



HM Prison &  
Probation Service

Action Plan Submitted: 30<sup>th</sup> September 2019

Action Plan Update Submitted: 23<sup>rd</sup> September 2020

A Response to: A thematic inspection of youth resettlement work in custody

Report Published: 8<sup>th</sup> August 2019

*Actions with future target dates may be delayed due to Covid-19 related disruptions to service delivery.*

## INTRODUCTION

HM Inspectorate of Prisons (HMIP) and HM Inspectorate of Probation for England and Wales are independent inspectorates which provide scrutiny of the conditions for, and treatment of prisoners and offenders. They report their findings for prisons, Young Offender Institutions and effectiveness of the work of probation, Community Rehabilitation Companies (CRCs) and youth offending services across England and Wales to Ministry of Justice (MoJ) and Her Majesty's Prison and Probation Service (HMPPS).

In response to the report HMPPS / MoJ are required to draft a robust and timely action plan to address the recommendations. The action plan confirms whether recommendations are agreed, partly agreed or not agreed (see categorisations below). Where a recommendation is agreed or partly agreed, the action plans provides specific steps and actions to address these. Actions are clear, measurable, achievable and relevant with the owner and timescale of each step clearly identified. Action plans are sent to HMIP and published on the HMPPS web based Prison Finder. Progress against the implementation and delivery of the action plans will also be monitored and reported on.

Term	Definition	Additional comment
Agreed	All of the recommendation is agreed with, can be achieved and is affordable.	The response should clearly explain how the recommendation will be achieved along with timescales. Actions should be as SMART (Specific, Measurable, Achievable, Realistic and Time-bound) as possible. Actions should be specific enough to be tracked for progress.
Partly Agreed	Only part of the recommendation is agreed with, is achievable, affordable and will be implemented. This might be because we cannot implement the whole recommendation because of commissioning, policy, operational or affordability reasons.	The response must state clearly which part of the recommendation will be implemented along with SMART actions and tracked for progress. There <b>must</b> be an explanation of why we cannot fully agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.
Not Agreed	The recommendation is not agreed and will not be implemented. This might be because of commissioning, policy, operational or affordability reasons.	The response must clearly state the reasons why we have chosen this option. There <b>must</b> be an explanation of why we cannot agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.

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ACTION PLAN: A thematic inspection of youth resettlement work in custody

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner (including named individuals and their functional role or department)	6. Target Date
1	<p><b>The Ministry of Justice, Department for Education and Ministry of Housing, Communities and Local Government should</b> develop a central payment system of accommodation retainers, where necessary, to ensure that children have suitable accommodation in place, a minimum of one month before the earliest date of release.</p>	Partly Agreed	<p><b>Action Plan (September 2019)</b> This recommendation is partly agreed because Her Majesty's Prison and Probation Service (HMPPS) have no direct control over the agenda taken forward by the Department for Education (DfE) or the Ministry of Housing, Communities and Local Government (MHCLG). The Ministry of Justice agree that children should have accommodation in place before they leave custody. In too many cases accommodation is identified late in the day and/or it is unsuitable for the child.</p> <p>MoJ will review and refresh the approach to resettlement, planned to commence in September 2019. A key strand of this work will be the provision of accommodation. MoJ will work with the Department for Education and the Ministry of Housing, Communities and Local Government to consider how best to ensure children have suitable accommodation in place prior to their release, including whether a central payment system of accommodation retainers is the most effective means of achieving this goal.</p>	Head of Youth Justice Policy and Senior Youth Custody Policy Advisor, MoJ	March 2020
			<p><b>Action Plan Update (September 2020)</b> The Ministry of Justice (MoJ) has worked closely with the Department for Education (DfE) and Ministry of Housing, Communities and Local Government (MHCLG) to consider the best approach to ensure that children have suitable accommodation in place prior to their release. It has been concluded that the central payment of 'accommodation retainers' is not the best solution to the problem. The funding and commissioning of children's accommodation placements is the responsibility of Local Authorities, and the provision of central retainers to hold placements open for justice children could potentially exacerbate the lack of placements for other children. Instead, both the MoJ and DfE are developing proposals for the spending review, to work with Local</p>	Head of Youth Justice Policy and Senior Youth Custody Policy Advisor, MoJ	Completed

