



HM Prison &
Probation Service

Action Plan: HMP Manchester

Action Plan Submitted: 11 January 2022

A Response to the HMIP Inspection: 6–7 and 13–17 September 2021

Report Published: 21 December 2021

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, Measureable, 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 must 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 must 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.



ACTION PLAN: HMCIP REPORT

ESTABLISHMENT: HMP MANCHESTER

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
	Key concerns and recommendations				
	To the Governor				
7.1 a)	<p>Key concern (1.41): Leaders had not yet made sure that the opportunities and services provided, such as offence-focused work, addressed the full range of needs among the new population of long-term category B prisoners.</p> <p>Key recommendation: Recommendation: Leaders should make sure that services and progression opportunities, such as the range of offence-focused work, meet the needs of a long-term category B population – for example those convicted of violence against a partner.</p>	Agreed	<p>To ensure HMP Manchester are offering the relevant offence-focused work, a needs analysis will be completed. This will establish the services and offence related provision that will address the range of needs among the new population of long-term category B prisoners.</p> <p>Where appropriate, individual cases requiring a specific Offending Behaviour Programme such as Domestic Violence, which are not available at HMP Manchester, will be prioritised for transfer to support completion of their sentence and progression plan.</p>	<p>Governor</p> <p>Governor</p>	<p>March 2022</p> <p>September 2022</p>
7.1 b)	<p>Key concern (1.41): Staffing issues often affected prisoners' access to services because there were not enough officers to escort them from their wing.</p> <p>Key recommendation: The staff profile and their allocation to tasks should be reviewed to ensure there are enough officers to escort prisoners to their appointments.</p>	Agreed	<p>HMP Manchester have completed an interim shift pattern review which has resulted in an increased number of staff being available during the core day.</p> <p>A full re-profiling exercise will take place across the establishment to tackle the shortfall of staff and allow the most efficient use of resources.</p> <p>Absence management has been identified as a major barrier for the progression of HMP Manchester. The Deputy Governor is</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>May 2022</p> <p>Completed</p>



			now leading a more robust process in ensuring that all staff absences are managed correctly, this ensures all staff who can return are offered the necessary support to be able to do so.		
7.2	<p>Key concern (1.42): Governance and oversight of the use of force was weak. Data analysis was not sufficient and there was a lack of focus on learning lessons following incidents involving force, such as the use of batons. De-escalation techniques were not always used well enough and body-worn cameras were not routinely switched on during incidents. The use of special accommodation was not always justified.</p> <p>Key recommendation: Leaders should improve oversight of and accountability for the use of force, including special accommodation, to make sure it is only used when necessary and justified. Body-worn cameras should always be switched on at the beginning of an incident.</p>	Agreed	<p>HMP Manchester will introduce a monthly scrutiny panel to review all incidents of Use of Force (UOF). This will be chaired by the Deputy Governor and include relevant stakeholders including a member from the Independent Monitoring Board.</p> <p>A more robust assurance process will be introduced for the use of Special Accommodation to ensure correct protocols and authorisation are being followed. These checks will be completed by the Head of Function for Segregation with an additional layer of assurance provided by the Deputy Governor to guarantee its use has been necessary and justified in all cases. The use of Special Accommodation will be monitored and discussed at the Segregation Management and Risk Group (SMARG) meetings, this will include actions and trends identified from the assurance process.</p> <p>HMP Manchester will be involved in a national trial of Body Worn Cameras (BWC) which will commence in January 2022. This will result in 250 BWVC's being available from this time. A BWVC policy will be introduced which includes wearing BWC's becoming mandatory.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>January 2022</p> <p>February 2022</p> <p>January 2022</p>



