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**HMPYOI**

**Feltham A**

**Use of Restraint Report**

**April 2019 – March 2020**

**August 2020**

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| Introduction to MMPR within Feltham A  |
| Minimising and Managing Physical Restraint (MMPR), is a programme used across five Young Offender Institutions and two Secure Training Centres. It was developed by experts in managing children and aims to provide secure estate staff with the ability to recognise young people’s behaviour, and use de-escalation and diversion strategies to minimise the use of restraint through the application of behaviour management techniques. It sets out a number of physical restraint techniques. Following the review of Pain Inducing Techniques led by Charlie Taylor and published in June 2020, the programme is being reviewed to strengthen the emphasis on prevention, de-escalation and considering psychologically informed practice in working with children in custody. An updated syllabus will be rolled out in 2021. SECURE STAIRS is a psychologically informed integrated framework of care being implemented across the Youth Custody Service. It focuses on the needs of individual children and supporting the staff to take care of them. The Youth Custody Service has an ambition to deliver excellent, child focussed services to children in custody, which focus on meeting children’s needs through the model of Constructive Resettlement. A number of work streams exist to drive forward this ambition and Feltham’s progress in this regard is outlined below. We refer to ‘children’ to highlight that those in our care are legally children first, though we use the term interchangeably in this report with the term ‘young people’ which is routinely preferable to those in our care. The decision to use ‘Use of Restraint’ within Feltham A in order to restrain a young person must always be viewed as the last available option / resort. This ‘last resort’ is not defined by law, but is understood to mean that when managing young people’s behaviour, if alternative options other than restraint have a realistic chance of success, their use is to take priority. It is therefore critical that all staff have a range of credible and effective alternative response strategies. This can be best achieved through the development and application of robust behaviour management strategies. Restraint is only a last resort at the stage when other preferable and appropriate strategies have been considered or implemented. This is not to suggest that when these strategies have been exhausted, restraint is the automatic response. When restraint is used, staff must believe that it is the most appropriate way of responding to the situation and not *‘just the only one left’.* The application of physical techniques are therefore to be used only when other methods not involving the use of force have been tried and deemed to have failed in terms of de-escalation, or are judged unlikely to succeed, or action needs to be taken to prevent injury or serious damage to:* The young person,
* To staff,
* To other persons,
* To property,

When the use of physical restraint techniques are deemed necessary, consideration should be given to whether it is ethical, necessary, reasonable, appropriate, and proportional. The health and welfare of the young person should always be paramount during any restraint incident. Any person using restraint must be prepared to establish that the restraint used was: * Reasonable in the circumstances ,
* Necessary,
* No more than necessary,
* Proportionate to the seriousness of the circumstances,

They also need to have satisfied themselves with the following two ethical question:1. *Have I exhausted all reasonable options?*
2. *Am I acting in the best interests of either the young person or others?*

How a young person will react when basic physical techniques are initially applied may be difficult to predict therefore members of staff must be fully prepared for any change in the young person’s behaviour. If the member of staff deems the threat / risk too high then an alternative course of action should be considered and taken. For this reason, members of staff must be confident in their own ability to deal with the situation and that the techniques when applied, will have a positive effect in order to decelerate the incident. The responsibilities of all staff when applying any restraint techniques are to:* Assess the need and type of physical intervention in order to ensure the health and welfare of the young person or others.
* Initiate and maintain non-threatening dialogue creating opportunities for deceleration.
* Monitor the behaviour, language and non-verbal signs from the young person.
* Monitor the medical condition of the young person, identifying any specific warning signs or symptoms, and take appropriate action.
* Continually assess the need for physical intervention.