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			<p>Authorities to tackle sufficiency issues in the children's home sector and improve the provision of accommodation for children leaving custody.</p> <p>A key aspect of the MoJ's approach for reducing reoffending, working together with MHCLG, the Welsh Government and Other Government Departments, will be provision of accommodation for those with a history of offending. The full Action Plan in relation to accommodation and support for adult offenders in the community and on release from prison, can be found through the following link;</p> <ul style="list-style-type: none"> <li>• <a href="https://www.gov.uk/government/publications/accomodation-hmip-action-plan">https://www.gov.uk/government/publications/accomodation-hmip-action-plan</a></li> </ul>	MoJ – Prisoner Outcomes, Resettlement and Reoffending	April 2021
2	<b>Her Majesty's Prison and Probation Service should</b> ensure that staff supervising those transitioning into adult offending services are trained to deliver age/maturity-appropriate services.	Agreed	<p><b>Action Plan (September 2019)</b> HMPPS and YCS are jointly considering transition into adult offending services, including the creation of a <i>'transition from youth to adult custody'</i> policy framework. This will require that appropriate staff from the adult estate are involved early in the transitions process, supporting the development of age specific competence amongst adult estate staff. Furthermore, the introduction of Offender Management in Custody (OMiC) model will assist staff support for this group through focussed keywork and Offender Management support, including to facilitate the transition into community supervision.</p> <p>The Long Term High Secure Estate (LTHSE) are also developing processes to ensure that the transition of Young Adults from the youth estate is well supported and developed. A Maturity Screening Tool and a <i>Choices and Changes</i> toolkit were launched in July 2019, to ensure appropriate support for Young Adults. This will ensure staff have access to relevant resources and engage Young Adults with age appropriate activity. <i>Choices and Changes</i> has been recently validated as an <i>Effective Regime Intervention</i> under PSO 4350; as such it is recognised as being an appropriate and quality assured product.</p> <p>A 'Taking Account of Maturity Guide' is available on <i>MyLearning</i> (a single electronic source of learning for all HMPPS staff). National Learning and Development Business Partners will scope the need for specific training about transition between services and the Effective Probation Practice team are planning to create a video for staff about best practice regarding transition to adulthood. HMPPS will ensure that staff supervising those transitioning into adult services access the available training and resources.</p>	<p>YCS</p> <p>YCS</p> <p>Executive Director, (Public Sector Prisons North) and Divisional Director (NPS Midlands)</p>	<p>April 2020</p> <p>Completed</p> <p>December 2019</p>

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		<p><b>Action Plan Update (September 2020)</b></p> <p>The Youth Custody Service (YCS) have completed the engagement exercise on the 'Transitions from Youth to Adult Custody' policy framework. The policy framework will be published by April 2021 and will help clarify and formalise the current transition process for staff and young people within the secure estate, promoting consistency across custodial establishments in England and Wales.</p> <p>The YCS are also working to improve the transition of young people from the YCS into the adult estate by placing the needs of the young person at the heart of the process, incorporating positive resettlement. To achieve this focussed approach, a transitions project is underway and jointly led by YCS and the HMPPS Young Adult Lead. The project will include a strong focus on relevant research, draw on best practice, identify training needs in the Young Adult Estate and, where relevant, utilise evidence based practice to deliver the desired outcomes. The work will also align with HMPPS efforts to embed a Rehabilitative Culture and the Young Adults Strategy. Talent and Capability consultancy is in place for YCS, including to help address training needs identified through the YCS Resettlement Review and Diversity and Inclusion requirements.</p> <p>To support work in the adult estate, the maturity screening tool is now embedded within the Offender Assessment System (OASys) and an automatic marker will appear if the young adult is aged 18-25, has a full OASys and is assessed as having low psychosocial maturity. The Choices and Changes resource pack (launched July 2019) is suitable for use by Keyworkers, Prison Offender Managers and Community Offender Managers. The pack has been implemented in at least 28 prisons.</p> <p>Two videos have been made available to prison and probation staff through the <i>MyLearning</i> video platform. The first video introduces Offender Managers and Key Workers in HMPPS to the <i>Choices and Changes</i> resource pack, supporting one-to-one work with young adult males to develop psychosocial maturity. The second video covers the science, research and key areas of knowledge and understanding that staff in HMPPS need to be aware of in relation to psychosocial maturity. Communications to further promote the screening tool and resource pack were published in the Senior Leaders Bulletin and the Intranet in January 2020 and March 2020. Additional information to promote use of the resource pack during Covid-19 recovery was distributed via Prison Group Director offices and Regional Probation Directors</p>	<p>Head of Operational Policy, YCS</p> <p>Head of Operational Policy YCS and Young Adult Lead, HMPPS</p> <p>Head of Learning and Development, HMPPS</p> <p>Young Adult Lead, HMPPS and Regional Director, NPS North West.</p>	<p>Completed and April 2021</p> <p>January 2021</p> <p>Completed</p> <p>Completed</p>
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			in July 2020. A further stocktake of prisons using the screening tool and resource pack is planned in September 2020, future plans to accommodate probation stocktake are still to be confirmed.		
3	<b>The Youth Justice Board should</b> ensure that reliable outcome data on children leaving custody are available, to inform improvements in service provision.	Agreed	<b>Action Plan (September 2019)</b> Resettlement and transitions between services is a current priority for the YJB. As part of work to improve outcomes upon release from custody for children and their communities, YJB are revising the data collected from Youth Offending Teams (YOTs) to accurately assess performance and drive improvements. Revised data reporting will require YOTs to report more in-depth information regarding resettlement activity, including ensuring suitable accommodation. This information will be used to support the YJB's statutory oversight function and advice to Ministers and cross government colleagues.	YJB Priority Lead for Resettlement and YJB Senior Information Analyst	April 2020
			<b>Action Plan Update (September 2020)</b>  The Youth Justice Board (YJB) implemented numerous changes to reporting requirements in April 2020, to develop more nuanced and accurate data in preparation for and upon release. <ul style="list-style-type: none"> <li>Offending rates for children released from custody each quarter are tracked through the Performance Oversight Board, on an individual YOT basis.</li> <li>Suitability for accommodation upon release is also tracked on an individual YOT basis. The accuracy of this latter data stream is dependent upon quality of YOT data. YOTs nationally have been reminded of the definition of 'suitable accommodation' drawn from Care Leavers regulations relevant to England and Wales, both in writing and through Developing Practice forums to drive improvements in accuracy of data.</li> </ul>	YJB Priority Lead for Resettlement and YJB Senior Information Analyst	Completed
			Receipt of the new data-reports from YOTs commenced in July 2020. It will take time for the new reporting requirements to embed with all the YOTs and a complete national picture will develop throughout the current financial year. YJB will continue to work with YCS to ensure that resettlement data held by both organisations is complementary and together provides a full picture of issues and good practice, to inform improvements in service provision. A significant focus will remain on embedding data improvements, including upon temporary release, permanent release and transfer to adult estate.  Further improvements, including the use of Assetplus (assessment and planning framework) self-assessment records and options regarding data collection are under consideration. The YCS Current Estate Project Board has agreed that YJB and YCS will share resources and data to develop a process	YJB Priority Lead for Resettlement and YJB Senior Information Analyst	Completed and quarterly
				YJB Priority Lead for Resettlement and	Commencing April 2021

