



HM Prison &
Probation Service



Youth
Custody
Service

YCS Child First Transformational Delivery Model

March 2022



Introduction

The YCS Child First Transformational Delivery Model* (CFTDM) was put in place to:

- Coordinate areas of work during the pandemic
- Capture the learning from the YCS experience of COVID-19 and ensure this:-
 - a) began to shape delivery during the pandemic, and
 - b) is used to inform the future state of the organisation

The model has been informed by input from Governors, Directors, Heads of Service and key stakeholders. It also incorporates interim findings from the YCS CoRE Research Project, which conducted extensive interviews with children and staff across the estate during the pandemic.

The model is rooted in HMPPS vision and the YCS vision for child centred services. It uses 5 'operational priority statements' to capture the learning to date and which are being used help to shape the services we deliver to children in our care.

**Note: As the model has been developed as part of the YCS response to a very specific set of circumstance, it has not been designed to be comprehensive, i.e. it may not address all the features that will be needed as part of the future state of the organisation: it is likely that some areas of work (e.g. the development of a revised suite of measures for the organisation) will need to be informed by other, complimentary activity to ensure any gaps are filled.*

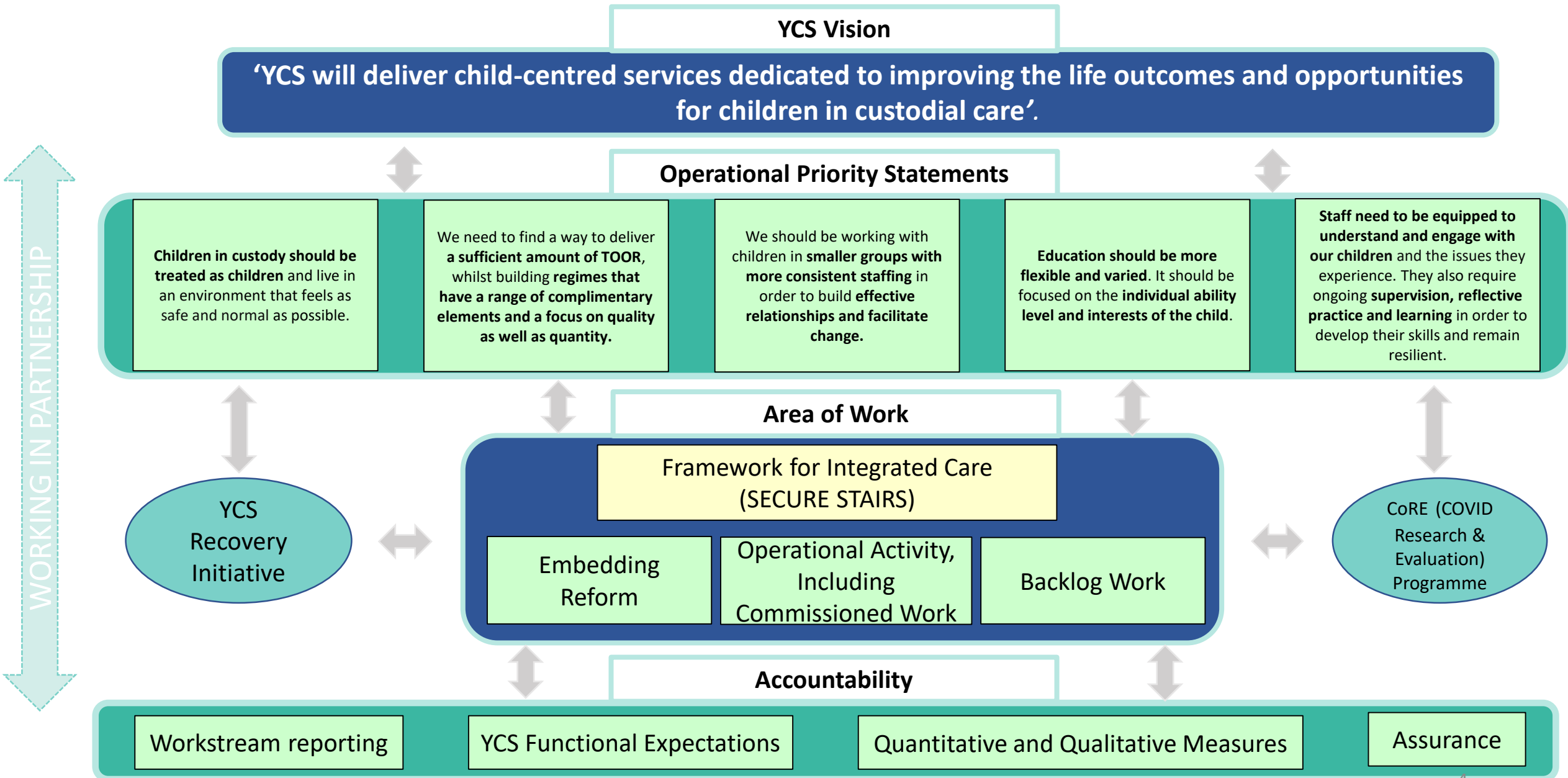
Introduction (cont.)

