



HM YOI Cookham Wood

Annual Report of the Independent Monitoring Board

1st AUGUST 2011 – 31st JULY 2012

Monitoring fairness and respect for people in custody



SECTION 1

STATUTORY ROLE OF THE IMB

The Prison Act 1952 and the Immigration and Asylum Act 1999 require every prison and IRC to be monitored by an independent Board appointed by the Secretary of State from members of the community in which the prison or centre 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

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SECTION 3

3.1 INTRODUCTION

- 3.1.1** This report for the Independent Monitoring Board (IMB) for Her Majesty's Young Offenders' Institution (HM YOI) Cookham Wood covers the period from 1st August 2011 to 31st July 2012
- 3.1.2** Cookham Wood is in Kent, on the edge of the Medway towns, situated between HM YOI Rochester and Medway Secure Training Centre. It is close to a residential neighbourhood. The prison was built in the 1970s and served as a women's prison until it was re-rolled in 2008 to its current status.
- 3.1.3** Cookham Wood has an operational capacity of 131 male juveniles, and a certified normal capacity of 143. It accommodates remand prisoners from 15-17 years and convicted prisoners from 15-18 years. The establishment serves the courts from Kent, Sussex and London. It is intended to be a local resource for young people with family connections in the South East.
- 3.1.4** There are three main residential units containing single person accommodation. Ash and Beech wings have three floors with long narrow corridors and contain 59 and 55 rooms respectively. Cedar House is a more modern unit with 17 rooms, each with a shower en suite. It accommodates the First Night Centre, and nine rooms for young people (YPs) with enhanced status, or those who are on Release on Temporary Licence (ROTL). In addition, the Phoenix Unit has 12 rooms, and houses YPs who have been identified as having complex needs and/or challenging behaviour. There are now 4 exercise yards - one for each unit.
- 3.1.5** The average population over the year was 121, with a range from 102 to 131. There was a range of between 4 and 12 fifteen year olds and 6 and 21 eighteen year olds during the year. The 'churn rate' was 38 per month with a range from 29 to 58.
- 3.1.6** Over the year the ratio of remand to sentenced YPs ranged from 21-38.5%:61.5-76.8% with an average of 28% remand to 72% sentenced YPs.
- 3.1.7** Populace summaries are presented monthly – the breakdown of ethnicity is typically 65% black and minority ethnic (BME) and 35% white. Between 10 and 14 foreign nationals were accommodated at any time throughout the year.
- 3.1.8** 226 members of staff are employed at Cookham Wood, of these 106 are officers. 11% of all staff are BME and 30% of officers are female.

3.2 AGENCIES WITHIN THE ESTABLISHMENT

Healthcare is provided with funding from Medway NHS Primary Care Trust, and includes input from Cygnet Health Care. The Education Provider is CfBT. VOICE offers advocacy support, and Youth Work is provided by Kinetic. The Resettlement team, now 11 strong, is funded by Cookham Wood and line managed through Medway Council. The team includes case workers from Medway Youth Offending Team (YOT) and prison staff. This year has seen the addition of a Social Work Team, managed by Medway Council and funded by the YJB, who will provide a service in child protection and for looked after children (LAC). Charlton Athletic Football Club offer training.

3.3 INSPECTION BY HMIP

The third in a series of inspections since Cookham Wood became a juvenile establishment took place between 14th and 18th November 2011. This was an announced inspection, and the report, dated January 2012, was published in April 2012. It concluded that Cookham Wood has come a long way in three years but with no room for complacency and further improvement is required in all the areas inspected. A renewed sense of confidence was recognised, and the governor and her staff commended 'for all that has been achieved in a well led establishment'. Progress against the inspectors' recommendations is referred to in this report.

SECTION 4

4.1 EXECUTIVE SUMMARY

- 4.1.1 Following the HMIP inspection report of October 2010, when it was declared that 'Cookham Wood may be off the critical list but it should remain in intensive care' a further inspection in November 2011 concluded that the establishment continued to make good progress and that outcomes for YPs were now all reasonably good across the four tests of a healthy prison. Overall the IMB has perceived further improvement in the way Cookham Wood operates over the reporting period. Generally our rota reports reflect a well run establishment within a suitably controlled yet relaxed atmosphere. Inevitably a report such as this focuses on areas where the prison could improve, however it should not go without mention that there are many features of the work done in Cookham Wood to celebrate. Our major concern, however, relates to continuing high levels of violence particularly in the second half of the reporting year (5.5.11 – 5.5.12)
- 4.1.2 The most serious incident of the year was the death of a fifteen year old looked after child in January 2012 (5.5.2). Circumstances surrounding his death and the way it was handled were subject to an Ombudsman inquiry, the report of which is awaited. Observations by the IMB on how the staff dealt with this tragedy both in and out of the prison concluded that there was a degree of professionalism and sensitivity that was exemplary. Following the death, the IMB reviewed its practice with regard to the ACCT system and its documentation and adopted a more stringent method of monitoring the process.
- 4.1.3 There were two other serious incidents that involved the opening of the Command Suite. Both were resolved speedily and without injury or significant damage to property.
- 4.1.4 Safeguarding continues to cause concern. Although YP surveys showed that the majority of YPs 'felt safe' in Cookham Wood, there has been a worrying increase in both the number and severity of assaults including attacks on staff. These have increased in the last half of our reporting period. Assaults where there is more than one perpetrator have become more common. There has been a corresponding increase in the number of adjudications and the frequency of the use of force. While comparative data from other juvenile prisons showed Cookham Wood as having the lowest number of assaults per YP in 2011, corresponding statistics for the first half of 2012 demonstrate an unfavourable comparative trend, with Cookham Wood registering at the high end. Higher rolls, higher proportions of remanded YPs and the churn rate of new arrivals and departures do not fully explain the increase in violence. Moreover there is no evidence of the mismanagement of safeguarding, or of systems failure. Part of the explanation seems to lie with the severity of the offences by those now being brought into custody. It must also be acknowledged that the task of keeping certain factions apart in Cookham Wood is problematic and time consuming, a difficulty exacerbated by the layout of the prison.
- 4.1.5 Phoenix Unit, which accommodates YPs with complex needs and/or challenging behaviour, has had a mixed year, but following a change of management and staff, there are measurable signs of progress. The IMB is now able to attend the majority of GOOD reviews as they are held at a regular time each week.
- 4.1.6 A recent survey shows that most staff are content to work at Cookham Wood. Concerns about low staffing levels have not materialised to the same extent as last year and sickness rates are lower although still not yet at benchmark levels. Although the safe operating level is never breached, the effects of staffing shortage are evident. These include disruption of routine and regime, delays in movement, late unlock, disruption of staff training and staff specialisation time as the need to cover wing duty is

prioritised, all of which produces levels of frustration and de-motivation, and so affects YPs.

