



HM YOI Cookham Wood

Annual Report of the Independent Monitoring Board

1st AUGUST 2012 – 31st JULY 2013

Monitoring fairness and respect for people in custody



SECTION 1

1.1 STATUTORY ROLE OF THE IMB

1.1.1 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.

1.1.2 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.
- 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

Monitoring fairness and respect for people in custody

3.1 INTRODUCTION

- 3.1.1 This report of the Independent Monitoring Board (IMB) for Her Majesty's Young Offenders' Institution (HM YOI) Cookham Wood covers the period from 1st August 2012 to 31st July 2013
- 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 was built in the 1970s and served as a women's prison until it was re-roled in 2008 to its current status.
- 3.1.3 Cookham Wood has an operational capacity of 131 male juveniles. It accommodates remand prisoners from 15-17 years and convicted prisoners from 15-18 years. The majority of its young people (YPs) are aged 16 or 17 years. It serves the courts from London, the South East, and (since January 2013) the South and South West of England.
- 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 (FNC), and nine rooms for 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 4 exercise yards - one for each unit.
- 3.1.5 There is a major redevelopment programme. A new residential unit and education block (New Build) will open in December 2013 replacing existing Ash and Beech accommodation. This will increase operational capacity to 196. Cookham Wood's catchment area will increase again following the re-roling of HM YOI Warren Hill in Suffolk.
- 3.1.6 Cookham Wood has not operated at full capacity during the reporting year. Its average monthly YP population was 120 in September, dropped to below 100 from December to February, then rose gradually to 112 in June.
- 3.1.7 For most of the year, around 30% of the YPs were remand prisoners, but this dropped in May and June to 22%. The average length of stay for remand prisoners was 6 – 9 weeks, and for sentenced prisoners was 5 – 6 months. The monthly population turnover was around 60% in early 2013, hitting a high of 72% in January, but dropped to 44% in April – June.
- 3.1.8 There are 245 directly employed staff, of whom 122 are officers. 34% of officers are women.

3.2 AGENCIES WITHIN THE ESTABLISHMENT

- 3.2.1 Healthcare is provided by the Prison Service and funded by the NHS, with mental health support from Cygnet Health Trust. The education provider is CfBT Education Trust. Youth work is provided by Kinetic. Barnados provides independent advocacy support for YPs. The Resettlement team includes case workers from Medway Youth Offending Team (YOT) as well as prison staff, and is supplemented by a Social Work Team which provides child protection and looked-after children (LAC) services. A wide range of agencies contribute to some 20 casework intervention programmes.

3.3 INSPECTION BY HER MAJESTY'S INSPECTORATE OF PRISONS (HMIP)

- 3.3.1 HMIP conducted an unannounced inspection from 7th – 17th May 2013. It assessed Cookham Wood as "reasonably good" against 3 of its 4 "healthy prison" tests (Safety, Respect, and Purposeful Activity) and "good" against the 4th (Resettlement). In his introduction to the Inspection Report, published on 4th September, HM Chief Inspector wrote: "This is a good report about an institution which has made real progress...Cookham Wood is led by a thoughtful and responsive management team. It is focussed on the needs of young people, is creative and values-led. Importantly, it is optimistic about what can be done, which ensures staff retain high expectation of young people."

SECTION 4

4.1 EXECUTIVE SUMMARY

- 4.1.1 The IMB is of the view that over the reporting year Cookham Wood has continued to make progress. There has been a confident, can-do approach and fresh thinking at a time of major reorganisation (the Fair and Sustainable review implemented in April 2013, 5.6.2, 5.7.3). Examples include the introduction of a new "Team Around the Child" approach to casework and support for YPs (5.6.6) and healthcare initiatives such as "Every Contact Counts" (5.3.2).
- 4.1.2 Oversight and planning have become more joined-up in a number of areas for example the consolidated Quality Improvement Group for education and activities (5.2.11) and an improvement in liaison with Home Office Immigration Enforcement (5.1.9).
- 4.1.3 Resettlement Services, described by HMIP as "impressive", have gone from strength to strength. There has been great success in ensuring discharge to settled accommodation and to education, training or employment (5.5.5, 5.5.6) and in encouraging family involvement in YP planning (5.5.15).
- 4.1.4 Caseworkers have become "custodial lead professionals" in the Team Around the Child (TAC) support system. TAC has been a positive initiative but there is scope for greater engagement of wing officers, and particularly Personal Officers, in the coming year to complement it. (6.5.1 – 6.5.5).
- 4.1.5 Staff sickness levels were high in the second half of the year, and in May-June Cookham Wood experienced real difficulty delivering the core day. The impact of this has been significant, specifically the closure of Cedar House (6.4.5, 6.4.6), delay in staff training programmes, reduced time for Diversity and Equality work (5.1.7) and staff-led mediation (5.6.7) and a lack of progress on initiatives such as the Enrichment Programme (5.4.11). The sickness level improved in July, but there is a backlog of training and development work.
- 4.1.6 Against this background, and looking forward to the challenges of 2013-14 (transition to the New Build), the IMB's concern is not with Cookham Wood's will or commitment but with its resilience. The IMB's primary focus in the first half of the coming year will be on monitoring safeguarding during and after the transition to the New Build.

4.2 PARTICULAR ISSUES REQUIRING A RESPONSE

4.2.1 *Policy Issues*

Time out of cell – The IMB remains concerned about limitations on time out of cell and the time available for exercise in the fresh air. In both cases, the new standardised core day, introduced in December 2012, has not been helpful. (5.4.4, 5.4.5)

4.2.2 *Operational matters*

Late arrivals - The late arrival of YPs has been a long-standing and significant problem for Cookham Wood. Late arrival is unfair on the YPs concerned, because of the long time they spend waiting and travelling, and then the reduced time for settling in on their first night. This is set to get worse with the planned closures of other juvenile establishments.(6.4.1)

4.2.3 *Equalities Officer* - In November, the posts of Equalities Officer (EO) and Foreign Nationals' Liaison officer were combined. This substantially increased the responsibilities of the EO and it was expected she would devote virtually all her time to the role. Regrettably, she was increasingly taken away to cover for staff sickness absences. As a result she has had insufficient time for follow-up counselling, mediation and guidance. Promising initiatives such as the popular Gypsy and Travellers' youth club trialed in the autumn had to be put on ice. (5.1.7)

4.2.4 *Enrichment programme* – The Enrichment Programme intended to provide new opportunities for purposeful activity at association times and to improve engagement of staff and YPs failed to take off this year. The Enrichment committee met in 2012 but not in 2013. (5.4.11)

