



# **Annual Report HMP YOI FELTHAM**

**January 2012**

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**STATUTORY ROLE OF THE IMB**

- 2.1 The Prisons Act 1952 and the Immigration and Asylum Act 1999 require every prison and IRC to be monitored by an independent Board appointed by the Home Secretary 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.

### **DESCRIPTION OF THE PRISON**

#### **Introduction**

- 3.1 This report by the Independent Monitoring Board (IMB) for HMP YOI Feltham covers the period from 1st November 2010 to 31st October 2011. HMP YOI Feltham is situated in West London, close to Heathrow Airport, and holds young adults aged 18 to 21 (Feltham B) and young people aged 15 to 17 (Feltham A), on remand and convicted of an imprisonable offence. It takes young people from the age of 15 to 18 deemed as unsuitable for, or not warranting, secure local authority accommodation and young adults from the age of 18 to 21 placed in custody by the courts. The establishment serves all London courts and holds young people and young adults from a wide catchment area within the South East and South of England.
- 3.2 Throughout this report the term **young adult** (YA) has been used to refer to those aged 18-21 on Feltham B, and **young person/people** (YP) to those aged 15-17 on Feltham A. Where the comments refer to both Feltham A and B, the term **young people/adults** has been used.
- 3.3 The population of Feltham A during the reporting period has averaged out at 230, only slightly higher than last year (222 in 10-11). Approximately a third of these YPs are sentenced.
- 3.4 For Feltham B the average population was increased significantly throughout the year to 490 compared with 440 in 09-10 and 405 in 08-09. The average total population during this reporting period at Feltham was 717 (662 in 09-10 and 617 in 08-09). The population peaked in August 2011 after the riots to around 740. The Certified Normal Accommodation remains 762.
- 3.5 The regimes on Feltham A and Feltham B are separate, although certain services are shared such as: the gym, healthcare services, both outpatients and inpatients, Albatross unit; the library; the clinical substance misuse unit, Wren; the segregation unit, Ibis; and chaplaincy.

#### **Feltham A**

- 3.6 Feltham A holds young people (YP) aged under 18 (on remand, convicted and sentenced) in residential units, each with a maximum capacity of 30. Accommodation is predominantly in single cells, with each of the residential units on Feltham A having one double cell. There is one induction unit on Feltham A (Bittern). During the reporting year there were 1047 young people taken into Feltham A (1036 in the previous year). The number of sentenced boys held within Feltham A now stands at 80.
- 3.7 The management of Feltham A has been stable during the reporting period. The role of Deputy Head of Young People was replaced by 2 (DPSM's) Developing Prison Service Managers (ex Principal Officer)

3.8 **Heron unit** has had its second full operational year. This unit offers a rigorous regime on a 30-bed unit with a focus on education, training and employment for young people serving DTOs, who have demonstrated a strong commitment to turning their lives around. The remit of Heron has now widened to take on a broader range of boys which has led to rare isolated incidents of violence.

The results of the work of this unit continue to be encouraging with some 106 prisoners successful in the reporting year. The short term future of the unit is guaranteed and the Board welcomes assurances that it will not be returned to its former role as a remand unit.

3.9 **Dunlin Unit:** A Complex Needs unit trial is in place on this unit with very positive feedback from YPs and staff. Boys, who are particularly challenging, are encouraged to 'work through' their problems and learn to deal with issues in other ways than bullying or fighting. Out of a role of 30 boys an average of 10 are deemed particularly challenging.

3.10 **Falcon/Grebe Units:** A trial is being piloted in these units which aims to encourage boys to resolve their issues with each other through mediation. Boys who have been referred, are given 6 weeks to work through their issues to try and resolve them learning that compromise is often a good way to move forward. Officers on other units within Feltham are very encouraged with this pilot and many have expressed their desire to roll it out across the whole of A side. A very positive feedback.

3.11 The behavioural management initiatives in Falcon/Grebe or Dunlin are achieving good results with boys who were on basic or in the separation unit (Ibis) now reaching Enhanced Level. Staff on these Units have been very positive about the pilot and have expressed the hope that it would be continued on a permanent basis.

### **Feltham B**

3.12 Young adults aged 18 – 21 years are held on Feltham B. These may be on remand, convicted or sentenced. There is one first night/induction unit, Lapunit, and nine residential units. All operate the Incentive & Earned Privileges scheme.

