

CRIMINAL JUSTICE INSPECTION OF WOODLANDS – NOVEMBER 2014

RECOMMENDATIONS: WOODLANDS RESPONSE AND PROGRESS REPORT

Revision 6: 15 November 2017

Strategic recommendations	Our response	What have we achieved so far?	What more needs to be done?	RAG status
<p>1. The YJA and its statutory partners should set targets to:</p> <ul style="list-style-type: none"> • Improve current arrangements for children who do not have a suitable bail address; and, • Ensure children cannot refuse to perfect their own bail (Para 2.18). 	<p>Accepted</p> <p>This recommendation may require primary legislative change which may take time to achieve. This will be included in YJA's plans to address outstanding actions from the review of Youth Justice Sentencing Framework.</p>	<p>Working to reduce the number of children returning to custody on breach of bail is a business critical issue for the YJA and one which can only be addressed in conjunction with strategic DOJ and DHSSPS partners and community-based agencies together with clear lines of authority and responsibility established for each partner-agency, working interdependently.</p> <p>This is and remains a key strand of the YJA Scoping Study with the intention of defining and enhancing legislation to ensure that children only enter custody where there is no real prospect of them being supervised and managed in the community in regard to their offending behaviour.</p> <p>Logistically, this can only be achieved when Courts, Police and Health and Social Care Trusts and others involved with decision making for children can agree to and set appropriate bail conditions and accommodation which correlate with the offence (s) and associated behavioural risk factors.</p> <p>This work has commenced but is still very much in the preliminary stages and will be further influenced and shaped by other strategic outcomes from the Scoping Study such as the future repurposing of Woodlands and the outworking of the DHSB Review of Regional Children's and Young people's facilities which includes Woodlands JJC and is expected to report in December 2017.</p> <p>Notwithstanding, that while YJA officials contribute to regular interface meetings with Health and Social Care and Policing partners to ensure children are effectively and safely reintegrated back into community, a renewed focus needs to be placed on issues and factors attributing to breach of bail conditions which are inextricably linked to PACE admissions. For example, during 2016, 50% of all admissions to Woodlands were due to breach of bail conditions mostly involving Looked After Children and anti-social behaviour in Care Homes.</p> <p>It also remains, that on occasions when bail has been granted, bail is deliberately not perfected for a small number of children (for various reasons) resulting in unnecessary overstays. Reasons for this are often complex and linked to post-discharge social care conditions and therefore beyond the influence of Woodlands Senior Management Team.</p> <p>Furthermore, since the CJINI inspection the impact of VES on the Bail Support process within YJA has meant a move away from a centralised model to one where local area teams now engage with solicitors, PSNI, PPS and Social Services representatives to develop suitable bail packages.</p>	<p>The Agency needs to be sure that at this stage, all is being done that can be done to enable bail conditions to be perfected and supervised in ways that will reduce the number of breaches and minimise returns to custody.</p> <p>We will continue to:</p> <ul style="list-style-type: none"> • Analyse Woodlands and YJS data on bail breach to determine reasons for breach and return to custody, by the end of June 2017; Areas to focus on will include Number of LAC, frequency of admissions, numbers and subsequent disposals and geographical trends. • Share learning with bail-management partners in a strategic forum with a view to address, where possible, factors causal to breach through earlier intervention (by September 2017); Several meetings held between June and November 2017 to scope issues with strategic partners – actions include maintaining and improving resolution of data captured by JJC wrt to Bail/Pace and LAC – see above and sharing contact details of senior managers between agencies to improve decision making on accommodation matters. • PSNI to interrogate NICHE system to 	<p></p>

