

# East Moor

Secure Children's Centre



# Action Plan

**Response to CSCI / OFSTED (September 2005)**

**Licensing Inspection Recommendations**

(License Issued by DfES on behalf of the Secretary of State (England and Wales))

(February 2006)

**Compiled by:** Francis N'Jie, Centre Manager

## Introduction

East Moor Secure Children's Centre, Leeds is a 36-bedded secure children's home for young people aged between 10-17 who have been sentenced or remanded by a court or whose behaviour cannot be managed in any other form of accommodation.

East Moor is licensed by the Department for Education and Skills (DfES), inspected by the Commission for Social Care Inspection (CSCI) and Office for Standards in Education (OFSTED), managed by Leeds City Social Services Department and monitored by the Youth Justice Board (YJB) (England and Wales).

The following action plan relates to and is Leeds City Council's Social Services Departments response to the Commission for Social Care Inspection (CSCI) and Office for Standards in Education (OFSTED) triennial licensing inspection in September 2005. In all, a total of 43 recommendations were made, many of which were minor "reminders" but also a number of new and quite detailed and significant ones.

The outcome(s) of the inspection was positive in that a three-year licence had been issued in November 2005 after recommendations from Linda Christie, Lead Inspector (CSCI) to the Secretary of State (England and Wales). This is the highest level of licence issued by the Department for Education and Skills for Secure Children's Homes and is a significant improvement on the previous 1 years licence issued in April 2004.

There has been a delay in producing this plan, which is as a result of the final Report from CSCI not being published until January 2006. The period between the inspection and the publication has also included a number of immediate and remedial actions that the department agreed to and did not require the final inspection Report to confirm. For instance, the Education department of East Moor have already responded and implemented many of the recommendations suggested by OFSTED.

East Moor continue to be committed to the modernisation agenda and it's "*Business Development and Performance Improvement Plan 2004 – 2006*" is well on it's way to completion by the target date of August 2006. This action plan includes activities that have already been identified within the latter plan but will also provide additional management and staff activities in order to ensure the high levels of care available to young people resident within the Centre.

Secure Child Care and delivery of the Youth Justice agenda is becoming evermore complex from a legislative, human rights, performance management and delivery point of view, as the number of recommendations indicates, however, both the Chief Officer (Children's Services) and the Centre Manager of East Moor continue to place the Centres development and progress as a high priority activity.

**Francis N'Jie**  
**Centre Manager**

East Moor Secure Children's Centre

## Glossary of Terms and Abbreviations Referred to within this Plan

Abbreviation/Term	Description
ASDAN	Education Certificate (Personal Effectiveness) Approved by <a href="#">DfES</a> , <a href="#">QCA</a> , <a href="#">ACCAC</a> and <a href="#">CCEA</a> .
BD&PIP	Business Development and Performance Improvement Plan 2004 - 2006
CfEM	Centre for Finance and Educational Management
H&S	Health and Safety
CPD	Career Professional Development (Education)
DTO	Detention and Training Order (Sec 73 Crime and Disorder Act 1998)
ICT	Information and Communication Technology
IEP	Initial Education Plan
IOSH	Institute of Safety and Health
LCC	Leeds City Council
LLN	Leeds Learning Network
LSA	Learning Support Assistant
NFER	National Foundation for Educational Research
NHS	National Health Service
NMS	National Minimal Standards (Care Standards Act 2000 and National Children's Homes Regulations 2004)
OfSTED	Office for Standards in Education
PPPG	Policy, Procedure and Practice Guidance
PSHE	Personal and Social Health Education (National Curriculum)
QA	Quality Assurance
SLA	Service Level Agreement
SMT	Senior Management Team – East Moor
TEP	Total Education Plan
TLR	Teaching Learning responsibility (Conditions of Service under the Education Order 2005)
UPS	Upper Pay Scale
YJB	Youth Justice Board (England and Wales)