- 4.2.5 *Phoenix Unit* – Although there has been some increase in the level of activities for YPs accommodated on Phoenix, there is still room for improvement. IMB members regularly find YPs asleep during the day. This is especially noted early in the placement when delays in setting up education programmes and activities are encountered. (5.7.6)
- 4.2.6 *Kitchen* – The facilities and equipment are outdated, tired and dirty looking. When vital pieces of equipment break down, it takes an unacceptably long time for repairs or replacements to be made. (5.8.4)
- 4.2.7 *Personal Officers* – There are clear guidelines regarding the role of personal officers at Cookham Wood and each YP has a named personal officer, with a back-up. Nonetheless, the IMB does not believe that the system operates to its full potential. (6.5.1 – 6.5.5)
- 4.3 OTHER AREAS OF NOTE**
- 4.3.1 *Foreign Nationals* - YPs now have good access to a designated Immigration Officer for advice, however due to tightening of eligibility for legal aid it has become increasingly difficult for YPs to obtain legal aid assistance on immigration matters. (5.1.9, 5.1.10)
- 4.3.2 *Violence and assault levels* - There is evidence that use-of-force and levels of violence have reduced this year, but an increase in the number of fights and assaults towards the end of the reporting year continues to give some cause for concern. In particular, the apparent disparity in the higher percentage of BME YPs subject to use-of-force remains largely unexplained. (5.1.3, 5.6.14)
- 4.3.3 *Learning and Skills staff* - There has been marked improvement in staff morale during the second half of the reporting year. (5.2.1)
- 4.3.4 *Legal visit privacy* – The lack of privacy for legal visits continues to be raised by legal advisers and has not yet been fully addressed. (5.5.17)

SECTION 5

5.1 EQUALITY & INCLUSION

- 5.1.1 Cookham Wood has a very diverse population. Its YPs range in age from 15 to 18 years. Many have mental health vulnerabilities and learning difficulties. 53% have black, Asian or mixed heritage. At any time, around 15 YPs are foreign nationals. The largest faith group (around 25%) is Muslim but all faith groups are represented. Generating and protecting respect for diversity, and equality of opportunity for all, is therefore core business for all staff. The aim is to foster personal respect and provide individualised care and support for each YP.
- 5.1.2 The 2011 Equalities Policy and “Ensuring Equality” Action Plan are comprehensive and robust: they frame and drive annual action planning. The Equalities Action Team (EAT) committee, chaired by the Deputy Governor, is forceful and energetic. It receives detailed “SMART” ethnic monitoring data, and requires analysis and explanation of all “out of range” results.
- 5.1.3 Black YPs have been persistently, though not grossly, over-represented in use of force and adjudications. They have also been disproportionately involved in assaults and fights. The IMB has paid close attention to the analysis of this disproportionality. It is satisfied that Cookham Wood is alert to the possibility of “institutional” discrimination and guards against it.
- 5.1.4 7 of the 50 black and ethnic minority (BME) YPs surveyed by HM Inspectorate in May said they had been victimised by staff because of their race or ethnic origins. The IMB has seen no examples of deliberate discrimination or victimisation, but it has found that some BME YPs feel their manner and behaviour can be misconstrued by staff, leading to over-reaction. The EAT commissioned an exit survey in the spring to examine this and other perceptions of BME YPs.
- 5.1.5 The IMB commends the persistence of the Equalities Officer (EO) in recruiting and training YP Equality Representatives throughout the year (an endless task because of population churn). Since January, the representatives have included a foreign national YP, which the IMB thinks important. The representatives play a full and active part in the Young People’s Council, but, after January, they did not attend EAT meetings. The IMB urges the committee to encourage their attendance
- 5.1.6 Staff across Cookham Wood are strongly committed to promoting equality and respect. The great majority of DIRFs (Discrimination Incident Report Forms) are submitted by officers. However, staff equality training was reduced in 2013. The “Challenge It, Change It” programme concluded in 2012 and staff refresher training this year is limited to completing the Civil Service e-learning pack, “Introduction to Equality and Diversity”.
- 5.1.7 In November, the posts of Equalities Officer (EO) and Foreign Nationals’ Liaison officer were combined. This substantially increased the responsibilities of the EO and it was expected she would devote virtually all her time to the role. Regrettably, she was increasingly taken away to cover for staff sickness absences. Her investigation and resolution of DIRFs and preparation of the monthly Diversity Report did not suffer, but she had insufficient time for follow-up counselling, mediation and guidance. Promising initiatives such as the popular Gypsy and Travellers’ youth club trialled in the autumn had to be put on ice. The IMB feels that, subject to the need to maintain safe staffing levels, the time required for EO work should be ring-fenced.
- 5.1.8 The Disability Liaison Officer has introduced valuable system improvements to identify and highlight YP’s disabilities at an early stage, so that appropriate care can be provided from the outset. There is now double-screening for mental health and learning difficulties on arrival. Landing computer rolls are colour-coded to show disabilities. Care guidance to staff has been reviewed and enhanced; it is immediately available via computer.
- 5.1.9 In late 2012, the UK Border Agency (now Home Office Immigration Enforcement) designated an experienced officer to support Cookham Wood. Previously there had been no fixed point of contact. The officer has visited regularly and quickly developed an excellent working relationship with the DEO and her administrator. He interviews and advises all foreign national YPs and

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responds immediately to requests for information. This has been a great benefit, both to staff and the YPs.

- 5.1.10 Because of a tightening of eligibility for legal aid, it has become increasingly difficult for YPs to obtain free legal assistance on immigration matters.
- 5.1.11 A monthly Foreign Nationals' workshop was launched at the end of the reporting year. It runs for two hours on a weekday morning and combines cultural discussion and activities with "surgery" advice.
- 5.1.12 Because of difficulties in recruiting a priest, the post of Roman Catholic chaplain was vacant for the whole of this year. A new Catholic chaplain was finally recruited to start in September. The IMB considers this delay unacceptable. Although Roman Catholic YPs were welcomed at a weekly ecumenical service, they could not receive holy communion.
- 5.1.13 Furthermore, the vacancy depleted the chaplaincy team. They maintained their high level of pastoral support for YPs, irrespective of faith, but additional services which they hoped to introduce such as religious instruction, interfaith dialogue and developing links for YPs with faith organisations outside the institution had to be put on hold. The team are keen to pursue these initiatives in the coming year.

