



HM YOI Cookham Wood

Annual Report of the Independent Monitoring Board

1 August 2010 - 31 July 2011

CONTENTS

		Page
Section 1	Statutory role of the IMB	3
Section 2	Description of the Prison	4
2.1	Introduction	4
2.2	Agencies within the establishment	4
2.3	Inspections by HMIP	4
Section 3	Executive summary	5
3.1	Issues requiring a response from the Prison Service	5
3.2	Issues of concern or excellence not requiring a response	5
3.3	Overall judgment	6
Section 4	Areas that must be reported on	9
4.1	Diversity	9
4.2	Foreign Nationals	9
4.3	Healthcare	9
4.4	Learning and Skills	10
4.5	Safer Custody	12
Section 5	Other areas on which the Board has issues to report	15
5.1	Drugs	15
5.2	Regime and Enrichment	15
5.3	Reception	15
5.4	First Night Centre and Induction Programme	16
5.6	Personal Officers	16
5.6	Resettlement	16
5.7	Security and Public Protection	17
5.8	Adjudications and Complaints	17
5.9	Catering	17
Section 6	Work of the Independent Monitoring Board	19
6.1	Recruitment, Training and Development	19
6.2	Statistics	20
6.3	Board Diversity Statement	21
Section 7	Glossary of Abbreviations	22

Section 1: STATUTORY ROLE OF THE IMB

- 1.1** 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.
- 1.2** The Board is specifically charged to:
- 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.
 - Inform promptly, the Secretary of State, or any official to whom he has delegated authority as it judges appropriate, any concern it has.
 - 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.
- 1.3** 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 2010 to 31st July 2011.
- 2.1.2 Cookham Wood is situated in Kent on a site adjacent to Medway Secure Training Centre and opposite HMP/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.
- 2.1.4 The operational capacity of 131 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 Phoenix Unit has an additional 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 127, the average being about 101.
- 2.1.5 Towards the end of the reporting period some 25% of the population at Cookham Wood was on remand and 75% sentenced.
- 2.1.6 42% of young people were Black and Minority Ethnic (BME), 20% White and 38% White Other.
- 2.1.7 Approximately 12% of young people were described as foreign nationals with 99% describing themselves as having English as a first language. About 13% were 18 years old.
- 2.1.8 There were 105 officer staff members in post against a target of 106. Overall there were 233 members of staff working at Cookham Wood. Just over 30% of officer staff were female. 11% 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) and 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 and Kent County Council Youth Services.

2.3 Inspections by HMIP

- 2.3.1 During the reporting year there was a full unannounced inspection in October 2010 which was following up on an inspection that took place in February 2009. The results of this inspection were published in March 2011. During the year, the Board's monitoring paid special attention to issues raised in the inspection report. After this report had been compiled a third inspection was undertaken in November 2011. The inspectors' oral feedback from that inspection was consistent with the findings set out below.

Section 3: EXECUTIVE SUMMARY

3.1 Issues requiring a response from the Prison Service

Reception

- 3.1.1 The number of new young people arriving after 20:00 continues to be a concern, a situation that has deteriorated since the end of the reporting period with the appointment of new transport providers. Given that late arrival is a continuing problem, it is all the more important that the reception process is maintained satisfactorily for late arrivals. *(Paragraph 5.3.1, page 15)*

Resettlement

- 3.1.2 The process for securing accommodation on release can be very problematic. Staff have been involved in numerous battles with external agencies and local authorities in order to secure appropriate addresses for young people leaving Cookham Wood. *(Paragraph 5.6.2, page 16)*

Adjudications and Complaints

- 3.1.3 In monitoring the formal process of an adjudication appeal, it became apparent that, even when properly conducted, an appeal may be completed only after the related punishment has already been served. This is an unsatisfactory situation with an unfair outcome for any young person who has successfully appealed. This issue was drawn to the attention of the IMB National Council some months ago for them to raise at a national level. We are not aware that this has been resolved with the MoJ but it is said to be being considered by the YJB and so it is repeated in this report. *(Paragraph 5.8.4, page 17)*
- 3.1.4 Access to advocate support at Cookham Wood has been good on the whole; however due to weight of demand for the VOICE advocates they are not always available for adjudications when they have been requested by a young person *(Paragraph 5.8.5, pages 17 & 18)*

3.2 Issues of concern or excellence not requiring a response

Healthcare

- 3.2.1 Movements to clinics have improved but despite the allocation of a dedicated officer there are still problems so that at times clinics have been cancelled because officers have not been available. *(Paragraph 4.3.5, page 10)*

