

YOUTH JUSTICE AGENCY

CRIMINAL JUSTICE INSPECTION OF WOODLANDS – MAY 2008

RECOMMENDATIONS & AGENCY RESPONSE

<u>RECOMMENDATION</u>	<u>RESPONSE</u>	<u>ACTION TAKEN ON REQUIREMENTS & TIMESCALES</u>	<u>STATUS</u>	<u>LEAD RESPONSIBILITY</u>
1) The interface between residential care and the JJC should be continuously addressed in order to secure compliance with international conventions. This process should include dialogue with Courts on the appropriate use of custody for children; and it should aim to improve the quality of information provided to the centre by external agencies (paragraph 1.12)	Accepted	The interface between JJC and residential care continues to be addressed. JJC management are involved in DHSSPS Reform of Residential Care addressing the key areas for improvement within residential care and JJC. JJC Senior Managers involved in the development of the protocol for Regional Guidance and Police involvement in Residential Units. Those who offend whilst in residential care and who run the risk of being fast-streamed into custody are included in YJA Strategy for Priority Offending.	On Target Work in Progress	Paul McStravick
2) The JJC should improve its data capture in order to accurately analyse the offending profile and needs of the population (paragraph 1.15)	Accepted	An agency wide electronic assessment has been introduced across the YJA. This combined with ROSH and AIM 2 for serious violent and sexual offences ensures we have good information on each child	Achieved	Phil Tooze
3) The new JJC Rules should be promptly introduced; and once implemented all staff should receive training in the new policies, procedures and rules (paragraph 2.4)	Accepted	JJC rules have been introduced and implemented. Training at team and with individuals is ongoing in relation to new policies, procedures and rules	On Target Work in Progress	NIO Paul McStravick Jim Begley
4) More meaningful and challenging performance management objectives should be set by the JJC henceforth (paragraph 2.8)	Accepted	The JJC and YJA now have an improved data capture system. The JJC will draw up a new business plan with objectives focused on improving	On Target	

		performance in key areas as well as aligning it to the agencies new Corporate & Business Plan		
5) Targets should be set for reduction of overtime and staff sickness; the targets should be kept under review in order to reduce the risk of staff burnout (paragraph 2.13)	Partially Accepted	The agency has set targets for reducing sickness but not overtime. Woodlands are monitoring very closely any staff member who works more that 40 hrs overtime per month taking steps to reduce overtime if it is excessive. Whilst the agency plans to reduce the amount of overtime worked this is dependent on operational need to meet safe staffing levels. We have now engaged a new Independent Occupational Health Service to help lower sickness levels through a speedy service and health promotion initiatives	Achieved	Phil Tooze Cathy Heaney
6) The JJC should appoint a Deputy Director of Social Work promptly (paragraph 3.2)	Accepted		Achieved	Human Resources
7) The YJA should monitor composition of the JJC workforce and address imbalances (paragraph 3.4)	Accepted	The agency continues to monitor the workforce composition. We already have a recruitment process which provides fairness and equality through a competency based application and interview process. In future we will invite applications from groups who are under-represented however we cannot take action to positively discriminate. The agency conducts exit interviews with all staff.	Achieved	Bill Lockhart Cathy Heaney Martin Gunning
8) The centre should improve the management of staff training records, including IT systems and ensure they are regularly updated and accurately reflect training provided. Training records should be evidently linked to the centre's training and development plan for staff, and the centre should ensure that individual staff	Accepted	Woodlands is developing a new database that will have improved collation of PDPs, training and evaluation data. This will be in place by 31/03/09	On Target 31/03/09	Phil Tooze