- 4.1.7 The 'New Build' is scheduled to be commissioned in the autumn of 2013. Ash and Beech wings will be mothballed, and the new residences will increase capacity from 131 to 196, with staffing numbers remaining the same. The impact on the existing establishment whilst building takes place should be minimised by having separate access to the site, and there will be adjustments made as SMT members are allocated to the new project. An IMB member has been identified to monitor progress in the year to come.
- 4.1.8 Having emerged from the time when Cookham Wood was regarded as unsafe, it is pleasing to see initiatives such as those in the Phoenix Unit and 'Team around the Child' being introduced. However the number and severity of assaults over the last year continues to highlight the need for focus and vigilance on violence reduction across the prison.

4.2 PARTICULAR ISSUES REQUIRING A RESPONSE

4.2.1 *Policy Issues*

- **Foreign Nationals** – Foreign Nationals have no access to a UKBA surgery, despite best efforts to obtain them. (6.1.10)

4.2.2 *Operational matters*

- **Assault Levels** - The significant decrease in the number of serious incidents requiring the deployment of external resources is welcomed. The levels of violence however have risen markedly in the first half of 2012 when compared with the second half of 2011. Can this increase in violence (and worsening comparative data with other juvenile establishments) be explained primarily by a more demanding profile of prisoners now being sent to Cookham Wood?" (4.1.4 & 5.5.3)
- **Learning & Skills Staff** – The turnover, training and induction of tutors are thought to impact adversely on the general quality of teaching. (5.2.4)
- **Phoenix Activities** - Provision of meaningful activity and time out of cell for Phoenix residents whether they have been placed there for disciplinary or support reasons, although recently improved, is still less than for those on the other residential wings. (5.6.10)
- **Personal Officers** - The personal officer scheme at Cookham Wood is still considered to be weak. Some progress has been made during the year such as better use of PNOMIS to record and inform, and the introduction of back up Personal Officers for every YP. There remains doubt about the commitment to the scheme as evidenced by the fact there is no mention of it in the Cookham Wood action plan. (6.4.1 & 6.4.2)
- **Drugs** - There have been no Drugs Strategy meetings held this year. The drugs strategy at Cookham Wood remains the same. That is, only to act when there is intelligence that there is a YP with drugs. (6.5.2)
- **Outside exercise** - While YPs at Cookham Wood are usually given the choice to exercise outside daily, only 30 minutes is scheduled against the HMIP expectation for at least one hour of exercise in the open air every day. The new proposals for the core day, whilst not yet finalised, do not increase this. (6.7.4)

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- **Legal Visit Privacy** - The issue of inadequate privacy for legal visits continues to be raised by legal advisers, yet no improvements are proposed. (6.8.6)

4.2.3 *Previous year's concerns*

- **Resettlement Co-ordination** - During the year the IMB followed up on a Resettlement issue raised by the Board in its last annual report. This related to securing accommodation for YPs on release. Whilst the Board received a reply this related to actions being taken locally. The concern remains the apparent low priority afforded to this problem by the local authorities, and raised again the question of how government departments could co-operate better to achieve the resettlement and reduction of re-offending that is the Government's stated policy.
- **Health Care Movements** - Despite some measures being taken to improve matters, the delivery of health care is still interrupted by lack of adequate movement provision. (5.3.2)
- **Late arrivals** - Although there has been some improvement, and staff work to minimise the effects on YPs, there are still far too many occasions when YPs are brought in to Cookham Wood after 20:00 hours. (6.3.1)
- **Staff Changes** - A concern expressed last year that significant changes to the Senior Management Team (SMT) could induce instability has not noticeably materialised. The planned introduction of Fair & Sustainable continues to induce anxiety amongst staff, as some roles are lost and many staff are required to apply for new posts. The IMB will continue to monitor the effects of this. Staff training programmes, particularly the modules for 'Working with Children' have been well received throughout the prison.

SECTION 5

5.1 EQUALITY & INCLUSION

- 5.1.1 The principles of equality and inclusion are embedded in the fabric of daily life at Cookham Wood. Governance is robust, and works to ensure all protected characteristics are recognised and incorporated into monitoring via the Equality Action Plan (EAP). Staff equality training, mentioned in HMIP report as not sufficient, has risen from 70% to 80%. Observers of association and exercise would notice that YPs choose to socialise within their ethnic groups and there is little voluntary mixing.
- 5.1.2 The population by ethnic groups is monitored and a typical breakdown is as follows:- Asian 6%, Black 34%, Dual Heritage 12%, Other 1%, White British 35%, White Other 12%. (Figures from July 2012)
- 5.1.3 The Equalities Action Team (EAT) meets bi-monthly. Attendance and regularity improved in the latter part of our reporting period. YP representatives from each residence are trained and attend EAT meetings, although they are often late when 'movement' has delayed their arrival. The meetings are now chaired by the Deputy Governor and a report is prepared by the Diversity/ Equality Officer (DEO) for each meeting.
- 5.1.4 The EAP and Equalities Policy meet the requirements of PSI 32/2011 'Ensuring Equality'. HMIP recommended that monitoring be increased to cover all aspects of care. It is expected that the EAP will address this, with target dates and outcomes to be monitored bi-monthly.
- 5.1.5 SMART data reveal that the Black ethnic group at times in the year have shown a disproportionately high number of proven adjudications. In the same audit White YPs have shown lower. This matter has been referred to the Adjudication Performance Review Committee (APRC) for further analysis and investigation. An explanation is that with such a small pool for statistics to be collected from, it only takes a few individuals with high levels of violence to skew the data. White YPs are shown to have disproportionately high figures for ROTL, but again, this can be explained by the small numbers involved. The Diversity comparator for 2011 shows a significant rise in the number of Black YPs who have 'had a nicking since arrival' to 66%. The number for whites is 43%. The figures continue to be monitored closely, with cross checking between relevant management committees.
- 5.1.6 The DEO works energetically and creatively with staff, agencies and YPs providing initiatives to promote good race relations. She delivers a presentation on Equality during staff induction, and queries are responded to promptly and effectively. Cultural events and the use of outside groups and speakers are frequent and varied. There are plenty of examples of good practice. Posters are prominently displayed throughout the prison, and the flags of all nationalities at Cookham Wood are now added to the monthly summaries which inform YPs of the monitoring process. Diversity magazines and newspapers are available in the Youth Clubroom e.g. Travellers' Times, Nubia Youth etc. A dedicated Youth Club for travellers has been initiated.
- 5.1.7 Discrimination Incident Reporting Forms (DIRFs) are investigated promptly and efficiently, and there are sample quality checks by the Youth Offending Team (YOT) and Connexions. They average 6 per month, similar to previous years, and mostly involve the use of inappropriate language. The DEO has worked with case workers and the In-Reach team to address this.
- 5.1.8 Staff/YP relations on the whole are considered to be good, and show an empathy with cultural needs. Requests raised by YPs through the Youth Council e.g. for more hair

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braiding time to be available, are responded to. During Ramadan, when Moslem YPs are adequately provided for, they are allowed to choose whether they 'dine out' with their non-Moslems peers, even though they are fasting, or return to their room with their 'yellow hot boxes' to await sunset.