Safer Custody

- 3.2.2 The management team recognise that the prevention of bullying remains one of their most difficult challenges. Much has already been done with the development of anti-bullying procedures and improved intelligence, but it remains a concern that the number of CABS action documents relating to the prevention of bullying rose steadily over the first six months of this year and staff focus on anti-bullying measures will need to be sustained. *(Paragraph 4.5.8, pages 13 & 14)*
- 3.2.3 Provision of meaningful activity and time out-of-cell for young people resident in the Phoenix Unit, although recently improved, is still less than for those on the other residential wings. *(Paragraph 4.5.9, page 14)*
- 3.2.4 The service of plated meals in the Phoenix Unit is also a source of complaint. Despite being sufficient when measured against guidelines, young people receive smaller portions than those provided at the serveries in other parts of the establishment and so they complain accordingly. *(Paragraph 4.5.10, page 14)*

Regime and Enrichment

- 3.2.5 Each day, young people should spend 10 hours out of their cells and the core day allows for this to happen. Hitting the target, however, continues to be elusive; during the reporting period the average was fewer than 9 hours. (Paragraph 5.2.1, page 15)
- 3.2.6 Outdoor exercise is available for all young people on a daily basis. HMIP recommended that everyone should have an hour of fresh air a day, but this is neither achieved nor targeted at Cookham Wood. (Paragraph 5.2.5, page 15)

Personal Officers

- 3.2.7 In last year's Annual Report the Board was concerned about the lack of purposeful contact between a young person and his personal officer with many young people not knowing the name of their personal officer nor being able to identify when they last spoke to him/her. There was little change to report for the majority of the reporting year. It is encouraging however to report that a new draft Personal Officer Scheme was released in July 2011. (Paragraphs 5.5.1 & 5.5.2, page 16)

Security and Public Protection

- 3.2.8 Within Cookham Wood, the issue of gang culture is never far from the minds of staff. With 21 different gang cultures having been identified at sometime within the establishment, monitoring of this by staff needs to be consistent and constant. (Paragraph 5.7.4, page 17)

3.3 Overall Judgement

- 3.3.1 The context for our overall judgement is a dramatic change from the situation during the first six months of our reporting period to the situation at the time of writing this report. This change is described below followed by our reflections on the current position and risks going forward.
- 3.3.2 Cookham Wood has had a troubled history since its re-role in May 2008 from an adult women's to a male juvenile prison. The prison got off to a bad start, opening before it was fully commissioned. The prison was not designed to house a juvenile population and remains inadequate, a concern highlighted in two recent HMIP reports.
- 3.3.3 The February 2009 inspection report declared Cookham Wood to be unsafe. The subsequent follow-up inspection in October 2010 reported an overall improvement but summarised the position as:
- "..although Cookham Wood may be off the critical list, it should remain in intensive care and needs intelligent support if that progress is to be sustained."*
- 3.3.4 This was a disappointing result for the management team under the leadership of the Governor appointed in the summer of 2009 but acknowledged the need for appropriate external support previously lacking.
- 3.3.5 This was the position around the start of our reporting period, however things appeared to get worse before they got better.
- 3.3.6 The fabric of the prison had already been damaged during a serious incident on 29th June 2010. In the three months after the October inspection report three further serious incidents occurred. Although described in the media as riots these were in fact the work of individuals or small groups of young people with unrelated, personal grievances. The effects on the prison were however serious – in one incident several classrooms were put out of action

for months and these have only recently come back into use. In another incident approximately £40,000 of damage was done to association rooms. The overall effect was, for various periods of time, to exacerbate an already unsuitable prison environment.