		<p>YJA requires assurance that operational procedures involving bail-management are operating as effectively as they could and should be. Meetings are regularly held with YJA, PSNI and Social Services partners to scope issues related to Bail/Pace issues including proportionality of bail conditions, reporting of breaches by children's homes, requirement for timely support from all agencies for children with complex needs on bail, PACE protocols among others, Action points agreed- see bullet point 2.</p> <p>This is a long-term/continuous improvement programme and will therefore remain amber</p>	<p>determine numbers of juveniles arrested and subsequent pathways. Assess impact of Finnish type bail triage model that is being developed by the PSNI and YJA. (next Meeting Nov 2017).</p> <ul style="list-style-type: none">• In light of learning to keep the YJA bail-management process under review and rebalance as necessary. PMcS to maintain strategic approach to addressing bail information/support for children who come into custody.• Ongoing liaison/meetings with Kelvin Docherty and Patricia Muldoon– YJA, to quality assure bail support processes at point of discharge.• Discussions between YJS Director and PSNI on the possibility of YJA services being extended to providing Bail advice and support to children in Musgrave Custody Suite and on potential "cool-off" project to prevent children escalating into PACE.	
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<p>2. The JJC regime should be redesigned to ensure it meets the needs of the changing population, including 17 year olds. This redesign should take account of the childcare philosophy within which the JJC was established, and ensure the new regime fully complies with the JJC Rules (Para 4:20).</p>	<p>Accepted</p> <p>Woodlands Senior Management Team have commenced a review in a number of areas of operation and propose to make changes to ensure older children's needs are met. We are proposing to establish a long-term older boys unit. The regime for this unit will differ from the rest of the Centre with a greater focus on vocational activity, core skills and work. (To be established by 1 June 2015.)</p>	<p>The regime represents the combination of planned activities and functions throughout the entirety of each 24 hour period. The effectiveness and quality of the regime is determined by the extent to which each planned activity and interaction combines and contributes to meeting the needs/outcomes for each individual child. An effective regime within residential care is one which is predictable to staff and children, provides an appropriate mix of activities, functions and rest periods that are therapeutic and sensitive to personal, mental, emotional and spiritual needs as well as challenging to offensive and inappropriate behaviour likely to perpetuate risky behaviour following discharge.</p> <p>Critical to regime coordination and provision are the team of qualified Social Workers and Care workers who essentially live with and become house parents for children in custody. Following VES and taking into account projected population levels, Woodlands management reviewed and profiled the required social care staffing complement to meet business needs and have successfully recruited 10 Care Workers and 8 Night Workers and replaced other business critical staff vacancies.</p> <p>Team Leaders and qualified Care staff are responsible for implementing and completing the Integrated Care Management System during which a range of social, emotional and behavioural and offence reduction risk assessments are carried out with care plans agreed on an individual basis with children. Care staff work on a multi-agency basis to ensure all information is taken into account and referrals made as required on matters involving Safeguarding, Child Protection and Exploitation, mental health and all other social care factors. The care planning process ensures that each child will have regular access to a named key worker who will case manage them through their custody journey.</p> <p>Following the decision to prevent over 16 year olds from going into Hydebank Wood, initial concerns associated with the risk of managing older boys in the Woodlands did not materialise and, on that basis we moved away from our original plan of creating a separate Unit for older boys and concentrated instead on creating a socially inclusive regime enriched with activities such as craft work, team building, games, programmes and housekeeping routines with assistance from voluntary organisations during evening periods and at weekends.</p> <p>As part of the regime ethos a distinction has now been made between learning and development that must take place between Monday and Friday in the Learning and Development Centre (School) involving mostly education and vocational skills training, with other life-skills development and offence-reduction work taking place out of school hours. The regime ethos has becoming more clearly defined with the introduction of a range of programmes delivered by care workers during weekends and evenings.</p> <p>The vocational education programme now in place is aimed, principally, at post school leavers (not exclusively) and purposely designed to provide a skills base to encourage children to enter further and higher education or other related skills training or employment following discharge. This is being provided by 'People 1st' under contract for the next 5-year period. The introduction of a youth worker and youth club which operates on separate days and evenings helps to provide the space required for and between different age groups.</p> <p>The coffee shop, which opens two mornings a week and operates as part of the catering skills class, provides refreshments for children three main reasons. Firstly it promotes training in 'customer-service' skills and is the first step in developing a social enterprise model; secondly, it breaks with tradition of children having to go back to accommodation units for their morning break time and enables them to stay longer in school; and, thirdly, it promotes social-inclusion of all children who previously would have been managed in small groups and using an</p>	<p>Work is advancing on (re) designing and implementing an additional suite of offence reduction programmes to be delivered by Care staff during evening and weekend period. Several programmes such as one-punch-kills, Mindfulness and Changing Your Attitude are now taking place with an ongoing programme and culture established</p> <p>Outside of the formal Education and Learning periods Monday through Friday we are piloting skills training activities such as a bicycle repair shop (light engineering), a training kitchen and coffee shop venture, through to a range of games and social interaction/development activities.</p> <p>Children will be given more social responsibility within the Centre through involvement in activities such as keeping the Centre clean and tidy and 'environmentally friendly'.</p> <p>A recycling initiative involving young people has been piloted from July 2017. This is a significant project with implications for the centre and adding to the potential for sourcing employment experience and opportunities for young people in the local area.</p> <p>A 6-month trial of Outcomes Justice Star assessment tool will commence in September to better measure outcomes for young people throughout their journey in custody. On foot of this consideration will be given to establishing a Programmes management group to commission and validate programmes and to evaluate programme effectiveness.</p>
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		<p>avoidance strategy.</p> <p>The re-establishment of the multi-faith team and designated Reflection room enable spiritual and emotional matters affecting children to be dealt with sensitively and professionally. The work of the faith team is integrated with the regime and has provided more opportunity for engagement with community based organisation for the benefit of the children. The Faith team has recently completed a 10-modul APLHA course involving 9 boys who attended all of the sessions.</p> <p>The stability and effectiveness of the regime for children (now) is marked by the extent to which children feel safe, protected and regulated. Effective behavioural monitoring by staff and effective (and integrated) case management have brought about a calm and controlled environment for children and staff with few recorded incidents of aggression by children on staff or towards other children. Compared with statistics from England and Wales the number of Single Separations and restraints within Woodlands are negligible. Children's complaints during 2016-17 were negligible as recently recorded in a report by the Independent Child Complaints Commissioner following her recent inspection in Woodlands.</p> <p>All Care staff are trained in a new, nationally accredited restraint methodology (MMPR) which has resulted in increased confidence and safety when working with difficult and challenging children.</p> <p>Standard Operating Procedures are under review and where appropriate will be amended or redrafted to reflect changes over the last few years.</p> <p>Attention is now being placed on creating a more therapeutic environment for children with complex and special needs.</p>	<p>We understand the need to benchmark operating costs and other performance-related outcomes. We have developed and set a cost per resident place based on optimum, confirmed staffing levels for 2017-18 business year based on 36 places at £209k per place per annum (based on opening budget). We have already visited Kibble in Scotland who operates a comparable secure centre for up to 18 beds at an average annual cost of £297k per bed per annum. During October we visited Oberstown Children's Detention Centre. Oberstown operates with a 54 bed ceiling and operates with a cost per bed level exceeding E340k.</p> <p>We intend to visit Parc secure Children's Home in Wales early in 2018.</p> <p>SOP review to be completed by October 2017. Follow-up impact assessment to ensure no incidental negative impact on children and staff.</p> <p>Convert House 3 into well-being centre – October 2017 (Occupational Therapy relocated by November).</p> <p>Re-locate Poly Tunnel to area 6 to support well-being centre – October 2017.</p> <p>Re-redevelop area 3 into sensory garden – March 2018.</p>	
<p>3. The JJC should explore options for alternative mechanisms to deliver education (Para 6.19).</p>	<p>Discussions have commenced with DE to explore alternative delivery mechanisms. It would be hoped that agreement on a way forward could be reached in the first 2</p>	<p>In December 2015 the then Ministers for Justice and Education agreed that education provision for children in Custody should be mainstreamed and provided by the Education Authority (EA), under a corporate governance framework provided by the Department for Education. Given the particular educational deficits and learning difficulties present in children in Woodlands, it was deemed appropriate that Woodlands children receive EOTAS education.</p> <p>Since then officials from YJA, DE and EA have been working to develop arrangements to</p>	<p>The new educational and vocational service provision will be overseen by a strategic learning and Skills Steering Group who will make operational decisions regarding service delivery, cost and outcomes for children. The</p>	