Recommendation (and Report Reference)	Outcome(s) to be Achieved	Action to be taken	Monitoring and Performance Indicators to be used	Targets to be Achieved			Responsible Manager
				Within 3 Months	Within 6 months	Over 6 months (specify)	
2.1 The Centre Manager must revise the statement of purpose and function to ensure it includes all the particulars in Schedule 1 of the Children's Homes Regulations 2001 and National Minimum Standards.	A copy of the revised statement of purpose must be sent to CSCI.	Centre Manager to action	Regulation 5(b) of the Children's Homes Regulations. + Regulation 4. NMS 1) (4.3-4.4)	March 2006	-----	-----	Centre Manager
Recommendation (and Report Reference)	Outcome(s) to be Achieved	Action to be taken	Monitoring and Performance Indicators to be used	Targets to be Achieved			Responsible Manager
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2.2 The Centre Manager must revise the young people's information booklet to include the details listed in paragraph 4.9. He should also ensure that young people receive copies of the young person's guide.	Revision of Young Peoples Information Booklet	Deputy Manager (Operations) and the Centre Manager to agree process for amendments to booklet  Young Person Information Booklet to be included within the admission pack.	Regulation 4. NMS 1) (4.8-4.9)	May 2006  <b>(Completed)</b>	-----  -----	-----  -----	Deputy Manager (Operations)  Senior Administration Officer

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2.3 The Centre Manager must ensure that the number of staff working directly with each group of residents does not fall below the minimum level.	That a minimum of 4 staff are to be on duty on each shift in each house unit.	<p>Revise the format of the current rota to include the implementation of the 1999 single status agreement (37 Hrs).</p> <p>Meet with the Chief Officer (Children's Services) to negotiate increased funding to address CSCI suggested staff deficiencies.</p> <p>Meet with the Youth Justice Board (YJB) to discuss possible increase in per night bed price to assist in funding additional staff.</p>	Regulation 25. NMS 30) (50.17-5.20	-----	-----	July 2006	Centre Manager + Deputy Manager (Operations) to lead.

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2.4 The Chief Officer (Children's Services) and centre Manager must ensure that all vacant care staff posts are recruited to as a matter of priority.	To commence the recruitment process within 48 hrs of the date of resignation of an employee, subject to regular review of staffing arrangements and current and future need.	Policy, Procedure and Practice Guidance document to be written to include the description of the full process of recruitment at East Moor.	Regulation 25. NMS 30) (5.21-5.28)	-----	-----	July 2006	Centre Manager
Recommendation (and Report Reference)	Outcome(s) to be Achieved	Action to be taken	Monitoring and Performance Indicators to be used	Targets to be Achieved			Responsible Manager
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2.5 Managers must monitor the excessive use of overtime of care staff, and monitor the effects on individual staff.	To include the monitoring of overtime within the monthly Quality Assurance Report compiled by the Centre Manager	Process of approving, recording and compiling all use of overtime to be developed in the form of a Policy, Procedure and Practice Guidance document.	Regulation 25. NMS 30) (5.17-5.29)	-----	-----	April 2006	Deputy Manager (Operations)

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2.6 Managers must ensure that all staff receive formal supervision as set out in the National Minimum Standards for children's homes.	That all Social Work, Education and Support Services staff receive 10 sessions of supervision and 1 annual appraisal per financial year.	Deliver refresher briefings or guidance to supervising staff.	Regulation 27.NMS 28) (5.30-5.31)	May 2006	-----	-----	Training and Development Co-ordinator
Recommendation (and Report Reference)	Outcome(s) to be Achieved	Action to be taken	Monitoring and Performance Indicators to be used	Targets to be Achieved			Responsible Manager
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2.7 Managers must as a matter of priority provide clear guidance for staff on the storage and administration of medication to young people at the centre.	To implement Leeds SSD's new procedure for the recording and administration of medication in children's homes.	1. Transfer the department's procedure into East Moor's PPPG format. 2. To deliver training to all care and senior education staff on the new procedure. 3. To develop a system of monitoring of the new procedure and to include non compliance in the Centres monthly Quality Assurance Monitoring Document. 4. To purchase a "Controlled Drugs" Record book for each house unit.	Regulation 27. NMS 13) (6.48-6.50)	-----          April 2006	June 2006  July 2006  June 2006      -----	-----          -----	Deputy Manager (Support Services) + Health (Nurses West PCT)

Recommendation (and Report Reference)	Outcome(s) to be Achieved	Action to be taken	Monitoring and Performance Indicators to be used	Targets to be Achieved			Responsible Manager
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2.8 The City Council must ensure that all staff at East Moor receive the required training in the approved method of physical intervention. This should be addressed as a matter of priority.	To implement a new model of restrictive physical intervention (RPI) (MAPPA/TCI) in line with the Outcome(s) of the Carlile Inquiry and the Code of Practice for Behaviour Management as published by the Youth Justice Board- February 2006.	<p>1. Cost and Commission the new model of RPI.</p> <p>2. Develop a timetable for implementation to include annual refresher training.</p> <p><b>NB: TCI currently in use</b></p>	<p>Regulation 24 (4) (a). NMS 22)(6.88.9.90)</p> <p>Recommendations 27-30 (Lord Carlile Inquiry 2006)</p>	April 2006	-----	-----	Deputy Manager (Care Planning and Staff Development)
				-----	-----	Sept 2006	