- 3.3.7 Of greater significance to the day-to-day running of the prison were the staffing difficulties. These were largely beyond the control of the Governor and her team, and in various forms have continually hampered progress through 2009 and 2010. However at the start of 2011 the staffing position had improved to such an extent that it was having a tangible impact on the atmosphere and stability of the prison; something subsequently reflected in the positive trends in KPTs between 2011 and 2010.
- 3.3.8 This improvement has in turn enabled the Governor and her team to start the effective deployment of their Service Improvement Plan, fashioned in mid 2010 and updated after the October inspection. The measures in this plan have been creating a stable base of building blocks on which to provide a genuinely positive regime that delivers consistent positive outcomes for the young people.
- 3.3.9 In an apparent vote of confidence in the current management of the prison and a belated recognition of the unsuitable physical environment we understand that significant investment is planned in new accommodation to replace the two old house-blocks; with a further stage of investment in a specialist complex-needs unit along the lines of the Keppel Unit.
- 3.3.10 These are positive and encouraging signs of the “*..intelligent support..*” called for by the Inspectors. However these are early days and risks remain to sustaining the improvement trend needed to make Cookham Wood a truly effective juvenile establishment, particularly the risk of withdrawal of intelligent support:
- Stable staffing and well-led, trained and motivated employees are critical. The current management have nearly completed a programme of training and communication skills that is visibly beginning to pay off. Disruption to this through budget and staffing cuts, or by more of the bizarre senior staffing changes to which Cookham Wood has been victim in the past would be a significant risk to future progress. Two key senior members of the Governor’s team will have left by the end of this calendar year making this risk a potential danger.
 - Budget cuts may also jeopardise the plans to replace existing, poor quality buildings and we understand that the progress of approvals for the investment has stalled – yet another risk that has increased since the reporting period. A further risk would be to repeat the poor management of the new building programme and of transition arrangements into the new accommodation that dogged the re-role of Cookham Wood in 2008.
 - The operation of the prison may again become de-stabilised by rapid unexpected increases in the number of young people resident at Cookham Wood or by significant changes in the ratio of remand to sentenced young people; the reality of this was seen more recently during the August riot in which the surge of new arrivals was matched by an increase in violent incidents.
 - Full and effective programmes for both complex needs in the Phoenix Unit and for enrichment activities have yet to be developed and fully implemented.
 - The Personal Officer scheme has never worked as intended or expected; even when levels of contact and management scrutiny were

high; the quality, frequency and consistency of these contacts has always been in doubt.

3.3.11 The management of Cookham Wood have made great strides during 2011 bringing Cookham out of “.Intensive care.”. There have been many significant successes during the reporting year including:

- The improvement of facilities in the Phoenix Unit
- Improved care planning for segregated young people
- The positive trend in use of force/violence-related statistics
- The refinement of C & R procedures
- The appointment and activities of a qualified youth worker and the introduction of a youth club
- The development and introduction of ‘Working with Young People’ training for staff., the structured communications in prisons project and mental health training
- Opening of motor mechanics and independent living workshops and the introduction of project based learning
- The significant increase in ROTLs

At the time of writing a third inspection was completed that confirms the views set out in this report of significant and rapid improvement during this calendar year.

3.3.12 These successes, and the recent positive inspection result, are a tribute the Governor and her team; if Cookham Wood is to stay in full health, then financial support and top level commitment must be sustained so that the recent positive developments can be properly embedded and the long-awaited delivery of positive outcomes for young people who pass through Cookham Wood can be sustained into the future. Risks to this future in terms of senior staff changes and to the much needed investment in the fabric of the prison are already beginning to materialise, calling into question the ‘intelligent support’ called for by the inspectors some 12 months ago.

Section 4: AREAS THAT MUST BE REPORTED ON

4.1 Diversity

- 4.1.1 The race equality and diversity policy has been reviewed and rewritten in line with the PSI 'Ensuring Equality' and incorporates the nine protected characteristics. The Equality Action Team (EAT) team meets regularly to review the action plan and a range of data on trends thrown up by the SMART monitoring system. There is a now central register of young people with disability and the information is now shared appropriately. There is now attendance from the disability liaison officer and there is a standing agenda item under which disability can be discussed. Most disability is mental disability and learning difficulties rather than physical disability. Young people with physical disability can be accommodated in Cedar House.
- 4.1.2 EAT meetings are reasonably well attended but attendance has fallen over the year to about 40%; some non-attendees rarely attend. There is representation from young people at DREAM team meetings who make mature and constructive contributions, and were involved in eight impact assessments using the new monitoring tool. Representatives from community organisations are invited and some attend regularly. Action points agreed are now consistently followed up.
- 4.1.3 Racist Incident Report Forms (RIRFS) are freely available and these are understood and used by the young people. Complaints are investigated by the full-time Equalities officer and there are effective systems for reporting and monitoring complaints and incidents. There is now external scrutiny of completed RIRFs and evaluation suggests that they are done so to the satisfaction of young people. There is access to an appeals process.
- 4.1.4 There has been a range of activities during the year designed to raise and promote awareness of diversity issues, e.g. religious and cultural festivals. Diversity posters are displayed prominently around the establishment. The results of ethnic monitoring are on display in the association rooms and accessible to the young peoples' representatives.
- 4.1.5 70% of staff have now received the new 'Challenge it Change it' training as part of the 3 year rolling programme and almost all staff have received some form of diversity training in the last 3 years.