MMPR, therefore contains 3 main elements:

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| MMPR |  |
|  | A behaviour management package which covers a number of behaviour management strategies. If used correctly these should decelerate behaviour and negate the need for physical restraint. |
|  | A medical package which gives vital information to staff to recognise serious injury warning signs and/or symptoms during restraint. This package will enable staff to adapt the restraint accordingly keeping the health and welfare of the young person as an over-riding priority. |
|  | The physical restraint package which is designed to manage difficult incidents where all other reasonable options have so far failed. |

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| Key Findings April 2019 – March 2020 |
| * 47.5% decrease in total number of incidents in quarter 1, compared with quarter 4
* 50% decrease in individual YP’s involved in incidents each month from quarter 1, compared with quarter 4
* 38.91% decrease in high level holds from quarter 1, compared with quarter 4
* 67.30% decrease in low level holds from quarter 1, compared with quarter 4
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| Overview April 2019 – March 2020 |
| During the financial year between April 2019 and March 2020 there were 707 incidents where a member of staff used restraint on a young person within Feltham A. The number of use of restraint incidents recorded each month ranged widely, from 104 during May 2019 to 37 incidents at the end of March 2020. This equates to an average of 58.91 incidents per calendar month. The total use of restraint for this time period is higher at 1004 recorded over the financial year. This accounts for incidents where there was more than one young person involved and as a result had restraint used against them within the same incident. On average during every incident within the aforementioned time period 1.42 young people were involved and subsequently had some restraint used against them. This data does not represent any young person involved in an incident, where de-escalation techniques were used successfully and restraint was not required.The graph above, shows that during the 1st quarter of the financial year the total use of restraint increased dramatically by 30% from 108 incidents in April 2019 to 155 incidents during June 2019. Within this 1st quarter there were two serious incidents involving several children. The first occurred during May 2019 where 12 young people were restrained during an incident on Heron Exercise yard. The second occurrence of mass concerted indiscipline was during June 2019 where 10 young people were restrained following an incident on Jay Unit. These 2 incidents alone only account for 11.22% of all the young people who were restrained during this quarter. This displays the quantity and frequency of low level indiscipline present throughout Feltham A during this time period. In total between April 2019 and March 2020 there were 3 serious incidents involving several children. These 3 incidents including the previously mentioned 2 incidents which took place within the 1st quarter and 1 incident on Eagle unit, account for restraint being used against 33 young people. These incidents occurred during May, June and December 2019. It is apparent when looking at the graph above that these incidents coincide with spikes in recorded numbers of incidents where restraint was used. There was a total of 528 young people involved within use of restraint incidents during the year. Whilst this total gives a clear understanding of the amount of young people involved in incidents, it does not account for different young people that were involved in multiple incidents over multiple months.Looking at the trajectory of the level of use of restraint over the reporting period, it is clear that as the year progressed, the overall level of use of restraint within Feltham A decreased. Breaking the data down in order to look at the type of restraint that was used during the incidents, 70.5% of all restraint used was an approved MMPR technique. The use of non-MMPR techniques during incidents within Feltham A, remained relatively stable throughout the year with an average of 24.67 incidents per month recorded. A non-MMPR technique would be restraint that is used for the personal safety of an officer, outside of the MMPR manual. Any restraint used is still subject to the 4 general principles and 2 ethical questions as taught through the MMPR manual. The graph above shows the trajectory of the total amount of restraint compared with the number of high & low level holds and also the amount of times ratchet cuffs were used. From this data it is clear that over the last financial year, the higher the amount of use of restraint incidents, the higher the proportion of high level holds and subsequent use of ratchet cuffs.There were 214 application of ratchet cuff over the reporting period. Looking at the graph above the use of mechanical restraint (Ratchet cuffs) follows a similar trajectory as the level of high-holds recorded throughout the year. Ratchet cuffs can often be deemed to be a de-escalation tool as once the young person has them applied that can often result in the young person calming down and becoming compliant. They are also applied for the young person’s safety, for example if they are being re-located over a longer distance, or down stairs.It is expected that in the future the use of inverted wrist holds is to be discouraged and is likely to be removed from the updated syllabus. The consequence of this could be the higher rate of ratchet cuff application in order to maintain the safety of the young person and the staff during any restraint. As an establishment and with the support of the MMPR coordinators, it is always preferable for young people to be restrained using low level holds such as a guiding hold, single embrace or figure of 4. The use of low level restraints within an incident indicate that the young person is communicating with staff and that there is a level of compliance with staff instructions. In contrast, high-level holds are used when a young person is and continues to be actively resisting.  |