The YCS Recovery Initiative will come to an end at the point at which sites leave the National Framework. HMPPS are establishing a Prison Operations Team to coordinate ongoing central activity and operational guidance is being provided to sites on the oversight of infection control and ongoing regime delivery.

The CFTDM will, however, continue to be embedded in to new 'business as usual' through:

- The incorporation of the model in to the operational guidance to sites as they leave the framework and establish the 'new normal'
- The YCS ongoing programme of reform activity, including the Framework for Integrated Care (SECURE STAIRS), which will remain one of the major vehicles through which recovery is taken forward.
- The development of a revised suite of outcomes and measures designed to measure performance in line with the model.
- The dissemination of the full findings from the YCS CoRE Research Project.
- Ongoing work to consider backlogs and the likely impact on the speed at which regimes are able to open up.

CHILD FIRST TRANSFORMATIONAL DELIVERY MODEL



Developing Outcomes and Measures

A key part of embedding the learning from the CFTDM has been a review of outcomes and measures. The aims of this work included aligning a revised suite of outcomes with the 5 Operational Priority Statements to make sure that data used to measure performance focuses on the right areas. Initial work has been completed on the high level outcomes (see below), which have also been aligned with the Framework for Integrated Care.

1. All staff feel supported and able to build positive relationships with the children in their care.
2. Children display a reduction in high risk behaviour.
3. Children's individual needs are understood and met
4. Children are involved and able to influence decisions
5. Children's learning develops their full potential and supports personal growth and identity shift
6. Children are provided with structural support to facilitate resettlement or transition to the adult estate.
7. Children and staff are treated fairly and with dignity and respect

Appendix 1: Reform in the YCS

Reform activity in the YCS has a different timeline and content to Reform in the adult estate: YCS Reform was initiated following the Taylor review in 2016 and is now well-established within YOIs and more recently within STCs. YCS reform is therefore an ongoing process that will now be shaped by the learning from the pandemic, rather than an initiative that will follow and build upon recovery activity.

Continuing to implement YCS Reform in the new context of recovery will involve:

- Prioritising activity at both local and national levels in the light of the YCS priority statements
- Beginning to ramp up activity that has been paused or reduced as resources allow (e.g. addressing the backlog).

Activity to reform the Children and Young People Secure Estate includes:

The Framework for Integrated Care (SECURE STAIRS)

The Framework for Integrated Care ('SECURE STAIRS') jointly led by NHS England and NHS Improvement and the YCS, provides the foundations for how the YCS works with children and our recovery efforts. It aims to support trauma-informed care and formulation-driven, evidence-based, whole-systems approaches to creating change for children and young people within the children and young people secure estate. The approach includes a recognition of health needs and health-led interventions (often psychologically-informed) but does not view these as separate from the other social, developmental and psychological needs that young people may present with. The Framework actively promotes innovative working practices and collaborations that stretch across traditional agency boundaries and promotes genuine integration and co-production.