4.2 Foreign Nationals

- 4.2.1 Cookham Wood has an effective Foreign National Policy, which takes into account the specific needs of the foreign national child.
- 4.2.2 The Foreign National Coordinator and Liaison Officer meets regularly with the young foreign nationals to address their specific issues and to share information.
- 4.2.3 The following on-going issues reported last year are still under consideration:
- Photographs of all canteen items that are available for purchase.
 - Menu sheets to provide a symbolic reference with the selection of food.

4.3 Healthcare

- 4.3.1 During the year there have been many positives within Healthcare at Cookham Wood.
- 4.3.2 Fully trained cleaning contractors are now employed, and they achieve good standards. An official funding agreement has been secured with the Department of Health so that all detox patients can be sent to HM YOI

Feltham. Refurbishment has been completed and the dental suite upgraded. A team of new GPs has been appointed and provides a better service than previously. Electronic records are now in place and policies and protocols are continually being updated. Discharge letters being received from the local hospital have improved during the year.

- 4.3.3 The procurement process for a new healthcare provider is ongoing with advertisements going out in November which will incorporate a child nurse post.
- 4.3.4 The impact of the reduced budget will not be known until the new provider services are in place. Currently there are 4.6 permanent staff vacancies which are being covered by temporary agency staff. Although the team works well together, this arrangement has an impact on the consistency of the service provided to young people.
- 4.3.5 Movements to clinics have improved but there are still issues, mainly with the unavailability of officers to provide escorts. At times clinics have been cancelled because officers have not been available.

4.4 Learning and Skills

- 4.4.1 The reporting period has been marked by considerable disruption to classroom activity by the impact of a serious incident in October 2010 that put the classrooms in the Mezzanine area of the prison out of action. These classrooms have only recently been re-commissioned. The effect was to disperse classes around the prison into association rooms that were not equipped for the purpose. Thanks to the concerted action of both prison management and CfBT and their teachers the experience of YPs in these classes seemed to improve despite these difficulties. The Murals Workshop remains an area of outstanding performance gaining one of the prison's Koestler national awards.
- 4.4.2 There has been an overall improvement in the range, outcomes, quality and experience of learning and skills activities in the last year and in recent months in particular. Attendance, punctuality and behaviour in classes and workshops has improved as more management focus has been placed on movements, and the shift in the final say for removal from classes for poor behaviour given to teachers. There are still concerns about the overall level of attendance and punctuality resulting from the impact of operational priorities such as adjudications that impact on both the YPs' learning and on teaching staff trying to plan and run lessons. Attendance is generally better in the mornings. Reasons for non-attendance are recorded and analysed.

Literacy and Numeracy

- 4.4.3 Outcomes and success rates for numeracy are high, although less so for literacy. Results for those with special educational needs (SEN) are less good although this is addressed by a range of interventions by the SEN coordinator who is supported by 7 Learning Support Assistants (LSA). Accreditation numbers are much improved, as is general classroom behaviour and exclusions in this least popular of areas for YPs.
- 4.4.4 Project Based Learning (PBL) programme sessions have been introduced for short stay YPs and those with higher risk levels. Young people are now incentivised to bring their individual learning plans (ILPs) to lessons and to record evidence and information on these plans providing opportunities for positive engagement with their personal officers and other staff.

Vocational Training

4.4.5 The range of work and vocational education has been extended during the year and YPs engagement with these activities is generally very positive.

- *Construction.* Activity in this workshop appears purposeful and productive with good behaviour and control. YPs have the opportunity to gain a qualification necessary for them to work on construction sites.
- *Painting and decorating.* This is also a well-run and well-established course that provides opportunities for suitable vocational qualifications, with positive behaviour in these practical sessions.
- *Introduction to motor mechanics course.* This is a newly introduced course in a well-equipped workshop that enables YPs to gain credit towards a relevant qualification. There is external involvement to support learning. We have noted during our rotas visits that cancellations in these workshops have on occasions explained a disproportionate number of YPs remaining on the wings during the day.
- *Cleaning.* This programme is well managed and executed making a visible impact on the prison as well as providing suitable vocational training. However it has suffered from the absence until recently of the instructor on long-term sick leave. It has now been re-established.
- *Independent living.* This course is delivered over a 4 week period making it accessible to short-stay YPs. It provides a wide range of practical skills as well as integrated opportunities for developing basic literacy, numeracy and ICT skills.
- *DIY.* This programme provides YPs with a range of certificates as well as the opportunity to gain the qualification necessary for them to work on construction sites.
- *IT.* Another apparently successful course with good engagement based on project work that leads to good results and the opportunity to acquire a qualification.
- *Gardens.* This has proved to be a more problematic activity suffering from lack of candidates for the eight places due to too few YPs passing the risk assessment. The opportunities provided by the experienced instructor, use of ROTL and the available resources suggest that there may yet be opportunities to increase the numbers both participating and achieving qualifications that enhance job prospects.
- *Catering.* Although young people in the main kitchen complete a basic food hygiene certificate they do not acquire catering skills that help gain employment. The catering instructor has no formal teaching qualifications but has declared himself willing to acquire them if time is made available, especially because YPs are important to the functioning of the kitchen and servery. Risk assessment before and poor behaviour whilst working in this area has led to the exclusion of some YPs from this activity.
- *Waste Management.* There is an accredited training programme for waste management activities but risk assessment of YPs is said to adversely affect the number of potential candidates – none have yet been accepted.