5.2 EDUCATION, LEARNING & SKILLS

- 5.2.1 At the time of the HMIP Inspection in May, Ofsted assessed the outcome and quality of learning and skills activity at Cookham Wood as good, but the management of these activities as requiring improvement. The IMB agrees with these assessments, but notes that improvements to the management of learning were planned prior to the Inspection and introduced immediately after it – see 5.2.11 below. The IMB also noted marked improvements in staff morale, in the last quarter of the reporting year.
- 5.2.2 Overall success rates have been good. Many YPs follow Entry Level and Level 1 units which offer quick access to achievement – they appear to appreciate this achievement. However, there is also a good range of accreditation, including some Level 3 courses. The quality of work and achievement in vocational subjects is good.
- 5.2.3 Again this year the Murals workshop has produced outstanding work. It has mounted a public exhibition in a gallery in Maidstone. Several pieces of work have also achieved recognition and success in the Koestler Trust Awards with one piece being exhibited at the Royal Festival Hall.
- 5.2.4 Catering qualifications, an issue raised in the 2011 HMIP report, have been introduced up to Level 2. However, with the temporary closure of Cedar House in June, the practical element of the courses has had to be shelved and YPs have been restricted to theory only.
- 5.2.5 YPs are now producing their own content for the local prison radio rather than having to rely purely on Brixton radio and national content. Cookham Wood material such as advertisements and information for activities and personal programming is now included as part of the daily broadcast via the TV system.
- 5.2.6 The overall effectiveness of the PE department is good, though inadequate changing and showering facilities remain. This situation will not be eased until the New Build facilities are opened in December when YPs will have showers in their rooms.
- 5.2.7 Poor behaviour in classrooms has continued to affect YP's progress. However, a staff training programme was implemented for teachers which has had a positive impact in classrooms.
- 5.2.8 Cookham Wood has struggled to ensure that Individual Learning Plans (ILPs) follow YPs to their education and training. To address criticism that YPs left their ILPs in their rooms a new procedure, with multiple ILP documentation being held by tutors was introduced. As a result

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however there is now a risk that a complete set of ILPs will not be available to inform the various components of learning or for review meetings.

- 5.2.9 There was a significant spike in lost hours to education in November and a period where there were some YPs were kept in their rooms with no activity. This problem was addressed robustly by managers: "YPs not in activities" was made a standing item at the daily morning briefing and explanations required in each case.
- 5.2.10 Virtual Campus is still yet to be implemented to allow YPs access to a supervised online learning environment. This issue has remained since last year's report.
- 5.2.11 At the time of the HMIP Inspection in May, a prison Quality Improvement Group (QIG) and a separate education QIG met regularly but separately. This lack of cohesion between the groups inhibited attendance on both sides. Following the Inspection, a single joint QIG was established with all relevant staff attending. The IMB has found that this joint group is well focused on improvement and that staff work well together. The Group has already produced practical solutions to issues of concern, an example being the distribution of snacks during lessons. It plans to address the issue of ILPs as a matter of priority.

5.3 HEALTHCARE & MENTAL HEALTH

- 5.3.1 Healthcare within Cookham Wood is regarded as being good. The YPs are seen in clinics fairly quickly. The service provided by GPs improved greatly following a new contract in 2012, and has continued to improve in 2013. Movements to clinics, still a problem in 2012, are now much better. The dental clinic has an improved waiting time. Daily routine practice is carried out well. When speaking to the YPs, they feel that in general the service provided is good.
- 5.3.2 A new communications skills screening assessment for the whole of the Cookham Wood population has been completed. The results are awaited to determine if there is a need for further interventions, such as speech and language. The 'Every Contact Counts' programme, which embeds health promotion in the daily routine of Healthcare, is making good progress towards achieving its aims, but there is still some room for improvement around health promotion.
- 5.3.3 Following the tragic death in custody two years ago the two key areas identified for improvement - information sharing and processes within mental health practice - have been addressed. Protocols on information sharing were revised and mental health team practice was reviewed. Some issues within the mental health staffing arrangements remained at the beginning of the year, but work has been done to clarify Cygnet's contract and ensure that it is adhered to. The mental health team provide a good range of services to a good standard.
- 5.3.4 To enhance the health IT system, a "System 1 toolkit" has been completed for the year: this will provide a detailed and up to date health needs assessment.
- 5.3.5 A regular Health Infection Forum is now held bi-monthly for all Medway prisons.
- 5.3.6 At last, the tendering process for a new healthcare provider has commenced but this has been lengthy and will probably be ongoing into 2014. As a result, staff morale is mixed. This, together with development of a new health regime to maximise the opportunities and facilities of the new build, will require close monitoring.

5.4 PURPOSEFUL ACTIVITY

- 5.4.1 In addition to education and vocational training, YPs have access to a range of purposeful activities, including offending behaviour programmes and leisure and cultural pursuits. On occasion the need to keep YPs apart for safety reasons restricts their access to some activities, but this is kept to a minimum.

- 5.4.2 The chance for work experience within Cookham Wood, in the gardens and kitchen, is available and a small number of YPs who volunteer to take up these opportunities. Opportunities for work experience through ROTL are described in the Resettlement section of this report (5.5, below)
- 5.4.3 There has been progress across a number of areas of purposeful activity in the last year. The IMB is disappointed that the enrichment programme has not developed as hoped.
- 5.4.4 The IMB remains concerned about limitations on time out of cell and the time available for exercise in the fresh air. In both cases, the new standardised core day, introduced by the YJB in December 2012, has not been helpful.
- 5.4.5 HMIP recommends that YPs should spend a minimum of 10 hours each day out of their cell: the new core day only allows 9 1/2 hours (and less at the weekend). HMIP has also recommended (November 2011 and May 2013) that YPs should have the opportunity to spend at least 1 hour in the open air each day: the new core day guarantees the opportunity to spend some time outside but only allows 1 hour for both exercise and domestic activities.
- 5.4.6 The IMB understands Cookham Wood's difficulties but will continue to monitor these areas with a critical eye.
- 5.4.7 There is good access to recreational Physical Education. The gym staff offer a range of sport and exercise opportunities, though staff sickness absence has disrupted their remedial exercise programme at times. An excellent joint initiative has been planned by gym and healthcare staff to deliver health promotion to YPs.
- 5.4.8 The contract with Charlton Athletic to provide football skills training was terminated at the end of March 2013. A programme has been developed in conjunction with Maidstone FC to enable selected YPs to train at their ground, and to work in the community with YPs with learning difficulties.
- 5.4.9 The successful and popular youth club continues to offer all YPs the opportunity to attend once a fortnight. Youth workers from Kinetic, Cookham Wood staff and volunteers from HMP Rochester support the club. Kinetic also provide weekly youth club sessions, on Sunday mornings, for YPs in the Phoenix Unit, and facilitate monthly workshops for Foreign National YPs (5.1.11).
- 5.4.10 The Youth Council meets every 6 weeks is chaired by a YP and is attended by representatives from all areas of the prison. Representatives of the advocacy service and youth workers facilitate weekly workshops at which YPs discuss issues of concern and draw up the agenda for the Council meeting.
- 5.4.11 The Enrichment Programme intended to provide new opportunities for purposeful activity at association times and to improve engagement of staff and YPs failed to take off this year. The Enrichment committee met in 2012 but not in 2013.
- 5.4.12 At the end of the reporting year, an enthusiastic and able custodial manager was designing a re-invigorated Enrichment Programme and identifying staff volunteers to facilitate it. Enrichment committee meetings were to resume in the autumn. The IMB supports this initiative and urges Cookham Wood to push forward with it.