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2.9 Managers must ensure that the staff adhere to the regulations, the unit's stated policy and recognised good practice in relation to the use of 'single separation' with young people	That no young persons liberty is further restricted by unauthorised use of single separation (being locked in bedrooms).	Ensure all staff sign the current Policy regarding Single Separation.  That the Duty Team Leader and Duty Senior Manager monitor the use of the "siesta" period to ensure that young people have a choice as to where they spend this period.	(NMS 22) (6.93-6.95)  Recommendations 41-45 (Lord Carlile Inquiry 2006)	October 2005 <b>(Completed)</b>	-----	-----	Centre Manager

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2.10 Managers must review the range of records held in the establishment. Efforts should be made to avoid duplication and to ensure they comply with regulations. Staff should receive training in the expectations and standard of recording.	To complete an audit of all administrative and recording processes.	Combine similar DfES, YJB, CSCI and in-house recording processes and increase data collection by enhanced use of ICT.	Regulation 28. NMS 35) (8.11 - 8.12)	June 2006	-----	-----	Deputy Manager (Operations)
	Mirror the new learning activity for recording and report writing recently introduced in the current in-house Induction Programme.	Centre Manager to represent Secure Children's Homes in England and Wales on the current data collection amalgamation National Project.		-----	-----	Dependent on timescales for completion of National Project.	Centre Manager
Recommendation (and Report Reference)	Outcome(s) to be Achieved	Action to be taken	Monitoring and Performance Indicators to be used	Targets to be Achieved			Responsible Manager
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2.11 The Centre Manager should ensure that the parents and carers guide is available to them as a matter of priority.	Revision of Young Peoples Information Booklet.	Deputy Manager (Operations) and the Centre Manager to agree process for amendments to booklet.	(NMS 1) (4.11)	May 2006	-----	-----	Deputy Manager (Operations)

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2.12 Managers should ensure a more fully integrated approach to the management of the centre ensuring agreed policies and procedures are consistently adhered to, reducing the potential for differing interpretations.	That Policy and Procedure implemented by SMT (East Moor) is consistently implemented by Team Leaders and junior staff.	Only those policies agreed by SMT to be implemented by OMT (Operational Management Team) without amendment or modification.	(NMS 34) (5.6-5.7)	December 2005 <b>(Completed)</b>	-----	-----	Team Leaders
		Deputy Manager (Operations) to develop a process of monitoring and enforcing operational consistency and report monthly findings to the Centre Manager as part of the supervisory process.		February 2006 <b>(Completed)</b>	-----	-----	Deputy Manager (Operations)

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2.13 Managers should make further efforts to ensure the process for modernisation for change is as 'inclusive' as possible.	To ensure that staff at all levels, recognised trade unions and resident young people are formally updated in staff, trade unions and boys council meetings on strategic and operational changes.	Rolling agenda item on relevant staff meetings.  Further development of a monthly information bulletin.	(NMS 34) (5.9-5.11)	November 2005	-----	-----	Centre Manager
	Staff to evidence a "solution focussed approach" to change management and implementation	"Solution Focussed Brief Therapy" training to be delivered to all social care and education staff.		April 2006	-----	-----	
				March 2006 <b>(85% Completed)</b>	-----	-----	Deputy Manager (Care Planning and Staff Development)

Recommendation (and Report Reference)	Outcome(s) to be Achieved	Action to be taken	Monitoring and Performance Indicators to be used	Targets to be Achieved			Responsible Manager
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<p>2.14 Managers should ensure that References are checked for all agency staff working at the establishment. If possible copies should be retained in the establishment.</p> <p><b>NB:</b></p> <p><b>This procedure was already in place at the time of the inspection but not noted by Inspectors.</b></p> <p><b>The procedure has been reviewed and improvements made.</b></p>	<p>To ensure that no staff are employed in social care or education without a member of SMT physically visiting the relevant approved agencies main office to confirm accuracy and currency of references, CRB and employments checks.</p>	<p>Create an operational file for individual agency staff to include copies of:-</p> <ul style="list-style-type: none"> <li>• <i>References</i></li> <li>• <i>Enhanced CRB</i></li> <li>• <i>Application Form</i></li> <li>• <i>Proof of identification</i></li> </ul> <p>.....of all agency employees. Both the SMT members and the head of the agency to countersign for authenticity and currency of documentation.</p> <p>The file will be maintained by and located in the office of the Training and Development Co-ordinator.</p> <p>All completed files to be shown to the Duty Senior Manager prior to commencement of work within the Centre.</p>	(NMS 27) (5.36)	December 2005 <b>(Completed)</b>	-----	-----	Deputy Manager (Operations)  + Deputy Manager (Education)

