report was published, together with the Government’s response, in November 2008. The review made wide-ranging recommendations about children’s services and CAMHS and emphasised the importance of protecting vulnerable children and young people, which included those in contact with the youth justice system. The Government accepted almost all of the recommendations in principle and has set up a National Advisory Council on Children’s Mental Health and Psychological Wellbeing to ensure that the recommendations of the review are addressed.

The University of Lincoln is undertaking an independent evaluation of Promoting Mental Health for Children held in Secure Settings - A Framework for Commissioning Services. An interim report was received and the final report is due in 2010.

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<th>Management of self-harm and suicide</th>
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<td>14.7 (i) Action is needed to develop juvenile specific policies for suicide and self-harm prevention [page 137]</td>
<td>The SCHs and STCs have specific policies already in existence relating to self-harm and suicide. In the YOI estate Prison Service Order (PSO) 2700 was revised and re-issued in October 2007 to include specific guidance on suicide and self-harm. Chapter 14 of this PSO specifically relates to suicide prevention and self-harm management for young people. This guidance makes explicit links with YJB vulnerability alert and transfer protocol etc, and links to wider safeguarding issues such as child protection and anti</td>
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<td>38</td>
<td>14.7(ii) In general, the F2052SH self-harm procedures are being followed satisfactorily, but there is a recognised need to bring the quality of recording within the format up to a standard that more accurately represents the level of work and support offered to the vulnerable young people [page 138]</td>
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<td>39</td>
<td>14.7(iii) More still needs to be done to highlight issues of good practice in the management of self-harm specific to young people [page 138]</td>
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<td>40</td>
<td>14.7(iv) It is important that young people who are at risk of self-harm or suicide have easy recourse to confidential support, counselling and advocacy services [page 138]</td>
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<th>Accommodation of young people at risk in ‘safer’ cells</th>
<th>Use of CCTV should be further explored and developed</th>
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<td>41</td>
<td>14.8(i) The availability of constant observation for all young people demonstrating acute at-risk behaviour is not feasible beyond its use as a very short-term crisis-intervention tool. The answer must lie in the development of more imaginative care planning and wider range of more positive interventions [page 140].</td>
<td>See responses to 14.5(i) 14.5(ii) above.</td>
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| 42 | 14.8(ii) Use of CCTV should be further explored and developed [page 140] | In 2005, a three-year capital works project worth £6.25 million was agreed to improve the safeguarding of young people in public sector establishments: this project was completed one year early (i.e. by 2007). The project has focused on three key areas: safer cells, cubicular showers and improved use of CCTV to address violence reduction and the observation and monitoring of particularly vulnerable young people. The YJB has invested in the installation or upgrade of a number of schemes to enhance CCTV coverage in areas of potential conflict including wings/association areas to reduce the opportunity for bullying.

Each year bids are encouraged for schemes that will improve the safety of young people in custody. Bids have been agreed for the financial year 2008/09 to extend CCTV coverage and upgrade CCTV networking systems in several YOIs.

A review of the impact of safeguarding projects completed since 2003 was undertaken by... | Achieved | Achieved |

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the YJB and National Children's Bureau in 2008. The review noted that there remained
gaps in CCTV coverage in many establishments and recommended that these should be
rectified.

In any new development such as the new build at Wetherby, appropriate safeguarding
initiatives are at the forefront of the design and development process. Similarly the
refurbishment work currently being undertaken at Cookham Wood has seen the YJB
make funding available for the installation of CCTV throughout the establishment.

The independent review of restraint recommended that all establishments should have
recordable 'real time' CCTV in common areas. The Government accepted this
recommendation and the YJB has implemented the changes in STCs and private YOIs.
NOMS and DfE are currently implementing the changes in the other YOIs, and SCHs
respectively.

14.8(iii) While there is general acceptance that the monitoring
of telephone conversations of at-risk young people could provide
additional and vital information
that might better safeguard the
young person and assist with
their support, there are
substantial issues of resourcing
and practicability to consider.
This may be more manageable if
limited to those young people at-risk and housed in the Health
Care Centre. This solution is
suggested as a feasible
compromise recommendation
[page 140].

While we understand the humanitarian rationale for the proposal for targeted monitoring of
young people’s telephone calls, it is illegal under the Regulation of Investigatory Powers
Act 2000 and would require primary legislation to allow it to happen. Targeted monitoring
in this way could also contravene Article 8 of the European Convention on Human Rights.