- 5.1.9 Disability is now discussed at the EAT meeting, and reports from the Disability Liaison Officer (DLO) when not presented are made available on the Z-drive. The numbers of disabled YPs are registered. The majority of cases of disability are with learning or mental health. There is now a mental health self-assessment tool which staff members are being trained to use, and Care Plans are in use routinely. None the less, the most recent quarterly survey shows 36% consider their disability not to be catered for at Cookham Wood.
- 5.1.10 Currently there is no adapted accommodation for physically disabled YPs, but a double sized room for wheel chair users is incorporated in the plans for the New Build.
- 5.1.11 Examples of good practice are evident. A YP who uses crutches has had an evacuation plan prepared as part of his care plan. He was given permission to wear a track suit rather than shorts in the gym after he expressed reluctance to attend gym sessions. He was then more willing to join in.
- 5.1.12 Issues of sexuality are addressed initially in the Diversity Induction Workshop, then included on the Youth Club agenda. External agencies have been utilised to combat homophobia.
- 5.1.13 The IMB works to adhere to the board's diversity statement. There is an ongoing awareness that the composition of the board does not reflect that of the population monitored.

5.2 EDUCATION, LEARNING & SKILLS

- 5.2.1 Overall performance of learning and skills has improved further over the year. Once again this year the Murals Workshop has produced outstanding work and together with the tutors in vocational skill workshops continue to produce high levels of engagement with YPs.
- 5.2.2 The classrooms in the Mezzanine area of the prison, which had been out of action since October 2010, returned to full operation at the start of the reporting year. This enabled the progress made in 2010-11 to be continued through 2011-12. Only one association room elsewhere in the prison was in use for education during the year to ease pressures and so help behaviour management in the Mezzanine.
- 5.2.3 Attendance, punctuality and behaviour in classes and workshops have improved thanks to continued management focus on movements and a behaviour management training programme for tutors. The deployment of these new skills led to an initial increase in adjudications and exclusions from education but exclusions fell in the second half of the year.
- 5.2.4 There has been a high turnover of tutors during the year that is thought to be due to the lower pay rates paid to tutors than equivalent teacher posts in secondary schools. Moreover the majority of new recruits are trainee teachers. The induction of these new recruits is predominantly based on written material, the effectiveness of which is in question. Together these factors are thought to impact adversely on the general quality of teaching, and unless addressed will continue to do so.

- 5.2.5 *Literacy and Numeracy*
Outcomes and success rates for literacy are high, although less so for numeracy; a reversal from the previous year. Achievement for those with special educational needs (SEN) is less good and is addressed by the SEN coordinator supported by seven Learning Support Assistants (LSAs). Continued uncertainty over the funding of two of the LSA posts whose funding comes from the Department for Business, Innovation and Skills rather than the Education Funding Agency casts a shadow over continued success in this area.
- 5.2.6 YPs are expected to bring their individual learning plans (ILPs) to lessons to assist with their development and to encourage active engagement in their own progress. This system has suffered during the year from difficulties in its management on the wings and elsewhere.
- 5.2.7 *Vocational Training*
This remains an area of strong engagement by YPs. In particular the tutors in the construction, painting & decorating, motor mechanics and DIY workshops can be singled out for praise for delivering purposeful, productive and well-run activities that lead to accredited qualifications. Moreover problems suffered last year from staff absence have been addressed by greater flexibility of work cover.
- 5.2.8 Other vocational training includes working as orderlies for cleaning, in the kitchen, waste management and the gardens. Problems reported last year have been or are just beginning to be addressed, most notably in the relation to the risk-assessment process for these activities.
- 5.2.9 The Independent Living course, accessible to short-stay YPs, provides a wide range of practical skills, as well developing literacy, numeracy and ICT skills.
- 5.2.10 There have been further improvements and innovations in the past year, with the DIY course being developed in line with the Prince's Trust Excel programme, thereby enabling YPs to continue with their studies after discharge. A new creative media course that is delivered and fully funded by Canterbury College also provides the opportunity for some YPs to continue studies after discharge.
- 5.2.11 *Physical Education*
Overall effectiveness of the PE department is good. The main problem remains the inadequacy of the changing and showering facilities. The gym staff now have temporary use of a classroom for teaching other than physical activity. For the longer term the New Build will free up space for additional facilities to be developed adjacent to the gym.
- 5.2.12 *Library*
The library in the education department is actively used, with a trolley service at weekends. There is no evening access to library facilities.
- 5.2.13 *Inspectors' Recommendations*
There were a number of recommendations made by the Inspectors during their visit in November 2011
- *Catering qualifications should be introduced.* This remains outstanding, although recent developments have seen a tutor gain a qualification that enables a suitable course in food health and safety to be run for YPs, but catering staff must be trained and freed to give appropriate supervision.

- *Classroom based lessons should be reduced in length.* This will happen when the YJB's new core day is introduced.
- *Young people should be collected from education on time.* Improvements in the management of movements have helped improve timely collection.
- *The levels of accreditation should be increased and higher level qualifications should be available in all areas.* Opportunities for progression within subject areas have been improved but there are practical and cost issues in delivering GCSE courses, partly addressed by distance learning for individual YPs.
- *Behaviour management in classroom based lessons should be improved.* Measures have been taken to improve this – see above 5.2.3.
- *Additional one-to-one support sessions should be integrated into young people's timetables. The quality of individual learning plans, particularly with regard to target setting, should be improved.* Addressed, see above 5.2.6.
- *Young People should have supervised access to the internet to develop their independent learning skills.* The infrastructure for Virtual Campus has been in place for some time but is not yet commissioned – progress stalled for budget reasons when the decision was made to have a hybrid integrated system across all classrooms rather than a system active in only one. A decision is awaited from the Education Funding Agency.

5.2.14 *Management of Learning & Skills*

The Quality Improvement Group has recently been changed to quarterly meetings and given a more strategic focus. It is supplemented by monthly reporting of performance.

The tensions between the education provider and prison management highlighted in our last report are less apparent than last year.

The education contract, scheduled for re-tendering in 2011, has been further delayed until 2014 with the original contract rolled forward annually. This inevitably creates continuing uncertainty for all concerned.

Looking to the future there are a number of developments whose impact on next year's Learning and Skills provision will be uncertain and provide a significant management challenge:

- The New Core Day with its reduced contact time.
- Fair and Sustainable down-grades the current Learning and Skills management role to an advisory post. This raises questions for the future about the effective integration of Learning and Skills activities. Unlike an adult prison, Cookham Wood is an educational establishment with a greater need for the effective management of the educational needs of the young people in its care.