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2.15 Managers should ensure that all staff, including night staff, have opportunities to participate in all core training as recommended for children's homes and refresher training, such as the approved method of physical restraint.	<p>Ensure that all Night Care staff attend the planned monthly development days delivered by Team Leaders or other commissioned professionals.</p> <p>Ensure that all Night Care Staff access NVQ Level 3 qualification training.</p> <p>Ensure that all Night Care Staff are RPI trained.</p>	Full and robust training strategy to be developed and implemented in conjunction with the current Centre wide training programme for all Night Care Staff	<p>Regulation 27. NMS 31) (5.41-5.42)</p> <p>Current monthly QA process to provide monitoring management information.</p> <p>Consider Recommendations 22-31 (Lord Carlile Inquiry 2006)</p>	-----	July 2006	-----	<p>Deputy Manager Care Planning and Staff(Development)</p> <p>+</p> <p>Deputy Manager (Operations)</p> <p>+</p> <p>Team Leaders</p>

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2.16 Senior Officers should ensure that staff at the secure establishment have opportunities to participate in training to raise awareness in diversity and equality.	To create and Policy and Procedure relating to the departments equality and diversity principles and practice.	To revise the current draft document and create a series of briefing sessions for all staff to attend (mandatory).	(NMS 31) (5.44)	-----	May 2006	-----	Deputy Manager (Education)
	To deliver diversity training to all staff at East Moor SCC	To cost and commission external training in this area.		-----	July 2006	-----	Deputy Manager (Care Planning and Staff Development)
Recommendation (and Report Reference)	Outcome(s) to be Achieved	Action to be taken	Monitoring and Performance Indicators to be used	Targets to be Achieved			Responsible Manager
2.17 Every effort should be made to ensure that all assessors for the National Vocational Qualification Level 3 training have sufficient time to undertake their duties.	<b>Disagree with recommendation.</b> <b>Current assessors have adequate time to undertake assessor duties.</b>	NO ACTION	(NMS 31) (5.45-5.47)	NO ACTION	-----	-----	NOT APPLICABLE

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2.18 Every opportunity should be made for care staff teams to have development sessions.	To ensure that 10 planned monthly development sessions per annum are available to Team Leaders to ensure team and practice development occurs.	Modify current rota to enable development sessions to take place.	(NMS 31) (5.49)	February 2006 <b>(Completed)</b>	-----	-----	Deputy Manager (Operations)
		Plan a quarterly development plan for individual house units with clear and specific aims and objectives linked to the current Business Plan.		April 2006	-----	-----	Team Leaders
		Deliver 1 <sup>st</sup> session.		-----	May 2006	-----	Team Leaders





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2.20 The Chief Officer and Centre Manager should ensure that the major incident contingency plan is finalised as a matter of priority. The plan should include arrangements for evacuation of the building in case of emergency.  <b>NB:</b> Already a target in the current business plan as stated to Inspectors	To develop a MIP covering the following situations:- <ul style="list-style-type: none"> <li>• <i>Loss of utilities</i></li> <li>• <i>Bomb Threat</i></li> <li>• <i>Loss of Control</i></li> <li>• <i>Major Fire</i></li> <li>• <i>Epidemic (Health)</i></li> <li>• <i>Lack of staffing</i></li> </ul>	Select development team to include:- <ul style="list-style-type: none"> <li>• <i>Peace Planning Team,</i></li> <li>• <i>West Yorkshire Fire &amp; Rescue</i></li> <li>• <i>+ Police</i></li> <li>• <i>NW PCT</i></li> <li>• <i>YJB</i></li> <li>• <i>Secure Accommodation Network</i></li> </ul>	(NMS 5.91-5.92)	April 2006	-----	-----	Centre Manager
				-----	July 2006	-----	Centre Manager
				-----	-----	September 2006	<ul style="list-style-type: none"> <li>• Deputy Manager (Operations)</li> <li>• Deputy Manager (Care Planning)</li> <li>• Deputy Manager (Support Services)</li> <li>• Deputy Manager (Education)</li> </ul>