5.5 RESETTLEMENT

- 5.5.1 In May 2013, HMIP stated that it found Cookham Wood's Resettlement work "impressive", that its resettlement services were "extremely well co-ordinated" and that there was "a good range of offender behaviour and life skills courses". The IMB agrees, and believes that many of Cookham Wood's systems and initiatives will be of interest to the IMB nationally.
- 5.5.2 The last 12 months have seen the continued implementation of the Resettlement Strategy and Delivery Plan developed in 2009. Although the Plan was developed with success measures for
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each pathway, no explicit review of effectiveness against these measures has yet been undertaken. Nevertheless the IMB's view is that good progress has been made, both against the plan and in terms of outcomes. This is a reflection of the innovative work carried out by Case Work in ensuring community-based agencies and families are involved to aid the YPs' resettlement, whether they are held on remand or sentenced, and is thanks to the enthusiasm and hard work of a group of dedicated staff.

5.5.3 The 2009 Strategy has now been superseded by a 1-year Functional Implementation Plan (FIP) for Reducing Reoffending. This is still in the early stages of development, both in terms of content and success measures. It is unclear whether this FIP will be supplemented and contextualised with a new longer term strategy for Resettlement and Offender Behaviour.

5.5.4 Performance against Cookham Wood's targets is shown below (Cookham Wood SIP monitoring reports)

| Resettlement measures (% YPs discharged) | August 2012 | July 2013 | 2012-2013 | Target |
|--|--------------------|------------------|------------------|---------------|
| Settled accommodation | 87% | 100% | 97% | 95% |
| ETE | 86% | 63% | 78% | 63% |

5.5.5 Over the reporting year 97% of YPs left to settled accommodation, above the target of 95%. In July 2013 this figure was 100%. These are remarkable achievements because securing accommodation can be very problematic. Staff continue to struggle to secure appropriate addresses, working with external agencies and local authorities, however YPs do not leave Cookham Wood without accommodation unless released by the court.

5.5.6 The figures in the table above do not reflect work completed for resettlement for those on remand. The table below shows the figures for YPs on remand who were also released with Resettlement Plans:

| | August 2012 | July 2013 | Max in one month | Total 2012-13 |
|----------------------|--------------------|------------------|-------------------------|----------------------|
| Remand (Nos.) | 35 | 10 | 35 | 203 |
| YPs discharged | 20 | 8 | 20 | 132 |

Trends in these figures are hard to interpret due to the high turnover and variable numbers of YPs on remand.

5.5.7 A Resettlement Consortium has been launched to promote good practice amongst those involved in the resettlement process. Each quarter it will bring together YOT managers from across the whole South and South East of England with senior managers from Cookham Wood, Medway STC and Swanwick Lodge SCH It is hoped that this will underpin existing performance and act as a vehicle for sustained improvement.

5.5.8 The target for the number of YPs being discharged into education, training or employment (ETE) was exceeded over the year as a whole, although it declined until the target was just achieved in July 2013. This is a concerning trend.

5.5.9 At the start of the reporting year 29% of YPs had expressed concern about getting accommodation on release, whilst 37% were concerned about getting into school or college; these percentages are lower than a year ago and closer to the national average.

5.5.10 The number of sentenced YPs on ROTL is shown below (Cookham Wood Resettlement Committee):

| ROTL (Nos.) | August 2012 | July 2013 | Max in one month | Total 2012-13 |
|--------------------|--------------------|------------------|-------------------------|----------------------|
| ROTL Licences | 66 | 60 | 92 | 696 |
| YPs on ROTL | 8 | 4 | 8 | 41 |
| YPs discharged | 15 | 22 | 22 | 152 |

- 5.5.11 The number of ROTLs has fallen compared with the year before although there has been no change in the risk assessment process. Sentenced YPs on ROTL are drawn from the limited pool of YPs on Enhanced, and these remain a small proportion of all YPs: 81% of YPs reaching their ROTL eligibility date are not granted ROTL on that date.
- 5.5.12 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 over the last year include Kinetic Youth Service and Medway YOTs Café in the Healthy Living Centre, Gillingham.
- 5.5.13 Reoffending rates based on 1, 3 and 6 month follow-up from April 2012 to March 2013 show that of the 167 YPs under 18 when released who could be tracked only 20% had reoffended or been recalled to prison. These data continue to be monitored to provide a measure of overall effectiveness. Efforts have been made to measure the effectiveness of ROTL by comparing the experience of those on ROTL with those discharged without it but results are as yet incomplete.
- 5.5.14 A wide range of offending behaviour and other programmes have been delivered during the year. There were some 20 separate types of casework interventions, many run with the help of external agencies such as NACRO and the Kent Fire and Rescue service. There were also 6 successful bi-monthly Family Days, and the development and extension of vocational skills courses.
- 5.5.15 Attendance by a family member or carer at a training planning review was 79%, compared to 60% last year.
- 5.5.16 The issue of privacy for legal visits continues to be raised by legal advisers. HMIP has recommended (May 2013) that “the facility for confidential legal visits should be properly advertised”.
- 5.5.17 The Resettlement policy has not been revised to include the specific resettlement needs of looked-after children and YPs serving long sentences. However a social worker has been appointed with special responsibility for looked-after children. Planning is nearing completion on the transition needs of long sentence YPs working in partnership with HMP/YOI Rochester.

5.6 SAFER CUSTODY

- 5.6.1 Safeguarding such a vulnerable and challenging community has always presented a significant challenge for prison management and staff at Cookham Wood. With five years of experience as a prison for juvenile offenders, the IMB has witnessed a gradual and sustained improvement in standards of safety which has been confirmed by successive HMIP inspections. Last year’s IMB report charted further sustained progress towards creating a safer and more stable environment, but expressed concern over continuing high levels of violence, particularly in the second half of the reporting year.
- 5.6.2 This year there have been significant organisational changes following a ‘Fair and Sustainable’ review. The Integrated Children’s Services Department now no longer exists, though a dedicated Head of Safeguarding role remains with a quality assurance brief over all aspects of safeguarding. The introduction of a Team Around the Child (TAC) approach to case management and support for YPs has brought significant changes to established safeguarding-related practices. A Violence Interrupters pilot initiative which relies upon peer mediation, conducted by YPs themselves, appears to have contributed towards reducing levels of violence.
- 5.6.3 It is perhaps understandable that such major organisational and procedural change in the safeguarding area would require a period of ‘settling in’. Some initial fall-off in attendance and reporting quality at monthly safeguarding meetings prompted some early IMB concern. However, management has in recent months firmly addressed these issues and provided evidence that safeguarding remains a high priority at Cookham Wood.