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			for measuring “ <i>Pro Social Identity Shift</i> ” (a key concept in Constructive Resettlement, indicating a willingness to engage and participate in society) for children serving and leaving custody.	YJB Senior Information Analyst	
4	<b>The Youth Custody Service should</b> promote understanding of effective resettlement work across all agencies and departments within young offender institutions (YOIs).	Agreed	<p><b>Action Plan (September 2019)</b> Transition is being considered alongside HMPPS colleagues, including the creation of a ‘transition from youth to adult custody’ policy framework to ensure a clear process is established that meets the needs of Children and Young People (CYP) transitioning from the Youth Secure Estate.</p> <p>The Youth Justice Reform programme has commenced a review of casework that will consider the role and task of casework teams alongside the introduction of the youth justice specialist role and the joint behaviour management model with NHS England. Under this review, the ‘<i>How to Make Resettlement Constructive</i>’ Youth Justice Board report will be considered, including how YOIs can promote effective resettlement work across all agencies and departments that work or have responsibilities in this area. This will be looked at in addition to the findings from this thematic report.</p>	<p>YCS</p> <p>YCS</p>	<p>April 2020</p> <p>October 2019</p>
			<p><b>Action Plan Update (September 2020)</b></p> <p>Effective resettlement, both within a young person's new secure setting and upon their eventual release, will form a key part of the transition from Youth to Adult Custody policy framework, ensuring engagement with all stakeholders including Youth Offending Teams and the probation service.</p> <p>The YCS internal casework review has been completed and all 16 recommendations were accepted. To oversee the implementation of resulting actions, a joint YCS and YJB Resettlement Board has been created. In addition to this, and following the casework review, a Resettlement Working Group, with representation both from custody and community, will review resettlement proposals and conclude by the end of the year.</p>	<p>Head of Operational Policy YCS</p> <p>Deputy Director for Quality, Information &amp; Performance, Casework, Partnerships &amp; Business Change</p>	<p>April 2021</p> <p>December 2020</p>

