

HM YOI Cookham Wood

Annual Report of the Independent Monitoring Board

1 August 2009 - 31 July 2010

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Section 1: STATUTORY ROLE OF THE IMB

The Prisons Act 1952 requires every prison to be monitored by an independent board appointed by the Home Secretary from members of the community in which the prison is situated.

The Board is specifically charged to:

- (1) Satisfy itself as to the humane and just treatment of those held in custody within its prison and the range and adequacy of the programmes preparing them for release.
- (2) Inform promptly, the Secretary of State, or any official to whom he has delegated authority as it judges appropriate, any concern it has.
- (3) Report annually to the Secretary of State on how well the prison has met the standards and requirements placed on it and what impact these have on those in its custody.

To enable the Board to carry out these duties effectively its members have right of access to every prisoner and every part of the prison and also to the prison's records.

Section 2: DESCRIPTION OF THE PRISON

2.1 Introduction

- 2.1.1 This report by the Independent Monitoring Board (IMB) for HM YOI Cookham Wood covers the period from 1st August 2009 to 31st July 2010.
- 2.1.2 Cookham Wood is situated in Kent on a site adjacent to Medway Secure Training Centre and opposite HM YOI Rochester with which it shares support services such as catering and facilities maintenance.
- 2.1.3 Cookham Wood accommodates young men aged 15 to 17 on remand, and takes others aged 15 to 18 convicted of an imprisonable offence and deemed unsuitable for, or not warranting, secure local authority accommodation. The establishment serves Kent, Sussex and London courts and is intended for sentenced young men with family connections to Kent and the South East. When commissioned it was intended that 25% of Cookham Wood's population would be those on remand.
- 2.1.4 The operational capacity of 143 is spread across three main residential units of mainly single accommodation. Ash House and Beech House are each based on three floors with the more modern 17 room unit Cedar House housing a mixture of newly-arrived young people and those coming to the end of their sentence. The newly formed Phoenix Unit is also part of the operational capacity and has 12 spaces. The Phoenix Unit houses young people with a mixture of complex needs. The maximum number of young people held at any one time during the year was about 136; the average being about 112.
- 2.1.5 Towards the end of the reporting period some 40% of the population was on remand and 60% sentenced, however during the reporting year remand prisoners peaked at 70%.
- 2.1.6 54% of young people were Black and Minority Ethnic (BME), 42% White and 4% White Other.
- 2.1.7 Approximately 8% of young people were described as foreign nationals with 99% describing themselves as having English as a first language. About 4% were 18 years old.
- 2.1.8 There were 95 officer staff members in post against a target of 106. Overall there were 217 members of staff working at Cookham Wood against a target of 249. Just over 41% of officer staff were female (53% overall). 4.9% of all staff were BME.

2.2 Agencies within the establishment

- 2.2.1 A number of other agencies operate within the establishment delivering contracted services and providing voluntary support. These include VOICE (providing advocacy support to the young people), the education provider (CfBT). Healthcare is provided with funding from Medway NHS Primary Care Trust. Enrichment activities are supported by other agencies including Charlton Athletic Football Club.

Section 3: EXECUTIVE SUMMARY

3.1 Issues requiring a response from the Prison Service

Healthcare

3.1.1 In last year's report the Board raised the following point:

'The cleaners and the cleaning of the Healthcare department remains a high risk factor.'

The minister replied:

'It has been agreed...that the PCT will supply training and support to cleaners.'

Despite this reply and many discussions with the PCT the cleaning of the Healthcare department to NHS standards remains un-resolved and continues to be flagged up as risk factor. (*paragraph 4.3.6 page 10*)

3.1.2 There are also two other outstanding issues as identified from the HMIP report. At the time of reporting the department still does not employ a child nurse nor has the required refurbishment of the department taken place to bring it up to the appropriate standard. (*paragraph 4.3.7 page 10*)

3.1.3 *Reception*

As with last year's report, the Board continues to be concerned about the number of late arrivals, despite falling numbers in recent months, the number of YPs arriving at the establishment after 19:00 remain significant. (*paragraph 5.3.3 page 16*)

3.1.4 *Health & Safety*

In last year's report the Board raised the following point:

'An issue of concern to the Board is the lack of facilities for extracting smoke if there was to be a fire in the residential wings. The Board views this as a potentially dangerous situation that needs to be addressed and backed with appropriate funding.'

Whilst funding has been requested none has been forthcoming. The Board has been informed that the danger associated with smoke on landings is not without precedent in the prison estate and so in this report the Board wishes to amplify the concern expressed last year of the dangerousness of the current situation on 6 out of the 7 landings in the prison. (*paragraph 5.5.1 page 17*)

3.2 Issues of concern or excellence not requiring a response

3.2.1 *Foreign Nationals*

The following on-going issues are currently under consideration and not yet implemented:

- Photographs of all canteen items that are available for purchase
- All menu sheets to provide symbolic references with the selection of food
- A handbook to be available in Reception written in the 10 most used languages. (*paragraph 4.2.6 page 10*)

3.2.2 *Learning & Skills*

Although there appear to be good working level relationships within the prison, the management of the partnership arrangement between Cookham Wood and the education provider CfBT appears to be strained. (*paragraph 4.4.2 page 11*)

The Learning & Skills Development Inspection has identified the need to improve the quality of learning outcomes, teaching and staff's classroom management techniques. (*paragraph 4.4.3 page 11*)

3.2.3 *Safer Custody*

The second quarter of 2010 brought an increase in the number of fights, use of force and ACCT documents being raised. A large increase in the number of YPs involved in fights has prompted concerns that this could be gang related, and that Cookham Wood may be experiencing the consequences of community or territorial gang conflict. (*paragraph 4.5.8 page 14*)