5.6.4 In recent months, there has been a significant reduction in the remand population and a change in the offending profile, with reductions in lower level offending and an increase in the percentage of violent offenders. Changes in Cookham Wood's catchment area have also contributed towards a marked reduction in the percentage of BME YPs from in excess of 65% earlier in the reporting period to only 43% in July 2013.

5.6.5 The following notes aim to summarise areas where further progress has been made in the current year whilst also noting areas of concern or apparent regression.

Areas of Progress:

5.6.6 The TAC initiative aims to provide a framework for case management and support for young people with vulnerability or behavioural issues. It also replaces earlier procedures for management and minimisation of bullying. In concept, the IMB supports this initiative, and is continuing to monitor the quality and consistency of TAC documentation and practice.

5.6.7 The Violence Interrupters initiative is viewed as an innovative approach towards reducing levels of violence by employing peer mediators who are selected for their credibility with other YPs. With staff-led mediation having reduced due to staff shortage and training issues, there is subjective evidence that a generally reducing trend in the number of fights and assaults may be attributed in part to the success of the Violence Interrupters pilot. Collection of further qualitative and quantitative evidence is in progress to justify the continued operation of this scheme.

5.6.8 Incidences of use-of-force have seen a generally reducing trend, with numbers in the first half of 2013 being around half what they were in the corresponding period of 2012. Average monthly incidences where force has been used over the last four full quarters have been:

| | | | | | | | |
|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|
| Jul-Sep '12 | 52 | Oct-Dec '12 | 35 | Jan-Mar '13 | 25 | Apr-Jun '13 | 30 |
|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|

5.6.9 It is reassuring also that incidences of self harm remain low (and have reduced year-on-year). However, one serious and potentially fatal ligature attempt by a recent new arrival, about whom little was known, prompted concern over some YPs arriving without documents. Assaults on staff are also down markedly this year compared with a high level of 12 in the final quarter of 2012.

5.6.10 The 'keep-apart list' was reviewed and much simplified, falling in number from around forty to little more than ten. The intention is that a reduced list can be more easily managed and can be underpinned by the TAC process. Indicators of the success of this initiative are a marked reduction in the number of general alarms and in the recorded incidences of use-of-force.

5.6.11 In addition to the above initiatives, major contributory factors which have supported the progress made towards improving safety have been management's success in staffing close to full complement, reduced occupancy levels compared with previous years, and a manageable level of remand population and churn rate. It is notable however that, in recent months, there have been staff shortages, prompting the temporary closure of Cedar House to protect a safe level of staffing on the two main residential wings.

Areas of Concern/Regression:

5.6.12 While the TAC initiative has been broadly applauded, the quality and completeness of TAC documentation has been found to be mixed. The Head of Safeguarding is committed to developing the TAC as a means to challenge and change behaviour rather than merely as a support vehicle. The process, and staff commitment to TAC, is still evolving, and the IMB will continue to closely monitor the development and success factors of this important initiative.

5.6.13 The use of the ACCT procedure and associated documentation for the management of those at risk of self harm continues to receive close management attention. The Head of Safeguarding has identified that the quality of ACCT documents is not consistently high, and that staff training needs to be prioritised. The IMB supports these quality assurance initiatives as a matter of priority, and echoes also the importance now being placed upon ensuring that YPs arriving without documents receive specific care.

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5.6.14 Although there is evidence that use-of-force and levels of violence have reduced this year, an increase in the number of fights and assaults in recent months continues to give some cause for concern and is receiving management focus. In particular, the apparent disparity in the proportionately high percentage of BME YPs subject to use-of-force remains largely unexplained.

5.6.15 With the New Build accommodation blocks close to completion, it is recognised that the transition from the old to the new buildings will bring significant changes in procedure and daily movement. With staffing levels already stretched, there will be little opportunity to limit any potentially heightened safeguarding risk during the transition period. It is recognised that the transition will provide significant challenges for management and staff.

5.7 SEGREGATION, CARE & SEPARATION (PHOENIX UNIT)

5.7.1 The Phoenix Unit, established over three years ago, is a twelve bedded unit which accommodates and provides interventions for YPs with complex needs. Here, the minority of YPs who pose significant risk to themselves, other YPs, staff or to the safety of the public on release are managed by a multi-disciplinary team within a behaviourally orientated environment.

5.7.2 The improvements noted in the last IMB report have continued this year. The unit has been used to the full, accommodating YPs held on GOOD, RFU and close supervision as well as those for whom a more intensely supervised management is deemed appropriate because of their vulnerability or complex needs.

5.7.3 The year has been a challenging one in terms of organisational change, with staff changes brought about by the Fair and Sustainable review, as well as the introduction of new Team Around the Child (TAC) systems. Phoenix staff have also had a personal loss to deal with when one of their team suffered a life changing accident.

5.7.4 There have been a few changes in the organisational structure this year. The Unit Policy Document was updated in April. The weekly Safer Regimes Meetings, where YPs are identified for admission to Phoenix, are well attended with input from representatives from internal and external teams. The progress of all YPs in Phoenix whether held under PSO1700 or for complex need is reviewed weekly, and the views of the YP heard. SMARG (Segregation Monitoring and Review Group) data, previously presented in a separate meeting is now incorporated, along with the quarterly safeguarding report, into a Senior Management Team meeting every three months. The integration has not been totally smooth, but is now more established. GOOD reviews are held regularly within the regulations but a sudden change in the timing of the reviews has resulted in a situation where the IMB is now less able to commit to attendance.

5.7.5 When the TAC initiative was introduced into the prison, Phoenix used it only to support the transition of YPs back into the main prison. It was felt that the Phoenix Offender Management Care Plan model worked well enough, but this has recently changed, and TAC is now used from the time of admission. In many ways, the transition to TAC was a natural progression, and some of the problems of bedding in TAC found in other areas of the prison have not been encountered. The quality of the documentation is generally superior for example, as staff are more accustomed to comprehensive care plan recording. Additionally, the concept of using care plans not only for support but also to challenge and change behaviour is inherent.