	<p>quarters of 2014/15.</p>	<p>enable the transfer of service delivery from YJA to EA. An MOU and SLA have now been agreed between parties and consulted on with key stakeholders.</p> <p>From the outset it was intended that the whole educational and vocational service delivery in Woodlands would be transferred to the EA. It transpired that the EA did not have the legislative remit to provide vocational training to post school leavers. An agreement was reached by officials whereby EA will provide educational services and Woodlands JJC would tender and source vocational training services. This is now complete and 'People First' have been contracted to provide vocational services for the next 5-year period.</p> <p>The educational staff employed by YJA transferred to the Education authority on 4th September 2017 together with responsibility for all educational services for children.</p> <p>During the interim period Woodlands management bolstered the educational and vocational services team through supply teachers drawn from the NISTR list. The EA have completed a resource assessment and will take steps to provide all necessary educational staff, going forward.</p> <p>In addition to core educational subjects such as English, Maths and ICT children will receive vocational skills training in such areas as motor vehicles, hair and beauty, catering, horticulture, painting and decorating, construction and electrical.</p> <p>In spite of a long and complex transitional period we believe we have provided the appropriate level and range of services and have made a marked improvement in attendance rates during this period.</p> <p>In September the Education Department held an award celebration for students. Several students were invited back to centre post-discharge, to receive awards.</p>	<p>group have met three times and signed off terms of reference.</p> <p>Ongoing work required to improve timetabling arrangements.</p> <p>EA to complete staffing resource plan to include full time classroom assistant and full time youth worker.</p>	
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<p>4. Clinical leadership and governance should be provided for Healthcare staff to maintain and improve the quality of nursing care provision. If necessary this should be achieved by outsourcing to a mainstream provider (Para 7.18).</p>	<p>The Chief Executive and Director have already met with officials from DHSSPS, HSCB and the PHA. Permission was given by the then Minister, in principle, to explore the transfer of Healthcare to the Health Board. Preparatory work has already been undertaken by the YJA and information given to DHSSPS. Further meetings are being arranged to get agreement from Health that the transfer can go ahead.</p>	<p>Two scoping exercises conducted by Senior Nurse Managers from the South Eastern and Belfast H&SC Trusts (in 2013) and the Public Health Agency (in 2015) both found failings with the Woodlands Healthcare model as did the RQIA during its recent inspection of Healthcare in Woodlands (CJINI:2015). Failings included the delay in recruiting replacement nurses at the most appropriate grade, the absence of a senior nurse manager and their influence in providing professional leadership, practice development and effective clinical governance; lack of proper induction for nurses and CPD; lack of effective medicine management and audit controls. And, outdated paper record management systems compared with electronic record management systems used by healthcare professionals in Regional Health Trusts.</p> <p>To date, there has been no movement in transferring healthcare responsibility and for mainstreaming healthcare provision with a Health and Social Care Trust. In September 2016 the then Director of ROD met with the Chief Executive of the South Eastern Trust (SET) to consider potential options. While SET was sympathetic to YJA requirements there is no possibility of transferring responsibility from YJA to a mainstream Trust in the foreseeable future. Outsourcing Healthcare corporate responsibility to a mainstream provider remains a high priority for Woodlands.</p> <p>Woodlands have since taken the necessary steps to develop and implement an interim healthcare operating model in line with healthcare standards for children and young people in secure settings as set out by the Royal college of Paediatrics and Child Health RCPCH 2013.</p> <p>Central to the operating model is the long-term secondment of a Senior Mental Health Nurse Manager to provide the necessary level of advice and corporate governance required by YJA during the interim period. The Senior Nurse Manager has oversight of a pool of agency nurses to ensure adequate nursing cover each day. An experienced Occupational Therapist has also been seconded to Woodlands for a 12-month period.</p> <p>The operating model required in Woodlands is considered stable and adequate and summarised (but not exclusively) as follows;</p> <ul style="list-style-type: none"> • Immediate health needs, vulnerabilities and risk of harm identified upon arrival including mental health assessments; • Clear, effective pathways are in place for managing referrals to professionals and other external services where a health-need is assessed; • Comprehensive healthcare plans are in place for those requiring healthcare support and are regularly audited; • Comprehensive medicine management policies are in place with access to emergency medical and dental services; • Young people will receive support from a healthcare professional after restraint procedures; • Effective policies, advice and education on communicable disease control and screening and treatment programmes for sexually transmitted infections; 	<p>Woodlands have contributed to the development of the "Improving Health Within Criminal Justice" strategy. A recommendation from this strategy requires Woodlands JJC to undertake a Full Health Needs Assessment for children.</p> <p>A multidisciplinary team involving representatives from PHA, PSNI and voluntary sector has been established to take forward this action which will be completed by November 2017. Findings from the review will be factored into the Joint Health and Justice Healthcare strategy for implementation.</p> <p>YJA officials are continuing to maintain an open line of communication with the Health and Social Service Board for discussion on the transfer of corporate responsibility for service delivery as well as access to mainstream electronic record management systems.</p>
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- Access to and support from a multidisciplinary CAMHS team in conjunction with a range of neuro-disability and substance misuse interventions and support for those at risk of self-harming behaviour and suicide;
- Referral arrangements to ensure continuity of care when returning to community;