It is worthy of note that during this period the average population rose from around 90 to close to the operational capacity of 143. With staff shortages becoming critical, heavy reliance has had to be placed upon detached duty staff and payment plus. A Quarterly Safeguarding report identified that there was an increasing number of staff with no experience of juvenile offenders. (*paragraph 4.5.8 page 14*)

There have been significant improvements in the use of management meetings to direct activities. The quarterly Safeguarding Strategy meeting and the recently introduced weekly Safer Regimes meeting represent positive developments. It is therefore disappointing to report that the monthly Safeguarding Sub Committee has not received the same regular attendance and commitment in recent months. It is reassuring that the incidences of self harm appear to be on the downward trend, reflecting the care and success in raising and managing ACCT documentation and care plans. (*paragraphs 4.5.2 & 4.5.5 page 13*)

Despite some early teething difficulties there are some positive signs that the new Phoenix Unit will be a valuable asset in the area of safeguarding and care. It is notable however that there is no physical separation between those YPs detained in the Phoenix Unit on behaviour grounds and those requiring intensive care and support. (*paragraph 4.5.7 page 14*)

3.2.4 *Drugs*

The restricted access to HM YOI Feltham's de-toxification unit remains a concern for the Board given the added pressure on resources when a YP needs to be taken out to hospital. (*paragraph 5.1.4 page 15*)

3.2.5 *Enrichment and Regime*

Since the last report the Enrichment programme has suffered a number of setbacks. The objective inherited from the last reporting period of three hours per evening staffed by 300 hours of 'payment plus' has not been reached. (*paragraph 5.2.1 page 15*)

3.2.6 *First Night Centre*

While in Cedar House new arrivals are housed with a group of YPs coming to the end of their sentence. Some staff have expressed concern regarding the lack of protocols and procedures for the interaction between these new arrivals and the YPs coming to the end of their sentence. (*paragraph 5.4.2 page 16*)

It was previously reported that First Night Centre staff were particularly good at identifying and dealing with vulnerable YPs. The Board is concerned that the changes to the induction programme reduces the opportunity for staff to identify at an early stage those YPs who may be most at risk within the main population; especially in view of the poor performance of the Personal Officer Scheme. (*paragraph 5.4.4 page 17*)

3.2.7 *Personal Officers*

The Board is concerned about the drop in performance and lack in awareness of the Personal Officer Scheme. (*paragraph 5.6.5 page 17*)

3.2.8 *Religion*

Funding for renovations to the Multi-Faith room has been withdrawn therefore some planned work remains undone. A mosaic cross and other YP art work has now been completed and is awaiting installation into the Multi-Faith room. (*paragraph 5.10.3 page 20*)

3.3 Overall judgment

3.3.1 The Board is of the view that compared with the position at the time of last year's report Cookham Wood is a more stable environment with more positive and experienced staff. This is despite two serious incidents in June and October 2010 – the latter being outside the formal reporting period.

3.3.2 It has however been a rocky 12 months. Between September 2009 and March 2010 there was steady improvement as numbers increased, however this was followed by a decline culminating in 3 attacks on staff in June 2010 and the serious incident of 29th June.

3.3.3 The Governor is clear on what she is trying to implement based on her experience of HM YOI Hindley. Staff understanding appears not yet to be similarly consistent and complete.

3.3.4 The level of violence, both on staff and on young people, has been of real concern. The incident of 29 June 2010 was triggered by the introduction of much needed change in the IEP scheme and a stricter regime apparently aimed at sending the message to YPs that the staff are 'in control'. Inadequate and late communication with YPs regarding changes to the regime may however also have been a contributory factor in this incident.

3.3.5 Staff morale and confidence appear to have improved under the new arrangements. Staff report that they are feeling more in control. It is not yet clear how this will translate into beneficial change for the YPs; for example staff training for dealing with this age group has been piloted but has not yet been fully delivered and will need to be tested for effectiveness once implemented. There appears as yet to be no clear road map for building on this greater control to move onto a more rehabilitative & supportive regime.

3.3.6 The management of significant changes designed to address urgent problems highlighted by specific incidents have been rushed and have tended to generate other transitional problems. Based on feedback from staff, some new initiatives appear to be less than fully planned and documented, and are implemented with insufficient communication and training. Examples include:

- The Phoenix Unit was introduced before full operational policies & guidelines were in place – although now the unit has been working for some time there are signs of progress.
- Changes to Cedar House/First Night Centre - to the Board's knowledge there are not yet any clear policies for the interaction of new arrivals and more established YPs in Cedar House.