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5	<p><b>The Youth Custody Service should</b> require all agencies and departments in YOIs to demonstrate effective and coordinated resettlement work.</p>	Agreed	<p><b>Action Plan (September 2019)</b>  The YCS have a vision for 2020, to develop a cross government approach to support and oversight of CYP across all sectors (Justice, Welfare, Health and Community YOS). The YCS intend to look at the effectiveness of both our interventions and resettlement planning in collaboration with our stakeholders. This will allow all of us to focus resources appropriately.</p>	YCS	January 2020
			<p>Furthermore, we are working with NHS England to deliver an integrated framework of care encompassing education, health and behavioural support to ensure young people receive full needs assessments and tailored care and support plans. These services will be provided by Multi-Disciplinary Teams who will join with community provision and develop single clear, care plans to ensure a consistent level of care.</p>	YCS	March 2021
			<p>An evidenced based care plan approach is being rolled out in YOI's, it provides every young person with an allocated support officer who they will work with on a weekly basis to build trust and consistency. Sites will be given additional staff to ensure the care plan is being delivered and the provision will be monitored on a database and the YCS will be releasing officers to focus on resettlement.</p>	YCS	Spring 2020
			<p>The Youth Justice Reform programme includes a review of casework that will consider the role and task of casework teams alongside the introduction of the youth justice specialist role and the joint behaviour management model with NHS England. Under the casework review the '<i>How to make resettlement constructive</i>' Youth Justice Board report will be considered in addition to the findings from this thematic report.</p>	YCS	October 2019
			<p><b>Action Plan Update (September 2020)</b></p> <p>The SECURE STAIRS Framework for Integrated Care has continued to be implemented and rolled out across Secure Children Homes, Rainsbrook Secure Training Centre and Youth Offending Institutions in England. Public sector YOIs have also implemented the Custody Support Planning (CuSP) delivery framework.</p>	Deputy Director for Quality, Information & Performance, Casework, Partnerships & Business Change	December 2023
			<p>Following Covid-19 related disruption to mobilisation and delivery planning for the above, delivery has been adapted to ensure an evidence-based approach to identifying and meeting children's needs, taking into consideration how</p>	Deputy Director for Quality, Information & Performance,	Completed

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			<p>resettlement work will be affected by regime restrictions and physical distancing.</p> <p>The YCS internal casework review has been completed and all 16 recommendations were accepted. To oversee the implementation of resulting actions, a joint YCS and YJB Resettlement Board has been created. In addition to this, and following the casework review, a Resettlement Working Group, with representation both from custody and community, will review resettlement proposals and conclude by the end of the year.</p>	<p>Casework, Partnerships &amp; Business Change</p> <p>Deputy Director for Quality, Information &amp; Performance, Casework, Partnerships &amp; Business Change</p>	<p>December 2020</p>
6	<b>The Youth Custody Service should</b> define the role and tasks of casework teams, and train casework staff accordingly.	Agreed	<p><b>Action Plan (September 2019)</b> The Youth Justice Reform programme includes a review of casework that will consider the role and task of casework teams alongside the introduction of the youth justice specialist role and the joint behaviour management model with NHS England.</p>	YCS	October 2019
			<p><b>Action Plan Update (September 2020)</b></p> <p>The YCS internal casework review has been completed and all 16 recommendations were accepted. To oversee the implementation of resulting actions, a joint YCS and YJB Resettlement Board has been created. In addition to this, and following the casework review, a Resettlement Working Group, with representation from both custody and community, will review resettlement proposals and conclude by the end of the year.</p> <p>Further, establishments are taking a more active role in resettlement with their local YOTs and Children Services and reviewing this regularly. Accordingly, the casework department is now known as the Resettlement department and caseworkers now called resettlement practitioners which helps to emphasise their focus and change their profile with in the Establishment. The YCS are also working with the South and West Yorkshire Resettlement Pathfinder to develop joint training for YOT's and Establishment staff to promote an understanding of "Constructive Resettlement".</p> <p>A training needs analysis has commenced for resettlement specific training. Funding is being sought for resettlement practitioners in custody to undertake the Unitas Youth Justice Professional Qualification.</p>	<p>Deputy Director for Quality, Information &amp; Performance, Casework, Partnerships &amp; Business Change</p> <p>Deputy Director for Quality, Information &amp; Performance, Casework, Partnerships &amp; Business Change</p> <p>Deputy Director for Quality, Information &amp; Performance, Casework, Partnerships &amp; Business Change</p>	<p>December 2020</p> <p>Completed</p> <p>October 2020</p>

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7	<p><b>The National Probation Service (NPS) and the Youth Justice Board should</b> allow access to approved premises without requiring supervision to be transferred from youth offending teams to the NPS</p>	Not agreed	<p><b>Action Plan (September 2019)</b>  This recommendation is not agreed due to operational obstacles. Allowing access to Approved Premises without associated NPS supervision would present significant difficulties in respect of out-of-hours arrangements and capacity for recall. Additionally, clear lines of accountability and responsibility underpin good case management and NPS processes require clear 'ownership' by a designated offender manager. YJB support the NPS position and due to their statutory role and responsibilities are also unable to progress this recommendation.</p> <p>Guidelines are in place regarding preparation for transfer of YOS cases well in advance, and a portal is set up to support transfer in a structured way. This means that irrespective of community or custody transfer, planning can take place well in advance. NPS will reinforce the guidelines with staff, ensuring that it is clear the relationship with the Social Worker does not have to cease at the point of transfer.</p>		
			<p><b>Action Plan Update (September 2020)</b>  This recommendation was not agreed due to operational obstacles. No further update.</p>		

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