7.3	<p>Key concern (1.43): The level of self-harm remained high and there had been five self-inflicted deaths and five deaths through non-natural causes since the previous inspection. The new assessment, care in custody and teamwork (ACCT) case management documentation for prisoners at risk of suicide or self-harm was poorly completed in too many cases and prisoners did not always receive a good, proactive level of care.</p> <p>Key recommendation: The prison should take steps to reduce the level of self-harm. Prisoners should receive proactive, meaningful day-to-day care to reduce their risk of self-harm. Weaknesses in the standard of ACCT documentation should be addressed.</p>	Agreed	<p>Following the recent interim shift pattern review Suicide and Self-Harm (SASH) workers are now located within the Safer Custody Department and solely focusing on providing proactive and meaningful support.</p> <p>An analyst will be recruited for Safer Custody to provide greater analysis and identify trends in relation to self-inflicted deaths and incidents of self-harm.</p> <p>A better information sharing process between Healthcare and the Safer Custody Department regarding prisoners who are not regularly taking medication will be implemented. They will subsequently be highlighted at the Safety Intervention Meeting (SIM) and supported by Safer Custody.</p> <p>Assessment, Care in Custody and Teamwork (ACCT) training will be provided for staff at HMP Manchester. The Long-Term High Security Group (LTHSE) safety group will also look into providing a bespoke local course.</p> <p>A Mental Health Allies scheme for both prisoners and staff will be implemented when COVID-19 regulations allow for training to take place.</p> <p>The Keyworker scheme will be re-launched in April 2022, keyworkers will be responsible for building strong and supportive relationships through individual sessions to help reduce the risk of self-harm.</p> <p>Six new Listeners have now been trained to offer more support to prisoners meaning there are now 17 Listeners in post. This guarantees all prisoners can always now access the service.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>January 2022</p> <p>January 2022</p> <p>September 2022</p> <p>July 2022</p> <p>April 2022</p> <p>Completed</p>
7.4	<p>Key concern (1.44): The use of key working to support prisoners and build trust in staff was poor, and some staff were not committed to promoting prisoners' progression or rehabilitation.</p>	Agreed	<p>The Keyworker scheme will be re-launched at HMP Manchester to assist in prisoners' progression and rehabilitation, this will ensure all prisoners have a named member of staff to support them to make a positive change in their lives. Communications and guidance will be issued regarding the standards expected to</p>	Governor	April 2022



	<p>Prisoners had negative perceptions of how some staff treated them. They did not have confidence in basic processes, such as the management of their personal property or the applications and complaints systems.</p> <p>Key recommendation: Leaders should implement ways of improving and measuring the levels of trust among prisoners to ensure that their perceptions about the prison are more positive. This should be supported by effective processes, such as the management of property and the applications and complaints systems. All prisoners should have a named member of staff who supports them to make positive changes in their lives.</p>		<p>achieve this. Offender Management Unit staff will also provide support to Keyworkers.</p> <p>HMP Manchester will implement a new complaints process with Business Hub staff being responsible for emptying newly secured complaints boxes daily. All complaints will be logged, and managers will be responsible for replying within the specified timeframe. Complaints will be discussed at monthly Prisoner Consultation Council (PCC) meetings and any actions deemed necessary to promote trust between prisoners and staff will be dealt with prior to each meeting.</p> <p>Guidance will be issued to ensure responses to complaints are of the required quality.</p> <p>An assurance process will be implemented by managers which will involve 10% of complaints being quality checked with oversight provided by the Deputy Governor. Responses will also be monitored at the monthly PCC meeting.</p> <p>HMP Manchester will hold a summit into the management of property with staff, prisoners, families of prisoners and other partner organisations included. Actions will be identified following the meeting.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>January 2022</p> <p>January 2022</p> <p>January 2022</p> <p>April 2022</p>
7.5	<p>Key concern (1.45): We observed out-of-date stock items in primary care areas and gaps in mandatory training in moving and handling patients. Staff also had few opportunities to meet as a team and there was minimal evidence of lessons learned from incidents being widely shared.</p> <p>Key recommendation: Managers should strengthen oversight of primary care and social care</p>	Agreed	<p>All stock has been removed from treatment rooms and is now stored centrally in healthcare. Staff now only take the stock and equipment needed for that day, all unused items are returned to healthcare daily. All out of date stock has also been removed. Two members of staff have completed Infection Prevention Control (IPC) Foundation Certificate and have taken the lead in this area, Pharmacy also now keep a list of expiry dates for stock supplied via them as further assurance.</p> <p>Training will be provided for the moving of and handling patients, training overall is also being reviewed across Health and Justice to ensure what is being provided is appropriate. Team managers will now include mandatory training in team meetings and</p>	<p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>April 2022</p>