- Relocation of the FNC – poor communication and planning may have been a factor in the apparent disillusionment of FNC staff.
- 3.3.7 Communication between senior management and staff; and between staff & YPs could be more effective. It is understood however that there are plans for a new communication strategy. During the year, there has been little effective consultation with YPs, with the Young Persons Council functioning less than effectively.
- 3.3.8 The meetings process is not fully or consistently used; meetings are often cancelled or delayed, with attendance variable and poor. This appears partly to be the result of operational pressures and 'fire fighting'. Although the schedule of meetings held has been reviewed and streamlined during the year there remain problems with the overall effectiveness of these meetings.
- 3.3.9 In addition to the unsteady implementation of change there have been problems outside the management's control. The profile and numbers of young people, in particular high numbers of remand prisoners on more serious offences. The situation was further exacerbated by a staffing situation that was outside the control of the management team.
- 3.3.10 More recently the cathartic effect of the aftermath of 29th June has resulted in an improved environment of control helped by the YJB reducing the number of remand YP being brought to Cookham Wood.
- 3.3.11 Much still needs to be done to move from control to a rehabilitative environment that is managed through good communication, a stable and dedicated staff delivering skilled and experienced care.
- 3.3.12 At the time of writing there has been two significant developments outside the reporting period:
- The arrival of the HMIP in September some 19 months after the February 2009 inspection. Top level scores for the inspectorate's four reporting areas show improvement in Safety (a real concern at the last inspection), albeit rated as 'Not Sufficiently Good'. Respect remains in this same category whilst Resettlement and Purposeful Activity maintained their 'Reasonably Good' score.
 - There has also been another serious incident involving 5 young people and resulting in significant damage to education facilities.
- 3.3.13 Feedback from the survey undertaken as part of the inspection suggests that changes implemented over the past year have not yet resulted in outcomes perceived by the young people. Perceptions of safety are no better than at the time of the February 2009 inspection and are below comparator levels, Perceptions of healthcare and resettlement are generally worse. It therefore remains to be seen whether in the year ahead outcomes will improve or it will be as rocky as the year past.

Section 4: AREAS THAT MUST BE REPORTED ON

4.1 Diversity

- 4.1.1 The Governor heads the Diversity and Race Equality Action Management team (DREAM) with functional heads, IMB, voluntary community groups and Young People reps. During the year, it has been difficult to recruit suitable YPs, however, one was in place at the end of the reporting period.
- 4.1.2 This team now meets regularly although meetings were subject to cancellation early in the reporting period. The meetings are reasonably well attended and the action points agreed are now consistently followed up.
- 4.1.3 The role of the DREO has seen three different managers within the last four months. One area where performance has slipped back is the Race Equality Impact Assessment for existing and new policies. Since the end of the reporting period these assessments and their associated focus groups have been re-introduced.
- 4.1.4 Another area affected by the turnover of DREOs is training. To date only 33% of staff have received the 'Challenge it Change it' diversity training. The 'Challenge It Change It' training programme is expected to resume in October 2010
- 4.1.5 Racist Incident Report Forms (RIRFS) are freely available and are explained during induction however very few RIRFs are submitted by the YPs. There were 58 RIRFs last year and so far this year, there have been 39. There was no external verifier to examine 5% of all RIRF investigations during the reporting period however this role has recently been filled.
- 4.1.6 There have been 578 complaints from YPs. These are investigated by the DREO. There are effective systems for reporting and monitoring complaints. Evaluation of the completed RIRFs suggests that they are done so to the satisfaction of the YPs. There is access to an appeals process although it has not been used this year.
- 4.1.6 The latest consolidated data available to the Board is shown below:

Victim	Category	2008/9	2009/10
Prisoner on prisoner	Abuse	4	6
	Assault	0	1
	Discrimination	0	2
	Other	0	1
Prisoner on staff	Abuse	1	10
	Assault	0	0
	Discrimination	16	7
	Other	1	3
Staff on staff	Abuse	0	0
	Other	0	0
Staff on prisoner	Abuse	7	1
	Assault	0	0
	Bullying	2	0
	Discrimination	20	6
	Other	0	2
Visitor on staff	Discrimination	1	0
Total		52	39

- 4.1.7 The majority of complaints concerned abuse or discrimination. Staff referrals are mainly for verbal abuse; the more serious ones are referred to the police for action. There were 9 staff grievances, 5 were from the same member of

staff who has since resigned; the details of this case were not made available to the IMB.

- 4.1.8 To date there has been no YPs at Cookham Wood with a physical disability. Of the 102 YPs on the Education roll 64 were identified with learning problems. This group appears to receive adequate support.

4.2 Foreign Nationals

- 4.2.1 Considerable progress has been made over the past year. A new Foreign National Policy has been written taking into account the specific needs of the foreign national child.
- 4.2.2. A Foreign National Co-ordinator and Liaison Officer has been appointed. The Co-ordinator meets regularly with the young foreign nationals on an individual basis as well as larger group meetings of young foreign nationals to share information.
- 4.2.3 A multidisciplinary committee, including an IMB member, meets on a regular basis.
- 4.2.4 The Big Word a translation computer programme is used as the translation service.
- 4.2.5 Appropriate outside agencies and official bodies are kept informed of the status of the young foreign national whilst they are at Cookham
- 4.2.6 The following on-going issues are currently under consideration:
- Photographs of all canteen items that are available for purchase.
 - All menu sheets to provide a symbolic reference with the selection of food.
 - A hand book to be written and available in Reception in the 10 most used languages.

4.3 Healthcare

- 4.3.1 The Board is satisfied that the screening process of the young person on arrival, his continuing healthcare support and care and his discharge arrangements remains top priority.
- 4.3.2 The Mental Health Service contract has been amended during the year and a full mental health team is now in place and working effectively and efficiently.
- 4.3.3 Arrangements with the Primary Care Trust continue to be a positive, productive partnership with partnership, operational and clinical governance meetings taking place on a regular basis.
- 4.3.4 A computerised patient record system has been installed with good results and benefits.
- 4.3.5 A Health Needs Assessment was undertaken and has identified that a health promotion model needs to be adopted.
- 4.3.6 In spite of many discussions the cleaning of the Healthcare department to NHS standards remains un-resolved and continues to be flagged up as risk factor.
- 4.3.7 There are also two other outstanding issues identified from the HMIP report. At the time of reporting the department still does not employ a child nurse nor

has the required refurbishment of the department taken place to bring it up to the appropriate standard.