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<p>2.21 Managers should monitor practice in relation to security and health and safety matters to ensure consistency. Staff should receive regular training in this aspect.</p> <p><b>NB:</b> Already a target in the current business plan as stated to Inspectors</p>	<p>Review and create new security and search controls, recording and monitoring systems.</p> <p>Have in place an operational Health and Safety Steering Group with representation from all levels and service areas..</p> <p>All SMT to be IOSH qualified.</p> <p><b>(60% Complete)</b></p>	<p>Write and publish a revised policy and procedure document.</p> <p>Train staff and role out new security procedures.</p> <p>Deputy Manager (Operations) and Deputy Manager (Care Planning) to complete IOSH training.</p>	<p>(NMS 26) (5.75-5.81)</p> <p>Recommendation 37 (Lord Carlile Review 2006)</p>	-----	June 2006	August 2006	<p>Deputy Manager (Support Services) to lead on Security issues.</p> <p>+</p> <p>Deputy Manager (Education) to lead on H&amp;S Issues</p> <p>Training and Development Co-ordinator</p>
				-----	-----	August 2006	

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2.22 Managers should clarify the expectations of practice in relation to the searching of young people's bedroom. A central record should be kept of any restricted items found and evidence of action taken to review breaches of security.	As 2.21	As 2.21	(NMS 22) (5.77-5.79)  Good Practice Guidance: Secure Accommodation Network (Searches)  Recommendations 35-38 (Lord Carlile Inquiry 2006)		As 2.21	As 2.21	Deputy Manager (Operations)
Recommendation (and Report Reference)	Outcome(s) to be Achieved	Action to be taken	Monitoring and Performance Indicators to be used	Targets to be Achieved			Responsible Manager
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2.23 Managers should consider the installation of appropriate lighting around the external sports field, and review and replace the taps in the young peoples en-suite bathrooms.	Sport lighting is dependent on Leeds City Councils new build proposals. Estimated £46,000 for lighting will not be spent if new build becomes operational prior to September 2009.  Tap replacements already commissioned by NHS Estates.	Dependent on outcome of new build approval. If not approved, then new sports lighting will be installed in 2006/2007 financial year.  Installed in Whitby House.	(NMS 15 and 26) (5.89)  Not applicable	-----  May 2006	-----  -----	2006/2007 Financial Year  -----	Deputy Manager (Support Services)  Deputy Manager (Support Services)

Recommendation (and Report Reference)	Outcome(s) to be Achieved	Action to be taken	Monitoring and Performance Indicators to be used	Targets to be Achieved			Responsible Manager
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2.24 Managers and staff should ensure that fire evacuation drills on at least two occasions during a twelve month period take place during night-time periods.	Revise fire procedures to include recommendations.  Train all Night Care staff in revised fire procedures	Seek further advice from local Fire Officer and COMTECH  Implement new procedures.	(NMS 26) (5.73)	-----	June 2006	-----	Deputy Manager (Support Services)
Recommendation (and Report Reference)	Outcome(s) to be Achieved	Action to be taken	Monitoring and Performance Indicators to be used	Targets to be Achieved			Responsible Manager
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<b>Improving Life Chances</b>  2.25 Managers should review the assessment and planning process and are tailored to the individual needs of young people, including those remanded to the establishment. Monitoring of practice in this respect should be consistently maintained.	To develop an individual process of assessing need specifically designed for:- <ul style="list-style-type: none"> <li>• Sec 100 CDA 1998</li> <li>• Sec 90/91 PCC(S)A 2000.</li> <li>• Sec 25 CA 1989</li> <li>• Sec 23 CYPA 1969</li> <li>• Sec 28 CDA 1998</li> </ul>	Induct new Care Planning Officer  Produce new PPPG, plan and introduce staff briefing sessions for new procedure	(NMS 7) (6.3-6.8)	-----	-----	July 2006	Deputy Manager (Care Planning and Staff Development)
				<b>Within 3 Months</b>	<b>Within 6 months</b>	<b>Over 6 months (specify)</b>	