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| April 2019 – June 2019 (Pre-Urgent Notification) |
| Following a court ruling in December 2018, Feltham A lost use of the shared segregation unit within the Feltham Establishment. The direct impact of this was that the young people couldn’t see any direct retribution for negative behaviour as the ringleaders remained on the residential unit’s. The result was a fast developing culture of the young people encouraging the inciting of violence towards other young people and also towards the staff with the knowledge that there was little chance of proportionate punishment. The Safeguards department within Feltham A (which encompasses the MMPR coordinators) was understaffed both before and during this quarter. Due to the operational template, the MMPR coordinators were under resourced with 2.5 in post out of the allocated 4. This led to the coordinators unable to facilitate their areas of expertise to a satisfactory level as there was not enough personnel available to deal with the escalating volatile atmosphere on the residential units. With the ever increasing peer pressure throughout the establishment, alongside deep-seated gang related issues, the anti-bullying strategy was inadequate and unable to deal with any arising issues effectively. A consequence of this was a growing level of self-harm reported across the establishment. The structure of the regime was poor, with staff often confused over what was happening and when. A direct result of this was higher volume of miscommunication between staff and the young people which in turn intensified the level of frustration. It was increasingly difficult to get the young people to attend Education, and the number of young people needing to be kept apart from their peers for their safety escalated leading to high levels of time spent in rooms. This sequentially led to an increase in the number of young people refusing to go to their rooms which in turn resulted in more restraints.Staff, whilst with all good intentions to continue to make a difference, were exhausted. Month on month of relentless assaults both directed towards themselves and towards the young people accompanied by staff shortages, high levels of sickness absence and increased levels of staff within their first year of working as a prison officer, had left morale low and many staff members burnt out. This resulted in a vicious circle of even more staff sickness with no real direction on how to improve the situation. |