A new allocations system designed to make sentence plans more tailored to individual needs and their delivery more predictable.

5.3 HEALTH CARE & MENTAL HEALTH

- 5.3.1 Healthcare in Cookham Wood is delivered to a very good standard. It is funded by Kent and Medway PCT. The Mental Health Team at Cookham Wood has continued to function well and during the year one team member has undergone child nurse training. The GP contract was completed during the year and the service provided is much improved. Regular Health Forums now take place with YPs taking on an active role. Policies and protocols are up-to-date and are reviewed in an on-going process. Work is taking place to utilise the health IT system so that better use can be made of

what is available. The team are working with the Public Health team to develop an action plan for Health promotion.

5.3.2 Performance indicators show no 'reds' but there are six items on 'amber' still to be addressed but these are nothing of concern. Movements are still an issue especially on a Friday when there are two GP clinics, dentist and Friday prayers. If there are no movement officers available sometimes whole clinics have to be cancelled, which is highly unsatisfactory and increases the waiting time for appointments.

5.3.3 A new health care provider is still awaited after four years but an advertisement is due to go out at the time of writing. Currently staff vacancies are covered by agency nurses and the procurement will hopefully address this issue. The New Build for Cookham Wood will present a new health regime as health will be functioning differently and over the last few months discussions around staffing levels for the increase in YP numbers have been taking place.

5.4 RESETTLEMENT

5.4.1 The Resettlement Strategy and Delivery Plan saw its first year of implementation during the year past. Although developed with success measures for each pathway no explicit review of effectiveness against these measures had been undertaken within the year. Performance against Cookham Wood's targets is shown below (Source: Cookham SIP monitoring reports):

Resettlement measures (% YPs discharged)	August 2011	July 2012	2011-2012	Target
Settled accommodation	94%	100%	86%	95%
ETE	47%	100%	71%	71.3%

5.4.2 Over the reporting year 86% of YPs left to settled accommodation which is below the target. However, at the end of the reporting year accommodation had been secured for 100% of YPs 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 continue to be involved in numerous battles with external agencies and local authorities in order to secure appropriate addresses. A new initiative has been launched to bring together the various external agencies involved in the resettlement process in a Consortium, but remains at the planning stage.

5.4.3 Despite the poor start to the year the target for the number of YPs being discharged into education, training or employment (ETE) was met over the year as a whole, reflecting a significant improvement in performance.

5.4.4 At the start of the year 35% of YPs had expressed concern about getting accommodation on release, whilst 40% were concerned about getting into school or college; these percentages were significantly higher than the national averages. The improvements in the resettlement measures shown above are likely to have contributed significantly towards addressing these concerns. This improvement reflects a year of significant activity, and all those involved deserve credit for their enthusiasm and hard work for the YPs leaving Cookham Wood.

5.4.5 The number of YPs accessing ROTL increased during the year and is shown below (Source: Cookham Wood Resettlement Committee data):

ROTL (Nos.)	August 2011	July 2012	Max in one month	Total 2011/12
ROTL Licences	14	99	159	868
YPs on ROTL	2	8	14	41
YPs discharged	17	16	22	213

- 5.4.6 The increase in the number of ROTLs has been facilitated by both a new risk assessment process and successful search for organisations providing suitable placements. Once a YP reaches his eligibility date a structured risk evaluation takes place that is based on multidisciplinary input from all relevant groups within and outside the prison (e.g. the police). This assessment then forms part of a discussion that includes input from the YP, his Caseworker and the Resettlement Officer to establish eligibility for a licence. Over 95% are successful at this stage and now leads to some 100 licences approved per month.
- 5.4.7 A number of YPs fail to engage in the ROTL process or are unable to reach the standard required to evidence a satisfactory reduction in risk to the public. Consequently 60% of YPs reaching their ROTL eligibility date are not granted ROTL on that date.
- 5.4.8 Links with the local community have continued to identify ROTL opportunities with local employers providing some excellent work experience opportunities, e.g. Fort Amherst, Octopus (motor mechanics) and Quadrant (parks & gardens), and new opportunities being actively sought out by staff. YPs are also granted ROTL to college thereby building their confidence and so easing their passage, especially when discharge dates would mean starting mid-term.
- 5.4.9 The effectiveness of ROTL is to be measured in the coming year by comparing the experience of those on ROTL with those discharged without it.
- 5.4.10 A Resettlement Needs Analysis was completed during the reporting period to underpin the implementation of the strategy. It demonstrated that the range of programmes delivered in Cookham Wood were consistent with the needs identified for those YPs with the highest ASSET scores.
- 5.4.11 A range of programmes have been developed and delivered during the year. The Resettlement programmes operating in July 2012 were as follows:

Programme	No. of attendees completing programme	Programme objective/description
Don't Lose It (replaced during the year by Healthy Relationships)	33	Includes anger management
NXG Music group./Music technology group	16	Now ceased – some music work carried out in Education
NACRO Pilot	3	Status and power, anger management, career planning and money management
Sphinx	35	YPs learn to take control of their own lives, learning from the past and applying these skills to the present and future
STAAR (Start Taking	35	Explore issues that have led YPs to

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Action and Responsibility)		offend
Surviving Our Streets (SOS)	63	Reduce violence and weapon carrying; covers conflict resolution and gun and knife crime
Young Dads	4/30	Parenting and relationship building with children and mothers. Group and 1 to 1 sessions
Restart	5	A Muslim group mentoring service
Building Bridges	6	Rebuilding family relationships

Further such programmes are under development, such as bereavement workshops.

- 5.4.12 Other achievements during the year include four successful family days, the development and extension of vocational skills courses, and the attendance of a family member or carer at training planning reviews increasing from zero to 60% over the year.
- 5.4.13 There were a number of recommendations made by the Inspectors during their visit in November 2011. Some have been acted upon, and others are expected to be addressed by the development of the 'Team around the Child' initiative. However other recommendations have specifically not been acted upon:
- privacy of legal visits
 - wearing of coloured bands by YPs during visits.
- 5.4.14 Daily phone-calls, recommended by the Inspectors, are specifically not prescribed for YPs on Basic as part of a revision to the rewards and sanctions policy.
- 5.4.15 The Resettlement Policy has yet to be revised to include the specific resettlement needs of looked-after children and young people serving long sentences.
- 5.4.16 The Resettlement Policy Committee meets monthly to address a range of operational issues. It would benefit from consistent and full attendance, rigorous follow-up of action points, better preparation by attendees for the meeting (e.g. preparation and circulation of Pathway reports in the standard format), and clearer links to an updated Resettlement Delivery Plan and its success criteria.