Overall the programme of vocational activities appears to be well-received and constructive, leading to useful qualifications and that are enthusiastically delivered. There have been useful improvements and innovations built on this success. Catering and waste management appear to offer further opportunities to build on a good, purposeful portfolio. Inhibitors to introducing these and exploiting opportunities in the garden seem to be the risk-assessment process. Overall consistent delivery of courses seems to be vulnerable to planned and unplanned absences of qualified staff.

Physical Education

- 4.4.6 The gym and outdoor activities are popular with YPs. Facilities are generally good and have been expanded with the new outdoor pitch. Staffing levels are good and staff are well-qualified, experienced and enthusiastic, and keep good control in the vulnerable, cramped changing areas. There is a wide range of accredited courses and high achievement levels. Overall effectiveness of the PE department is good. The main problem is the inadequacy of the changing and showering facilities and the lack of a dedicated area for teaching other than physical activity. This is not easily remedied by prison management.

Library

- 4.4.7 The library has been re-established in the education department having substituted with a trolley service at the end of the reporting period and is actively used. There is still no weekend or evening access to the library.
- 4.4.8 Overall performance and the YPs experience of learning and skills have improved over the year despite or perhaps partly because of, a seriously disrupted start. There has been visible leadership of the recovery and improvement from the management team and these efforts have paid off. The great majority of the main recommendations from the October 2010 HMIP inspection have been implemented but movement to education, particularly remains a challenge making punctuality difficult in order to maintain safety. The QIG has been better focused but still subject to occasional disruption in terms of timing and attendance. It is also fair to say that the tensions between the education provider CfBT and the prison management highlighted in our last report linger on but seem not to have inhibited the overall improvement in teaching outcomes, methods and management.

4.5 Safer Custody

- 4.5.1 Since the re-opening of Cookham Wood to house juvenile offenders in May 2008, it has been apparent that safeguarding such a vulnerable and challenging community will continue to pose a significant challenge for the prison. Last year's IMB report charted the progress that had been made towards creating a safer and more stable environment following a critical HMIP inspection in February 2009. A follow-up HMIP inspection in October 2010 echoed the IMB view that there were tangible areas of progress, with the inspectors raising the overall assessment rating for Safety by one level from 'Poor' to 'Not Sufficiently Good'. Although during the first half of the reporting period there were three serious incidents, causing significant and costly damage and requiring the deployment of external resources, none of these was found by independent inquiry to be either predictable or preventable. It is encouraging that, in this calendar year to end July, there have been no further similar destructive and potentially dangerous incidents. Furthermore, IMB members' rota duty reports consistently document the observation that the prison atmosphere is calmer, and that the views on safety expressed in recent months by prisoners and staff are more positive.