3.13 The roll has increased from 449 at the beginning of the reporting period to 494 at the end. At present there are 158 double cells being occupied. The roll peaked as a result of the London riots at the end of August to around 522. There continues to be a high turnover of young adults.

3.14 In March 2011 a new head of Feltham B was appointed. The changeover was smooth and did not affect the stability of this side of the prison.

### **Agencies within the establishment**

- 3.15 Close links between the statutory agencies and the voluntary sector have been forged and now operate from the new Interventions Centre situated in Feltham A.
- 3.16 Excellent voluntary sector work takes place within Feltham together with prison staff to provide contracted and voluntary support to many vulnerable young men (see 5.12).
- 3.17 More than 25 voluntary agencies operate within the establishment and are coordinated and managed by the interventions manager (see pg 9 – Reducing Reoffending).

## **EXECUTIVE SUMMARY**

### **Particular Issues requiring a response from the Minister**

- 4.1 Would the minister urgently address the need for a review of the educational delivery of the contractor at Feltham YOI?
- 4.2 The Board finds the quality of provision and delivery inadequate to the task of addressing both the social and academic needs of young offenders and the negative effects this has on their reoffending.
- 4.3 Would he further consider the provision of special induction training for teaching staff alongside robust support that will equip them with skills to manage and develop young offenders and most important to work cohesively in conjunction with Feltham's prison management and staff?

### **Overall Judgement**

- 4.4 The Board believes that Feltham continues to be a well run prison. It provides a safe as well as secure environment for boys whose demands and backgrounds require firm yet specialised handling. Staff work hard as a team to maintain a civilised atmosphere. There is generally a professional attitude that reflects in the day to day running of the prison which enjoys a strong Senior Leadership Team.
- 4.5 The past reporting year has seen unprecedented demands on the prison's operational structure and staff. The summer inner-city riots and their effects on the prison were closely monitored by the Board. Receiving and processing hundreds of young people over several days inevitably placed huge demands upon resources stretching the prison to function at its limit. This was exacerbated by external uncertainties about the extent and containment of the problem and serious disturbances inside the prison gymnasium which were quickly and efficiently managed. The Board noted that the pressure of numbers inevitably led to boys not being fully processed on entering the prison and the wider use of ACCT documents to safeguard prisoners. However the Board believes that Feltham's response was exemplary in the face of huge demands with existing staff working overtime to ensure that the prison remained safe and functioning.
- 4.6 Work to reduce violence within the prison and prepare youngsters for life outside continues. Behaviour management work in Dunlin has led to a sharp reduction in the use of the Ibis segregation unit for A side boys. This reflects well on the hard work of the Behavioural Management Team. The Board welcomes current plans to widen these courses to other A side units. Similarly the Board notes that Heron unit's focus on education, training and employment continues to show encouraging results. The remit of Heron has widened to take on a broader range of boys which has led to isolated incidents of violence. However the short term future of the unit in preparing boys for life after prison is guaranteed and the Board welcomes assurances that it will not be returned to its former role as a remand unit.

- 4.7 The Board feels that the education department at Feltham falls short of meeting the very special learning needs of boys in custody with behavioural problems and related issues. It is clear that many lessons do not engage the boys' interest. Boys have told the Board that on the whole, Maths and English, as offered at Feltham, are far too basic and lessons not interesting or challenging enough.
- 4.8 Indeed, the Board believes there is now an urgent need to rethink the structure of educational programmes with the view of providing a more rounded curriculum that addresses not only the academic but also behavioural, social, and self-discipline issues. Successful delivery of this may depend on more specialised training for teachers to work cohesively with the prison in planning and managing programmes that will help the boys take responsibility and lead crime free lives. Some of this could be met via the education contractor but it might also be desirable to extend apparently successful initiatives delivered by prison staff such as those in the Dunlin unit and 'Football Changes Lives'.
- 4.9 While accepting national budgetary restraints and current pressures on staff and management, the Board is concerned that failure to provide a solid, rounded foundation by addressing all these basic needs will inevitably reflect in long term reoffending.