Youth Justice Specialist Role

The continuing role out of the Youth Justice Worker is part of our commitment to introduce staff specifically trained to work with children and young people. We will also enable all staff joining the YCS to take part in a specialist qualification focused on the 'child first'.

Appendix 1: Reform in the YCS (cont.)

Custody Support Plan (CuSP) Initiative

Provides each child in YOIs with personal custody support officers who they work with on a weekly basis to build trust and consistency. During Covid-19 the option of a less intensive and physical distanced version has been in place, but we will now begin to build up delivery of the full CuSP model as regime restrictions abate.

Education / Learning Offer

A focus on ensuring that benefits and lessons learned during the pandemic are built into future education / learning offer delivery. This includes the principle of flexibility as a key part of the ethos, which allow sites and providers greater freedom to meet the bespoke needs of children and to provide holistic and tailored services. We aim to build this approach in to future provision through the education (learning services) retender.

Secure Schools

In July 2019 the Government announced Oasis Charitable Trust as the successful applicant to work with the Government towards opening and running the country's first secure school in Medway, Kent. The YCS is working in partnership with the Department of Education and NHS England and NHS Improvement to progress the development of this new initiative.

Refurbishment

A range of activity to improve the existing estate includes the installation of 'in-room' showers at Feltham 'A', Werrington and Wetherby YOIs, improving facilities for education, and the planned roll out of secure in-room technology across public sector YOIs to help children access services such as education and engage with family and delivery partners.

Culture & Strategic Leadership

Supporting YCS to create an environment that enables successful delivery of the YJRP and Covid 19 recovery activity. This includes a range of activity that will continue to support the YCS in developing a whole systems approach to culture development, embracing both reflective and open learning, and a new YCS vision and set of values. This includes continuing to implement recommendations from the culture review of the public sector YOI's, launching the YCS Culture Code alongside accompanying toolkit and guidance; establishing the YCS Culture Network; and a Leadership Development offer specific to operational staff.

Appendix 2: How the Child First Transformational Model maps in to the YCS Vision, Principles and Delivery

The YCS vision has informed the development of the CFTDM (see slide 4). The 5 operational priority statements provide further detail on *how* we will ‘*deliver child-centred services dedicated to improving the life outcomes and opportunities for children*’ based on our learning and experience of the pandemic. The 5 operational priority statements also contribute to principles that support the vision and how this will be delivered.

The following diagrams map the operational priority statements across to the YCS priorities and demonstrate how implementing each of them will contribute to the delivery of the vision:

Operational Priority Statements

Children in custody should be treated as children and live in an environment that feels as safe and normal as possible.

Relevant YCS Principles and How They Will Be Delivered

Enabling people to be their best

- Championing and embedding **diversity and inclusion**
- Promoting **conflict resolution** (activity to facilitate the peaceful ending of conflict and retribution) to develop healthy relationships with all

Modernising our estate and technology

- Providing **safe and nurturing accommodation** in which positive relationships flourish
- Ensuring our sites **meet the individual needs** of children which can often be complex and unique
- Designing sites as **Enabling Environments** that support our model of care based around **psychologically informed practice**
- Improving the **quality and functionality of digital services** to support children's needs

An open, learning culture

- Reviewing and evaluating current practices to develop a better **understanding of 'what works'** within all types of placement
- Promoting **procedural justice** to ensure transparency, all children treated with fairness and have a voice and thereby strengthening [a child's](#) commitment
- Embedding a **co-production approach** to ensure children's voices are heard and make a difference

Transforming through partnership

- Engaging **families and significant others** to develop supportive relationships with their children
- **Engaging strategic partners who are responsible for the safety and well-being of children in their area and provide services to children who have been harmed.**
- Delivering **integrated health services** which promote physical and mental wellbeing
- Developing and implementing a **Wales Secure model** around small and therapeutic units that also informs practice in England

Operational Priority Statements

We need to find a way to deliver a **sufficient amount of TOOR**, whilst building regimes that have a range of complimentary elements and a focus on quality as well as quantity.

