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| Exceptional Delivery Model (EDM) 18  YCS – Resettlement  Agreed Version 1.0 |
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| **3 July 2020** |

**HMPPS Regime Recovery Management Plans- RRMP**

**Exceptional Delivery Model (EDM)**

**Resettlement**

**Introduction**

A suite of EDMs are being published as part of the guidance for secure settings to guide them through construction of local RRMPs. This EDM is a brief guide on the high-level principles that must be incorporated into a local plan for each element of regime delivery. It is essential that the plan for reinstating an element of the regime does more than simply reintroduce the local procedures that pre-dated COVID measures. Each local plan must incorporate social distancing and cohorting measures, medical considerations, PPE and hygiene requirements (including regular hand-washing), as well as security and safety considerations. Each EDM will also guide secure settings on the most procedurally just way to stand up each regime element under continuing COVID restrictions.

Each secure setting must create a plan for every element of regime that is relevant to their category and function based on the guidance in its respective EDM. Mirroring the approach taken during the development of ERMPs, secure settings have local autonomy to determine the formal and contents of each plan or procedure they produce from the EDMs but the RRP they complete summarising their local recovery proposal will be based on a template provided.

This EDM has been developed jointly by policy and operational colleagues in conjunction with specific stakeholders relevant to each area. Each EDM breaks each regime element into a series of processes or areas. Under each one there are a set of baseline requirements which must be met by each secure setting. Every baseline requirement has an importance weighting from one (lowest) to three (highest) attributed to it, to assist secure settings in planning and sequencing activity required. Baselines are split into those that are mandatory and those that are desirable. Each baseline also has a “level of autonomy” attached. This describes the level of freedom a secure setting has over the design of the product/output required to satisfy each baseline.

**The EDM in relation to the delivery of Resettlement within the YCS Secure Estate is provided overleaf. This advice will be updated as Government guidance evolves and any changes to HMPPS regimes are made over-all. This EDM needs to be considered in conjunction with the Professional Visits EDM.**

**Regime Recovery Management Plans- RRMP**

In response to HM Government and Public Health England (PHE) guidance, HMPPS and The Ministry of Justice (MoJ) have constructed a national Recovery Framework to return secure settings to pre-COVID levels of regime. The principle is to guide secure settings back from an Exceptional Regime Management Plan (ERMP) to normal RMP processes, through a staged uplift in regime elements. It is based on splitting normal regimes into three separate packages which will be reinstated in an agreed sequence at establishments who meet stringent readiness requirements.

Secure settings are required to develop local Regime Recovery Plans (RRP) based on a suite of national guidance documents called Exceptional Delivery Models (EDM) in the same way they developed a local ERMP based on operational guidance. Establishments are being provided with high level guidance outlining the parameters they must work within, but have autonomy to build their own bespoke plans based on what works locally. Establishments will submit their RRP together with a readiness assessment to their respective PGD. A central assurance mechanism will review submissions and determine the order in which establishments commence their regime recovery activity.

Each RRP will summarise a secure settings local plans and proposed timescales for standing up elements of regime that have been suspended or reduced during COVID-19 and their readiness assessment will demonstrate that the establishment satisfies all the pre-requisites to commence recovery. Once these have been approved by PGDs and signed off centrally establishments can enact their local recovery plan but will do so under continuing central and line management scrutiny. This is essential as the national COVID picture remains hard to predict, it is therefore essential that activity is coordinated across the estate and progress at individual secure settings is carefully planned.

It is crucial that a model of recovery is not over-engineered to the extent that it cannot flex and react to the national and global COVID landscape. Therefore, once approved to commence recovery, each establishment will be required to report on progress through their Prison Group Director. The central review mechanism will track progress and determine whether recovery activity (split into four phases) can progress to the next phase, remain at the current level or slow depending on progress and the wider national context. Recovery activity will be closely governed and steadily paced to ensure stability and safety are maintained throughout.

The overall aim is to oversee safe and stable progression from ERMP regime to each establishment’s pre-existing RMP at all sites. This requires two distinct phases of work involving four packages of services (again we have chosen four packages to closely mirror the ERMP approach that has immediately preceded it). Firstly, we must switch off the core elements of ERMP in a safe fashion by extending on-wing regime, we must then switch on additional levels of service that are features of the amber regime. We cannot progress to the second phase without having established a safe and stable operating base. Each EDM must have consultation with recognised Trade Unions at a local level and adequate facility time afforded.