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| July – March 2020 (Post Urgent Notification) |
| ***Restructure***In response to the Urgent Notification (UN) being received by Feltham A in July 2019, a Deputy Governor was assigned specifically for Feltham A. This was a new post as previously the Deputy Governor role was shared between both Feltham A & Feltham B. This appointment preceded a management overhaul in both personnel and structure. During this process the safeguards department was restructured with a new Head of Safeguarding coming into post. Further changes within the department included increasing the custodial managers from 1 to 3 in order provide management support for the different functions within the department (MMPR, Child Protection, Violence, Conflict Resolution and Deliberate Self-harm). Other notable adjustments within the department included providing additional resources for the MMPR coordinators by increasing the staff from 2.5 to 4.5 and also increasing dedicated safeguards officers for the department from 1 to 3. This increase in MMPR coordinators alongside the support of the new structure within the department, enabled the MMPR coordinators to reduce the amount of outstanding QA’s from 278 at the end of June 2019 to zero at the end of March 2020. By clearing the backlog of outstanding QA’s and being able to provide de-briefs within the allotted 48 hours the MMPR coordinators are able to identify safeguarding concerns and have assurance that any force used was done proportionately and legitimately. The custodial manager in charge of child protection was able to further develop a closer working relationship with the LADO and Hounslow Local Authority. This enabled a revamp of the triage process which happens when a safeguarding concern was received by the prison. The graph below shows the journey from July 2019 when the urgent notification was first received where every referral was automatically sent out for the LADO to evaluate, to a more autonomous relationship where everyone concerned is satisfied that all safeguarding concerns are triaged appropriately and dealt with efficiently. Therefore any arising concerns are dealt with within a specified time period, providing suitable action to prevent the young people from any potential further harm.For context on the overall improvement recorded within Feltham A, on 01/04/2019 there had already been 257 recorded use of restraint incidents within that calendar year. Looking at the same time period the following year, by 31/03/2020 there had been 133 recorded use of restraint incidents. This is a reduction of 48.24% comparing like for like variables of time.***Core Day***The daily regime was remodelled by the newly appointed Deputy Governor in order to maximise time out of rooms for purposeful activity. This included raising attendance levels at education and also increasing association times on the residential units in order for the young people to develop inter-personal skills and form pro-social relationships with both their peers and staff. The roll was significantly decreased in order to allow for the changes to be made and implemented. This also enabled a refurbishment project to begin in order to improve the facilities available for the young people on a day to day basis.The graph above shows the trajectory of the levels of restraint used looking at after the urgent notification was issued in July 2019 looking at the data per 100YPs. This graph accounts for the change in total roll reported over the remaining 9 months of the financial year and shows a gradual decline in use of restraint from the urgent notification until December 2019 which as previously mentioned saw an incident of mass concerted indiscipline at the end of the month, where 11 young people were subsequently restrained. Following this incident, the remaining 3 months of the reported period saw a return to the gradual decline in total use of restraint incidents.***Anti-Bullying***One major criticism of Feltham A, laid out following the full inspection during July 2019 was that levels of self-harm had tripled between January 2019 and July 2019. As a result young people supported by the ‘assessment, care in custody and teamwork’ (ACCT) document had also increased significantly since the previous inspection. The inspectors assessed that a key cause of this increase was down to frustrations surrounding the regime and also high levels of bullying. The anti-bullying policy which had been in place, was replaced at the start of February 2020 by the PEACE Policy in order to better support young people who are affected by controlling or coercive behaviour. The PEACE Policy recognises that both types of behaviours are considered harmful and reinforces the belief that it is everyone’s duty to challenge and report harmful behaviour. Emphasis is also placed on the referral to appropriate services and partner agencies working within Feltham A in order to provide a complete holistic approach. Whilst the PEACE policy is still in its infancy following the rollout across Feltham A, initial impression are that it is being well received by both the young people and also by the staff. The forecast of the implementation of the PEACE policy is a decline in the types of behaviour that can lead to violence between the young people which as a result, we expect to lower total use of restraint across the establishment. Following identification that a prevalent area for assaults and bullying to occur was around the pin-phones, In-cell phones started to be rolled out across the establishment towards the end of the reporting period. Whilst this is in its infancy, it is expected that a direct outcome of this process will be the reduction in bullying and related violence with pin phones being the root cause. This in turn should decrease further the amount of use of force incidents around this known hotspot.***Care & Separation Unit***One of the larger catalysts for the increase in use of restraint incidents being reported within Feltham A, was the loss of IBIS Unit in December 2018. Falcon Unit was set up in order to provide a designated re-integration centre, and also where critical care support could be provided. The unit also houses the adjudication suite. Having access to this unit, Feltham A are able to provide a space that allows young people to access support. A small team of staff work with any young person that are not able to engage with a purposeful regime. This includes young people who are on Rule 49. The re-introduction of a unit where support can be given following an incident, either following attempts to de-escalate the situation elsewhere, or where it is considered unsuitable or unsafe for them to return to their usual residential unit, not only provides a visual aid to other young people that incidents of in concerted discipline are dealt with accordingly but also allows for Falcon staff and other partner agencies to formulate a better understanding of the young person’s behaviours and how to support these. The end goal being the reduction in instances of further restraint, thus lowering the total use of force used within Feltham A.A further development in terms of Falcon Unit, has been the decision to move the function to sit under the safeguarding team to ensure that those children who are separated are safeguarded appropriately. ***IEP Policy***The Incentive and earned privileges (IEP) scheme has been re-designed and merged with the Reward and sanction (R&S) scheme in order to allow for greater transparency and improved understanding of what is expected of the young people during their time at Feltham. This scheme has now become the primary method in keeping good order and operates within a user friendly format of bronze, silver & gold regime with sanctions and privileges being awarded via a traffic light system. Emphasis is given to communication between staff and the young people, with each award both positive and negative being fully explained to the young person and the appeal process signposted. This has had a beneficial impact on the levels of frustrations reported by the young people, in terms of procedural justice and not knowing why a sanction has been implemented. Again, whilst this new IEP scheme is in its infancy, only going live during February 2020, the aim is an improved level of transparency. The result of this and the improvement in positive quality interactions between the young people and staff we hope will assist in the overall process of lowering amount of force recorded whilst also facilitate with the development of positive working relationships across the establishment.  |