## **AREAS THAT MUST BE REPORTED ON**

### **Section 5**

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#### **A. Diversity / Equalities**

- 5.1 The Equalities Team within Feltham works with Staff, Prisoners and Visitors to improve the service provided. A new Head of Equalities was appointed in August 2011.
- 5.2 Prisoners no longer attend the monthly Equalities Action Team (EAT) meeting, but regular focus groups are now held with prisoners and feedback is given to the EAT committee on a monthly basis. Prisoners have used this forum to raise concerns over the use of force.
- 5.3 BME prisoners accounted for an average of 75% of the prison population over the reporting year, of which 60% are black, representing just under half the population in Feltham.
- 5.4 In light of the high number of BME prisoners, we would like to see a higher ratio of officers from BME groupings represented in the staffing of Feltham than the current 15.50%.
- 5.5 The trend also shows over-representation of BME prisoners placed on Basic regime, incidents requiring 'Use of Force' and those placed in segregation.
- 5.6 Work has been put in place to improve the current prisoners' requests and complaints system and introduce quality assurance measures. The Establishment is also working with the Zahid Mubarek Trust as part of the external scrutiny panel, which highlights concerns around any form of discrimination for all complaints received.
- 5.7 There has been a significant improvement in the collation and sharing of information with regards to prisoners' disability statistics. The details are shared with Healthcare, First Days in Custody, Education, Residential and Offender management areas to ensure that information for prisoners who disclose a disability are treated sensitively and that they are given appropriate support.
- 5.8 At the end of October 2011 Feltham held 145 Foreign Nationals (Young people 37 and Young Adults 108). There were 2 detainees.
- 5.9 In conclusion we believe that Feltham has a good Equalities policy. The EAT team meet monthly and are pro-active in ensuring that that all forms of inequality are eliminated.

## **B. Reducing Re-offending Pathways**

### **Resettlement & Interventions**

- 5.10 The prison collaborates with a number of Voluntary & Community Agencies towards preparing young offenders at Feltham for release. They provide a wide range of expertise and knowledge, along with fresh attitudes and approaches. The IMB view this as a valuable resource that brings in the outside world to the prisoner's life.

#### **Information Advice and Guidance**

- 5.11 About 33% of sentenced YPs have a length of stay greater than 3 months and are supported through Information Advice and Guidance to help them continue with course work.

- 5.12 Interventions that are provided formally by outside agencies include support for:
- Substance misuse and addiction issues through CARATS/Phoenix Futures
  - The Chaplaincy department which provides multi-faith support, faith based courses, foreign prisoners' groups, voluntary mentors
  - Hounslow Youth Counselling Services
  - Family support services
  - Police Liaison officer
  - Job search and accommodation issues
  - Advocacy (Voice)

#### **Voluntary Organizations:**

- 5.13
- Voluntary Supported Education assists individual boys with basic academic skills
  - Samaritans
  - Zahid Mubarek Trust
  - Football & Rugby sports clubs
  - Official Prison Visitors support individual boys who do not have family or visitors
  - Friends of Feltham – fund raising group to help boys without family or friends
  - Independent Monitoring Board – government watchdog
  - Marjorie Kinnion Special Needs School (gym)
- 5.14 The IMB has concerns over the length of time it takes to obtain security clearance for volunteers and staff who have expressed an interest in working within the prison. This could take several months by which time those concerned very often lose patience and find alternative voluntary work. It is hoped that revised provisions for 'barring and vetting' will address this particular problem.

## **Offender Management Unit (OMU)**

- 5.15 This department manages the sentence plans for the young offenders during custody and on release. The unit aims to reduce the risk and level of reoffending and the likelihood of harm to others and self. Young offenders are referred to the appropriate Interventions Agency and provided with opportunities to develop and prepare for release.
- 5.16 All YPs are allocated an Offender Supervisor who works closely with their outside Youth Offending Team (YOT) worker, parents or carers. The YPs are seen regularly and their sentence plans are managed through e-Asset (IT programme) within the Youth Justice Board National Standards for delivery.
- 5.17 All YAs are allocated an Offender Supervisor. They are seen less frequently than YPs and are encouraged to take responsibility to make decisions regarding care in custody and future plans. Once sentenced their sentence plans are managed using OASys (IT programme) and local planning tools.
- 5.18 Staff movement and shortages during the past year have been high.