5.5 SAFER CUSTODY

- 5.5.1 Since the re-roling of Cookham Wood to house juvenile offenders in May 2008, safeguarding such a vulnerable and challenging community has continued to represent a significant challenge for prison management and staff. Last year's IMB report charted the continued progress that had been made towards creating a safer and more stable environment following earlier critical HMIP inspections. The HMIP inspection in November 2011 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 'Not Sufficiently Good' to 'Reasonably Good'. IMB members' rota duty reports throughout the second half of 2011 continued to confirm an overall perception of a calmer atmosphere around the prison, with positive views on safety being expressed by prisoners and staff. YP survey results at the time of the HMIP inspection indicated that they felt safer and had confidence in staff.
- 5.5.2 Sadly, in January 2012, there was a tragic Death in Custody. The IMB were quickly and appropriately notified, and monitored closely the management response and support given to family, YPs and staff. There was clear evidence, from all perspectives, that communication and support was handled with sensitivity and compassion.

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5.5.3 This year, there has been a significant decrease in the number of serious incidents requiring deployment of external resources. Major and costly damage which occurred last year has not been repeated, and limited external support has been needed only once. It is however disappointing for all concerned that the level of violence (evidenced by a virtual doubling of instances of use-of-force and high numbers of assaults) has risen markedly in the first half of 2012 when compared with the second half of 2011.

5.5.4 The prison management has acted proactively in an attempt to reverse this negative trend as outlined below.

Areas of Progress

5.5.5 An Integrated Children's Services Department, with a dedicated Safeguarding Manager, continues to provide evidence of management's commitment to safety. Monthly and Quarterly Safeguarding meetings continue to be well attended, with focused agendas and timely operating statistics usually available to inform decision making. All Child Protection matters which have been referred for external review are separately detailed and progress discussed. Weekly 'Safer Regimes' and 'Restraint Minimisation' meetings continue to provide timely focus upon young people whose behaviour or vulnerability is prompting concern.

5.5.6 Emphasis has continued to be placed upon the refinement and improvement of C&R techniques with specialist training being provided to staff. The weekly 'Force Minimisation' meeting reviews CCTV evidence and documentation to ensure that when force is used it is necessary and appropriate. 'Keep Apart' lists for known antagonists are carefully maintained and reviewed regularly.

5.5.7 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. The Death in Custody provided further impetus to provide ACCT refresher training for all key staff; IMB members have regularly checked the status of ACCT files and care plans and found these to be in good order.

5.5.8 Rollout of the new 'Working with Young People' training programme has progressed throughout the year, and is understood to have been well received by staff.

5.5.9 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 had fallen to a more manageable level. It is notable, however that, in recent months, the ratio of remand to sentenced prisoners (and associated churn rate) has again risen along with a significant increase in levels of violence.

Areas of Concern/Regression:

5.5.10 The fact that Cookham Wood houses a high percentage of YPs detained for crimes of violence heightens the safeguarding challenge. Furthermore, prison statistics have indicated that on average there are members of over thirty recognised gangs at Cookham Wood, with around one third of young people declaring gang affiliation. With YPs from North and South London now being placed there, it is apparent that the associated complexity of keep-apart arrangements is an increasing concern.

5.5.11 As noted above, incidences of use-of-force have doubled from a total of 89 in the final quarter of 2011 to 197 in the first quarter of 2012, falling only marginally to 182 in the following quarter. Due to high numbers of use-of-force packs issued, and late returns from staff, timely analysis of this data has not consistently been available, though this

administrative anomaly has now been addressed. Corresponding trend statistics for the total number of assaults for the same quarters are 27, 52 and 84.

- 5.5.12 The management team has been particularly concerned by several potentially dangerous incidences of assault by a group on a single victim and have committed to rigid enforcement of Behaviour Improvement Plans for offending prisoners. Where necessary, Good Order or Discipline (GOOD) segregation procedures have been invoked increasingly to protect the safety of other prisoners and staff. The IMB has carefully monitored the associated review process to ensure that segregation is necessary and appropriate in each instance; members have been impressed by the consistency and thoroughness of this review process.
- 5.5.13 In a young offenders' prison, the prevention of bullying remains one of the staff's most difficult challenges. Much has already been done with the development of anti-bullying procedures and improved intelligence. The number of CABS (anti-bullying) documents raised has reduced markedly in recent months, but it is recognised that focus on anti-bullying measures will need to be sustained. Recent delays in the available mediation process have been recorded and attributed to a lack of trained peer mediators which is now being addressed.
- 5.5.14 Lack of appropriate room facilities for conducting ACCT reviews, and the absence of any fully appropriate safe cell accommodation has been noted, and suggested as a need for the new-build. Whilst recognising that the provision of entirely 'safe cell' accommodation may be an impractical ideal, we have observed the complexities of safeguarding young people at times of high vulnerability, and echo the findings of the HMIP report regarding the inappropriate use of gated cells.

5.6 SEGREGATION, CARE & SEPARATION

- 5.6.1 Two years ago, a decision was taken to close a small Separation and Care Unit and to set up instead a dedicated "Phoenix" Unit. This unit provides housing for YPs with complex needs or requiring intensive support due to behaviour or other problems. Most YPs segregated under PSO 1700 are also now cared for within the Phoenix unit. A quarterly (SMARG) committee meets to review compliance with PSO 1700 standards for segregated prisoners. Since its inception, physical improvement of the Phoenix facility has included the provision of a dedicated exercise yard and improved association, adjudication and staff office facilities.
- 5.6.2 It is now physically possible to separate those YPs who are detained there for punishment and behaviour concerns from those with complex needs who are perhaps vulnerable and require extensive support. However, at most times the dividing door remains open and Phoenix is operated as a single unit. HMIP, in their November 2011 inspection, echoed the sentiments of last year's IMB report confirming progression of the Phoenix initiative. Procedures were noted as being better developed, with a Care and Activities Plan in place for all Phoenix residents.
- Areas of Progress*
- 5.6.3 Weekly Phoenix review meetings continue to provide the opportunity for safeguarding management and specialists to review the specific requirements and care plans of each Phoenix resident.
- 5.6.4 GOOD reviews for segregated YPs are now conducted by the Safeguarding Manager at a regular day and time and are usually attended by IMB members who have commented positively on the consistency of decisions made and explanations given. With adjudications and reviews now held on the unit wherever possible, there is less possibility of incidents occurring during movement.

5.6.5 IMB members' rota reports have frequently voiced concerns over an apparent lack of activity for some Phoenix residents. However, recent management initiatives and staff rotation appear to have brought a renewed focus on discipline, expectation setting and care planning. Recent initiatives to provide more meaningful activity and stimulation for segregated YPs have included a 'Phoenix Olympics' and more one-to-one education being provided on the unit. Behaviour Improvement Plans and target setting encourage YPs to earn rewards for improved conduct.

Areas of Concern/Regression

5.6.6 Managing some of the most challenging YPs at Cookham Wood in a single unit can take a toll on the unit's assigned staff. IMB Members noted periods of low staff morale in Phoenix prior to a recent staff reorganisation. With levels of violence having risen in the second half of the reporting period, and GOOD provisions being employed to protect the security and safety of YPs and staff, residency levels in Phoenix have been high. There have been occasions where segregated YPs have needed to be housed on the wings.