	training records comply with requirements of the NISCC Code of Practice (paragraph 3.6)				
9)	The YJA should conform fully to the prevailing JJC Rules, including reporting arrangements (paragraph 3.16)	Accepted New Rules	The NIO has taken on this responsibility of engaging someone external to the agency as set out in new JJC Rule 14	Partially Achieved with NIO	Phil Tooze Bill Lockhart NIO
10)	Case file recording quality and layout should be improved by introducing monthly summaries and regular file audits, to be undertaken by team leaders and unit managers within the supervision process (paragraph 4.8)	Accepted	Working party including Senior Management, Unit Managers, Team Leaders and Key Workers currently reviewing case file recording, quality, layout and auditing process	To be completed end of March 2009	Paul McStravick
11)	The progressive regime review should ensure full and balanced reporting by staff, and clear explanations to children about their progress within the regime (paragraph 4.12)	Accepted		Achieved	Paul McStravick
12)	The JJC should apply consistent practice in permitting children to access the kitchens (paragraph 4.17)	Partially Accepted	The practice in the centre is that no young person has access to the snack kitchen in each unit. Cooking by young people is undertaken in the school kitchen classroom	Achieved	Phil Tooze
13)	The centre's Child Protection Policy should be updated immediately to fully comply with 'Co-operating to safeguard children' DHSSPS 2003 ACPC Regional Policy 2005 and the YJA Child Protection Policies and Procedures (paragraph 4.18)	Accepted	Policy currently being updated in line with updated Youth Justice Agency Child Protection protocol	To be completed end of March 2009	Paul McStravick
14)	The child protection review should ensure that: <ul style="list-style-type: none"> - child protection information is obtained at an early stage and factored into individual care/case management plans; - child protection information is accurately and regularly updated in line with guidance and procedures, in order to provide useful management information and ensure compliance with regulations and - external agencies are vigorously encouraged to promptly fulfil their child protection 	Accepted	Work with Unit Managers, Case Managers and Key Workers is ongoing. YJA Senior Management continues to encourage external agencies to fulfil their Child Protection responsibilities	On Target Work in Progress	Paul McStravick

	responsibilities, including feedback to the JJC (paragraph 4.21)			
15)	The purpose, structure and recording format of team meetings should be clarified. Minutes from meetings should include an action plan, and should be signed by all staff; and a proforma should be introduced for handover meetings (paragraph 4.35)	Accepted		To be completed end of March 2009 Paul McStravick
16)	JJC management should clarify the nature of stages 1 and 2 of the complaints procedure. This clarification should be communicated to children and staff to ensure accurate recording and analysis (paragraph 4.39)	Accepted	The agency ensures that children are fully aware of the various stages of the complaints procedure	Achieved
17)	Steps should be taken to document the fact that parents / carers are advised when a child has made a complaint (paragraph 4.40)	Accepted	Parents are contacted when a young person makes a complaint. Recorded in young person's file	Achieved Paul McStravick
18)	NIACRO and the JJC should ensure that the attendance of independent representatives is increased to comply with the Service Level Agreement (SLA) between the two organisations (paragraph 4.41)	Accepted	A SLA is in place and monitored by YJA External Funding Panel. New provider appointed	To be completed end of March 2009 Jim Begley Dave Weir
19)	The evaluation of programmes should deliver: <ul style="list-style-type: none"> - more consistent timetabling arrangements; - an appropriate training and development schedule to enable staff to deliver programmes more confidently; - a prospectus of core programmes for all children; and - methodology to measure the long term effectiveness of programmes (paragraph 5.9) 	Accepted	ELC continues to work towards a static timetable and 'Faculty' model that will give Programmes more focus. The menu of programmes has been reviewed and amended to meet the needs of young people. Two specific programmes which all young people will complete have been introduced. The training needs of staff is being monitored. There have been discussions about the measurement of outcomes	To be completed end of March 2009 Jim Begley Louise Ormsby
20)	The JJC should ensure opportunity for the staff to discuss regularly their classroom practices to enable a more balanced focus on developing children's learning and their levels of accreditation (paragraph 6.6 a)	Accepted	The development of the 'Faculty' model will facilitate further consultation and practice development	To be completed end of March 2009 Jim Begley George Neill

21)	The ELC should develop further the coherence of its curriculum eg using programmes of work as a context for the extension and development of literacy and providing a greater emphasis on the development of oral skills – helping children to listen to one another and to reason and discuss ideas (paragraph 6.6 b)	Accepted	The implementation of Essential Skills and Occupational Skills will further the integration of cross curricular themes eg Literacy and Numeracy and further the development of Woodlands revised curriculum	To be completed end of March 2009	Jim Begley George Neill
22)	Procedures should be strengthened to provide a more robust link between the ELC/JJC and community services, including links with the Education and Library Boards and Health Trusts (paragraph 6.8)	Accepted	YJA / JJC have engaged with DENI and ESA to strengthen links	Achieved	Jim Begley
23)	The JJC should establish a more formal approach to data collection and analysis to inform self-evaluation, and enable improvement, which can be celebrated within and beyond the centre (paragraph 6.10 a)	Accepted	The YJA is developing an interim electronic case management system that will capture education performance as well as programmes that are to be put in place by 31/03/09	On Target To be completed end of 2009	Phil Tooze Jim Begley
24)	ELC staff should be enabled to access professional training (by provision of substitute cover) to develop their awareness of and knowledge of the wider educational system and the implications of changes in the external education environment for the ELC (paragraph 6.10 b)	Accepted	Staff development days are focused on training for the Revised Curriculum, consequently the substitute panel continues to be developed. Training has been accessed from DENI & CEA	Achieved	Jim Begley
25)	The layout of children’s files should ensure that specific health care information is easily accessible to all relevant care staff involved with the child (paragraph 7.3)	Accepted	Working party addressing this as per recommendation 10	To be completed end of March 2009	Paul McStravick
26)	The healthcare staffing complement should be filled. Healthcare staff development and supervision arrangements should also be reviewed to ensure they are able to pursue relevant professional development through clinical supervision and development work (paragraph 7.4)	Accepted	A full complement within the Healthcare team has been achieved and arrangements for supervision and development are in place	Achieved	Jim Begley
27)	Management should reinforce the need for good infection control procedures with relevant staff (paragraph 7.16)	Accepted	Work in progress at team training days. Induction of new staff and at individual level in supervision	On Target Work in Progress	Paul McStravick Michael Vernon