While in Woodlands children will have direct access to:

- **Children Mental Health Services (CAMHS):** Over the past 16 months Woodlands has supported the establishment of the regional CAHMS team on the Woodlands footprint in partnership with the South Eastern Trust (SET) which, in return, provides an in-reach service for the most mentally and behaviourally challenging and vulnerable children. This will continue to be a critical component going forward.
- **Psychiatry and Psychological services:** These services are also provided on an in-reach basis to Woodlands via the (SET) CAHMS team through weekly clinics or on a more frequent basis if someone is in crisis. Clinic provision is detailed in an SLA
- **A Dentistry Service:** This is in place and provided on a bi-weekly clinic basis, contracted through the South Eastern Trust. The centre has a fully resourced dental clinic;
- **GP services;** are provided on a weekly clinic and emergency call-out basis within the South Eastern Trust Region;
- **Occupational Therapy (OT):** Is an important support service to young people to enable them to live, work, communicate and socialise well and appropriately in community as well as being able to live healthy lives and cope with mental and physical health disabilities. Woodlands negotiated a 12-month secondment period for an experienced OT from the South Eastern Trust to work with Children in Woodlands and to enable Woodlands management to evaluate the effectiveness and benefits of OT within the healthcare operating model;
- **Woodlands nurse-led in-house practice team:** This practice is the lynch-pin of the Woodlands healthcare operating model. The availability of nursing staff with appropriate knowledge, skills, understanding and professional supervision, who can respond to complex health and wellbeing outcomes for this group of young people, is critical. This team also coordinates and organises clinics as required for matters such as genito-urinary infection. More urgently, this team is responsible for conducting healthcare assessments on admission and for taking any necessary detox precautions and implementing immediate emergency treatment. To date, the nurse practice team has consisted of qualified agency nurses who, between them cover most shifts required at Woodlands to provide cover between 08.00 and 21.00hrs.