- 4.3.8 The movement of YPs to and from the clinical areas continues to be problematic; this can cause clinic delays and the occasional appointment cancellation. It has been identified that the success of the movement of a YP to or from the Healthcare department is dependant on which officer is dealing with the movement making it a prison management issue that remains unresolved.
- 4.3.9 Late arrivals to the establishment continue to have an impact on Healthcare staff with overtime and on call arrangements having an impact on the following day's staff levels.
- 4.3.10 At the time of writing the whole of the Healthcare Department is in a state of uncertainty. A specification is currently being written between the Governor and the Primary Care Trust for the whole of Healthcare Services to be out sourced. Board members have reported that staff members are apprehensive and concerned regarding their jobs and their pension rights.

4.4 Learning and Skills

- 4.4.1 During the reporting period there have been some significant changes at Cookham Wood:
- the introduction of a 15 hour Education/10 hour Activities timetable (October 2009),
 - revised timings to the core day (April 2010)
 - significant staff turnover and shortages.
 - an increase in the number of young people being held on remand and a change in the profile of crimes with which these YPs have been charged.
- 4.4.2 Although there appears to be good working level relationships within the prison the management of the partnership arrangements between Cookham Wood and the education provider CfBT appears to be strained.
- 4.4.3 In July 2010 recommendations from an inspection by the Learning and Skills Development (LSD) commissioned by Cookham Wood's Head of Learning and Skills resulted in some areas within the department being identified for improvement. This contrasts with the positive 2009 OFSTED report. A revised Development Plan is now in place with strategies to improve the areas of concern:
- The LSD report considered that the Individual Learning Plans are too generic and do not set short term targets that are challenging and achievable. These are currently under review.
 - Training will be offered to improve the quality of teaching and classroom management techniques.
 - Schemes of Work for each module have been produced and are to be reviewed no results yet available.
 - Lesson Plans will be monitored.
 - CfBT Managers observe and monitor the quality of lessons and offer support although peer observations are not feasible due to the limited staffing levels.
- 4.4.4 A Skills for Life Co-ordinator leads on embedding literacy, numeracy and language skills into all subject areas.

- 4.4.5 As a result of the reduced operational capacity the CfBT budget was reduced by approx £98,000. This has resulted in staff reporting concerns regarding redundancies, a recruitment freeze, low staff morale and the postponement of planned courses. Staff morale has also said to have been affected by increased assaults on teaching staff; a shortage of permanent, qualified, teaching staff; and the LSD report findings.
- 4.4.6 Continuing improvement is exemplified by the number of new initiatives from 2009 – these include a wider variety of Pathways for which the YP can apply. These Pathways cover areas, including brick laying; painting and decorating; BICCS; plastering & tiling and carpentry and are intended to encourage a work-based ethic. YP's skills are recorded in a personal portfolio. These vocational courses are intended to facilitate meaningful employment opportunities for YP upon release from custody.
- 4.4.7 The Murals workshop is singled out for particular praise. Whilst this workshop is not accredited, the Cookham Wood management is supportive of the programme. There is evidence of a therapeutic benefit to this workshop and a young person project worksheet is now in place to record participation. The enthusiasm of the tutor and the YP has been rewarded by works being short listed for the Koestler Award. Works are displayed throughout Cookham Wood, in local Council Offices and a work has been commissioned by the Department of Work & Pensions.
- 4.4.8 The Charlton Football Pathway is proving a success; however the gym continues to have a shortage of qualified staff. There are plans to recruit qualified staff and to offer further training to existing staff.
- 4.4.9 The Anne Frank exhibition resulted in many worthy projects.
- 4.4.10 The Gardening Pathway has resulted in a few YPs gaining qualifications in use of the rotovator. Risk profiling of YPs suggest that security issues prevent many qualifying, consequently only a limited number of young people are eligible for this pathway.
- 4.4.11 During the year library access has improved with extended hours and a wider book selection offering differentiated and graded books. Staff rapport with YP is good; with new incentives being offered to those who read more books.
- 4.4.12 It is generally agreed that the narrow mezzanine corridor within the department and the excess of glass windows compounds disruptive behaviour and one-way glass has been request. An inclusion room is not available due to the lack of space. A more purposeful time-out area has been requested by CfBT.
- 4.4.13 During the year six young people held on Remand were offered support to complete their AS level studies, approx 17 different exam topics, at short notice and no additional funding. GCSE courses were offered in English, Maths and History. Of the 6 YP studying, 3 YP sat the exams, with 3 transferrals.
- 4.4.14 A new Business Distance Learning course is offered.
- 4.4.15 The Business Enterprise Group continues to develop. It has bid successfully for £15,000 for a young person led Cookham Wood radio station. The YP led newsletter continues to be published.
- 4.4.16 The Education partnership meetings are held regularly. Accountability for the delivery of education by CfBT is scrutinised through reports and data to

monitor YP needs and best value. Interruptions to education are now limited to legal and healthcare visits only.

- 4.4.17 The Education Manager and the Head of Learning & Skills both exhibit a commitment to documentation and delivery of action plans, policies and the development of a Self Assessment Report all of which embody 'Every Child Matters'.