## **Learning & Skills**

### **Behaviour Management Courses:**

- 5.19 These short courses, run by prison officers, are being piloted on Dunlin to help boys address particularly challenging behaviour through Individual Intervention. These courses are delivered either in small groups or on a one to one basis (see Feltham A Pg 5).
- 5.20 Plans have been approved to pilot Restorative Justice courses on Grebe and Eagle units.
- 5.21 Kingfisher unit has organically grown into a unit for boys with more challenging problems.
- 5.22 The Board recognises that over the last couple of years Feltham YOI through necessity has proved highly successful in dealing with some of the most difficult and disruptive boys in the prison system, many with dysfunctional personalities bordering on mental disability
- 5.23 ***'Football Changes Lives' project:*** This exciting new prison-run pilot was officially launched on the 3rd March 2011 and is based on a partnership approach linking various providers inside and outside the prison.
- 5.24 Football based activities are used to provide Key Skills and pathways into education, training or employment (ETE). Four courses of 8 weeks are run a year plus 2 FA

level Coaching courses. There are 10 modules with activities ranging from classroom based theory to practical tasks involving other areas of the prison regime.

- 5.25 Central to the project are 8 professional football clubs and Feltham Community Chaplaincy Trust (FCCT) who provide support and mentors. The project geographically links the YA/YP with a professional football club and a mentor within their home area.
- 5.26 In its first year 17 youngsters were surveyed with extremely positive statistical indicators for future reduction in reoffending.
- 5.27 It is low cost and has the cohesive effect of making different departments work together towards a common goal.
- 5.28 ***'Rugby Get Onside' Project:*** The success of the football project has prompted the prison to initiate a similar project with rugby. This project runs on a 10 week cycle and has been underpinned by the Saracens Sport Foundation, Mothers against Murder and Aggression, HITZ, Nike Gamechangers and other individuals.
- 5.29 The first accreditations were awarded in November by Saracens Sport Foundation, and the boys' portfolios, which were proudly on display, demonstrated the quality and effort put in.
- 5.30 The IMB highly commends these projects. They are strong motivational forces to facilitate change and reduce re-offending. Not only is this an innovative way of training the youngsters to make a commitment, it also goes a long way in complying with the Chief Inspector of Prisons' wish to see Learning & Skills at the centre of the prison regime.

### **The Chaplaincy Department (multi-faith)**

- 5.31 The Chaplaincy Department continues to perform a vital pastoral role within the prison regardless of faith and/or beliefs. Both Church of England and Roman Catholic Services are well attended on Sundays as are Friday Prayers for the Muslim population. Other religions are all catered for according to need.
- 5.32 The Feltham Community Chaplaincy Trust provides:
- volunteer through-the-gate support for prisoners leaving Feltham
  - mentoring support that will continue for as long as needed
  - spiritual support for all different faiths is available based on on-going courses
  - ethnic support groups, (e.g. Somali, Irish and Polish groups)
  - restorative justice run through the Sycamore Tree Course has been stopped and the department is currently in negotiation to overturn this decision.
- 5.33 The IMB recognise that the Chaplaincy Department provides a vital, co-operative and effective service.

## **Education Department**

- 5.34 Over the past three years Kensington & Chelsea College (KCC) has been the Learning & Skills provider for Feltham. The provision of education for Feltham B is currently out to tender and the prison is expecting the results to be announced by January 2012. KCC is a contender.
- 5.35 Education is mandatory for YPs on A side as a half day activity whilst on B side the YAs choose to attend. The curriculum on both sides links practical skills courses in cookery, art, music and IT with relevant functional skills of numeracy, literacy.
- 5.36 There is no evidence to show that Individual Learning Plans are used effectively or discussed meaningfully with the YPs/YAs
- 5.37 Youngsters who have already been committed to sit examinations on the outside, such as GCSEs, are given the opportunity to do so in the prison.
- 5.38 Earlier this year the department had teething problems with the introduction of the new IT system, PNomis, which impacted negatively on classroom attendance. This appears to have been resolved.
- 5.39 The Phoenix room (A side) has not been in use between July and October. This was a room set aside for a slow re-integration of boys who had been excluded from the classroom. The IMB sees this as a retrograde step and looks forward to its reintroduction as we understand is planned.
- 5.40 ESOL (English for Speakers of Other Languages) is provided daily on B side, however, on A side, it is only available when there are more than 3 boys in the class. Failing this it is taught on the units on a one to one basis by Outreach Learning Tutors.
- 5.41 Voluntary Supported Education (VSE) continues to provide basic literacy and numeracy support to individuals on a one to one basis.
- 5.42 Fights and alarm bells are high in the education department as is usual where boys from many units are in one place at the same time.
- 5.43 An unannounced HMCIP inspection of A side this year, which gave the prison a favourable report, found the education department to be unsatisfactory.
- 5.44 In order to address the situation, prison management had meetings with the education provider. Several changes were made by the provider to try and engage the boys more meaningfully in the classrooms. The curriculum has been changed various times over the last three years and education management was restructured and simplified at local level. The teachers were scrutinised for appropriate teaching qualifications and some attempt was made at providing development time and staff support.