28) A policy for the safe administration of medications should be put in place to inform all relevant staff (paragraph 7.18)	Accepted	Secondary dispensing is no longer an issue. The staff rota / move to NJC has addressed these issues	Achieved	
29) Secondary dispensing should cease. The administration of medications to children when nursing staff are not on duty should be immediately reviewed to ensure that correct procedures are adhered to and the health and safety of the child is not compromised. Where there is no alternative, care staff administering medications to children should have training in relation to this matter (paragraph 7.20)	Accepted	Secondary dispensing is no longer an issue. The staff rota / move to NJC has addressed these issues	Achieved	
30) Additional control measures should be immediately implemented for distribution and return of sharp implements as follows: - house kitchens and workshops in the education block: consider providing latching locks on all drawers/cupboards containing risk items; and - use inventories / sign out/in or shadow boards for all education areas (paragraph 8.5)	Accepted	Review of procedure for the control of sharps within house units and education deemed that the existing lockable draws were suitable. New horticulture store within suitable sports block area now complete and shadow board in place	Work in Progress Part Achieved Roll out of Procedure by JB/GN	Michael Bingham Jim Begley Paul McStravick
31) Annual validation of ventilation rates against design values should be carried out particularly to living accommodation/bedrooms (paragraph 8.13 a)	Partially Accepted	It was not practical to carry out validation commissioning testing. However new air flow gauges have been fitted on all air handling units which allows performance of each individual unit to be checked against design criteria	Achieved	Michael Bingham
32) A maintenance regime for the dental area, including servicing of the bench top sterilizer and flushing the water system periodically when not in use and prior to use, should be put in place immediately. Reference should be made to the MDRA guidance on the <i>purchase, operation and maintenance of bench top steam sterilizers</i> and to the guidance contained in Department of Health's Health Technical Memoranda	Accepted	New maintenance standard now applied to bench top sterilizer HMT 04-01	Achieved	Michael Bingham

(HTM) 04-01 – <i>Water Systems: control of legionella, hygiene, safe hot water and drinking water systems.</i> (paragraph 8.13 b)				
33) The emergency standby generator should be run on load for one hour on a monthly basis. Reference should be made to the requirements of BS5839 – 1:2002 section 44.3 a (paragraph 8.13 c)	Accepted	New G59 panel has now been installed which permits the generator to run on load. During the winter months the generator runs every day and it is planned to have a test run once a week during the summer months	Achieved	Michael Bingham
34) Regular cleaning of external pathways of algae and moss to remove or reduce slipping hazards should be carried out as found necessary, beginning as soon as possible. The suitability of surfaces should be considered and modified accordingly as necessary (paragraph 8.13 d)	Accepted	Planned programme for the cleaning of the paths and court yard in place. Investigation ongoing into covering decking with a new non-slip material	Part Achieved Work in Progress	Michael Bingham
35) The baseline fire risk assessment should be reviewed periodically – annually is recommended. The review should consider and reassess the effectiveness of the evacuation procedures against the security arrangements in the centre (paragraph 8.18 a)	Accepted	Fire risk assessment completed and fire safety training delivered	Achieved	Michael Bingham
36) The corrective action plan in the fire risk assessment should be addressed and signed off without delay (paragraph 8.18 b)	Accepted	Corrective action completed and signed off	Achieved	Michael Bingham
37) Additional fire safety training, particularly relating to the evacuation procedure, should be afforded to all staff on a six-monthly basis (paragraph 8.18 c)	Accepted	Fire safety training delivered	Achieved	Michael Bingham
38) Attendance by staff at fire safety training and fire evacuation practices should be recorded routinely so that individual non-attendance is flagged (paragraph 8.18 d)	Accepted	The development of the new training database will action this requirement	To be completed end of March 2009	Michael Bingham