- 4.5.2 Tangible evidence of senior management commitment to Safeguarding came early in 2010 with reorganisation and the creation of an Integrated Children's Services Department. With the monthly Safeguarding Committee now well attended, with a focused agenda and chaired by the Safeguarding Manager, operating statistics are increasingly available to inform decision making. Weekly 'Safer Regimes' and 'Phoenix' meetings continue to provide timely focus upon young people whose behaviour or vulnerability is prompting concern.
- 4.5.3 Emphasis has continued to be placed upon the refinement and improvement of C&R techniques with specialist training being provided to staff. An active mediation programme has been supported by the extension of training for mediators, and 'keep apart' lists for known antagonists are carefully maintained and reviewed regularly. It is reassuring also that incidences of self harm appear still to be on a downward trend, reflecting the care and success in raising and managing ACCT documentation and care plans. With allowance made for an increasing population, statistics for use-of-force and violence-related activity continue to demonstrate a trend which is largely positive.
- 4.5.4 The most notable organisational change has been the continued development of the dedicated "Phoenix" Unit which was set up just prior to the start of the reporting period. This unit provides housing for young people with complex needs or requiring intensive support due to behaviour or other problems. All young people segregated under PSO 1700 are also now cared for within the Phoenix unit. A new (SMARG) committee meets quarterly to review compliance with PSO 1700 standards for segregated prisoners. Physical improvement of the Phoenix facility this year has included the provision of a dedicated exercise yard, new adjudication room and staff office. More importantly perhaps, it is now possible to physically separate those young people who are detained there for punishment and behaviour concerns from those with complex needs who are perhaps vulnerable and require extensive support. Phoenix procedures are now better developed than at the time of last year's report, with a Care and Activities Plan in place for all residents.
- 4.5.5 Two major contributory factors which have supported the progress made towards improving safety have been management's success in staffing close to full complement (with greatly reduced levels of sickness absence), and the fact that the percentage of remand prisoners has fallen to a more manageable level. A major training programme is under way to roll out the new "working with young people" programme to all staff. It is understood to have been well received.
- 4.5.6 The fact that Cookham Wood houses a higher percentage of young people detained for crimes of violence than many other juvenile establishments increases the safeguarding challenge and risk. Furthermore, prison statistics have indicated that around one third of young people in Cookham Wood have known affiliation to gangs, with only limited housing facilities to ensure that rival factions can be kept apart.
- 4.5.7 Although the overall statistical trend for violence-related indicators has been improving, it was noted that, with the prison filled once again to near capacity in July, the number of fights and use of C&R had again risen. Past experience has shown that problems have occurred when numbers have grown quickly and when the prison has been close to full capacity. The challenge to sustain recent progress will therefore require continued focus.

4.5.8 The management team recognise that the prevention of bullying remains one of their most difficult challenges. Much has already been done with the development of anti-bullying procedures and improved intelligence, but it remains a concern that the number of CABS action documents relating to the prevention of bullying rose steadily over the first six months of this year and staff focus on anti-bullying measures will need to be sustained.

Month	CABS Documents Opened
January 2011	7
February 2011	11
March 2011	13
April 2011	23
May 2011	20
June 2011	26

4.5.9 Much has already been done to establish care plans for all Phoenix residents whether they have been placed there for disciplinary or support reasons. Provision of meaningful activity and time out-of-cell for these young people, though recently improved, is still less than for those on the residential wings.

4.5.10 The service of plated meals in the Phoenix Unit is also a source of complaint. Despite being sufficient when measured against guidelines, young people receive smaller portions than those provided at the serveries in other parts of the establishment and so they complain accordingly.

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

5.1 Drugs

- 5.1.1 Young People at Cookham Wood are not subject to mandatory drug testing, but are tested when intelligence suggests there is a risk of substance abuse.
- 5.1.2 During the reporting year there have been 9 instances of drugs being found - 6 of cannabis, 2 of amphetamines and 1 of cocaine. However, as reported last year, there continues to be no reason to suspect that there is a serious problem with drugs within the establishment.
- 5.1.3 There is nevertheless a need for staff to remain vigilant during periods when drugs may enter the prison.

5.2 Regime and Enrichment

- 5.2.1 Each day, young people should spend 10 hours out of their cells and the core day allows for this to happen. Hitting the target, however, continues to be elusive; during the reporting period the average was fewer than 9 hours.
- 5.2.2 Despite this, there are a number of encouraging improvements to the enrichment and activity programmes to be noted.
- 5.2.3 The appointment of a youth worker has enabled a successful and popular youth club to be introduced three evenings per week. This is staffed by outside youth workers and uniformed staff who attend in their own time. Duke of Edinburgh Award activities are also restarting.
- 5.2.4 Other enrichment activities are now planned by a committee which meets monthly and will include the involvement of young people. Active citizenship initiatives are discussed and encouraged. A setback to the enrichment programme occurred when equipment was vandalised and lost during the serious incident on 27th December 2010.
- 5.2.5 Outdoor exercise is available for all young people on a daily basis, including those residing in Phoenix Unit who now have their own exercise yard. HMIP recommended that everyone should have an hour of fresh air a day, but this is neither achieved nor targeted at Cookham Wood.
- 5.2.6 The Young People's Council has become more structured and effective throughout the year. It now meets regularly once a month, with the landing representatives deciding at an interim meeting which issues to bring. The representatives are now identified by their orange tee shirts.
- 5.2.7 Work has been ongoing throughout the year to improve punctuality and the efficiency of the allocation of purposeful activity with measurable success.