4.5 Safer Custody

- 4.5.1 From the re-opening of Cookham Wood to house juvenile offenders in May 2008, it became immediately apparent that safeguarding such a vulnerable and challenging community would pose a significant challenge for the prison. Early IMB concerns over prisoner and staff safety were echoed by the findings of an HMIP inspection report in February 2009. Last year's IMB report charted the considerable progress that had been made following the inspection towards a safer and more stable environment within the prison. The appointment of a dedicated Safeguarding Manager and implementation of a comprehensive Safety Action Plan brought noticeable improvements and demonstrable reductions in the use of force and related violence indicators. The Board in its report last year expressed the opinion that, with occupancy levels still relatively low, extreme care must be exercised in increasing the operating cap level towards prison capacity.
- 4.5.2 During the report year there has been tangible evidence of senior management commitment to Safeguarding with the reorganisation and creation of an Integrated Children's Services Department. The quarterly Safeguarding Committee is now attended by the full senior management team, and chaired by the Governing Governor. Operating statistics are increasingly available to inform decision making. It is disappointing to report therefore that the monthly Safeguarding Sub Committee has not received the same regular attendance and commitment in recent months. A weekly 'Safer Regime' meeting provides timely focus upon young people whose behaviour or vulnerability is prompting concern. The introduction of a statistical spreadsheet charting data for all young people aims to provide an early indication of those who may require special attention or support.
- 4.5.3 Childline cordless phones are now operational on all wings.
- 4.5.4 A focus upon Quality Assurance for Safeguarding elements, and the development of associated procedures, has continued to be a high priority.
- 4.5.5 Emphasis has continued to be placed upon the refinement and improvement of C&R techniques with specialist training being provided to staff. A Restraint Minimisation Strategy has been developed and a 'Restraint Minimisation Committee' meets weekly to review progress. The statistics provide evidence that the increased use of physical intervention not resulting in C&R continues to show progress, suggesting an improving relationship between staff and the young people. It is reassuring also that incidences of self harm appear to be on a downward trend, reflecting the care and success in raising and managing ACCT documentation and care plans.
- 4.5.6 The most recent and notable organisational change has been the creation of a dedicated "Phoenix" Unit. This unit provides housing for YPs with complex needs or requiring intensive support due to behaviour or other issues. The inadequate three-bed Separation and Care Unit has been closed, and all YPs segregated under PSO 1700 are now cared for within the Phoenix Unit.

- 4.5.7 Despite some early teething difficulties, there are positive signs that progress is being made and that this new unit will be a valuable asset in the area of safeguarding and care. It is notable that there is no physical separation between those YPs detained in Phoenix on behaviour grounds and those requiring intensive care and support.
- 4.5.8 The second quarter of 2010 brought an increase in the number of fights, use of force and ACCT documents raised. A large increase in the number of YPs involved in fights has prompted concerns that this could be gang related, and that Cookham Wood may be experiencing the consequences of community or territorial gang conflict. It is worthy of note that during this period the average population rose from around 90 to close to the operational capacity of 143. With staff shortages becoming critical, heavy reliance has had to be placed upon detached duty staff and payment plus. A Quarterly Safeguarding report identified that there was an increasing number of staff with no experience of juvenile offenders.
- 4.5.9 With this rapid increase in numbers, a remand population of around 60%, and significant staff shortages, it is perhaps not surprising that staff morale began to suffer. This prompted expressed concerns that much of the reported progress made towards a safer environment was looking again to be in jeopardy. This period of apparent instability culminated in June with three separate serious assaults on staff followed, at the end of June, in a serious incident requiring prison service riot team and police intervention, and resulting in significant damage to prison buildings and facilities.
- 4.5.10 It is worthy of note that this serious incident was apparently triggered by the introduction of a more strict regime; a regime that, backed by more proactive management intervention has prompted improvements in levels of violence and a noticeably more settled atmosphere. It remains to be proven whether the projected fuller level of more settled staffing will allow this recent relative stability to be sustained with the prison full to capacity. Whilst the high proportion of remand prisoners at the time of the incident has abated and the YJB seem to have accepted the need to keep the proportion down, there are other issues revealed by the management review of the June incident that need to be addressed, not least communication between management, staff and the young people.

Section 5: OTHER AREAS WHICH THE BOARD HAS ISSUES TO REPORT

5.1 Drugs

- 5.1.1 Initially the Cookham Wood Drug Strategy was underpinned by the Security Department and managed by the 'Young Peoples Misuse Service'. This was however replaced early in 2010 when the strategy was handed over to the Head of Integrated Children Services. A Civilian Grade 'G' Manager is responsible for drug service delivery.
- 5.1.2 Meetings are held every quarter, attended by a Governor/manager as chair, a representative from Healthcare and a representative caseworker.
- 5.1.3 YPs are not subject to mandatory drug testing, but will be tested when intelligence suggests there is a risk of substance abuse. The Drug Strategy at Cookham Wood is limited to the category and client base of the establishment. Substance discovery is restricted to intelligence led searching initiatives and medical intervention when a YP is diagnosed as being under the influence of substances.
- 5.1.4 YPs in need of drug detoxification should not be allocated to Cookham Wood, however a small number of YPs with an undisclosed drugs dependency have arrived at Cookham Wood during the reporting year. In these circumstances the YP should be referred for transfer to HM YOI Feltham which has appropriate facilities in place. This however often falls short of effectiveness as Feltham's unit is usually over-subscribed with YPs being taken instead to Medway Maritime Hospital for treatment. The restricted access to HM YOI Feltham's detoxification unit remains a concern for the Board given the added pressure on resources when a YP needs to be taken out to hospital.
- 5.1.5 Currently Cookham Wood does not have an effective method to test YPs for steroid abuse. The equipment that would give an exact reading is expensive and therefore not cost effective. YPs are however expected to sign a compact when initially attending the Gymnasium. This is in line with strategies used in adult establishments.
- 5.1.6 During the reporting period, there have only been two finds of class 'B' drugs in the establishment.
- 5.1.7 Overall there have been 20 SIR submitted this year with reference to YPs having possession of substances but none of these produced any finds of drugs.
- 5.1.8 One YP was admitted to hospital after he stated he had swallowed a condom containing a class 'A' drug. This proved to be a fictitious claim.
- 5.1.9 There has not to date been any reason to suspect there is a real drug problem within the establishment. There will however be a requirement for staff to remain vigilant during periods when drugs may enter the prison. Visiting times and reception are likely to be the main areas where this may happen.