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| Training |
| Following the Urgent Notification, MMPR training was evaluated and further developed in order to fit the needs of the staff at Feltham A. The MMPR coordinators have adapted the standardised training package, to one which was more scenario based. This allows for focused training sessions tailored around issues which are most relevant to what staff are facing on a day to day basis. MMPR refresher sessions occur every 6 months in order to make sure that operational staff’s skill set is current and up to date.It was also identified that a large number of staff did not feel confident and comfortable with using restraint. This was in part as a result of a large recruitment drive which resulted in a high increase of the number of new prison officers who had been in the job for less than a year. In order to support staff, confidence building sessions were also introduced as a separate training package. This was designed to allow officers to develop their skills within a safe training environment, developing confidence in the application of use of force. Whilst this was targeted at the newer prison officers within Feltham A, it also proved a valuable tool for more established staff, many who had lost confidence and self-belief in their skills/ abilities over previous months.Units where there are high levels of incidents recorded are also provided with a duty MMPR coordinator on a daily basis. Their presence on the unit, displays a level of visibility for the young people, whilst also provides additional support for the staff.  |

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| Monitoring |
| As part of the MMPR restraint management strategy, there are a number of processes designed to safeguard young people. All are robustly implemented by the establishments MMPR coordinators. These are Triage, Quality Assurance (QA) process and Post Incident De-briefs.The first process to be instigated following any use of restraint is the triage process. This early intervention is used for screening any use of restraint incidents within the first 24 hours to detect if there are any safeguarding concerns within that restraint. When triaging an incident the MMPR coordinators evaluate footage from CCTV as well as from Body Worn Cameras (BWC). They also look at any further written information obtained from post-incident debriefs, staff statements and F213’s which are completed if a young person reports an injury. If concerns are raised by either the young person or the MMPR coordinator, a full QA is conducted with a safeguards referral being automatically completed, if one has not previously been actioned. The Triage process was created by an MMPR Co-Ordinator at Feltham to tackle any safeguarding concerns as soon as possible. This process has developed further and has now rolled out across YCS as good practice to safeguard children. A QA will automatically be completed if the Use of Restraint incident meets certain criteria. This includes:* Serious Injury Warning Sign / Symptom (SIWS)
* Use of a Pain Inducing Technique (PIT)
* A Planned Intervention
* A search carried out under restraint
* An assault on staff
* An incident where there was multiple young people involved
* Or if there was a safeguarding concern raised via the triage process.