Not accepted

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### Use of Protective Clothing

14.9 (i) The Prison Service is commended for developing new draft guidance - which demonstrates good practice - on the use of alternative clothing. It will be important for the Prison Service and the YJB to closely monitor the incidence and level of the use of protective clothing. It is recommended that this should be achieved through regular sampling exercises by the YJB Performance Monitor [pages 141 and 142].

Instructions and guidance on the removal of clothing and other personal items, including razors, bedding and plastic bags, for prisoners at risk of suicide or self-harm are incorporated within PSO 2700 “Suicide Prevention and Self-Harm Management”, which was revised and re-issued in October 2007. The PSO contains mandatory instructions covering the removal of clothing, emphasising that this can only be done in extreme circumstances. The removal of normal clothing is classified as a measure of last resort and, as such, triggers the provision of additional therapeutic interventions including an ‘enhanced’ case review team, mental health assessment, and a named individual to persistently attempt to form a positive relationship with the prisoner. Policy states that personal items, including shoe laces and belts, must not be removed from at-risk prisoners as a matter of course, and the revised PSO emphasises the temporary nature of any removal.

Establishments will continue to monitor the availability and use of safer clothing. YJB monitoring assures that quality assurance systems are in place.

### Anti-bullying Strategies

14.10(i) Anti-bullying policy and practice to be more closely integrated with other aspects of safeguarding, in collaboration with other local agencies charged with similar responsibilities [page 143]

Prison Service Order 2750 “Violence Reduction” introduced in 2004 takes a proactive approach to preventing unacceptable behaviour. Since mid 2007 all public sector and contracted out prisons are required to have a violence reduction strategy to address all forms of anti-social behaviour. PSO 2750 incorporates anti-bullying work and the cell sharing risk assessment which includes some of the Mubarek inquiry recommendations.

In the young people’s estate this is being taken forward as an integral part of the Safeguarding agenda (the violence reduction audit standard requires this link) and is reflected in the revised PSO 4950. This will require effective links between other areas such as child protection and suicide prevention.

The Prison Service definition of violence is ‘any incident in which a person is, abused, threatened, or assaulted. This includes an explicit or implicit challenge to their safety, well-being or health. The resulting harm may be physical, emotional or psychological’.

A national review of PSO 2750 began in January 2009 and will continue into 2010. In