- **Community based organisations' involvement in drug and alcohol awareness;**

Learning Disability Mental Health Nurse to be engaged in conjunction with the Nurse Practice Team 8 hours per weeks – to commence October 2017.

Speech, Language and Communication – discussions ongoing with representatives of RSLT and South Eastern Trust to carry out a needs assessment of SLT needs within the

		<p>the nurse practice team will refer to community-based addiction support services cases by consent from children who wish to receive education in drug awareness or speak to an independent counsellor or drugs advisor.</p> <p>In spite of the delay in achieving an agreed arrangement for transferring responsibility we believe that healthcare service provision in Woodlands is adequate, stable and well-governed.</p>	<p>Woodlands population and, to develop a staff development strategy and formulate referral pathways for treatment/services – by January 2018.</p>	
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Operational Recommendations	Our response	What have we achieved so far?	What more needs to be done?	
<p>JJC Data Management</p> <p>1. The JJC should develop its database to capture more detailed information about the offending profile of its population, including repeat admission rates.</p>	<p>Accept</p>	<p>A management report is prepared and reviewed at JJC monthly management meetings. Repeat admission data is collated and used by unit managers and team leaders to inform the integrated case management process as well as feeding into other risk and needs assessment processes. JJC management use this information – particularly admission and discharge information to view, more strategically, the needs of children and the effective operation and efficiency of the Centre. Regular meetings take place involving senior residential managers led by the Deputy Director to review all admissions and to take account of all cases and progress being made.</p> <p>Repeat admission data now added to Monthly management report.</p>		
<p>Education provision and structure</p> <p>2. Enable substitute teachers to be employed and new staff to be recruited, so that the breadth and balance of the educational curriculum is maintained.</p>	<p>Accept</p>	<p>In September 2016 an agreement was made with the Education Authority to enable Woodlands to draw qualified teachers from the Northern Ireland Substitute Teachers List. Since September Woodlands has engaged a full time maths teacher and an Arts, Design and Technology teacher and several PE teachers. The additional teachers have allowed Woodlands to provide the core educational elements of ICT, English and Communication skills, Numeracy, Art, Technology and Design.</p>	<p>The EA recently completed an audit of teaching requirements for Woodlands children and following transfer of service delivery responsibility in September 2017 will provide all necessary teaching and accreditation services.</p> <p>Woodlands have made arrangements to provide on-site administration services for EA.</p> <p>Work advancing with EA to refresh SLA with respect of provision of Youth Worker and Classroom Assistant resources.</p>	
<p>3. Ensure that the membership of classes is arranged according to academic ability and assessed individual learning needs, with opportunities for children to work in small groups</p>	<p>Partly Accepted.</p> <p>Woodlands Education managers are meeting with ETI in February 2015 to look at how this can be actioned. Action – following this meeting a plan will be devised to see when this can be done. The high turnover makes this difficult to achieve in practice for the whole Centre population.</p>	<p>Membership of classes and class sizes has been taken into account as part of the work in transferring educational services to the Education Authority. The Service Level Agreement requires all children to be assessed in line with the national curriculum for pre and post 16 year olds and for educational and development needs and individual educational plans to be in place and regularly monitored. The Service Level Agreement also recognises that children will at times require one to one teaching as well as working in small groups. And, as far as practicable, to co-work with children of similar age and ability. To support this the EA are planning to recruit a classroom assistant and fulltime youth worker solely for educational and life skills development work. A predictive timetable for education and vocational training classes is now in place. Working with this degree of formalisation is challenging for many of our young people.</p>	<p>Progress in this area will continue to be monitored through the ELSG.</p>	