- 5.45 The Board notes that some teachers in the education department still feel unsupported and left to their own devices.
- 5.46 A closer working relationship between officer and teacher would place education in the centre of the regime, providing a support system for both.
- 5.47 Over the last three years, the IMB has been reporting that non-practical classroom based subjects leave most of the boys disengaged and bored. This year is no different. If one walks round A or B side on any day there are always boys not participating - at all. This is not surprising for reasons that are obvious. Most of them are there on short stays of 4 to 6 weeks awaiting trial or sentencing. Furthermore, many boys in prison lack the basic norms of social or developmental skills and many lack self-discipline. Teachers are not given any specialised training yet are expected to deal with some very disruptive and damaged teenagers.
- 5.48 We believe that the funding, provided by the Skills Funding Agency and the YJB, which is currently ring-fenced for education, would be better focused on a more rounded approach to the YPs or YAs development, with a special curriculum that includes, not only the academic, but also social skills, behaviour, self-discipline, attitude and other issues that affect the individual.
- 5.49 We feel that Feltham itself is best placed to lead and decide what this curriculum should involve with inbuilt flexibilities to suit changes in the population.
- 5.50 The IMB would like to see a specialised induction training programme for all teachers in Feltham to cover behaviour management and all aspects of classroom delivery alongside a robust, ongoing support system.
- 5.51 The IMB would like to see innovative, interesting and more relevant approaches to teaching and training.

*“As the population of children in custody reduces, as it has been, those remaining in custody are more difficult and challenging, so we need the best possible systems and approaches in place to deal with these higher levels of need.” (Quote from the Earl of Listowel, during a motion on Amendment 47 in the House of Lords - 23rd November 2011)*

## **Library**

- 5.52 The library has increased its service by taking library trolleys onto the unit in the evenings.
- 5.53 Nine computers in the library remain unused for the fourth year running. Neither the Prison nor KCC, the education provider, have taken advantage of this very important resource, missing out on programmes such as Virtual Campus and ECDL (ECDL is also provided to those in the PICTA workshop).
- 5.54 The ‘Big Boyz Talk’ programme has been stopped. The IMB sees this as a retrograde step which misses a valuable opportunity for supporting those young fathers and helping them maintain a special relationship with their children.

### **Kitchen & Officers' Mess**

- 5.55 The catering department has been through the Specification Benchmarking & Costing programme as well as 3 favourable Audit inspections this year.
- 5.56 The department provides a 5 choice menu, cold lunch in the morning and hot meals in the evening. Various changes and improvements were brought about through focus groups.
- 5.57 There were only 7 food complaints this year due to improvements in the menu and staff training.

### **Workshops**

- 5.58 The Head of Workshops retired after 25 years service and has not been replaced.
- 5.59 In the workshops all training is accredited, which includes:
- Art & Drama Workshop 5
  - Bricks
  - Painting and Decorating
  - PICTA (computer workshop)
  - Industrial Cleaning
  - Motor vehicle
  - Recycling
  - NVQ food preparation and cooking course in the staff restaurant (see pg 14)

### **Art & Drama Workshop 5**

- 5.60 Workshop 5 is run by KCC in collaboration with a number of outside agencies, which included:
- The National Gallery - week long sculpture workshop
  - The Central School of Speech and Drama - performance with twelve lads
  - Cardboard City
  - The Synergy Theatre
  - The Hackney Music Trust.
- 5.61 At this year's Koestler exhibition, out of 6,000 entries, Feltham entered 26 items and gained 25 awards.