5.7.6 Although there has been some increase in the level of activities for YPs accommodated on Phoenix, there is still room for improvement. IMB members, regularly find YPs asleep during the day. This is especially noted early in the placement when delays in setting up education programmes and activities are encountered.

5.7.7 Programmes are defined and reviewed weekly within the TAC plans, with the main element of intervention provided by unit staff, i.e., regular one to one sessions as well as informal interaction. At times, this approach can be frustrated by the demands placed on staff who also have to respond to those YPs presenting antisocial behaviour. This year, access to therapeutic

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intervention has been enhanced by a dedicated psychologist based on the unit as well as mental health support.

- 5.7.8 The length of time a YP stays on Phoenix is monitored. There are examples where Phoenix is the appropriate place for a vulnerable boy to stay for a long period which is properly endorsed at the weekly review. On occasion though, the review does not include a full assessment of total time held and YPs can remain on the unit by default. For example, a YP being kept on GOOD not because of any Cookham Wood decision making process but because of delay in a police prosecution decision or other external agency action.
- 5.7.9 These learning points are part of the development of the unit and the absorption of change as Phoenix is regarded as a model of success in managing some of the most troubled YP in custody.

5.8 RESIDENTIAL SERVICES

- 5.8.1 The first phase of the long-overdue redevelopment is nearing completion. When the New Build opens in December, it will provide excellent new residential accommodation, with association and meeting rooms, and a new education block. With the exception of Cedar House, existing residential accommodation will be closed.
- 5.8.2 The New Build is very exciting and, naturally, Cookham Wood's focus this year has been on getting it right, to maximise the benefits for the YPs. Unfortunately, this has meant that, except for urgent repairs, improvements to existing facilities have been on hold – it has sometimes been too easy to respond to difficulties with the assurance that the New Build will solve them. The promised excellence of the New Build facilities was irrelevant to the majority of YPs, who would no longer be here when it opens.
- 5.8.3 It was most often the areas of the establishment that are not to be replaced that were the ones which have raised concerns of the IMB this year - in particular, the kitchen, gym and visits hall. These problems will remain, and need to be addressed, in 2013-14.

Kitchen and Food

- 5.8.4 The problems highlighted in IMB rota reports regarding the kitchen are similar to those of previous years. The facilities and equipment are outdated, tired and dirty looking. When vital pieces of equipment break down, (this year again there have been problems with the ovens), it takes an unacceptably long time for repairs or replacements to be made. The kitchen floor was replaced this year which made a difference, and additional equipment will be installed, to cater for the increased population of YPs. There is however still the impression on entering the kitchen, compared to those in other public buildings such as schools or hospitals, that it is just not up to the expected standard. HMIP, in its May 2013 report, described it as "small and grubby".
- 5.8.5 The staff have ongoing problems with recruitment of aides. YPs are allocated to the kitchen to help with preparation, serving and cleaning, but frequently there are not enough who are eligible or available to make up the numbers required on the rota. Although the help from YPs is supernumerary to that required to run the catering service, when there is not enough help the pressure on employed staff increases. This is also a matter of regret for YPs who have identified catering as the most popular request for placements.
- 5.8.6 Staff admit that some days, jobs just do not get done because there simply is not enough time. The normal staff complement has to be supplemented from time to time with staff brought over from HMP Rochester, which is responsible for catering at Cookham Wood. This is not ideal as they are working in an unfamiliar environment and indeed they complain about this to IMB members on their rota visits.
- 5.8.7 Despite the difficulties of staffing and an ageing kitchen, the Catering Team work to provide a healthy, balanced diet which offers choice and respects the cultural needs of the diverse group of

YPs at Cookham Wood. The YPs continue to complain about the food, and in surveys only a very small minority rate the quality as good.

- 5.8.8 One area of excellence is the management of food for Muslims during Ramadan. There is evidence of good practice where catering staff work closely with the Imam to provide a service which is encouraging to YPs keeping fast.

Buildings and Maintenance

- 5.8.9 In Beech and Ash House, the individual cells were considered by the YPs to be adequately furnished and they were able to clean them regularly. Corridors were usually kept clean and bright. The Works Department carried out running repairs quickly. Outside these Houses, communal spaces such as the association rooms were often too hot and some stairwells looked dirty.
- 5.8.10 The fabric of the establishment which will continue to be in use after the New Build gave rise for concern. There have been problems in the gym and in the store room of the kitchen with leaks in the roof which have not been attended to promptly. This has made each facility unfit for purpose.
- 5.8.11 The introduction of a domestic hour into the new core day was designed to enable YPs to shower, make their phone calls and still have time for outdoor exercise but this has not happened. Time in the shower has to be carefully restricted or not everyone gets one. Similarly with phone calls, and as this is an emotive area, any threat to that right causes tension. These are problems that will disappear in the new building as each room has a shower and phone, but for the YPs this year, it has been a recurring difficulty. As a consequence, time outside in the fresh air has been compromised: this problem too should be eased by the new building (but see 5.4.5, above)

Visits

- 5.8.12 Although the visits hall is a pleasant enough room which is adequately equipped and furnished, the matter of privacy for legal visits has not been satisfactorily addressed (see 5.5.17, above). At least once this year legal visits had to be cancelled as young people on the keep apart list who had appointments with their solicitors at the same time refused to attend.

SECTION 6

6.1 ADJUDICATIONS

- 6.1.1 The high level of adjudications recorded in last year's annual report has dropped this year even when taking into account the falling roll. However it still remains high in comparison to other juvenile establishments. It has been confirmed that the YJB send some of the most challenging YPs to Cookham Wood, and staff are investigating the effect this is having on levels of violence and adjudication.
- 6.1.2 The Adjudications Performance Review is held quarterly and is chaired by the Governor. Some aspects of the administrative and operational bases have changed this year and a number of teething problems have been identified and dealt with in these meetings.
- 6.1.3 The importance of getting the paperwork right was demonstrated when a Serious Incident involving a barricade came to be adjudicated. No ring leader was identified in the papers, the word barricade was not mentioned and this was accompanied by glowing reports from the landings. Hence, the perpetrators were given inappropriately light punishment.
- 6.1.4 The disproportionately high representation of BME YP reported on last year is accounted for to the satisfaction of the Review Committee, but there is still a higher than expected number of YPs from BME backgrounds on report for play-fighting. The Acting Deputy Governor is currently investigating this.

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- 6.1.5 The award tariff was reviewed during the year, and a new initiative where awards can be modified if mediation is successful was introduced. YPs who are 'maxed out' on losses are now placed on a TAC Additional Support document and plan.
- 6.1.6 YPs generally accept that the investigative and punishment system is fair and reasonable. The absolute nature of the ascending tariff for violence is respected.