<p>4. Work with the numeracy, literacy and ICT co-ordinators to develop the good practice identified in the use of baseline assessment, and to set individual targets and individual learning plans, so that these can be shared and used to guide all teachers and instructors in planning their lessons</p>	<p>Accepted</p>	<p>The educational assessment process has now been standardised and used to create individualised education and learning plans for each child.</p> <p>All young people have an Individual education plan. Baseline assessment on admission determines their level of educational ability as well as reviewing previous education provision. Previous school/educational placements will be contacted to ensure continuity of education.</p> <p>Copies of young people's plans are electronically stored to ensure and enables educational staff access to each young person's scheme of study.</p> <p>Within the past 10-months teachers have acquired access to the EA's C2K electronic data base.</p>	<p>This will be kept under review by EA</p>
<p>5. Reinstate the personal development programmes and develop the woodwork facility to provide a range of practical courses that will enable the children to achieve accreditation</p>	<p>Accepted</p>	<p>The core curriculum has been determined by the Education Authority for EOTAS education provision which includes a range of personal development programmes. In addition and in agreement with DE and EA officials Woodlands has the responsibility to procure a range of vocational training services that will operate in conjunction with educational service to provide a rich mix of practical courses for children of all ages that will lead to professionally recognised qualifications. Courses will include construction skills, catering and customer services, horticulture and hair and beauty skills.</p> <p>A (small) VE pilot programme has been in place since October 2016 and has proven highly successful and desirable by children. The VE programme has now been successfully contracted to 'People First' to delivery that commenced delivery from 1 August 2017. Woodlands will assist with the integration of Educational services provide by EA and VE services provided by People First.</p>	<p>Service provision to be monitored through ESLG</p>
<p>6. Carry out a complete review of the current arrangements for education to meet the changing age profile of the children and new staffing levels</p>	<p>Accepted</p>	<p>This recommendation has been subsumed into the work involving the transfer of educational services to the Education Authority. A curriculum working group completed a review of curriculum needs during 2016. The new arrangements for education provision for all ages has been set out in an memorandum of Understanding and Service Level Agreement which that has been agreed by the Education Authority Board..</p>	<p>No further action necessary at this time.</p>
<p>7. Review the role of teaching staff with posts of responsibility and develop a distributed a management structure with clear accountability</p>	<p>Accepted</p>	<p>As part of the transfer arrangement with EA a new management structure has been agreed for service provision in Woodlands, which will operate as an EOTAS Centre. The revised management structure includes a senior EA manager who will provide oversight to an on-site Head of Education who, in turn, will provide oversight for two senior teachers, teachers, classroom assistant and youth leader and a part-time administrator yet to be formally appointed by EA. This structure has been agreed with YJA officials. All teachers, going forward, will have specific responsibility for key areas such as SENCO, pastoral care and curriculum and discharge planning.</p>	<p>No further action required by YJA. Any further adjustment to this new management structure will be the responsibility of EA.</p>

8. Ensure the strategic education plan is developed and implemented	Accepted	As part of the transfer arrangement with EA a new strategic direction has been agreed for service provision in Woodlands which will be centred on EOTAS Education and specified Vocational Education provision. The strategic direction was developed in partnership between DE, EA and YJA officials and educational specialists. Details of the educational plan are contained in the recently developed Service Level Agreement. Oversight of the implementation of the educational plan for Woodlands will be the responsibility of a newly formed Education and Learning Steering Group consisting of senior officials from DE, EA and YJA, including representatives from Social and Healthcare.	Three ELSG meetings have taken place and Terms of Reference approved. The ELSG will continue to support the full implementation of transfer arrangements.	
9. Identify external support to provide professional training for ELC staff, on an ongoing basis, to develop their awareness and knowledge of the wider educational curriculum and to keep abreast of current educational developments	Accepted	The Woodlands Head of Education has worked with officials from the Education Authority in identifying a number of partners and local schools to assist with ongoing professional training and curriculum development, in readiness to establish an EOTAS Centre in Woodlands and for TUPE transfer to EA. Records of training and awareness programmes have been kept.	Following the transfer of services in September 2017, responsibility for Continuous Professional Development and upskilling of teaching staff has become the responsibility of the EA.	
10. Work with the ICT co-ordinator to develop the computerised database to more effectively meet the ELC needs and develop children's individual learning plans	Accepted	We recognise the need to continue to improve on producing information and statistically analysis on progress made by children. Work has been taking place to produce a detailed monthly reporting system to show the breadth of progress taking place in education and vocational subjects. Notwithstanding, under the direction of the EA C2k will become the main information management tool for establishing learning needs and recording and reporting progress.	Further development work to be completed in data monitoring and production of performance reports in conjunction with the EA and the Education and Learning Steering Group over the incoming 6-month period. Until the ESLG are content with data and information management arrangements this area will remain amber.	
<div data-bbox="145 986 342 1061" style="background-color: #008000; color: white; padding: 2px;">Healthcare and Governance structure</div> 11. We recommend staff should receive training in the use of the CHAT assessment tool, and adequate time should be provided to ensure completion of the documentation	Accepted	All healthcare staff are trained in the use of the CHAT assessment tool. It is a substantial document; however it is an accredited and widely used assessment tool in custody suites throughout England and is recommended in Healthcare standards for children and young people in secure settings (RCPCH 2013).	The use of CHAT is now embedded. Further work needed (involving mainstream Healthcare Trusts) to establish a database to capture the wide range of information gained in this process. Consideration being given to integrating Speech, Language and Communication assessment screen into CHAT process – target date for test pilot January 2018.	