5.3 Reception

- 5.3.1 The number of new young people arriving after 20:00 continues to be a concern, although there was some evidence that this was improving in the last stages of the reporting period. The situation has deteriorated however since the end of the reporting period following the appointment of a new transport provider. Given that late arrival is a continuing problem, it is all the more important that the reception process is maintained satisfactorily even for late arrivals. This largely hinges on staff availability. For example, whether or not the young person is able to make a telephone call once in Cedar House, especially after 8.30pm. Since November, two reception trained staff have been available on night duty to ensure that the documentation for late arrivals can be processed promptly. All late arrivals are reported to the contract

monitors and copied to the Youth Justice Board. The Area Manager is also aware of the problem.

- 5.3.2 In all other respects the experience for the young person in reception is respectful and sensitive, with only 6.5% reporting they were treated less than satisfactorily. There is however, still a policy of routine strip searching on arrival and leaving the prison.

5.4 First Night Centre and Induction Programme

- 5.4.1 Since the last report, the integration of 'first nighters' into Cedar House has improved, with staff on the whole having more positive opinions about the arrangement. Implementation of a peer mentoring service is still work in progress. 89.5% of young people reported that they felt safe in their first 24 hours and 80% felt they had been given adequate information and support.

- 5.4.2 Delivery of the induction programme has been adversely affected this year by the lack of availability of a room of adequate size. Despite this problem, which occurs whenever there are more than six young people taking part, the programme has been revised and updated throughout the year. A new induction booklet, and an introductory DVD compiled by young people, has helped with this process.

5.5 Personal Officers

- 5.5.1 In last year's Annual Report the Board was concerned about the lack of purposeful contact between a young person and his personal officer with many young people not knowing the name of their personal officer nor being able to identify when they last spoke to him/her. There was little change to report for the majority of the reporting year.

- 5.5.2 It is encouraging however to report that a new draft Personal Officer Scheme was released in July 2011. Young people will now have the same personal officer while they live on the same wing. Personal Officers are required to make a quality entry on PNOMIS at least once a month – after consulting with caseworker and any other relevant person. A weekly behavioural comment should be added by a landing officer to aid the Personal Officer.

- 5.5.3 It is hoped that this new procedure will ensure greater prominence of the Personal Officer Scheme and enable young people to benefit from the enhanced level of support offered by the scheme.

5.6 Resettlement

- 5.6.1 As a result of a review of Cookham Wood's Resettlement programme, a new Resettlement Strategy and Delivery Plan has been developed with eight new resettlement pathways being introduced. The effectiveness of these pathways are robustly managed by the Resettlement Policy Committee.

- 5.6.2 At the end of the report year, accommodation was being secured for 100% of young people leaving Cookham Wood. This figure is all the more impressive for the fact that the process for securing this accommodation can be very problematic. Staff have been involved in numerous battles with external agencies and local authorities in order to secure appropriate addresses.

- 5.6.3 Currently the available management information shows that the team is missing its target with regards to the number of young people being discharged into education, training or employment. It is anticipated that improvements to the data collection process will ensure that a truer picture of the situation is available.

5.6.4 Recently links have been established with the local community through the youth worker and working out officer. ROTL opportunities have been created with local employers providing some excellent work experience opportunities for example at a local restaurant and garage. Further working out schemes and community payback schemes are being developed. Currently the number of young people eligible to participate in these programmes is very limited. It is hoped that a planned programme will be successfully implemented to work towards reducing the risks associated with some young people in order to enable a larger number of young people to benefit from participating in these programmes.

5.7 Security & Public Protection

5.7.1 In the first 5 months of the reporting year there were 3 major incidents involving the opening of Gold Command. However there have been no serious incidents reported since December 2011.

5.7.2 During the year there was one attempted escape where a young person was able to loosen fabric from his room walls.

5.7.3 The installation of a new CCTV system is now almost complete.

5.7.4 Within Cookham Wood, the issue of bullying and gang culture is never far from the minds of staff. With 21 different gang cultures having been identified at sometime within the establishment, monitoring of these areas by staff needs to be consistent and constant.

5.8 Adjudications and Complaints

5.8.1 In any secure establishment, the appropriate conduct of adjudications and the mechanism for fairly addressing any complaints made by prisoners are both important requirements. In both areas, Cookham Wood attracted mainly positive feedback in the most recent (October 2010) HMIP inspection report. IMB observation essentially echoes the view of the inspectors, and our observations are outlined below:

5.8.2 Adjudications are conducted professionally with IMB attendance welcomed. An overhaul of the adjudication tariff was carried out earlier in the year, and Adjudications Performance Review meetings are held quarterly and formally minuted. The young people generally have good access to advocates, and IMB members have observed occasions where the Voice advocate participation has been very effective and clearly appreciated by the young person.