6.2 COMPLAINTS

- 6.2.1 The complaints procedure at Cookham Wood continues to be well managed and complaints are dealt with within the set time scales. The number of complaints throughout the year is roughly constant, (around 30 per month) with a peak being attributed to a period when one YP submitted multiple complaints. Despite this, each of his complaints was dealt with in the normal way.
- 6.2.2 One consequence of the Fair and Sustainable review was that the comprehensive Monthly Statistic Sheet was axed, the data now being presented in shortened form as part of the quarterly safeguarding report to the SMT.
- 6.2.3 The decision process around safeguarding is dealt with at custodial manager level. On one occasion this year there was a delay in the referral being sent out to local authority safeguarding team, but this was dealt with swiftly when brought to the attention of the governor.
- 6.2.4 On the whole, the complaints process at Cookham Wood is healthy and robust.

6.3 INCENTIVES & EARNED PRIVILEGES (IEP)

- 6.3.1 Cookham Wood has a comprehensive Rewards and Sanctions policy with 3 levels of IEP: Gold, Silver and Bronze (equivalent of Enhanced, Standard and Basic). A YP can be awarded green or yellow cards by staff as a result of positive or negative behaviour. These cards contribute towards the process for determining a YP's IEP level. During the year the numbers of YPs on each level has varied but a sample taken during the reporting period showed 47% of YPs on Gold, 47% on Silver with the remaining 6% on Bronze.
- 6.3.2 A new policy that simplified the existing scheme was introduced during the year following input from YPs. Some staff have commented that this new policy is insufficiently comprehensive. The policy appears to have been written so that it can be applied flexibly, in order to encourage compliance with the establishment's regime. As a result, however, there is some concern that the policy allows opportunity for YPs to be treated differently depending on who administers the policy. For example there is a fast track from Silver to Gold for those who receive a significant number of green cards; serious incidents can result in immediate down-grading; whilst reviews for those on Basic should take place after 7 days, the policy also allows for the review to take place after 3 days or at any point up to every 7 days.
- 6.3.3 HMIP recommended in May 2013 that "monitoring of the use of yellow and green cards should be strengthened and data reviewed regularly by senior managers".
- 6.3.4 When questioned, YPs are aware of the IEP scheme and know what level they are on; however their level of understanding about how they can move between levels is variable. Most YPs spoken to believe that the benefits of Gold level are significant; however some commented they will not necessarily modify their behaviour in order to ensure that they retain that level once they have achieved it.
- 6.3.5 There are currently insufficient facilities to ensure that all YPs on Gold receive their full entitlement. For example there are insufficient Play Station 2s for the number of Gold YPs. Not all Gold YPs are resident on an Enhanced landing as intended (although not all want to be located there).

- 6.3.6 There have been unsubstantiated comments from YPs that it is easier to receive a yellow card than to earn a green card (required to move between the levels) and that some staff appear more willing than others to issue cards (of any colour). The Head of YPs is aware of these comments and monitors 10% of IEP paperwork every month to help ensure compliance with the policy. Statistics and trends are monitored in order to ensure that the policy is administered fairly.
- 6.3.7 In summary, there is evidence that the IEP scheme at Cookham Wood is being consistently and rigorously operated, however there is no evidence to show that it plays a significant part in the process of rehabilitation.

6.4 RECEPTION, FIRST NIGHT & INDUCTION

- 6.4.1 The late arrival of YPs has been a long-standing and significant problem for Cookham Wood. Late arrival is unfair on the YPs concerned, because of the long time they spend waiting and travelling, and then the reduced time for settling in on their first night. It also impacts on staff, who may have to work late, or, in the case of Healthcare staff, attend out of hours. HMIP recommended, in both its 2011 and 2013 reports that “Key staff at the establishment, NOMS, the YJB and the escort providers should meet regularly, monitor and resolve problems relating to escort arrangements, and ensure that YPs arrive at the establishment in good time to be assessed and settled on their first night”.
- 6.4.2 Since Cookham Wood’s catchment area was extended to include the South West region this year, there is potential for late arrivals to become more frequent. Therefore, although, court detention and prisoner transport lie outside its remit, the IMB monitored the situation carefully. It found that the time taken between sentencing, allocation of placement and arrival at Cookham Wood regularly gave rise to concern. There were occasions when it took more than 12 hours to complete the process.
- 6.4.3 Reception staff continued to process new arrivals/returns in a timely manner, ensuring the YPs received their full entitlements, and there was a marked reduction in the number of late arrivals in the last quarter of the year. Nonetheless, with Cookham Wood’s capacity set to increase, and its catchment area to widen again, in 2014, this issue will require continued close attention.
- 6.4.4 Cookham Wood’s comprehensive 5-day induction programme for new arrivals was praised by HMIP in its May 2013 report. The IMB agrees, but notes that YPs may miss days of the programme because of Bank Holidays, court appearances etc and may not be able to catch up for one or two weeks. This can slow the start of their education and activities programme.
- 6.4.5 The IMB believes that the use of Cedar House as a dedicated facility, with appropriate staffing, for first night and enhanced YPs has made an important contribution to the success of Cookham Wood. The mixing of first night and enhanced YPs has not raised any major concerns. It was therefore apprehensive when Cedar was closed temporarily in June and the enhanced landing of Ash House was used as a first night facility instead.
- 6.4.6 These interim first night arrangements have been well-managed by staff. At the time of writing, a YJB/YPG team has completed a Service Assurance Review of reception, which raises no concerns about the use of Ash and notes that there has been a benefit in that most Ash staff are now trained in first night and induction. The team states, however, that the use of Cedar House is preferable. This is also the IMB’s view. The temporary closure of Cedar has been successful in that Ash staff have risen to the challenge and it has freed staff for other duties at a time of heavy sickness absence, but it has rightly been subject to regular and frequent review. The IMB believes that it will no longer be viable when YP numbers increase following the opening of the New Build, and is confident that Cedar will re-open at that time.

6.5 PERSONAL OFFICERS

- 6.5.1 There are clear guidelines regarding the role of personal officers at Cookham Wood and each YP has a named personal officer, with a back-up. Nonetheless, the system does not operate to its full potential. Personal officers are active and respected in the Phoenix Unit and Cedar House, where

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individual personal relationships are important and there is a relatively high staffing ratio. But they have been used much less in Ash House and Beech House, the main residential wings – partly because of staff shortages caused by sickness absence and vacancies, and partly because of the perception (which is true) that all staff know the YPs well.