	services to make sure patient care is delivered safely.		<p>supervision sessions as well as monitor compliance. Staff have been allocated time to complete training.</p> <p>Cross site learning is now shared with all staff, and the teams now meet regularly (both individual teams and healthcare as a whole) where incidents are discussed. Further to this, the establishment have developed a monthly bulletin which summarises incidents over the month, this is shared with all staff.</p> <p>There is now an allocated senior member of staff responsible for providing assurance that treatment rooms are clean, and no items are out of date.</p>	<p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>Completed</p>
7.6	<p>Key concern (1.46): Many prisoners were still locked in their cells for 22.5 hours a day during the working week and longer at weekends when the regime was regularly curtailed.</p> <p>Key recommendation: Prisoners should have regular and predictable time out of cell that is sufficient to promote rehabilitation and well-being.</p>	Agreed	<p>HMP Manchester will continue with their COVID-19 recovery planning progression. This will allow further expansion of the regime and increase numbers of prisoners in workshops, education and all work parties. The timescales for this will be determined by external factors relating to the progression of the pandemic.</p> <p>Robust management of staff absences and a full re-profiling exercise which are taking place will also allow a full and predictable regime to take place regularly.</p>	<p>Governor</p> <p>Governor</p>	<p>April 2022</p> <p>May 2022</p>
7.7	<p>Key concern (1.47): Leaders and managers did not provide enough education, training or workplaces to meet the needs of all prisoners. For example, only 16 learners attended face-to-face classes in the education unit. Leaders did not make sure that prisoners were allocated to education or work activities that reflected their personal learning plans or goals. Too often, prisoners' access to education, training and work was determined by</p>	Agreed	<p>An immediate review of activity places and operational staffing resources have been completed. The number of activity spaces has now increased to allow all men to participate in part-time activity.</p> <p>A review of the induction process will be completed to ensure initial assessments are taking place and starting points are established for prisoners. An induction tracking spreadsheet will be implemented to record outcomes of sessions, an activity allocation session will be introduced to ensure prisoners are allocated to education or work activities that reflect their personal learning plans or goals.</p>	<p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>January 2022</p>



	<p>the regime, the wing they were on or informal contact with prison staff, rather than prisoners' long-term plans.</p> <p>Key recommendation: The number of education, training and workplaces must be increased significantly, and the allocation process should be well coordinated and equitable to make sure that prisoners undertake activities that meet their short-, medium- and long-term plans.</p>		<p>Digital personal learning plans where short, medium and long terms goals can be recorded will be introduced and embedded.</p> <p>Information, advice and guidance (IAG) peer mentors will be introduced to offer advice to their peers and help them review their short, medium and long-term plans.</p> <p>Activity allocation sessions will be introduced for any change in activity where plans can be discussed, reviewed and documented.</p> <p>Once the revised induction and allocation processes have been implemented, they will be reviewed quarterly at Quality Improvement Groups (QIG) and IAG contract meetings during 2022 to see if they are proving effective in providing positive outcomes for prisoners.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>April 2022</p> <p>June 2022</p> <p>April 2022</p> <p>April 2023</p>
7.8	<p>Key concern (1.48): Sentenced prisoners had too few opportunities to receive visits from their family and friends and the sessions were too short. Visitors found it difficult to get through to the visits booking system by phone.</p> <p>Key recommendation: Leaders should make sure that prisoners are easily able to maintain links to their friends and family through regular, longer visits and an effective booking system.</p>	Agreed	<p>HMP Manchester have now increased the length of visits sessions from one hours to two. Video calls will continue to be provided to enhance family contact.</p> <p>HMP Manchester plan to increase social visits provision to five days per week and introduce weekly family days as soon as it is safe to do so due to the pandemic. Family friendly activities and positive family interactions will also be implemented.</p> <p>The visits booking system will be reviewed and a more user-friendly system introduced. Feedback will be given from prisoners and their families via a Families Forum to ensure the process is working effectively.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>June 2022</p> <p>June 2022</p>
7.9	<p>Key concern (1.49): Offender management in the prison was not proactive, and contact with prisoners did not take place regularly and was not always meaningful, which meant</p>	Agreed	<p>Prison Offender Managers (POM's) will be re-located to offices close to residential areas to increase accessibility. Two POM's will also be deployed onto units on a rota basis Monday to Friday to allow regular face to face support. The re-location will facilitate more collaborative working between Keyworker's and POM's resulting in increased structured support for prisoners.</p>	<p>Governor</p>	<p>June 2022</p>