Relevant YCS Principles and How They Will Be Delivered

Enabling people to be their best

- Creating a capable, skilled, resilient and valued workforce that effectively supports a **positive identity shift** of children in custody and is **gender responsive**
- Championing and embedding **diversity and inclusion**
- Promoting **conflict resolution** (activity to facilitate the peaceful ending of conflict and retribution) to develop healthy relationships with all

Modernising our estate and technology

- Ensuring our sites **meet the individual needs** of children which can often be complex and unique
- Designing sites as **Enabling Environments** that support our model of care based around **psychologically informed practice**
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An open, learning culture

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- Promoting **procedural justice** to ensure transparency, all children treated with fairness and have a voice and thereby strengthening **a child's** commitment
- Embedding a **co-production approach** to ensure children's voices are heard and make a difference

Transforming through partnership

- Delivering **education services** which engage children in learning and unlock their potential
- Engaging **families and significant others** to develop supportive relationships with their children
- Engaging strategic partners who are responsible for the safety and well-being of children in their area and provide services to children who have been harmed.
- Delivering **integrated health services** which promote physical and mental wellbeing
- Driving **constructive resettlement practice** across central and local government

Operational Priority Statements

We should be working with children in **smaller groups with more consistent staffing** to build **effective relationships and facilitate change.**

Relevant YCS Principles and How They Will Be Delivered

Enabling people to be their best

- Creating a capable, skilled, resilient and valued workforce that effectively supports a **positive identity shift** of children in custody and is **gender responsive**
- Championing and embedding **diversity and inclusion**
- Promoting **conflict resolution** (activity to facilitate the peaceful ending of conflict and retribution) to develop healthy relationships with all

Modernising our estate and technology

- Ensuring our sites **meet the individual needs** of children which can often be complex and unique
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Transforming through partnership

- Delivering **education services** which engage children in learning and unlock their potential
- Developing and implementing a **Wales Secure model** around small and therapeutic units that also informs practice in England

Operational Priority Statements

Education should be more flexible and varied. It should be focused on the **individual ability level and interests of the child**.

Relevant YCS Principles and How They Will Be Delivered

Enabling people to be their best

- Creating a capable, skilled, resilient and valued workforce that effectively supports a **positive identity shift** of children in custody and is **gender responsive**
- Championing and embedding **diversity and inclusion**
- Promoting **conflict resolution** (activity to facilitate the peaceful ending of conflict and retribution) to develop healthy relationships with all

Modernising our estate and technology

- Ensuring our sites **meet the individual needs** of children which can often be complex and unique
- Improving the **quality and functionality of digital services** to support children's needs

An open, learning culture

- Reviewing and evaluating current practices to develop a better **understanding of 'what works'** within all types of placement
- Embedding a **co-production approach** to ensure children's voices are heard and make a difference

Transforming through partnership

- Delivering **education services** which engage children in learning and unlock their potential
- Engaging **families and significant others** to develop supportive relationships with their children

Operational Priority Statements

Staff need to be equipped to understand and engage with our children and the issues they experience. They also require ongoing supervision, reflective practice and learning in order to develop their skills and remain resilient.

Relevant YCS Principles and How They Will Be Delivered

Enabling people to be their best

- Creating a capable, skilled, resilient and valued workforce that effectively supports a **positive identity shift** of children in custody and is **gender responsive**
- Championing and embedding **diversity and inclusion**
- Promoting **conflict resolution** (activity to facilitate the peaceful ending of conflict and retribution) to develop healthy relationships with all

An open, learning culture

- Reviewing and evaluating current practices to develop a better **understanding of 'what works'** within all types of placement