### **PICTA (computer workshop)**

- 5.62 The workshop has capacity for 12 trainees and is staffed by 2 full time instructional officers. Trainees have the opportunity to qualify in the following skills:
- A full range of transferable computer skills

- How to install and repair computer
- ECDL qualifications at level 1 and 2
- Voice and data cabling
- CCNA (Cisco Certified Network associate).

### **Industrial Cleaning**

- 5.63 General Industrial Cleaning and Food Hygiene courses produced approximately 280 qualifications this year.

### **Paints, Bricks and Motor vehicles, Recycling workshops**

- 5.64 National Open College Network courses, each module taking one week to complete. Whilst these courses are useful for many boys, there is no progression and we have been informed by some boys that they would like opportunities for higher level NVQ or City & Guild modules.

### **Gardens**

- 5.65 Courses towards the Institute of Groundsmanship (IOG) certificate have delivered 28 qualifications and works with the football and rugby courses involving professional teams.

### **Gymnasium**

- 5.66 The PE programme continues to evolve and flourish: the 'Active IQ' programme is going from strength to strength and several members of staff are being trained to assist with its delivery.

- 5.67 This year the new initiatives include 'Football changes lives' and 'Get onside rugby course' (also see Learning & Skills – pg 11). Both courses are based around their respective sports and throughout the course the students can gain the following qualifications:

Community Sports Leaders Awards  
 OCN: Football/Rugby  
 OCR: Working with others  
 OCR: Problem Solving  
 OCR: Improving with learning  
 IOG Groundsmanship  
 Level1 Coaching Football/Rugby  
 Emergency Aid / Safeguarding Children / Adhoc Resources

- 5.68 The resistance training room was extensively damaged during a riot in August and was out of use for about two months while the damage was repaired and equipment replaced, all at considerable cost. 20 Boys had barricaded themselves in the room which they then proceeded to damage but control of the situation was quickly regained by the prison and within a few hours the matter was resolved.

- 5.69 The gym has maintained links with Marjorie Kinnion Special Needs School. The students on the Duke of Edinburgh course now use this time as part of their Service



syllabus requirement as they must contribute ten hours to the local community. They take control of sessions every Wednesday afternoon and provide various sporting activities and tuition, this year out of the 15 children registered 9 completed their Bronze Award and 6 are ongoing.

- 5.70 There were 9 expeditions to Dorset with numbers ranging 2 to 5 lads on each one. During the expeditions, which take place in varying weather conditions, they have various tasks to complete from pitching tents to cooking meals and map reading during a 16 mile walk.

### **C. Healthcare**

- 5.71 Healthcare is provided by the Central North West London NHS Foundation Trust (CNWLFT) which is responsible for the delivery of Primary Care and Substance Misuse services. The Trust sub-contracts Mental Health services which are provided by the West London Mental Health NHS Trust, Sexual Health services provided by the Terence Higgins Trust and GP services provided by Medacs.
- 5.72 Over the past year communication between the Healthcare team and the Board has seen a marked improvement. The head of Healthcare has attended several Board meetings and discussed openly the challenges and opportunities for healthcare delivery within the prison. These essentially focus on working in partnership and integrating services, staffing and skill mix, data collection and quality assurance and service user involvement.
- 5.73 In November 2010 the Healthcare team, in partnership with the prison, led the 'Cementing the Vision' workshop which provided a positive step to integrating healthcare services. Further work to link with other providers within the prison is planned.
- 5.74 Last year saw disagreements between the prison and the provider over the issue of safety in the new mental health unit. These have not entirely been resolved at the time of writing but have settled down and positive measures are now underway to meet an increasing need in this area.
- 5.75 Over the past year there has been a high degree of external inspection for healthcare provision. This was dominated by the Care Quality Commission Inspection in May and the HMCIP Inspection in July. Both went well with feedback pre-publication indicating an improved standard of good service. Areas of right to privacy and consent to treatment, cleanliness and the ambient temperature of the mental health unit threw up minor problems. The Board notes that these have been addressed.
- 5.76 General care has been improved by a new case management system enabling case notes to be sent and seen in real time. The clinical substance misuse service delivery on Wren is now far busier owing to new contractual specifications. The substance misuse service and Primary Care team are effectively integrated which should prove effective in tracking patients' needs. This is welcomed by the Board, which believed that the unit was underused. However the integration of patients with differing needs will continue to be monitored.