5.2 Enrichment and Regime

- 5.2.1 Since the last report the Enrichment programme has suffered a number of setbacks. The objective of three hours per evening, staffed from the 300 hours of 'payment plus', has not been reached. The reasons for this are generally due to the low levels of staffing, and specifically to the long term sickness absence of the senior officer responsible for driving the new programme. The initial improvement in 2009, described in the Board's last

report, had diminished by the New Year, and there has been little or no recovery since then. However, it is confidently expected that progress will be accelerated with the return of the lead officer, and the anticipated increase in staffing levels. This in turn should improve the time out of cell target which has yet to be achieved consistently.

- 5.2.2 Changes to the daily regime were introduced in April. The purpose of the changes to the morning routine was to encourage the YPs to get up earlier and to improve uptake of the later exercise period. These aims have been fulfilled, but with that success has come a number of adverse consequences. The levels of indiscipline on the exercise yard increased as the numbers of YPs and percentage of remand prisoners rose culminating in the serious incident of 29th June 2010. Modifications to deal with this have been introduced with exercise now staggered by landing. There was also the recognition that under the new timetable the YPs do not have sufficient time to eat their morning meal. It is anticipated that new staffing profiles being introduced on 21st November 2010 will help to ameliorate this situation.

5.3 Reception

- 5.3.1 There is little change to report with Reception during the reporting year. Young People arriving at HM YOI Cookham Wood continue to be processed promptly and respectfully by staff.
- 5.3.2 It was disappointing that for almost all of the reporting period young people continued to be routinely handcuffed when being transferred from the transport into reception. However completion of an internal fence during July 2010 ensured that young people are now only handcuffed in exceptional circumstances where a risk assessment has identified that this is necessary.
- 5.3.3 The Board continues to be concerned about the number of late arrivals despite falling numbers in recent months. HMIP Juvenile Expectations requires that YPs arrive at an establishment no later than 19:00; however throughout the year there have been regular reports from staff of late arrivals at Cookham Wood. The Board considers that these late arrivals have a detrimental effect on the wellbeing of the arriving YPs who have often already endured a long day at court followed by a considerable wait for transport to transfer them to Cookham Wood. The establishment now specifically records all arrivals after 20:00 as identified in the table below for the last three months of the reporting period:

Month	Number of arrivals after 20:00
May 2010	40
June 2010	31
July 2010	23

5.4 First Night Centre and Induction Programme

- 5.4.1 During the reporting year the First Night Centre was relocated to Cedar House and recently changes have been made to the Cookham Wood's Induction Programme. Young People, unless arriving on a Friday or over the weekend, participate in the first day of their induction while resident in Cedar House before being moved into the main population. Subsequently they complete the programme as part of the general regime of the prison.
- 5.4.2 While in Cedar House new arrivals are housed with a group of YPs coming to the end of their sentence. Some staff have expressed concern regarding the lack of protocols and procedures for the interaction between these new

arrivals and the YPs coming to the end of their sentence. It is therefore pleasing to report that this situation should be resolved soon as YPs are currently in the process of being identified to participate in a peer support pilot scheme to help clarify and formalise this relationship.

5.4.3 The relocation of the First Night Centre was introduced rapidly in order to create the Phoenix Unit and led to a sustained period of disillusionment reported by some members of staff.

5.4.4 It was previously reported that First Night Centre staff were particularly good at identifying and dealing with vulnerable YPs, the Board is concerned that the changes to the induction programme lessens the opportunity for staff to identify at an early stage those YPs who may be most at risk within the main population.

5.5 Health and Safety

5.5.1 The main issue of concern to the Board remains the lack of facilities for extracting smoke in the event of a fire in the residential wings of Ash and Beech. The wings have low ceilings, hotel style corridors and contain volatile young people who start fires. A two fan and window system has been suggested to keep the cost down; this has been repeatedly rejected. In the Board's view this potentially dangerous situation that was reported on in last year's report needs to be addressed with appropriate funding. During the reporting year there have been at least two incidences of YPs having to be taken to hospital for treatment for smoke inhalation after fires were set in the residential wings.

5.6 Personal Officers

5.6.1 Each young person is allocated a personal officer and two back-ups on the basis of their allocated room within the establishment. This information is available for view on a card outside each young person's room door and should also be on display on top of the locker in each room. Personal Officers should make contact with a YP at least once a week and make an insightful written record of that contact.

5.6.2 It is Prison Service policy that Personal Officers should be a central point of contact engaging regularly, not only with the YP but also with their family or carers and external agencies such as Youth Offending Teams.

5.6.3 In February 2009 HMIP had identified that there was little or no purposeful contact between the YP and their personal officer with written records lacking insight. The Board's last report highlighted that as a result of senior officers regularly checking for contact and meaningful written reports; personal officer contact had increased, with records being 95% compliant with the HMIP requirement. It is therefore disappointing to report that the most recent audit has shown that only 75% of YPs have a recent entry on their history sheet by their personal officer.

5.6.4 In the Board's experience it continues to be rare for a YP to know the name of their personal officer or to be able to identify when they last spoke to him/her.

5.6.5 The Board is concerned about the drop in performance and lack of scheme awareness. The Board perceives a mixed commitment to the personal officer scheme by the senior management team with different views expressed about whether this role can be best carried out by case workers. The Board is of the view that the relationship between a case worker and a YP is different from that of a Personal Officer and takes place in a more formal environment.