**Summary of Prison Recovery Model**

**Exceptional Delivery Regime model: Resettlement**

Areas of Resettlement within the YCS Secure Estate were quite properly suspended on 24 March 2020 as we introduced extensive restrictions to social contact to manage the impact of coronavirus (Covid-19) in our secure sites and to prepare for likely further increases in staff absence.

It is judged that certain tasks completed by the Resettlement function within the children and young people’s secure estate, as delivered prior to COVID-19, is not feasible at the current time. The need for an Exceptional Delivery Model (EDM) will provide a framework for how resettlement in the children and young people’s secure estate can be delivered safely and in adherence with PHE guidance on physical distancing. This EDM is part of our medium-term recovery plan.

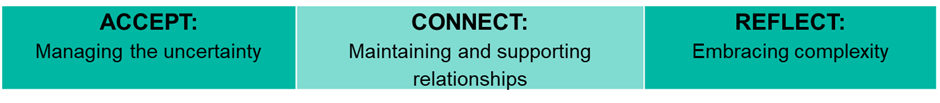
This EDM sets a framework of principles within which the children and young people’s secure estate must operate. STCs may not be required to comply with mandatory actions where the legislative framework or operating model is substantially different. The appropriate extent of resettlement work that can safely be delivered is for local determination, adhering at all times to these principles. This should be facilitated via dialogue between the Governor and Heads of Casework.

**Resettlement within the children and young people’s secure estate**

All children and young people within the secure estate should have the opportunity to shift their identity and transform their lives by using their time in custody constructively to reduce their risk of harm and reoffending; to plan their resettlement; and to improve their prospects of becoming safe, law-abiding and valuable member of society. Resettlement is at the heart of much of what we do, supporting the critical transition from custody to community.

We know relationships can make a huge difference and we want children and young people to have trusting relationships with staff to support them through their sentence and help them take responsibility for their own rehabilitation. This EDM will focus resources where they are needed most, by providing support to children and young people throughout their sentence. The children and young people’s secure estate should enable Resettlement Practitioners to work with all relevant stakeholders in a collaborative way to ensure that children and young people are supported effectively and that information is shared.

Further, the need to keep staff and children and young people safe from infection and supported will inevitably be at the forefront of the minds during this period. The ACCEPT, CONNECT, REFLECT framework assists in guiding the response to manage the uncertainty around the disease, while supporting colleagues and meeting the needs of children and young people through the vital role of social interaction, at a physical distance.



**YJB National Standards (2019) for children and young people**

These standards for children and young people in the youth justice systemdefine the minimum expectation for all agencies that provide statutory services to ensure good outcomes for children and young people in the youth justice system. They are set by the Secretary of State for Justice on the advice of the Youth Justice Board (YJB). These standards are intended to guide strategic and operational services’ understanding of ***what*** is expected, but does not prescribe how services should be designed and delivered. Each standard contains links to underpinning statutory guidance on the delivery of services. Therefore, during Covid-19 the National Standards must be the basis for how the children and young people’s secure estate manage all resettlement work whilst also working within the PHE guidelines.

The standards aim to:

1. Prioritise the best interests of children, recognising their needs, capacities, rights and potential.

2. Build on children’s individual strengths and capabilities as a means of developing a pro-social identity for sustainable desistance from crime. This leads to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.

3. Encourage children’s active participation, engagement and wider social inclusion. All work is a meaningful collaboration with children and their carers.

4. Promote a childhood removed from the justice system, using prevention, diversion and minimal intervention. All work minimises criminogenic stigma from contact with the system.