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<p>2.26 The placement planning procedure should be reviewed to provide a more detailed plan for young people, which will supplement the Youth Justice Board planning documents.</p> <p><b>NB:</b> Already a target in the current Business Plan as stated to Inspectors and COMPLETED</p>	<p><b>NB:</b> Already a target in current Business Plan as stated to Inspectors and COMPLETED</p>	Combine this recommendation with 2.25	(NMS 2) (6.8)	COMPLETED	-----	----- -	Deputy Manager (Care Planning and Staff Development)
Recommendation (and Report Reference)	Outcome(s) to be Achieved	Action to be taken	Monitoring and Performance Indicators to be used	Targets to be Achieved			Responsible Manager
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2.27 Staff should ensure they provide young people with advice on nutrition and ensure they eat a balanced diet.	<p><b>NB:</b> Already achieved via PSHE , NHS Dietician advice and Food Technology (National Curriculum)</p>	No further action required	<p>(NMS 10) (6.52-6.53)</p> <p>National Healthy Schools Status (DfES): <i>Health Schools Initiative</i></p>	-----	-----	-----	Not Applicable

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2.28 The Centre Manager should ensure that the guidance available to staff and young people provides clarity about the process for making a complaint or raising concern.	<p>Include amendments within the young persons information booklet provided on admission.</p> <p><b>NB:</b> Refer also to recommendation 2.2</p>	<p>Include a new flow chart to describe process of complaints management.</p> <p>Revise the current "help form"</p> <p>Write a revised PPPG to describe process of making a complaint, monitoring outcomes and lessons to be learnt (if applicable).</p>	(NMS 16) (6.73-6.76)	-----	April 2006	-----	Centre Manager
Recommendation (and Report Reference)	Outcome(s) to be Achieved	Action to be taken	Monitoring and Performance Indicators to be used	Targets to be Achieved			Responsible Manager
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2.29 The practice of young people using 'help' forms to highlight issues or concerns should be reviewed, as should the monitoring of the use of these forms.	<p><b>NB:</b> Refer also to recommendation 2.28</p>	<p><b>NB:</b> Refer also to recommendation 2.28</p>	NMS 16) (6.73)	-----	April 2006	-----	Centre Manager

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2.30 The Centre Manager and local child protection manager should produce a clear protocol for the recording of incidents of child-to-child assaults, serious self harm or bullying and young people admitted with serious injuries.	That a protocol for the management and recording of child on child and pre-admission incidents is operational within the Centre.	Seek advice from Child Protection or ACPC on the most efficient way to develop and implement new protocol.  Seek advice from Head of Resources (Children's Services).	(NMS 17) (6.62)	-----	-----	July 2006	Head of Child Protection
Recommendation (and Report Reference)	Outcome(s) to be Achieved	Action to be taken	Monitoring and Performance Indicators to be used	Targets to be Achieved			Responsible Manager
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2.31 The centre manager should ensure that a detailed record is kept of the action taken at the centre to investigate potential child protection allegations.  <b>NB: Already in place</b>	No Applicable	None required	(NMS 1) (6.59)	October 2005	-----	-----	Centre Manager



Recommendation (and Report Reference)	Outcome(s) to be Achieved	Action to be taken	Monitoring and Performance Indicators to be used	Targets to be Achieved			Responsible Manager
				Within 3 Months	Within 6 months	Over 6 months (specify)	
2.32 Managers and staff should ensure that written risk assessments completed on young people are produced to a consistent standard and that they are consistently reviewed and updated.	<p>Produce a new PPPG on Risk Assessment and Management based on:-</p> <ul style="list-style-type: none"> <li>• <i>Secure Accommodation Network Good Practice Guidance,</i></li> <li>• <i>YJB Code of Behaviour Management.</i></li> <li>• <i>Existing Health and Safety “what works” principles.</i></li> </ul> <p>The revised process will focus more on the development of management strategies as opposed to assessment of risk which we are more than proficient in.</p>	Implement a primary (on admission) and secondary (7 days after admission) assessment and management of risk process.	(NMS 26) (6.65)	-----	-----	May 2006	Deputy Manager (Care Planning and Staff Development)

Recommendation (and Report Reference)	Outcome(s) to be Achieved	Action to be taken	Monitoring and Performance Indicators to be used	Targets to be Achieved			Responsible Manager
				Within 3 Months	Within 6 months	Over 6 months (specify)	
2.33 The Centre Manager should provide clear guidance for staff on the expectations for the searching of young people when admitted to the building after visits.	Produce a new PPPG on Risk Assessment and Management based on:- <ul style="list-style-type: none"> <li>• <i>Secure Accommodation Network Good Practice Guidance (The Physical Searching of Young People in Secure Children's Homes (England and Wales)).</i></li> <li>• <i>Also ensure that the revised procedures are compliant with the recently published "Carlile Inquiry".</i></li> </ul>	Deputy Manager (Operations) and Team Leaders to arrange forum to discuss and agree best practice in relation to searching issues.	(NMS 22) (6.67-6.68)  Good Practice Guidance: Secure Accommodation Network (Searches)  Recommendations 35-38 (Lord Carlile Inquiry 2006)	-----	June 2006	-----	Deputy Manager (Operations)