5.6.7 The disruptive presence of some individual YPs at times prompted potential fear and distress for the more vulnerable Phoenix residents.

5.6.8 YPs also complain frequently about the quantity and quality of meals on Phoenix compared to the wings. However, hot meals are now available there, and an objective IMB review has confirmed that the quantity of the food provided in Phoenix meets prison standards but can appear less when covered and compressed for transport from the kitchen.

5.6.9 A high cumulative length of residence in Phoenix has been noted for a few individual YPs. SMARG statistics indicate however that no individual has been detained continually under PSO 1700 for longer than one month. IMB members have commented however that use of the terminology 'Phoenix Assessment' as a basis for retention of previously segregated YPs within the Phoenix Unit after removal from GOOD or RFU status may be inappropriate. Management appear to have accepted this observation and have promised reconsideration of the terminology employed.

5.6.10 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 out-of-cell time for these YPs, though recently improved, is still less than for those on the residential wings.

SECTION 6

6.1 FOREIGN NATIONALS

- 6.1.1 At any given time this year, 12 – 14 YPs serving sentences at Cookham Wood were foreign nationals. Cookham Wood does not hold YPs as immigration detainees after completion of their sentences.
- 6.1.2 There is a clear Foreign Nationals' Policy and strong support for foreign national YPs in each of 3 key areas of disadvantage – immigration status, family contact and language. There have been some difficulties in making timely arrangements for interpreters with the new national provider but these have been managed.
- 6.1.3 The lynchpin of the support system is the Foreign Nationals Liaison Officer, who is the personal caseworker for all foreign national YPs. The individualised support which she provides sets the bar for the rest of the establishment. She also works closely with the Foreign Nationals Co-ordinator and Diversity/Equality Officer to improve support systems.
- 6.1.4 There have been notable system improvements during the year: more multi-lingual information, more access to foreign language books, better communications to and from residential wings. The Foreign Nationals Youth Club is not yet fully established but foreign national YPs are welcomed to the prison youth club, where the youth workers understand their disadvantages and are supportive.
- 6.1.5 In November, HMIP found that 'attendance from key areas of the establishment was poor' at the monthly Foreign Nationals Committee meetings. This has remained the case. Nonetheless, the core committee meets doggedly each month and its meetings are practical, purposeful and hands on. The committee reports to the bi-monthly Equality Action Team meeting, where foreign national issues are a standing agenda item.
- 6.1.6 The work of the committee, the Liaison Officer and the wider Equality Action Team would be greatly enriched by the involvement of a YP Representative for Foreign Nationals. Attempts have been made throughout the year to recruit, train and appoint a representative, but without success. The Board urges Cookham Wood to continue its efforts to recruit a representative.
- 6.1.7 Uncertainty about their immigration status is worrying for foreign national YPs. It also impairs their sentence and resettlement planning. This is particularly the case for YPs approaching their 18th birthday, who may be facing deportation.
- 6.1.8 It is therefore important that issues of immigration status are addressed as soon as possible in a YP's sentence and that he should be kept informed and have good access to advice and support. "Eleventh hour" decision-making is very unhelpful. To provide this advice and support, Cookham Wood needs active help from external agencies.
- 6.1.9 Some of this external support is excellent. The Kent Asylum team is very conscientious in carrying out Looked After Children reviews on behalf of the Local Authority. They bring their own interpreters. The charity Migrant Help provides advocacy support at fortnightly surgeries and is available on call.
- 6.1.10 However, it is very disappointing that monthly UK Border Agency surgeries for foreign national YPs, agreed in 2011, have not started. The Board regards these surgeries as a right for the YPs and urges Cookham Wood to press for their immediate introduction.

6.2 RELIGION

6.2.1 There have been major changes to the chaplaincy teams this year. The Co-ordinator has left, and the appointment of an Anglican Chaplain Manager will not take place until April 2013. The Roman Catholic priest also has left and to date a replacement has not been found, leaving the second largest religious group of YPs unable to participate in obligatory rituals. The full time Imam is widely respected, and his contribution to the wellbeing of the Moslem population is beyond doubt. Two half time Church of England ministers are supported by a Pentecostal worker and a Seventh Day Adventist for Sunday services.

6.2.2 The facilities of the Multi Faith Room, identified as inadequately furnished by HMIP, have not been improved. Those in the New Build are not expected to be significantly better. Hopes for more rooms, or sacred space, are unlikely to be fulfilled.

6.2.3 The chaplaincy team continue to carry out their duties well, notwithstanding the issues above and despite short term staffing problems.

6.3 RECEPTION, FIRST NIGHT & INDUCTION

6.3.1 Late arrivals continue to cause concern, although there has been some improvement. New arrivals may then be further delayed in reception whilst returnees arriving at the same time are processed, and this leads to an even later settling in time on Cedar. Our observations show that staff try hard to ensure late arrivals have a good experience, and are provided with all they are entitled to, despite the late hour.

6.3.2 Induction training now takes place in a more suitable room, which has been conducive to a more relaxed atmosphere. A new induction booklet has been made available, although it is still not considered ideal as it requires a considerable level of literacy. An updated DVD has been welcomed.

6.3.3 Delivery of the induction programme is unsatisfactory in so much as YPs may miss whole days of the programme because of Bank Holidays, court appearances etc and may not be able to catch up with the missed section for one or more weeks. This not only reduces the effectiveness of the induction but interferes with subsequent activities such as education programmes.

6.3.4 The issue of 'First Nighters' being mixed with enhanced and sometimes vulnerable YPs on Cedar has again been raised. YPs on Cedar have given warning of unfavourable consequences that may occur should they unexpectedly meet new arrivals with whom they have difficult relationships from outside. The prison staff acknowledge this as a possibility, but point out it has not caused a problem to date.

6.4 PERSONAL OFFICERS

6.4.1 The personal officer scheme at Cookham Wood is still considered to be weak. Some progress has been made during the year such as better use of PNOMIS to record and inform, and the introduction of back up Personal Officers for every YP.

6.4.2 There remain, however, doubts about the commitment to the scheme, as evidenced by the fact there is no mention of it in the Cookham Wood action plan.

6.4.3 It remains unclear whether the introduction of the 'Team Around the Child' initiative will supersede the scheme.

6.5 SECURITY & DRUGS

- 6.5.1 Security has produced a mixed picture this year, with the high standards audit of 86% maintained. An increase in SIRs for assaults on staff and YPs has been welcomed, but there has also been an increase in the number of SIRs for drug related incidents.
- 6.5.2 There have been no Drugs Strategy meetings held this year. The drugs strategy at Cookham Wood remains the same. That is, only to act when there is intelligence that there is a YP with drugs. The policy of no mandatory drug testing continues.
- 6.5.3 All the works projects to improve security in the fabric of the establishment have now been completed.