*(YJB National Standards, 2019)*

**Standard 4** sets out the expectations for resettlement within the children’s and young people’s secure settings:

* transport used for children, from court to their destination establishment, to and from court while in custody, or used for other destinations (e.g. health appointments), is appropriate for children, and minimises delays
* the needs and risks of children in secure establishments are identified, addressed, coordinated, and managed to enable a suitable, effective and constructive resettlement with a focus on continuing desistance
* all services, including education and health care, prioritise children’s best interests and recognises their needs, capacities, rights and potential
* services take all action to address the causes of a child’s offending behaviour and any unmet social, emotional, health or educational needs
* the environment that children live in is rehabilitative and safe and one where there is a culture that enables children to develop, grow and learn
* children are motivated by staff to have an opportunity to engage in appropriate, high-quality education and training that helps them to make good progress
* effective communication and information exchange is in place for the preparation and delivery of the secure and the community phase of sentences
* there is a robust approach to holding services and agencies to account in the event of insufficient planning and delivery of the transition and or resettlement plan for a child
* communication between professionals is in line with Youth Custody Service requirements
* services, plans and interventions take account of diverse needs and promote equality
* safeguarding information is conveyed to relevant parties and agencies without delay
* strategic partnerships and secure establishment providers have confidence in the quality of services and in the effectiveness of supervision of children and all service provision prioritises the child’s best interest
* children and their parents and carers are provided with appropriate information and support during the secure phase of the sentence.

**Looked After Children**

A significant proportion of children and young people in custody are also Looked After Children in the care of their home local authority. This includes but is not limited to all children and young people on remand, in accordance with the LASPO Act 2012.

The requirements of the Children Act 1989, and therefore its amendments, apply to all children and young people in custody in accordance with Case Law brought by the Howard League in 2002. This effectively means that children in custody have the same rights and protections as their counterparts who are not in custody.

As with all aspects of the regime and work undertaken with children and young people during COVID-19, sites should ensure they maintain and adhere to PHE guidelines on physical distancing whilst carrying out resettlement work with children and young people. In cell telephony if available can be used or unit-based interview rooms where physical distancing guidelines can be adhered to. Meetings can be held via video conferencing or telephone conferencing and outside agencies must not visit the site without following the guidance set out in the Professional Visits EDM. Many Resettlement departments have open plan offices, consideration must be given to the requirements of physical distancing within this environment which needs to be taken into account in Risk Assessments and SSOW.

The movement of children, young people and staff around the site in order to facilitate resettlement work must be avoided, and cohorting arrangements adhered to and not compromised. An arrangement allocating resettlement practitioners/caseworkers to specific parts of the site must be arranged during this period to minimise the risk of the spread of infection.

It is recognised that there may be exceptional local circumstances such as a new, significant outbreak of COVID-19 cases or a high level of staff absence where even the minimum level cannot be delivered.

**When delivering and risk assessing this EDM please consider the following:**

* The required provision of PPE, the application of social distancing and maintenance of infection control measures in accordance with PHE advice.
* the cumulative impact on movements of people into and out from the premises when implementing this EMD alongside others
* Any risk posed to vulnerable groups
* The application of NHS England core principles:
* **CONNECT:** The single biggest risk to mental well-being is isolation and disconnection from others. In the Secure Estate, given the increased risks of social isolation at this time, it is essential we maximise opportunities for relational connection, whilst maintaining physical distance.
* **Maintain Relevant Contacts:** Priority should be given to ensuring children and young people can maintain contact with family and Youth Offending Team worker.
* **Promote Physical Health:** Maximise personal and hand hygiene.
* **Provide as much fresh air as possible:** Maintain good physical and mental health by maximising physical activity and access to fresh air (in line with physical distancing guidance).
* **Structure the day & create routine:** Structure can be helpful especially when living with others, as it allows a sense of predictability and control. Establishing (or maintaining) a sense of routine is essential. Ensure regular timing for access to medication, including those who may have received a diagnosis of ADHD.
* **Ensuring there are activities to do:** The need for meaningful activity is paramount in protecting well-being and preventing challenging behaviour.
* **Allocate or maintain meaningful roles:** Where possible, allow young people to maintain or develop particular roles and responsibilities, either as individuals or groups. This may be as helpers, mentors, entertainers etc. Developing a respected role is important in maintaining purpose and belonging with others.
* **Promote openness:** Normalise anxiety and encourage children and young people to access support when they need it be particularly watchful over those that are withdrawn, quiet or find it difficult to ask for help.
* **Crisis plan:** Be pro-active in planning for those children and young people that you suspect may find periods of isolation or high stress particularly difficult. At each site the SECURE STAIRS multi-disciplinary team should be in place to identify and support those children who are most vulnerable. A Formulation and support plan will be critical in providing support.
* **Coordinated YCS and NHSE&I Response:** The Critical Case Panel has been extended to ensure support and advice is coordinated across the CYPSE via daily, weekly and monthly review processes in addition to the central Enhanced SECURE STAIRS team that has been mobilised across YCS, psychology and health.