The QA’s also form the basis of the review process during the weekly Restraint Management Meeting (RMM) which is a multi-agency platform to discuss all use of restraint that have occurred within Feltham A over the previous week. This meeting allows for each incident of restraint to be scrutinised, monitored and evaluated in order to ensure that force is being used appropriately. The information gathered from the RMM, feeds into the monthly safeguarding meeting and in turn the quarterly safeguarding meeting, in order to ensure that all applicable stakeholders are aware of any developing trends and subsequent learning points. Medical handling plans are discussed within this forum in order to provide staff with a clear understanding of any pre-existing medical conditions or risks that may put the young person at further risk during any restraint. This addresses the different considerations that staff need to make in order to keep the young person safe regardless to their level of resistance or aggression during any restraint. Post incident debriefs (PID’s) for the young people that have been involved in a restraint or use of restraint will take place within 48 hours of the incident. This is to ensure that the young person’s perspective and opinion of the incident is heard and recorded. It also allows for any issues that may have preceded the restraint to be identified and resolved in order to reduce the likelihood of the young person being involved in any further restraint. Barnardos are always invited to attend the first debrief where a young person had had use of restraint applied, as an additional support mechanism for each young person. Post incident debriefs are also available as a support / learning tool for staff. This is not compulsory, however, if required provides staff members with a detailed appraisal of their actions during any incident. This supports staff in developing self-assurance around their participation within an incident, whilst also allows for a tailored personal development plan to be put into place if required. |

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| April 2020 Onwards |
| Whilst a lot of positive changes have been implemented into Feltham A over the last 9 months, which have had a major effect on improving the quality of life for the young people in our care, there are still a number of improvements that as an establishment we are trying to make.Ultimately, our aim for use of restraint is to continue to reduce the total incidents month on month. The ongoing development of a productive regime and the improvement in pro-social working relationships between the young people and members of staff should assist this process further. When inevitably some incidents cannot be deescalated and the use of force has to be instigated, it is desirable that as a prison we promote low-level holds alongside de-escalation techniques which will have the advantageous result of lowering high-level holds reported across the establishment. Again, positive working relationships between the young people and staff and the development of a more transparent IEP system where explanations are always provided for rewards / punishments, we hope will manifest into an environment where conversation is the norm. This we hope to be beneficial in improving future dialogs for verbal de-escalation, whilst also helping to limit frustrations from young people which can also manifest into incidents where force has previously been required.Our aim around use of restraint is to develop further strategies in order to support victims of violence in conjunction with key agencies across the establishment. Having a robust anti-bullying policy where all types of anti-social behaviour can be challenged and tackled appropriately by the designated safeguards officers has started to have an effect on overall bullying levels across the establishment. With the new PEACE policy, Child Protection and the newly integrated Falcon Unit now all sitting under the Safeguards department, it is our expectation that this will begin to assist the development of beneficial improvements in order to support the young people within our care.When incidents where restraint is used does occur, we will continue to monitor the use of restraint and the reasons behind this. We will assess all incidents specifically in order to ensure that handling plans for the young people can be formulated if required in order to support the young people throughout their time at Feltham.Reform InitiativesThroughout the Covid period we have continued to deliver bespoke CuSP/CoSP sessions which have helped maintain positive relationships with YP and allowed staff to address frustrations at the earliest opportunity. We have seen a shift in the cultural operation of Feltham A, we have communities now instead of residential, and we have a safety lead instead of safeguarding manager. These are subtle but impactful changes, where all have a sense of community belonging and all have a say. Simple changes in communication has helped support this view, we no longer have separate notices to staff and children, we have community updates, which give a sense of equality a parity between children and staff. Work has commenced on Dunlin unit with a dedicated lead to achieve accreditation for an Enabling Environment, once successful this will be rolled out on to other units. Feltham’s ESU has been closed for the whole of the COVID period and is due to re-open on the 1st of October, this will bring another layer to our enhance support services. In the meantime an Enhanced Support Team service is in place for the children who need it e.g. children who are choosing not to engage and leave their rooms for showers and fresh air, or with anxiety about Covid-19 and its impact. There is a referral system in place being picked up by the wellbeing team, and a system in place for providing different levels of monitoring and interventions depending on need. Wellbeing initially zoned all young people either Red, Amber or Green dependent on need, currently we have no one in the red zone and all young people have fared better than expected in terms of coping with the Covid regime. SECURE STAIRS is progressing well on Eagle unit, with core support meetings to start on Heron week beginning 10 August. Dunlin unit will follow Heron, and remaining units will be scheduled in at a later date. Feltham have recently submitted a bid to erect a specialist building on Feltham A, it will be located on an open space behind our existing residential units. The building will be dedicated to the Safeguarding function and will be utilised as a Behaviour Support Suite (BSS). The BSS will include areas for Young People to receive both one to one work and group work. It is vital to have a building where young people can feel safe and be able to receive support or help away from their peers. The building will be used by several specialist teams such as conflict resolution and MMPR but will also be multifunctional, allowing for debriefs with both staff and YP, Peace Policy interviews, ACCT reviews, child protection interviews etc. There will be toilets and a kitchen area to make this space self-contained. In addition the BSS will have office space for the staff working within the safety department, a Dojo training area for MMPR with changing rooms and shower facilities. There will also be storage space for PPE, MoE and Airbags. The identified area where this facility will be housed is within response distance of Feltham A units. The building will include a range of spaces to ensure that there is enhancement in all areas of safeguarding to benefit the Young People. There will be 4 x office spaces, 1 for management, 1 for admin, 1 for MMPR and 1 for the Conflict Resolution team. In addition to these areas, there will be access to Quantum terminals in the multi-functional room for staff to record CuSP/CoSP sessions, update NOMIS and conclude safeguarding checks. There will be a rainforest room providing tranquillity for children with different types of distraction. There will also be a DoJo inclusive of showers and changing facilities for staff. Alongside this there will be a kitchenette area and toilets for both staff and Young People. The area will have CCTV and general/fire alarms. |