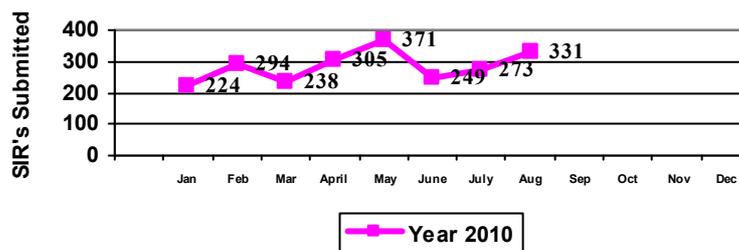
5.7 Resettlement

- 5.7.1 As reported last year, the Resettlement team at Cookham Wood continues to have a good working relationship with both the young people and local Youth Offending Teams. A number of outside agencies from Medway, Kent and London are involved in providing useful programmes and interventions for YPs during their sentence.
- 5.7.2 The Resettlement Team are currently securing accommodation for approximately 85.4% of YPs leaving Cookham Wood, against a KPT of 80%. Currently a suitable education, training or employment placement is secured for around 65% of young people against a KPT of 63%.
- 5.7.3 Last year the Board commended the unique resettlement programme being delivered from Cedar House for some YPs during the last four to five weeks of their sentence. This programme has been replaced by a more generic programme aimed at ensuring all basic services are in place for when the young person is released. The new programme has suffered from a number of early administrative problems; however it is hoped that these will be resolved once the programme is more established. There is also some concern from staff about the practicality of the new programme given the occasionally low numbers of YPs being released. The Governor has recently requested a further review of the Cookham Wood's Resettlement programme, the result of which the Board will monitor with interest during the next reporting year.

5.8 Security

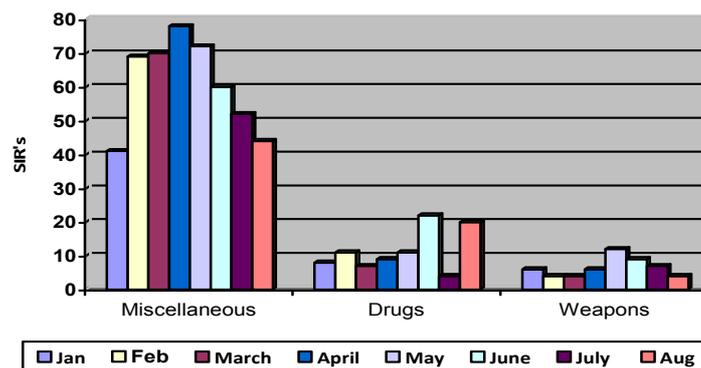
- 5.8.1 Cookham Wood unfortunately experienced a disturbance on Beech Exercise Yard on the 29th June 2010. The incident involved a group of nearly thirty young people who decided to cause significant damage to this area, including the breaking of the majority of ground floor windows. This incident was resolved with help and assistance from external resources. Nine YPs have now been formally charged for their part in this indiscipline.

Monthly Totals of SIR's



Comparison of Significant SIR's by Category

Below are the monthly comparisons for significant categories.



- 5.8.2 There has been no significant drug or weapon finds within this reporting period. Although some weapons have been discovered, they have invariably been plastic cutlery sharpened to some degree.
- 5.8.3 The Security Department has managed and assisted with a number of works programs this year under its responsibility of site liaison and of course site security. These works included the temporary employment and management of up to fourteen additional contractor escorts for some periods. Some of the main projects have been;
- The extension of the external fence and installation of a new Astroturf sports field.
 - The installation of new internal fence breaks.
 - A complete survey and repair of the CCTV system.
 - The installation of additional external CCTV.
 - Additional work carried out to Residential rooms
 - Installation of sinks and drainage in the workshops.
- 5.8.4 This has been a challenging year for Cookham Wood in terms of staff resources. Although staff are permanently deployed to specific functions within the establishment, it is of course paramount that the required resources are available for the operation of the residential units. During this time it has been necessary for the Security department to adapt to these needs and work in conjunction with the other areas of the establishment to achieve its required objectives.
- 5.8.5 Cookham Wood underwent a security audit during the first week of August. This was conducted by Security Audit Unit (SAU) under the new system, where only three specific functions are tested for compliance. The scores for these functions are then fed back into the establishments last full security audit (August 2009 – 86%).
- 5.8.6 SAU were overall satisfied with what they found and offered some constructive criticisms on areas that may be improved. The provisional results keep an overall mark at 86%.

5.9 Public Protection

- 5.9.1 During the early part of the reporting year Public Protection meetings have been regularly cancelled or rescheduled until a new manager was appointed with responsibility for the function in March 2010. Subsequently meetings took place on a more regular basis.
- 5.9.2 The meeting structure was often limited to four representatives including an IMB member. A case worker has been present at only one meeting. During the year approximately 30 young people were reviewed. The documentation and intelligence was of a very good standard. The intelligence gathered allows the establishment to ensure protection to the public whilst the young people are in custody and the intelligence passed to the police alerts them of possible or sometimes probable high risk young people being released into their areas of responsibility.

5.10 Religion

- 5.10.1 The Chapel at Cookham Wood is very well used meeting the needs of all religions. The Department of Pastoral Care and Faith works well together catering for all beliefs. Interviews are to be conducted at end of October for a permanently employed Imam and an Anglican Priest is awaiting security

clearance in order to start work. Once these religious leaders are in post the team will be complete.