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<td><strong>46</strong> 14.10(iii) The appointment of Safeguards Managers and the establishment of the Safeguards Committee at each YOI should enable the delivery of more effective and improved safeguarding arrangements across the range of relevant policies and practice areas [page 143].</td>
<td>The scope of the review is the cell sharing risk assessment process and the potential need for accompanying training, consideration of current localised systems for managing (and documenting) anti-social behaviour and violence and a review of the current measure of levels of violence, including the existing Serious Assaults KPI. The review is being steered by the Safer Custody and Thorough Care Board and a working group has been set up which includes policy and operational staff. Safeguard managers have been recruited as required under PSI 28/2009. The appointment of the Safeguards Managers and Committees will help ensure that an integrated approach is taken to child protection, anti-bullying &amp; violence reduction, suicide and self-harm prevention and all other safeguarding components. Achieved</td>
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<td><strong>47</strong> 14.10(iv) Governors’ child protection and safeguarding responsibilities will in future be strengthened by the Children Act 2004 (section 13) that establishes Governors as statutory members of the new Local Safeguarding Children Boards (LSCBs); and by section 11 of the Act which places on Governors direct responsibility for safeguarding the welfare of children in their custody [page 143].</td>
<td>The revised PSI 28/2009 gives advice on the role of the Safeguards Managers and on joint working with the LSCBs. See also response to 9.40 above. Achieved</td>
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<td>48</td>
<td>14.10(v) Greater clarity about what constitutes the significant abuse threshold and its relationship to the residential setting needs to be achieved and incorporated into staff training and development work [page 144].</td>
<td>The Juvenile Awareness Staff Programme (JASP) includes a day of child protection training. This training includes guidance to staff abuse and the signs to look out for. Candidates undertake a number of case studies where they have to assess levels of abuse and state what action they would take. They are told of other agencies that are important and are made aware of their own limitations in terms of investigating allegations of abuse. Achieved</td>
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<td>49</td>
<td>14.10(vi) To help achieve maximum effectiveness of the child protection arrangements and safeguarding in YOIs, the YJB has agreed to fund the appointment of 25 local authority social worker posts for the sector. This represents a very welcome and significant new safeguarding resource [page 144].</td>
<td>Local authorities have a statutory duty to provide social work services to young people in young offender institutions as children in need under the Children Act 1989. This was confirmed by Mr Justice Munby’s judgement in R (Howard League) v Secretary of State for the Home Department [2002]. In response to that judgement it was decided that social workers should be attached to, and based in, young offender institutions in order to discharge those functions. The Youth Justice Board agreed to provide some initial funding for the pilot arrangements and the pilots were subsequently extended with funding provided by the Department for Children, Schools and Families for the financial year 2008-2009. The funding and provision of social work services currently lies with local authorities, and work is underway to explore what more we can do to ensure local authorities fulfil their responsibilities regarding social work services for young people in custody. Achieved</td>
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<td>50</td>
<td>Training (Asset) 14.11(i) The Operational Review welcomes the training initiatives that the YJB has planned and resourced [page 145]</td>
<td>The roll out of the new electronic sentence management system known as “eAsset” was completed in March 2009. All YOIs for under 18s, all STCs and all the contracted SCHs now have the use of eAsset and have put their staff through training in risk-led sentence planning. The YJB are strengthening the quality assurance process, working with YJB monitors, HMIP and Ofsted. 5% of case files are now audited on a monthly basis, with post-implementation reviews. In addition, the YJB are working to strengthen the quality Achieved</td>
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| 51 | Training in self-harm and risk in YOIs | The JASP Safeguards module was completed and included in the JASP programme as of October 2005. Trainers have been trained to deliver the package in establishments and the new material went ‘live’ in October 2005. The Safeguards module is now delivered as part of the overall JASP programme. From 1 April 2009, Managers that have contact with young people have been included in the target staff for JASP training. | Achieved |

| 52 | Quality Assurance in the Secure Estate | As part of the Integrated Contract Management and Monitoring project, the YJB has built on its experience of using ERMF (Effective Regimes Monitoring Framework) and a new approach to contract/SLA management and monitoring has been established with contract/SLA managers and monitors working as part of the same team. Risk and review meetings are held at which Contract/SLA Managers, Monitors and Placement Caseworkers assess the risks to the safety and effectiveness of establishments. Based on this they decide what frequency and focus of monitoring is appropriate and what actions will be taken in the light of the information reviewed by the meeting. Monitoring will routinely be based on “Assurance” Monitoring which will essentially be an assessment of the quality of the management of particular aspects of the establishment. The approach described above is being delivered to an ISO9001 standard, which provides confidence in the quality and consistency of the management in this area. | Achieved |

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| 14.12(ii) | Within the effective regimes monitoring framework can be housed a subsidiary Child Protection and Safeguards monitoring framework that can assist Safeguards Managers at YOIs to keep track of the achievements of local safeguarding arrangements [page 146]. | The YJB take the view that it is the provider’s responsibility to ensure that adequate systems are in place to inform their decisions. Monitoring by the YJB will not substitute for this role, but will seek assurance that the provider has effective systems in place to achieve the YJB’s requirements and will feedback to the YJB on their operation. Child Protection and Safeguarding are intrinsic to much of the work in a secure establishment and therefore will be monitored from several perspectives as a consequence of the routine ‘Assurance Monitoring’ referred to in the response to 14.12(i) above. | Achieved |
| 54 | 14.12(iii) Over bureaucratisation of the reporting framework should be avoided [page 146]. | By adopting a risk-based assessment process the YJB has reduced unnecessary levels of bureaucracy to focus on those areas which need attention in order to ensure a safe and effective environment regarding the management and development of young people in custody. | Achieved |
| 55 | 14.12(iv) The recently revised Serious Incident Review procedures provide a helpful model framework for the preparation of Local Management Reports. This might be more closely aligned with that for agency management reviews for Chapter 8 case reviews [page 146 and 147] | The YJB Serious Incident Guidance was revised and re-issued in August 2007, with specific reference to the need for YOTs to align Local Management Reports with LSCB Serious Case Reviews. | Achieved |

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