**Guide to weightings/prioritisation (mandatory tasks only)**

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| Value | Description |  |
| 3 | Highest– action required as a precursor to other tasks | |
| 2 | Medium – action required as part of wider work | |
| 1 | Lowest – action required once others have been completed | |

**Guide to autonomy levels (mandatory tasks only)**

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| Value | Description |  |
| Total | Establishment has total autonomy to determine the design of the product that satisfies the baseline | |
| Partial | Establishment has partial autonomy – the ability to choose from pre-determined delivery options (which are specified) | |
| Limited | Establishment has limited autonomy and must deliver the product as stipulated | |

**Exceptional Delivery Regime model: Resettlement**

**This EDM is for national framework level 3.**

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| **Area/Process** | **Baseline** | **Weighting (1,2,3)** | **Autonomy Level**  **(total, partial, limited)** | **Comments/Sources of information** |
| **Mandatory actions** | | | | |
| **1. Start of sentence** | **1.1** Screening for Restricted Status to follow normal Security process | **3** | **Limited** |  |
| **1.2** Allocation of all new cases to a named Resettlement Practitioner / Caseworker within 24 hours by the casework manager or nominee. | **3** | **Limited** | Casework guidance 2016  48 due to weekends  These timescales may need extending if there is an outbreak on site and there is a requirement to move out of level 3 back to level 4 or 5.  Resettlement practioners/caseworkers are both band 4 op and non op staff in YCS  These must be managed within expectations of reverse cohorting rules |
| **2. Throughout the sentence** | **2.1** Public Protection requests and actions progressed including child and adult safeguarding | **3** | **Limited** | Public Protection Manual 2018 and if available Local Policy  [**Public Protection**](https://equip-portal.rocstac.com/CtrlWebIsapi.dll/?__id=webDiagram.show&map=0%3A9A63E167DE4B400EA07F81A9271E1944&dgm=1C1C7ABA94D34A2890D0810236E34B71) |
| **2.2** Inter-departmental Risk Management Team meetings must take place monthly. | **3** | **Limited** | [**Public Protection**](https://equip-portal.rocstac.com/CtrlWebIsapi.dll/?__id=webDiagram.show&map=0%3A9A63E167DE4B400EA07F81A9271E1944&dgm=1C1C7ABA94D34A2890D0810236E34B71)  Consider conference calls for IDRMT meetings  All PHE guidance around infection control including hand hygiene, physical distancing and appropriate use of PPE must be followed when holding these meetings. |
| **3. Resettlement** |  |  |  |  |
| **3.1** Remand, Sentence planning and LAC meetings should be held in line with YJB National Standards and legislation. These meetings should be carried out by the method agreed locally by each Establishment SMT and such methods will be dependent on the alert level and what is appropriate at that specific level and must be in accordance with PHE guidance. Other EDMs such as professional visits, should all be considered when considering how meetings should take place. | **3** | **Partial** | YJB National Standards  Children Act 1989  Children Leaving Care Act 2000  Care Planning Placement and Case Review Regulations  Initial reviews will be taking place once the 14 days on the RCU is completed, check ins with YOT’s and Children completed before the initial review.  For Looked After Children and Care Leavers, both of which are legal definitions, the following apply:  The Children Act 1989, notably sections 20, 23 (A-E), 31, 38.  <https://www.legislation.gov.uk/ukpga/1989/41/contents>  The (Children) Leaving Care Act 2000<http://www.legislation.gov.uk/ukpga/2000/35/contents>  The Children and Social Work Act 2017  <http://www.legislation.gov.uk/ukpga/2017/16/contents/enacted>  And the Care Planning Placement and Case Review (England) Regulations and the Care Planning Placement and Case Review (Wales) Regulations  <http://www.legislation.gov.uk/uksi/2010/959/contents/made>  http://www.legislation.gov.uk/wsi/2015/1818/contents/made  Key in all of the above are the meetings and functions that a secure site will be required to facilitate and support.  All PHE guidance around infection control including hand hygiene, physical distancing and appropriate use of PPE must be followed when holding these meetings. |