12. We repeat the recommendation that short-term care plans are developed when appropriate in respect of identified nursing care needs	Accepted	All nursing staff have been trained in developing care plans by professional trainers from the Beeches Healthcare Training Centre – refresher training completed in April 2017. Care plans are utilised in accordance with the identified needs of the young person and are available for audit by regulating bodies.	No further action required at present	
13. We recommend that all newly appointed healthcare staff, including agency staff, should receive a robust induction process to ensure they can work effectively within Woodlands JJC	Accepted	All Agency nursing staff receive induction training including where possible shadowing experienced nursing staff on shifts. This includes the use of personal alarm awareness training, working within a secure environment as well as all nursing task requirements.	Induction training will be on-going with any new addition to the Nursing team.	
14. We recommend that all healthcare policies should have a review date appended to the approval date, and that all policies should be reviewed and updated as required to ensure continuing accuracy	Accepted	All healthcare operating procedures and healthcare policies have been reviewed and ready for inclusion in the Woodlands SOP folder. A review date has been included on each policy.	Revised policies and procedures to be included in the newly revised Woodlands SOP folder and made available to all staff areas by November 2017, following a final audit.	
15. Woodlands JJC should introduce a monitoring system in place to assure NMC registrations of nursing staff	Accepted	System in place. All Nursing staff working in Woodlands is NMC registered. Registrations are monitored by the Senior Nurse Manager and by their employing agency.	Ongoing monitoring by SNM	
16. All Healthcare staff should receive mandatory training commensurate with their role	Accepted	Completed. All mandatory professional training is maintained and nurses released to attending training as required. Records of training are retained for audit.	On-going with any new addition to the Nursing team.	
17. We recommend nursing staff participation in the area of health promotion should be further developed	Accepted	This is already working on an individual basis; however a more formal programme will be developed in conjunction with the SET and piloted during the autumn period.	Going forward, more work to be undertaken involving nurses to develop and lead on well-being clinics for children. A well-being centre will be established. Auricular acupuncture for addiction control and reducing anxiety in children will be piloted. (Staff training commenced).	

<p>18. We recommend checks of defibrillators and first aid equipment should be carried out in line with guidance; and all checks should be recorded</p>	<p>Accepted</p>	<p>Defibrillators are placed in each accommodation area and in the 'Hub' at the front of the building. Defibrillators have a built-in mechanism that delivers an automatic signal when not functioning. A weekly maintenance schedule ensures that Defibrillators are checked and in working condition.</p>	<p>Ongoing schedule of maintenance</p>	
<p>19. We repeat the 2011 recommendation that the Regional Infection Prevention and Control Manual should be adopted by the JJC, and regular awareness training in infection prevention and control should be provided for all staff</p>	<p>Accepted</p>	<p>Woodlands has adopted a manual on infection control that refers to the Regional Infection Prevention Control Manual (for NI). Woodlands Healthcare/nursing staff have been trained in infection prevention and control as part of their mandatory training programme. This will require ongoing annual refresher training.</p>	<p>Infection control awareness training will be provided to all Care staff. This is an important training need and will be managed through the Woodlands/YJA staff training plan. Training dependant of availability of Heath Board Trainers however we expect training to commence in November 2017.</p>	
<p>20. Governance systems should be put in place for the management of medicines, and to ensure compliance with the medicines management policy and regional and national guidance.</p>	<p>Accepted</p>	<p>We have reviewed pharmacy supplies, procedures and policies and changed the provider in order to establish an external audit system. We have also developed the procedures to ensure more effective practice in the dispensing of medication and developed policies to reflect good practice in line with regional and national guidance. The governance and guidance required for good control and practices are now in place and auditable.</p> <p>Medication is accounted for on a daily basis by audit process.</p>	<p>Going forward, further training to be provided to Care staff Team Leaders and Social Workers to enable them to dispense medication in the absence of the duty nurse.</p>	
<p>21. With regard to the dental treatment room, we recommend that a review of the decontamination of reusable instruments within the JJC is undertaken, and suitable steps are implemented to ensure compliance with current best practice standards</p>	<p>Accepted</p>	<p>Woodlands have been named on the regional sterilization contract operated by the South Eastern Trust which includes the NIPS. This means that the Woodlands dental facility will be operated under new clinical sterilization standards. The dental equipment currently held by Woodlands will be decommissioned and replaced under the new contract. The contract is expected to come into effect before the end of 2017.</p> <p>Until then Woodlands will continue to operate its dental facility using the current equipment and arrangements.</p>	<p>Going forward, delivery of the new dental clinic arrangement will be the responsibility of the South Eastern Trust with Woodlands oversight provided by the Senior Nurse Manager.</p>	