Recommendation (and Report Reference)	Outcome(s) to be Achieved	Action to be taken	Monitoring and Performance Indicators to be used	Targets to be Achieved			Responsible Manager
				Within 3 Months	Within 6 months	Over 6 months (specify)	
<p>2.34 Managers should review the incentive scheme with staff and young people.</p> <p><b>NB:</b></p> <p><b>This activity was already being reviewed at the time of the inspection but the Centre was awaiting the publication of the code of practice on Behaviour Management (YJB). This was published in February 2006).</b></p>	<p>To develop the incentives and privileges scheme to focus on the development of specifically identified rather than generic behaviours.</p> <p>To ensure that the scheme is linked into the principles enshrined within the recently published <i>"Code of Practice re Behaviour Management"</i> in the secure estate.</p> <p>Ensure revised scheme is linked into cognitive behavioural and emotional intelligence principles.</p>	<p>Team Leaders, Deputy Managers (Operations) and Care Planning to meet as a matter of urgency to conclude this issue.</p> <p>Review the YJB published report on the Effectiveness of Regimes to compare and inform on other systems in operation in other parts of the secure estate.</p>	<p>(NMS 22) (6.80-6.83)</p> <p><i>"Code of Practice - Managing the Behaviour of Children and Young People in the Secure Estate"</i> (Page 8, Para 3.1-3.4)</p>	-----	-----	July 2006	Deputy Manager (Care Planning and Staff Development)
				-----	April 2006	-----	Team Leaders, Deputy Managers (Operations) and Care Planning
Recommendation	Outcome(s) to be	Action to be taken	Monitoring and	Targets to be Achieved			Responsible

(and Report Reference)	Achieved		Performance Indicators to be used	Within 3 Months	Within 6 months	Over 6 months (specify)	Manager
<p>2.35 Managers should consider the use of behaviour management plans with young people and provide guidance to staff on their use and effectiveness.</p> <p><b>NB:</b></p> <p><b>This activity was already being reviewed at the time of the inspection but the Centre was awaiting the publication of the code of practice on Behaviour Management (YJB). This was published in February 2006).</b></p>	Refer to 2.34	Refer to 2.34	<p>(NMS 22) (6.92)</p> <p>“Code of Practice - <i>Managing the Behaviour of Children and Young People in the Secure Estate</i>” (Page 8, Para 2.1-2.3)</p>	-----	-----	July 2006	<p>Deputy Manager (Operations) + Deputy Manager (Care Planning and Staff Development)</p>

Recommendation (and Report Reference)	Outcome(s) to be Achieved	Action to be taken	Monitoring and Performance Indicators to be used	Targets to be Achieved			Responsible Manager
				Within 3 Months	Within 6 months	Over 6 months (specify)	
<b>Education</b> 2.36 Managers and teachers should develop lesson planning to include measurable objectives and targets for young people so as to maximise their achievement.	More specific target setting on an individual basis.  Boys to be routinely re-tested after 12 weeks (National Specification for Learning & Skills- YJB)	Action plan to be developed through supervision, lesson observations and visits to mainstream schools	Framework for Inspection of Schools in England and Wales:  <i>Achievements and Standards (Page 19, Sec 2)</i>	Issue to be discussed in staff meetings and in supervision sessions.	Agreed actions to be implemented.	Quality assurances to be put in place.  August 2006	Deputy Manager (Education)
Recommendation (and Report Reference)	Outcome(s) to be Achieved	Action to be taken	Monitoring and Performance Indicators to be used	Targets to be Achieved			Responsible Manager
				Within 3 Months	Within 6 months	Over 6 months (specify)	
2.37 Senior managers should develop a programme of CPD for teachers.	Funding agreed at Senior Management Meeting for teaching staff to spend 3 days in mainstream.  Deputy Manager (Education) has secured places on Education Leeds courses.  Supervision highlights need. Annual visit to other units in place.	Teaching staff to organise mainstream experience. Senior Teacher to co-ordinate course applications. Work with unit training officer.	Framework for Inspection of Schools in England and Wales:  <i>Leadership and Management (Page20, Sec 5)</i>	Mainstream provision identified.	Year 1 experience evaluated.	Year 2 plan in place.	Deputy Manager (Education)