	<p>individuals' progression was not fully supported.</p> <p>Key recommendation: Leaders should enable all eligible prisoners to receive structured, face-to-face offender management support that enables them to achieve their targets and progress through their sentence.</p>		<p>Offender Management Unit (OMU) managers will ensure all POM's adhere to the minimum expected contact which is monthly for high risk prisoners and in the professional opinion of POM's for all others.</p>	Governor	Completed
	Recommendations				
	To the Governor				
7.10	<p>Recommendation (3.14): Perpetrators of violence should be managed robustly through individual plans, and proactive support should be given to victims.</p>	Agreed	<p>Perpetrators of violence are managed via Challenge, Support and Intervention Plans (CSIP). HMP Manchester have scheduled CSIP training for all Supervisors and Custodial Managers, this will ensure plans will be centred around the needs of the individual, providing them with the right support to improve and manage their behaviour. Victims will also be given proactive support.</p> <p>Following an interim shift pattern review Violence Reduction worker are no longer being deployed to cover other roles. This is supporting the completion of analytical work to identify any trends in violent incidents.</p> <p>An analyst will be recruited for Safer Custody to provide greater analysis and identify trends in relation to incidents of violence.</p> <p>A manager will be recruited to provide robust assurance of all plans to ensure they are providing positive outcomes for all those managed on a CSIP. They will also provide support to Unit managers.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>April 2022</p> <p>Completed</p> <p>January 2022</p> <p>January 2022</p>
7.11	<p>Recommendation (3.17): The large number of outstanding adjudication cases not yet completed should be</p>	Agreed	<p>HMP Manchester have urgently addressed the backlog of outstanding adjudications. Police referrals and remanded</p>	Governor	Completed



	addressed to improve confidence in the system and challenge unacceptable behaviour, such as violence and the use of drugs		<p>adjudications have been reviewed with those still requiring action being addressed.</p> <p>A full review of the adjudication process including a tariff review will be taken to identify any learning points and development needs. Following the review, a more streamlined and effective process will be implemented.</p> <p>A local memorandum of understanding will be completed between HMP Manchester and Greater Manchester Police to agree which adjudications will be referred.</p>	<p>Governor</p> <p>Governor</p>	<p>June 2022</p> <p>May 2022</p>
7.12	Recommendation (3.32): More staff should be available to make sure that laboratory test results demonstrating drug use are processed within the required timeframe so that disciplinary action can be taken against the prisoner.	Agreed	The Mandatory Drug Testing Suite (MDT) is being re-located to Reception to make the area more accessible. A functional mailbox is also being introduced to enable test results to be processed daily. This will ensure disciplinary action can be taken against the prisoner within required timeframes.	Governor	May 2022
7.13	Recommendation (3.40): All serious incidents of self-harm should be investigated thoroughly so that lessons can be learned, and action taken to improve care for those in crisis.	Agreed	<p>Following an interim shift pattern review Suicide and Self-Harm (SASH) officers are no longer being deployed to cover other roles. This is allowing all serious incidents of self-harm to be investigated thoroughly.</p> <p>Training will be provided for all SASH officers in investigating serious incidents of self-harm.</p> <p>A more robust assurance process will be provided by SASH managers to ensure all investigations are carried out and lessons learned. The quarterly Safer Manchester meetings will be the platform to discuss the findings of all investigations and to identify subsequent actions to be addressed.</p> <p>An analyst will be recruited for Safer Custody who will be responsible for identifying incidents of self-harm that require investigation.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>March 2022</p> <p>March 2022</p> <p>January 2022</p>



7.14	Recommendation (3.41): The prison should make sure there are enough trained Listeners for the population and prisoners should always have access to the service.	Agreed	<p>Six new Listeners have now been trained meaning HMP Manchester have 17 Listeners in post, the location of where all Listeners are located has also been reviewed. This guarantees all prisoners can always now access the service.</p> <p>Listener meetings have now recommenced after being paused due to the pandemic. All issues, including the lack of Listeners, are discussed and then raised at the Safer Manchester Meetings which will ensure enough Listeners will be in post.</p>	Governor	Completed
				Governor	Completed
7.15	Recommendation (3.45): Training should be provided to make sure that all staff are aware of their duties to safeguard vulnerable adults who are at risk of abuse or neglect.	Agreed	<p>HMP Manchester will develop and implement a local non-accredited Safeguarding training package.</p> <p>The establishment will develop a Safeguarding policy to ensure all vulnerable adults are protected and supported.</p>	Governor	December 2022
				Governor	May 2022
7.16	Recommendation (4.20): Information should be available in a range of relevant languages and professional telephone interpretation should always be used when necessary to support prisoners whose first language is not English.	Agreed	<p>HMP Manchester have translated all relevant documents into a range of languages which will be monitored to ensure it is meeting the needs of the population. A list of staff who speak foreign languages has also been compiled to provide the necessary support.</p> <p>The Offender Management Unit (OMU) department will provide a list of Foreign National prisoners, this will be regularly reviewed to ensure it is accurate and current. Language line grab boxes will be placed in all prisoner residential areas and in the Safer Custody office, the Language Line will be advertised throughout the establishment.</p>	Governor	Completed
				Governor	January 2022
7.17	Recommendation (4.58): Dedicated mental health awareness training should be available for custody staff. (Repeated recommendation 2.85.)	Partly Agreed	This recommendation is partly agreed as although HMP Manchester will not provide dedicated mental health awareness training as it is covered as part of Assessment, Care in Custody and Teamwork (ACCT) training which will be provided for staff at HMP Manchester.	Governor	May 2022