Facilities Management			
<p>22. Work to relocate electrical sockets should continue through to completion in the remaining bedroom accommodation without further delay</p>	<p>Accepted in principle</p>	<p>The relocation of electrical sockets in each of the accommodation unit's bedrooms has been taking place as part of a planned, routine programme of maintenance. All works have been fully completed in 5 of the 6 accommodation units. Work in the 6th accommodation is ongoing with 4 of the 8 bedrooms completed. The remaining works will be completed by September as part of the accommodation unit's refurbishment programme. This residual work is not business critical.</p>	<p>Completed</p>
<p>23. We recommend that the solution identified (for improved in-room smoke detection), once its effectiveness is confirmed as satisfactory, should be installed in all bedrooms without further delay</p>	<p>Accepted</p>	<p>New fire detection system installed and effectively commissioned in 2015.</p> <p>By way of continuous improvement Woodlands further investigated the need for additional fire protection in bedroom areas in order to improve the timeliness of smoke detection response. CPD invited proposals from specialist companies to advise on 'best options'. A solution has been identified and a business approved to secure capital money for this project to be completed by the December 2017.</p>	<p>The current fire protection systems have been upgraded whereby all bedrooms are fitted with new fire protection heads. This was fully commissioned and is meeting design criteria.</p> <p>Business case for the installation of aspirating fire detection system was approved on 23th August 2017, and this was followed by an initial planning meeting on 31 August 2017.</p> <p>It is anticipated that the test bedroom will be completed by the end of October, which will be followed by a planned schedule of rolling out the work to the remaining 47 bedrooms.</p>
<p>24. We recommend that a suitable means of extracting smoke is installed at a suitable location in each light well. The Centre should consult with their specialist fire safety advisor as to the suitability of any proposal.</p>	<p>Accepted</p>	<p>Woodlands are concerned that the amount of work and financial cost required to implement this recommendation may be disproportionate to the low benefits and risks perceived.</p> <p>Low cost solutions (that could be procured through the maintenance budget) have been considered and deemed inappropriate.</p> <p>A final solution/decision on the best way forward to be sought. Thereafter a decision will be made on the need for a scheme of works.</p>	<p>Michael Bingham will work with CPD, DOJ Estates Advisor and with a Fire Safety Advisor to identify and to advise on a reasonable and practicable solution.</p> <p>Review to be completed and decision on way forward made by June 2017.</p> <p>The issue of installing smoke extract in the light wells outside the bedrooms has been problematic.</p> <p>The matter was investigated by CPD engineers, who concluded that there was a risk that a change in the air-flow in the bedrooms area could cause problems within the bedroom.</p> <p>(it should be noted that from a previous inspection RQIA raised concerns that</p>

		<p>After thorough investigation, CPD in conjunction with the Fire Safety Advisor have reached an agreement that it is not beneficial or viable to proceed with smoke extraction system, as previously proposed (October 2017).</p>	<p>because bedrooms do not have an opening window they should be treated as a confined space. Their recommendation was to ensure that the designed air changes are always achieved and to install air flow meters to verify commissioning specification)</p> <p>Inspectors have agreed to reflect on this matter further and provide feedback</p> <p>NO FURTHER ACTION REQUIRED</p>	
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<p>25. To avoid inappropriate storage, we recommend that suitable measures are implemented, in consultation with the Centre's specialist fire safety advisor, to ensure that items are stored in suitable locations which will not compromise the fire safety of the premises.</p>	<p>Accepted</p>	<p>This recommendation is essentially a housekeeping matter. We have taken steps to regularly review storage areas and fire escape routes to ensure that only appropriate materials are stored and routes are kept clear.</p> <p>In terms of fire safety, 'B' Division Fire Safety have used the Woodlands 'attic' areas for fire rescue training exercises in completing rescues in confined spaces. This ensured that fire and rescue staff attending woodlands in the case of an emergency remained familiar with its lay out and key and lock protocols etc. This enables Woodlands to review and refresh emergency protocols and evacuation procedures.</p> <p>Familiarisation visits and fire checks are undertaken by the Fire Service and other emergency services.</p>	<p>By October 2017 the current fire risk assessment and evacuation protocol will be reviewed and updated appropriately in conjunction with Fire Safety Division (DFP).</p>
<p>26. We recommend that action is taken to cut back and manage the courtyard trees to ensure the CCTV installation provides full coverage</p>	<p>Accepted</p>	<p>This work has been completed and is regularly monitored during spring and summer months with foliage cut back accordingly.</p>	<p>Seasonal and on-going maintenance adhered to.</p>
<p>27. Regarding hand washing facilities in healthcare, we recommend that a suitable hand wash facility be provided in the Treatment Room, in accordance with current infection control best practice</p>	<p>Accepted</p>	<p>A new sink was fitted in the medical centre at the end of March 2015.</p> <p>Additionally, following a management decision to dispense medication in accommodation units, a room has now been dedicated in each unit for this purpose and have been fitted out in compliance with RQIA regulations, including handwashing facilities. Designated dispensing rooms in units became operational in April 2017.</p>	<p>No further action required at present.</p>