6.6 ADJUDICATION & COMPLAINTS

- 6.6.1 The number of adjudications at Cookham Wood is significantly higher than that in similar establishments. HMIP noted the figure of 780 adjudications in the six months to October was high but the figures for February to August have risen to 1036. During this period the levels of violence increased, as documented elsewhere in this report, which may explain the increase in number of adjudications but not the overall high figures. Minor offences are dealt with by the use of yellow cards, keeping them out of the formal adjudication system.
- 6.6.2 The number of black YPs with proven adjudications has been scrutinised during the year – it is disproportionately high at times and the data is being more fully analysed to see if it represents a significant trend or not. The IMB is concerned about the time it has taken for this to be confirmed. A recently expressed view is that the small population at Cookham Wood leads to greater variability in the data.
- 6.6.3 The Adjudications Performance Review (APR) committee, chaired by the Governor, should meet quarterly, but none was held between November and May. However, attendance at the two subsequent meetings was higher than in recent times, with a clear commitment to time defined action points. The need for consistency in the adjudication process is considered paramount and systems are in place to monitor this.
- 6.6.4 YPs on 'losses' or on the Basic IEP level are only offered access to a shower or telephone every three days. The IMB consider this to be an unjustifiable loss of decency, and welcomes the fact the new building will have en suite accommodation throughout.
- 6.6.5 The process of adjudication continues to be conducted in a clear, consistent and well - constructed manner. 81% of YPs agreed the process was clearly explained. Efforts have been made during the reporting period to improve aspects of organisational practice so that the number of adjudications that are remanded or not proceeded with are minimised.
- 6.6.6 Apart from those of Phoenix residents, adjudications are no longer held in the Phoenix unit, but in a room off Ash wing furnished for the purpose. This was intended not only to increase the efficiency of the system but symbolically to take adjudication out of the role of the Phoenix unit. Some initial staff resistance to the move has reduced.
- 6.6.7 YPs have continued to have access to VOICE advocacy in the adjudication process and speak highly of its usefulness. VOICE staff continue to struggle to provide the service that is required because of staff/hours shortages. IMB members are welcomed in to observe the adjudication process.

- 6.6.8 The tariff was reviewed during the year, reaffirming the Governor's clear commitment to zero tolerance for violence. There is now a mandatory sanction ladder for first and further offences of violence which is non-negotiable. Racially aggravated assault warrants greater punishment. Notices to Staff and YP to this effect have been circulated.
- 6.6.9 The issue from last year about the fairness of the national policy of adjudication sanctions being served whilst the appeal process is in operation was successfully taken to the IMB National Conference in February 2012 and a response is awaited. Within the prison, the Yellow Card system has checks and balances to ensure punishment is not imposed before the Senior Officer has sanctioned it and spoken to the YP concerned.
- 6.6.10 The complaints process continues to be well managed and efficient with the target date met with consistency. YPs in a recent survey said 94% knew how to make a complaint and 33% had never made one. 27% of complainants felt they had not been fairly dealt with. Data is regularly forwarded to the IMB for monitoring, and there have been no exceptional issues to report on this year.

6.7 PURPOSEFUL ACTIVITY & ENRICHMENT

- 6.7.1 The issue of time out of cell is raised in this years report as well as in last years and by HMIP. YPs should spend 10 hours per day out of their cell. The regime at Cookham Wood makes this achievable for most YPs on enhanced and standard IEP, but not those on basic, on GOOD or loss of association. When time out of cell is calculated for the entire population the figure drops to less than 9 hours per week day. The regime changes anticipated in the proposed new core day will not increase out of cell times.
- 6.7.2 Funding for the popular youth club has been increased to enable all YPs to attend sessions once a fortnight. The club is run by youth workers from Kinetic, and supported by Cookham Wood staff. Special sessions are run for Phoenix residents, and more recently for travellers. 93% of YPs responding in the July 2012 quarterly survey said they enjoyed Youth Club.
- 6.7.3 The Young People's Council (YPC) meets monthly, is chaired by a YP and attended by representatives from each landing. VOICE and Youth Workers facilitate workshops between the meetings where YPs formulate the agenda and consider actions from past meetings. YPC is an effective forum where YPs improve their skills of communication and negotiation. A number of important changes have been made in response to requests made in YPC. Plans for accreditation for YPC representatives are in the pipe line.
- 6.7.4 HMIP recommends that all YPs should have one hour of fresh air each day. While YPs at Cookham Wood are usually given the choice to exercise outside daily, only 30 minutes is scheduled. The new proposals for the core day, whilst not yet finalised, do not increase this.
- 6.7.5 The Phoenix exercise yard has been painted by residents who can also use this for artistic activities. Exercise yards do not contain any furniture or equipment for other activities. Requests for this have been turned down with the reason given that the provision of fixed outdoor apparatus is being explored for installation in the New Build.
- 6.7.6 The Enrichment committee meets monthly. Although meeting days are rotated to enable maximum attendance sometimes they have not taken place. YPs contribute actively to the meeting and to the planning of events. Following suggestions from YPs and staff the role of Association Orderly is being developed. It is hoped this will have a

positive effect on the engagement of YPs with uniformed staff during association. Enrichment activities which have taken place include a drum workshop, art and creative writing, and Olympic themed events.

6.7.7 Several awards events have taken place during the reporting period at which the achievements of YPs are celebrated. Families, friends, staff and YPs attend the event where certificates are awarded for a range of successes including citizenship, creative, vocational and academic subjects.

6.7.8 Family Days have been held every two months this year. YPs apply to attend these popular events, where they can be together with family and friends in a less formal way than routine visits allow. The events are organised by the team leader of Integrated Children's Services, helped by staff in plain clothes who facilitate a range of activities including quizzes, games and children's craft making activities. A suitable buffet lunch is provided. Family Days have elicited positive feedback all round. It is hoped that the loss of the lead person through Fair and Sustainable reforms will not adversely affect the organisation, planning and delivery of future family days.

6.8 RESIDENTIAL SERVICES & FACILITIES

6.8.1 Catering services are shared with HM YOI Rochester although most meals are prepared in the kitchens at Cookham Wood. This year has seen a number of problems which are inevitable given the dated facilities. The existing kitchen will serve the increased numbers of YPs in the New Build, but refurbishment is badly needed. Some improvement, including the laying of a new floor, is expected to take place with funding from the current financial year.

6.8.2 The kitchen currently has 2 fully functioning ovens but there have been ongoing problems since March 2012, when either one or other of the ovens has not been functioning to full capacity, or awaiting parts. This has increased pressure on the catering staff, and, when one oven was completely out of action, left the catering service potentially at risk.

6.8.3 The Catering Team works to provide a balanced diet, offer choice, and attend to the cultural needs of YPs at Cookham Wood. The catering requirements of Moslems observing Ramadan are met. There continues to be dissent from the YPs around the quality and quantity of food that is provided, and the menu they would prefer. In a recent survey, 39% said the food was bad or very bad. A large amount of food is wasted.