7.18	Recommendation (4.59): Patients requiring treatment in hospital under the Mental Health Act should be transferred without delay.	Partly Agreed	<p>This recommendation is partly agreed, in the Reforming the Mental Health Act White Paper the Government have committed to introduce a statutory time limit of 28 days for transfers to mental health hospitals. This is to be commenced once revised National Health Service England and Improvements (NHSEI) guidance has been fully embedded in practice.</p> <p>Prison teams will continue to ensure that local referrals for mental health inpatient provision are made on time and access is facilitated for NHS clinician assessment.</p>	Governor	Completed
7.19	Recommendation (4.80): All medicines, except methadone, should be administered from individually labelled patient packs at an appropriate time for maximum clinical effect.	Partly Agreed	<p>This recommendation is partly agreed, while HMP Manchester will endeavour to deliver individual daily regimens for maximum clinical effect this is not possible in all cases due to the prison regime. This is completed on a risk assessment basis.</p> <p>All medication packs are now labelled for individual patients. A minimum stock is kept on treatment areas for paracetamol, ibuprofen and lactulose.</p>	Governor Governor	Completed Completed
7.20	Recommendation (5.23): Leaders must develop and implement an ambitious and coherent education and training curriculum that meets the needs of the population, including those with identified learning needs.	Agreed	<p>HMP Manchester will complete a needs analysis to ensure the curriculum meets the needs of the current population.</p> <p>A learner voice survey will be completed to gauge prisoner's views on the current education and training curriculum and whether it meets their needs.</p> <p>A review of vocational provision and the current support offered to those with identified learning needs will be completed.</p> <p>A self-report of the previous year's education and training curriculum will be completed, and any lessons learned identified.</p> <p>A delivery plan for the education and training curriculum will be completed including an intent statement that clearly explains</p>	Governor Governor Governor Governor	February 2022 February 2022 February 2022 February 2022 April 2022



			<p>how HMP Manchester will develop and implement an ambitious and coherent education and training curriculum.</p> <p>There are 18 peer mentors currently in place with a further seven on a waiting list. The numbers of peer mentors will be increased, they will be developed to help support their peers and to become involved in co-delivery in education and work areas.</p> <p>Once the revised education and training curriculum has been implemented it will be reviewed quarterly at Quality Improvement Groups (QIG) meetings during 2022 to see if it is meeting the needs of the population. This will include those with identified learning needs.</p>	Governor	April 2022
				Governor	April 2023
7.21	Recommendation (6.19): The phone calls of prisoners identified as posing a risk to the public should be monitored promptly.	Partly Agreed	This recommendation is partly agreed, due to the expanded access prisoners have been given to the telephones during the COVID-19 pandemic, there is a backlog and delays in the monitoring of phone monitoring. To address the backlog, HMP Manchester will ensure that the monitoring of the highest risk prisoners is prioritised according to risk and public protection.	Governor	June 2022
7.22	Recommendation (6.20): Relevant information about MAPPA level 1 prisoners should be gathered from all departments and shared with the community offender manager to inform risk management planning and determine what multi-agency arrangements are required.	Agreed	<p>The Interdepartmental Risk Management Meeting (IRMM) will now include all prisoners due for release within the next six months, when the MAPPA level is established as part of that. This will ensure a full range of information will be provided to the Community Offender Manager (COM) to best enable a full assessment of MAPPA level.</p> <p>Quarterly Public Protection Assurance Tool meetings will take place providing clear governance over all public protection work including MAPPA.</p>	Governor	Completed
				Governor	February 2022
7.23	Recommendation (6.29): Accredited programmes should meet prisoners' needs, and suitability assessments should be completed without delay.	Agreed	A directorate needs based assessment has been implemented to help identify assessment pathways for men in the care of HMP Manchester.	Governor	April 2022



			An administrator will be appointed, and a database introduced to enable Treatment Managers to identify priority cases for assessment in keeping with national guidelines by Interventions Services.	Governor	April 2022
			A new Programme Manager scaffolding model will also be introduced to ensure that there are enough systems and resources in place to enable an increase in ongoing assessments to determine suitability for interventions when it is safe to do so due to the pandemic.	Governor	January 2022

Recommendations	
Agreed	20
Partly Agreed	4
Not Agreed	0
Total	24