5.10.2 With most young people professing a faith, Christian services and Muslim prayers are fairly well attended with an average attendance of eight to fifteen. Religious festivals are recognised with special meals prepared and time given for observance.

5.10.3 Funding for renovations to the Multi-Faith room has been withdrawn therefore some planned work remains undone. A mosaic cross and other YP art work has now been completed and is awaiting installation into the Multi-Faith room.

Section 6: WORK OF THE INDEPENDENT MONITORING BOARD

6.1 Recruitment, Training and Development

- 6.1.1 With two new members appointed in September 2009, two in November 2009, and one in March 2010, the dominating theme this year has been induction and new member development. With experienced members serving as formal mentors, four of the new appointees have completed all necessary induction and training and have progressed into valued and productive Board members who are now fully involved in Board and rota duties. Unfortunately, one new member was unable to continue due to family and health considerations. The Board has also been actively involved and supportive of recruitment initiatives within a cluster of Boards from prisons around Kent.
- 6.1.2 The retention of existing members has been an important consideration with short term sabbatical leave of absence arranged for two members temporarily unable to fully discharge their IMB commitments. Retirement of one long serving member is anticipated at the end of 2010 and a recruitment search for a replacement is now beginning.
- 6.1.3 Training and development activity has been central to the work of a number of members. Training sessions now precede Board meetings on a quarterly basis. (E.g. SIRs) Eight members have attended nationally run courses and others have attended Area Chairs' and recruitment cluster meetings. The Board has participated in local fire training and C-NOMIS training, but would welcome guidance from the Secretariat regarding the prison-based courses that IMB members should attend.
- 6.1.4 Six members of the Board visited HM YOI Hindley for an extremely helpful and informative benchmarking visit as part of the Board's programme of familiarisation with issues in the male juvenile estate. The outcomes of this visit were discussed with the Governor and helped the Board understand better her plans for Cookham Wood.
- 6.1.5 Following the serious incident on 29th June 2010 when IMB members were denied access to the Command Suite, the Board has agreed a protocol with the Governor that would in future facilitate access and provide an observation point near the incident.
- 6.1.6 An Annual Team Performance Review was carried out providing encouraging and valuable feedback. Actions arising from the Review have since been progressed.
- 6.1.7 The Board undertook a follow-up audit of members written rota reports. Standard format templates and a checklist for use on rota visits have now been adapted accordingly for use by all members.
- 6.1.8 The Board held an additional four half-day meetings, usually at venues away from the prison, to deal with strategic planning and other issues that could not be fitted into the regular monthly IMB meetings.
- 6.1.9 The Board received no written applications in the reporting period. Board members did however receive the verbal equivalent and record these in their rota reports. The recent introduction of the new IMB Application Form is being used as an opportunity to test whether this is because male juveniles do not need or favour the written form of application.

6.2 Statistics

Board Statistics	2009/2010
Recommended Complement of Board members	10
Number of Board members at the start of the reporting period	9
Number of active Board members at the end of the reporting period	10
Number of new members joining within the reporting period	5
Number of members leaving within reporting period	2
Number of members on approved sabbatical	2
Total number of Board meetings during reporting period	12
Average number of attendances at Board meetings during reporting period	10
Number of attendances at meetings other than Board meetings	83
Total number of visits to the prison (excluding meetings)	218
Total number of written applications received	0
Total number of segregation reviews attended (approx)	49

6.3 Board Diversity Statement

6.3.1 The Cookham Wood Independent Monitoring Board (IMB) is committed to an inclusive approach to diversity that:

- Encompasses and promotes greater interaction and understanding between people of different backgrounds.
- Does not discriminate directly or indirectly on the basis of age, disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.
- Responds to differences that cut across social categories such as nationality, socio-economic group, mental health, illiteracy and drug addiction.

6.3.2 The Board will reflect this approach to diversity within its recruitment and development practices to increase the skills and awareness of its members of the full range of needs and perspectives of the population within HMYOI Cookham Wood.

6.3.3 All members of the Board commit to undertake their duties in a manner that promotes mutual respect and is accessible to everyone within the establishment regardless of their background or social situation.

6.3.4 The Board will monitor that the experiences of, and interactions between, staff, young people and visitors to establish whether they are fair and without prejudice and that there are mechanisms in place to foster good relations as well as to prevent and deal with harassment, direct and indirect discrimination. Where this is not the case the Board will alert the appropriate authorities, agencies and individuals including the governor, senior management, staff, Area Manager and the Prisons Minister.

6.3.5 The Board will also review annually its practices and take steps to address disadvantage and under-participation of protected groups.

Section 7: GLOSSARY OF ABBREVIATIONS

BME	Black and Minority Ethnic
CABS	Cookham Anti-Bullying Strategy
C&R	Control & Restraint
CfBT	CfBT Educational Trust
CRB	Criminal Records Bureau
DREAM	Diversity & Race Equality Action Management
FNC	First Night Centre
HMIP	Her Majesty's Inspector of Prisons
IMB	Independent Monitoring Board
KPT	Key Performance Target
MDT	Mandatory Drug Testing
NACRO	National Association for the Care & Resettlement of Offenders
NC	National Council
NHS	National Health Service
NOMS	National Offender Management Service
OFSTED	Office for Standards in Education, Children's Services & Skills
PCT	Primary Care Trust
REAT	Race & Equality Action Team
RIRF	Racist Incident Report Form
SACU	Separation and Care Unit
SAU	Security Audit Unit
SIR	Security Information Report
SLA	Service Level Agreement
SMT	Senior Management Team
YJB	Youth Justice Board
YOI	Young Offender Institution
YOT	Youth Offending Team
YP	Young Person