6.8.4 YPs now attend and contribute to the regular catering meetings.

6.8.5 Complaints books are available at the point of food service. It is the IMB's experience that the common complaints about food portions are rarely upheld, as portion sizes are regulated. A well balanced diet is available, if the correct menu choices are made.

6.8.6 The issue of inadequate privacy for legal visits continues to be raised by legal advisers. There are no proposed improvements to this situation in the New Build.

6.8.7 The works department have continued to co-operate to restore damaged cell observation panels, minimising the impact this has on cell use. However, there is a current understaffing of the works department, which sometimes leads to delays in repairs to major cell damage being undertaken. There have been no breaches of external security fences during this period.

6.8.8 As already indicated, plans for the New Build at Cookham Wood have been approved by the local authority and building is due to start in September 2012. It is expected that

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the construction work will have little impact on the running of the existing premises as there will be separate access. One effect of the plans is that no major works will be carried out in the existing premises so residence areas, although clean, will remain run down and tired looking.

6.8.9 The grounds at Cookham Wood have been enhanced by the continued good work of the gardens team. A small number of YPs work alongside the team, learning skills which they may be able to take forward on release.

6.8.10 During this year, the visitors centre adjoining the prison has opened, providing much improved facilities for visitors before and after making their visit. Inside the visits hall, an issue of concern has been the frequent periods that the only hot drink vending machine has been out of action, denying visitors who may have travelled long distances, the opportunity for refreshment.

SECTION 7 WORK OF THE INDEPENDENT MONITORING BOARD

7.1 LETTER TO THE MINISTER

7.1.1 During the year we followed up on a resettlement issue raised by the Board in its last annual report. This related to securing accommodation for YPs on release. Whilst we received a reply this only related to actions being taken at Cookham Wood. The Board's concern remains the apparent low priority afforded to this problem by local authorities, and raised again the question of how government departments could co-operate better to achieve the resettlement and reduction of re-offending that is the Government's stated policy.

7.2 RECRUITMENT, TRAINING & DEVELOPMENT

7.2.1 The year started with a full complement of 11 members. Two members who had opted for sabbatical leave did not return: one, with nearly 30 years service, transferred to another prison, and the other resigned. Another two resigned during the year, one of whom was another long-serving member with 25 years' service. The Board has been actively involved in and supportive of the recruitment cluster of Boards from prisons around Kent. Five new members have been appointed during the year bringing the total number to eleven.

7.2.3 Training sessions were planned to precede Board meetings on a quarterly basis, but this frequency increased at the end of the year with the arrival of new members. Six members have attended nationally run courses and others have attended Area Chairs' and recruitment cluster meetings. The Board has participated in local fire training, Health & Safety and ACCT awareness training. The Board would welcome the long-awaited guidance regarding the prison-based courses that IMB members are required to attend.

7.2.4 Members of the Board visited HMP Elmley for a helpful and informative benchmarking visit to understand more about the new residential building planned for the expansion of Cookham Wood in 2013. The outcomes of this visit were discussed with the Board and a decision made for a dedicated member of the Board to monitor progress of the design and construction in the year ahead.

7.2.5 An Annual Team Performance Review was carried out in July, with input also taken from the Governor and her SMT. Actions for improvement have been agreed.

7.2.6 The Board continues to review its own practice, plans and performance through four additional half-day meetings a year. Standard report templates and the checklist for use on rota visits have been updated and improved for use by all members.

BOARD STATISTICS	
Recommended Complement of Board members	10
Number of Board members at the start of the reporting period	11
Number of Board members at the end of the reporting period	11
Number of new members joining within the reporting period	5
Number of members leaving within the reporting period	5
Total number of Board meetings during the reporting period	12
Total number of visits to the Establishment	436
Total number of segregation reviews held	N/A
Total number of segregation reviews attended	38
Date of Annual Team Performance Review	23.07.2012

APPLICATIONS

There continues to be a low number of applications received in keeping with statistics found in other juvenile establishments. There has been a small increase from last year, and efforts are maintained to ensure all YPs are aware of how to make an application to the IMB. This includes meeting YPs on arrival and pointing out the forms and boxes on the wall for posting their applications. We also endeavour to induct all new staff, and to this end, a new information leaflet has been produced. We accept verbal applications and transcribe them as required.

Code	Subject	2010 – 2011	2011 – 2012
A	Accommodation	0	2
B	Adjudications	6	2
C	Equality & Diversity (inc religion)	0	1
D	Education, Employment, Training inc IEP	4	0
E1	Family, Visits inc mail & phone	0	0
E2	Finance, Pay	0	0
F	Food/Kitchen related	0	2
G	Health related	0	1
H1	Property (within current establishment)	2	1
H2	Property (during transfer/in another establishment	0	0
H3	Canteen, Facilities, Catalogue, Shopping, Argos	0	0
I	Sentence related (inc. HDC, ROTL, parole, release dates, re-cat etc)	0	1
J	Staff/Prisoner/Detainee concerns inc bullying	6	8
K	Transfers	0	0
L	Miscellaneous	6	8
	Total number of IMB applications	24	26
	Of total: number of IMB confidential access was:	0	1

SECTION 8

GLOSSARY

ACCT	Assessment, Care in Custody and Teamwork
APRC	Adjudication Performance Review Committee
BME	Black and Minority Ethnic
CABS	Cookham Wood Anti-Bullying Strategy
C&R	Control and Restraint
CfBT	CfBT Educational Trust
DEO	Diversity Equality Officer
DLO	Disability Liaison Officer
DIRF	Discrimination Incident Report Form
EAT	Equality Action Team
ETE	Education, Training and Employment
FNC	First Night Centre
GOOD	Good Order or Discipline
HMIP	Her Majesty's Inspector of Prisons
HM YOI	Her Majesty's Young Offenders' Institute
IEP	Incentives and Earned Privileges
IMB	Independent Monitoring Board
IRC	Immigration Removal Centre
KPT	Key Performance Target
MDT	Mandatory Drug Test
MoJ	Ministry of Justice
NC	National Council (of the IMB)
NHS	National Health Service
NOMS	National Offender Management Service
OFSTED	Office for Standards in Education, Children's Services and Skills
PCT	Primary Care Trust
PNOMIS	Prison National Offender Management Information System
PSO	Prison Service Order
QIG	Quality Improvement Group
RFU	Removal from Unit
ROTL	Release on Temporary Licence
SIR	Security Information Report
SLA	Service Level Agreement
SMT	Senior Management Team
SMARG	Segregation Monitoring and Review Group
SMART	Systematic Monitoring and Analysis of Race equality Template
YJB	Youth Justice Board
YOT	Youth Offending Team
YP	Young Person
YPC	Young Persons' Council

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