Recommendation (and Report Reference)	Outcome(s) to be Achieved	Action to be taken	Monitoring and Performance Indicators to be used	Targets to be Achieved			Responsible Manager
				Within 3 Months	Within 6 months	Over 6 months (specify)	
2.38 The Deputy Manager (Education) should develop and implement quality assurance procedures focused on teaching, learning and self-evaluation.	A programme of lesson observations has been agreed by teaching unions and supported by CfEM  (Sample lesson observations completed)	The analysis of the information will be undertaken by Senior Teacher (QA)  Senior Teacher (QA) to analyse findings and action plan with CfEM	Framework for Inspection of Schools in England and Wales:  <i>Leadership and Management (Page20, Sec 5)</i>	First lesson observation completed by peer.  April 2006	-----	Cycle of observations, self-assessment in place.	Deputy Manager (Education)
Recommendation (and Report Reference)	Outcome(s) to be Achieved	Action to be taken	Monitoring and Performance Indicators to be used	Targets to be Achieved			Responsible Manager
				Within 3 Months	Within 6 months	Over 6 months (specify)	
2.39 The Deputy Manager (Education) should devise a formal system for the allocation of Learning Support Assistants' and ensure their role is clearly understood.	A member of staff has been identified as LSA co-ordinator post inspection.  Formal meeting each week to allocate responsibilities and undertakes supervision every ½ term.	Currently ongoing.  To monitor	Framework for Inspection of Schools in England and Wales:  <i>The Quality of Provision (Page 19, Sec 2)</i>	-----	June 2006	-----	Deputy Manager (Education)

Recommendation (and Report Reference)	Outcome(s) to be Achieved	Action to be taken	Monitoring and Performance Indicators to be used	Targets to be Achieved			Responsible Manager
				Within 3 Months	Within 6 months	Over 6 months (specify)	
2.40 Senior managers should Implement the new Connexions contracts and monitor its effectiveness on provision, especially the Detention and Training Order review process.	<b>Completed.</b>  Information to be fed into reviews of DTO's.  Involve resettlement officer at reviews.	Sessions booked in advance. Notes to be given to key workers.	Framework for Inspection of Schools in England and Wales:  <i>The Quality of Provision (Page 19, Sec 2)</i>	Notes to be presented at reviews. (As they occur)	Evaluate 'connections' made.	-----	Deputy Manager (Education)
Recommendation (and Report Reference)	Outcome(s) to be Achieved	Action to be taken	Monitoring and Performance Indicators to be used	Targets to be Achieved			Responsible Manager
				Within 3 Months	Within 6 months	Over 6 months (specify)	
<b>Quality Performance</b> 2.41 Managers should ensure that the collation of management information is evaluated and analysed and used to inform practice and development at the centre.	Management information is collated, submitted as required.	SMT to look at evaluation and consequent actions.	Framework for Inspection of Schools in England and Wales:  <i>Leadership and Management (Page 20, Sec 5)</i>  (NMS 33) (8.1-8.4)	Relevant information to be presented.	Meaningful analysis at SMT	Continual evaluation to inform future development	Deputy Manager (Education)

Recommendation (and Report Reference)	Outcome(s) to be Achieved	Action to be taken	Monitoring and Performance Indicators to be used	Targets to be Achieved			Responsible Manager
				Within 3 Months	Within 6 months	Over 6 months (specify)	
2.42 Managers should ensure that the analysis of incidents occurring at the centre informs strategies for the management of and whenever possible the prevention of violent incidents.	Implement a revised system of recording and monitoring "Significant Events".  Include analysis of outcomes in the monthly QA process.	Refer to 2.32 Page 22	(NMS 26) (8.10)  Recommendation 28, 29 (Lord Carlile Review 2006)	-----	-----	May 2006	Deputy Manager (Operations)
Recommendation (and Report Reference)	Outcome(s) to be Achieved	Action to be taken	Monitoring and Performance Indicators to be used	Targets to be Achieved			Responsible Manager
				Within 3 Months	Within 6 months	Over 6 months (specify)	
2.43 Senior Officers should review the current requirements for candidates applying for posts at the centre to demonstrate a reasonable level of literacy.	That all new staff are literate to GCSE grade c standard.  That report writing skills in relation to sentence construction, grammar, content and analysis is a component of the induction process.	Revise current job description to include as an "essential" criterion.  Include written exercises in the selection process.	(NMS 29) (8.13)  Recommendation 5 (Lord Carlile Review 2006)	<b>Completed at the time of Inspection</b>	-----	-----	Centre Manager