5.8.3 Complaints are taken seriously and reviewed monthly. The Safeguarding Manager quality reviews complaints and responses, and cross references any safeguarding concerns raised. Monthly complaints quality assurance results are formally recorded. Recent emphasis has been given towards improving the consistency and quality of feedback to the complainant. It has been noted that 73% of complainants were given verbal feedback in June compared with only around 50% in April/May.

5.8.4 In monitoring the formal process of one particular adjudication appeal, it became apparent that, even when properly conducted, an appeal may be completed only after the related punishment has already been served. This is an unsatisfactory situation with an unfair outcome for any young person who has successfully appealed. This issue was drawn to the attention of the IMB National Council some months ago for them to raise at a national level.

5.8.5 Although, as noted above, access to advocate support has been good on the whole, VOICE advocates are not always available for adjudications, when

they have been requested by a young person, due to staffing and timing constraints.

5.9 Catering

- 5.9.1 Early in the year a new menu was introduced at Cookham Wood which was on the whole well received by young people.
- 5.9.2 During the month of Ramadan procedures were put in place which enabled 36 young people with the support of the Imam to complete their fast.
- 5.9.3 The quality and quantity of the food supplied to young people has remained a prominent theme in members' rota reports throughout the year. The food offered within the establishment is balanced and portion sizes are sufficient. The quality of meat provided to Cookham Wood by its supplier was of real concern however to both staff and young people. A recent change in supplier appears to have improved this particular situation.

Section 6: WORK OF THE INDEPENDENT MONITORING BOARD

6.1 Recruitment, Training and Development

- 6.1.1 One new member was appointed in March 2011, and one member returned from sabbatical leave of absence in July 2011. Unfortunately, we lost one long serving member due to retirement in December 2010, and two members resigned from the Board between January and July this year. Two members appointed at the end of 2009 successfully completed their probationary years. The Board has been actively involved and supportive of recruitment initiatives within a cluster of Boards from prisons around Kent.
- 6.1.2 At the time of writing in October 2011, the Board had 8 members out of a complement of 10. Another long serving member transferred to another local prison and the retirement of a second long serving member is anticipated at the end of 2011. Two interested new applicants have been interviewed, and their appointment has been recommended and is awaiting ministerial approval. A further recruitment initiative will be needed very soon.
- 6.1.3 Training sessions now precede Board meetings on a quarterly basis. Two members have attended nationally run courses and others have attended Area Chairs' and recruitment cluster meetings. The Board has participated in local fire training, PNOMIS, and ACCT awareness training, but would welcome guidance from the Secretariat regarding the prison-based courses that IMB members should attend.
- 6.1.4 Members of the Board visited HM YOI Feltham for a 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 board members who were unable to attend and with the Governor.
- 6.1.5 The Annual Team Performance Review carried out in 2010 was reviewed again this year to verify progress and completion of the agreed action items.
- 6.1.6 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.
- 6.1.7 The Board held an additional four half-day meetings to deal with strategic planning and other issues that could not be fitted into the regular monthly IMB meetings.

6.2 Statistics

6.2.1

Board Statistics	2010/ 2011
Recommended Complement of Board members	10
Number of Board active members at the start of the reporting period	10
Number of active Board members at the end of the reporting period	9
Number of new members joining within the reporting period	1
Number of members leaving within reporting period	3
Number of members on approved sabbatical	1
Total number of Board meetings during reporting period	12
Average number of attendances at Board meetings during reporting period	8
Total number of visits to the prison (excluding meetings)	143
Total number of written applications received	24
Total number of segregation reviews attended (approx)	43

6.2.2 Written Applications Breakdown

The number of written applications received by the Board remains low. During the reporting year, the Board re-launched its application process to try and encourage more young people to submit written applications to bring unresolved issues of concern to the attention of board members.

Applications Received	Number
Accommodation	0
Adjudications	6
Diversity	0
Education/Employment	4
Visits	0
Food/Kitchens	0
Healthcare	0
Mail	1
Property	2
Regime	2
Safety related	3
Staff/Prisoners	6
Control & Restraint	0
Transfer	0
Total	24

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 Wood Anti-Bullying Strategy
C&R	Control & Restraint
CfBT	CfBT Educational Trust
CRB	Criminal Records Bureau
EAT	Equality Action Team
FNC	First Night Centre
HMIP	Her Majesty's Inspector of Prisons
IMB	Independent Monitoring Board
KPT	Key Performance Target
MDT	Mandatory Drug Testing
MoJ	Ministry of Justice
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
PNOMIS	Prison National Offender Management Information System
REAT	Race & Equality Action Team
RIRF	Racist Incident Report Form
ROTL	Release on Temporary Licence
SACU	Separation and Care 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