- 6.5.2 Cookham Wood emphasises the “caseworker” system rather than the personal officer system. Its aim is that “the personal officer scheme will be subsumed into a Team Around the Child approach led by caseworkers” (MoJ response to 2011-12 IMB report).
- 6.5.3 The TAC system, introduced this year and endorsed by HMIP in its May 2023 Inspection Report, designates the caseworker “Custodial Lead Professional and the key point of contact for a young person”, whilst the personal officer “remains the young person’s first point of contact on residential units to assist with their day day-to-day living concerns”. Clearly, the roles are connected and should be complementary.
- 6.5.4 The TAC initiative has already yielded good results, YPs know who their caseworkers are, trust them with personal issues, and find them approachable and helpful. There is evidence that the development of TAC risks being at the expense of the personal officer system rather than being complementary and mutually supportive. Close working relationships between caseworkers and personal officers will become increasingly important in supporting YPs particularly the majority of those who do not have TAC documents and particularly when the number of YPs increases following the opening of the New Build.
- 6.5.5 There is scope to re-invigorate the personal officer scheme within the TAC system.

SECTION 7

7.1 WORK OF THE INDEPENDENT MONITORING BOARD

- 7.1.1 Board members usually make 2 rota visits to Cookham Wood each week: the days and times vary. They usually attend GOOD (segregation) reviews on one day each week. They attend all Serious Incidents (there were 2 this year, both involved 3 YPs barricading themselves in rooms and resolved without serious injury). They also make individual visits to research and monitor their Areas of Responsibility, attend management meetings, and follow up applications. Board meetings are held monthly and set monitoring priorities for the coming month.
- 7.1.2 The number of GOOD reviews attended more than doubled this year. This was because a fixed date and time was set for all second and subsequent reviews, and the Board drew up a rota to ensure attendance. Members still often miss first reviews, because their days vary depending on when the YP was placed on GOOD, but pick up on second and subsequent reviews.

7.2 RECRUITMENT, TRAINING & DEVELOPMENT

- 7.2.1 The Board has retained its full complement of members throughout the year. It has not been affected by changes in the IMB tenure rules. Of the ten Board members in July 2013, four joined in 2011-12. Two resignations are anticipated in 2013-14, but there are three potential recruits, one of whom has already been interviewed and recommended for appointment.
- 7.2.2 Six members attended national training courses this year. Seven Board meetings were supplemented by local briefing sessions – on resettlement, care and segregation, learning and skills, YJB monitoring, the New Build plans, healthcare, and Team Around the Child policy and systems.
- 7.2.3 Members made a benchmarking visit to Warren Hill YOI, and welcomed visitors from Elmley and Swaleside IMBs. They also facilitated a visit from overseas prison officers (from the Caribbean, Sudan and Malaysia).

- 7.2.4 The Board's Annual Performance review was held in July. Actions arising from it focussed on increasing IMB involvement in YP and staff induction, tightening the applications handling protocol, and monitoring the impact of the New Build (open in December) and benchmarking (projected for 2014) on the welfare of YPs.
- 7.2.5 At present, the no Board member is BME and most are in their early 60s. There is a gender balance on the Board with a wide range of external experience.

| 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 | 10 |
| Number of new members joining within the reporting period | 0 |
| Number of members leaving within the reporting period | 1 |
| Total number of Board meetings during the reporting period | 11 |
| Total number of visits to the Establishment | 359 |
| Total number of segregation reviews held | Not available |
| Total number of segregation reviews attended | 88 |
| Date of Annual Team Performance Review | 24 th July |

7.3 APPLICATIONS

- 7.3.1 Boxes and forms for written applications are prominently displayed in residential areas. Members also accept verbal applications in the course of their rota visits. All the concerns raised by applications are examined in a timely way and an explanation of the outcome given personally to the YP. Members have very good access to records and staff.
- 7.3.2 The number of applications increased this year, but remains low. This is consistent with other YOIs. It also suggests YP confidence in internal grievance procedures (applications, complaints, DIRFs) and in the accessibility, professionalism and impartiality of the advocacy service (Barnados, formerly VOICE).
- 7.3.4 There is no room for complacency however. In an HMIP survey in May, only 14% of YPs said they could speak to a member of the IMB when they needed to (56% did not know whether they could or not). The Board's work to raise its profile with YPs will continue.
- 7.3.5 A breakdown of this year's applications is given below. Very few related to administrative matters (e.g. property). 5 (B) contested "unfair" adjudication or GOOD decisions. 4 (L) asked for relaxation of rules (e.g. wearing prison clothing) or a move to another wing. 15 (C and J) related to personal relationships – a perceived lack of respect, fairness or understanding. The YPs have a strong sense of the importance of fairness.

| Code | Subject | 10 – 11 | 11 – 12 | 12 - 13 |
|------|-------------------------------------|---------|---------|---------|
| A | Accommodation | 0 | 2 | 1 |
| B | Adjudications | 6 | 2 | 5 |
| C | Equality & Diversity (inc religion) | 0 | 1 | 7 |

| | | | | |
|----|--|----|----|----|
| D | Education, Employment, Training inc IEP | 4 | 0 | 1 |
| E1 | Family, Visits inc mail & phone | 0 | 0 | 2 |
| E2 | Finance, Pay | 0 | 0 | 0 |
| F | Food/Kitchen related | 0 | 2 | 0 |
| G | Health related | 0 | 1 | 1 |
| H1 | Property (within current establishment) | 2 | 1 | 1 |
| H2 | Property (during transfer/in another establishment | 0 | 0 | 2 |
| H3 | Canteen, Facilities, Catalogue, Shopping, Argos | 0 | 0 | 0 |
| I | Sentence related (inc. HDC, ROTL, parole, release dates, re-cat etc) | 0 | 1 | 0 |
| J | Staff/Prisoner/Detainee concerns inc bullying | 6 | 8 | 8 |
| K | Transfers | 0 | 0 | 1 |
| L | Miscellaneous | 6 | 8 | 4 |
| | Total number of IMB applications | 24 | 26 | 33 |
| | Of total: number of IMB confidential access was: | 0 | 1 | 1 |

SECTION 8

GLOSSARY

| | |
|----------------|--|
| ACCT | Assessment, Care in Custody and Teamwork |
| BME | Black and Minority Ethnic |
| CABS | Cookham Wood Anti-Bullying Strategy |
| C&R | Control and Restraint |
| DLO | Disability Liaison Officer |
| DIRF | Discrimination Incident Report Form |
| EAT | Equality Action Team |
| EO | Equalities Officer |
| 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 |
| MoJ | Ministry of Justice |
| NC | National Council (of the IMB) |
| NHS | National Health Service |
| NOMS | National Offender Management Service |

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| | |
|---------------|---|
| 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 |
| TAC | Team Around the Child |
| YJB | Youth Justice Board |
| YOT | Youth Offending Team |
| YP | Young Person |
| YPC | Young Persons' Council |