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| Head of Safeguarding Closing Summary  |
| April 2019 – March 2020 has been a challenging year for both staff and Young People within Feltham and this reflects in the figures of Use of Force, especially in the early part of the reporting year. The Urgent Notification that was enacted within Feltham was right at the time and as an Establishment we knew we needed to do better for both staff and children. The extremely high UoF figures within the start of this report reflect the violence that was being shown against staff by Young People, highlighting a lack of positive relationships between staff and Young People. This was a difficult cycle to get out of but a lot of work has been put in to ensure that Feltham is safer for Young People and UoF is reduced. Following the UN; Safeguards had to change to ensure that Young People were safe at Feltham. The department has had a change of personnel and processes which has taken a long time to develop and implement. The journey to recovery started following the UN in July and it continues through 2020 and beyond. The violence and UoF will likely never be completely irradiated in Feltham but we now have robust processes in place to deal with such incidents at the lowest level and offer individual support to children displaying difficult behaviour. The data that is being collected by the safeguards department is analysed monthly and is often subject to external scrutiny. In 2021 we aim to ensure all we have implemented is fully embedded and we continue to improve outcomes for our Young People. We have worked alongside Hounslow Local Authority to give our assurances to the community and will continue to be open and transparent. At Feltham we want to take the walls down and open ourselves to our community to ensure that we are never in a position again whereby we are not good enough for our Young People.  |

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| Glossary of Terms  |
| **MMPR** – Minimising & Managing Physical Restraint **Guiding Hold** – Low level use of arm hold to guild young person**Single embrace** – Low level arm hold**Figure of 4** – Medium level arm hold**Keep-Apart –** Substantial conflict between children that means we need to keep them apart from each other for their safety**Adjudication** – a process in which poor behaviour is challenged by a Governor through a formal process. This can lead to children having a loss of privilege.**CUSP –** Custody Support Plan. All children have an allocated CUSP worker to help them through their time at Feltham and progress. A CUSP worker will meet with them each week and support each child individually. **Quantum –** Computer system in place to support HMPPS. **MoE –** Method of Entry; a technique used to acquire entry to any room that has been blocked. **PPE –** Personal Protective Equipment. This is the equipment that is used when is required for the safety of staff. This would consist of arm & leg pads, a vest, overalls & helmet. This would be used in a planned event of restraint. **UN –** Urgent Notification |