| **3.3** Contribution to MAPPA to continue via completion of the MAPPA F and attendance at MAPPA meetings via the agreed technology pathway. | **3** | **Limited** | [**MAPPA**](https://equip-portal.rocstac.com/CtrlWebIsapi.dll/?__id=webDiagram.show&map=0%3A9A63E167DE4B400EA07F81A9271E1944&dgm=EDF6402399934EC9B5E04AE0C1A7BCE0) |
| **3.4** ROTL, HDC, and Early Release boards and if Emergency Release Procedures are enacted these should be conducted remotely.  Please refer to the YCS ROTL EDM for ROTL processes**.** | **3** | **Limited** | [**HDC**](https://equip-portal.rocstac.com/CtrlWebIsapi.dll/?__id=webDiagram.show&map=0%3A9A63E167DE4B400EA07F81A9271E1944&dgm=F637D243FBAC4282A0ABC7BE534A02D6)  [**ROTL**](https://equip-portal.rocstac.com/CtrlWebIsapi.dll/?__id=webDiagram.show&map=0%3A9A63E167DE4B400EA07F81A9271E1944&dgm=19F0E3FCB746467390BA1D53CFF6ED28)    **Early Release** |
| **3.5** Licence conditions to be discussed between the Resettlement Practitioner /Caseworker and YOT Officer /parent/guardian and Resettlement Practitioner/Caseworker to chase the YOT Officer if the Release plan with licence conditions has not been received in a timely manner. Communication to the Child/Young Person on the agreed licence conditions should be carried out by a method agreed locally by each Establishment SMT | **2** | **Partial** | National Standards  Notices of Supervision: guidance for Youth Offending teams |
| **3.6** Sentence Planning Review Meeting SPRL reports for parole. Where it is not possible to interview a Child/Young Person face to face for reports alternative technology should be explored ,such as in room telephones and using existing assessments and any new information available on quantum systems, ASSET PLUS and in conjunction with the YOT . | **3** | **Limited** | [**Parole**](https://equip-portal.rocstac.com/CtrlWebIsapi.dll/?__id=webDiagram.show&map=0%3A9A63E167DE4B400EA07F81A9271E1944&dgm=8724697ACB8C46D8B4AA6282434237CE)  The YOT Officer should be able to utilise Video Conferencing Facilities to interview the child or young person for the Parole Report and make an informed recommendation. |
| **3.7** Recall discussion to take place between Resettlement Practitioner /Caseworker and YOT Officer via agreed technology pathway and communication with the Child/Young Person regarding Part B report and any representations to be carried out by a method agreed locally by each prison SMT. | **2** | **Partial** | [**Recall**](https://equip-portal.rocstac.com/CtrlWebIsapi.dll/?__id=webDiagram.show&map=0%3A9A63E167DE4B400EA07F81A9271E1944&dgm=719C142C5137472792C9D5A63412D261)  Resettlement practioners/caseworkers are both band 4 op and non op staff in YCS |
| **4. Case Admin/prison officer tasks** | **4.1** Tasks which support the OMU are completed and communicated to all relevant OMU staff and any actions followed up by the Resettlement Practitioner/ Caseworker   * Licence/discharge paperwork * HDC/ROTL /Early Release * Sentence calculation * Custody office functions * Bail and supported accommodation for HDC * PNC * Confiscations orders * ViSoR * LISP1s –parole eligible determinates and extended sentences should be prioritised however, indeterminates should be actioned where possible. | **3** | **Limited** | National Standards  Public Protection Manual 2018  Resettlement practioners/caseworkers are both band 4 op and non op staff in YCS.  OMU administration roles are non operational |
| **5. Exceptional OMU tasks** | **5.1** COVID – SPL: To coordinate the ROTL Board dossier, contribute to all relevant forms, update Asset Plus, liaise with YOTs and VLO and undertake any enforcement action where necessary. | **3** | **Limited** | Exceptional Delivery Model for ECTR/ROTL and SPL ROTL |
| **5.2** COVID - ECTR: To support any release arrangements as defined in the EQuiP maps | **3** | **Limited** | Exceptional Delivery Model for ECTR/ROTL and SPL ROTL  [COVID19 ECTR](https://equip-portal.rocstac.com/CtrlWebIsapi.dll/?__id=webDiagram.show&map=0%3AFF2D8D3F16B44268B814F7F8177A16F7&dgm=C2A9945D59504DF99B2F3BC9CAD6F250) |