- 5.77 The Board is aware that complaints about Primary Care have reduced. The Board notes that long standing problems with the quality of some personnel have been effectively addressed by a stronger management team.
- 5.78 The Board is assured by nurses wearing uniforms and name badges and has observed the raising of the profile of reflective practice and group clinical supervision.
- 5.79 Another plus is the learning disability and learning difficulty pilot that went live in October. Generally the Board believes that this has been a positive and constructive 12 months for Healthcare.

### **Dentistry**

- 5.80 The prison's modern dental suite is now efficiently manned and the waiting lists are low following triage of the residential units by the dentist. This results in immediate treatment for those in pain and it improves the dental service which is very satisfactory.
- 5.81 The workload has been increased by more paperwork and time spent on compiling IT records. The dentist reports that recent children's legislation allows boys to refuse an appointment and ask for another date and time.

### **D Safeguards / suicide awareness**

- 5.82 The Board feels that the levels of care offered to prisoners on both Feltham A and Feltham B is good and there has been a steady decrease in the number of self-harm incidents over the past 12 months.
- 5.83 The Suicide Prevention Committee meets monthly and closely monitors incidents and trends in self-harm.
- 5.84 The number of ACCT documents opened remains fairly steady, with an average of 30 per month being opened.
- 5.85 The Standard 60 Audit took place in January 2011. A number of recommendations have already been implemented including updating the SP Policy to provide clear guidance on how information should be passed to the community. Other issues successfully addressed include ensuring that all agencies are aware of when ACCT reviews are taking place and to ensure attendance by all agencies at these reviews.
- 5.86 The Board would like to acknowledge the valuable work of the Samaritans in the prison by way of calls direct to the Samaritan branches and assisting with the Listener programme at Feltham. Listeners continue to play a pivotal role at Feltham. The Board is pleased to note that a free flow system has been approved for Listeners in response to concerns they had raised.
- 5.87 The Board also acknowledges the work of the Official Prison Visitors and Friends of Feltham in supporting prisoners who have no visitors.
- 5.88 Peer Supporters have steadily declined over the past 12 months and is currently down to one.

### **E. Care, Resettlement and Separation Unit**

- 5.89 The Segregation Unit, Ibis, has 17 residential cells, two special cells and two safer cells. Ibis continues to be a busy unit and the Board believes that the management and staff on Ibis attempt to create a positive and constructive ethos with a view to returning prisoners back to normal location as soon as practicable.
- 5.90 The Segregation & Monitoring Review Group (SMARG), a multi-disciplinary review team, continues to meet monthly and the Board is pleased to record that once again there has been a significant reduction in the use of Ibis for YPs - 479 YPs were located on the unit during the year compared with 553 in the previous year (09-10). However, given the increase in the overall population it is perhaps not surprising that the number of YAs held on the unit has gone up from 450 in 09-10 to 572 this year. (Comparison to 08-09 at 552).
- 5.91 Multi-agency reviews take place on Ibis on Wednesdays, as required, to review those placed there on GOOD. For the last seven weeks of the reporting year this proved not to be necessary due to a concerted effort by management to use GOOD only in extreme circumstances. As such there has been a substantial reduction in the number of YPs held on GOOD, practically half that of the previous year, but the number of YAs remains fairly static.
- 5.92 The use of Special Accommodation, whereby a prisoner is placed in a strip-cell, has also been substantially reduced because incidents are de-escalated both on and before arrival at Ibis. The total number for the year is 8.
- 5.93 An agreed protocol is in place for the IMB to be advised within 24 hours of any prisoner placed under segregation in accordance with PSO 1700. However the Board is pleased to record that there have been very few out of hours calls to members during the year, although there was one major incident when members of the Board attended the prison during an evening in the summer following the riot in the gym. The Board has reviewed and considered its contingency plans for dealing with major incidents, and apart from some minor reservations is satisfied with its response to the incident.
- 5.94 During the year the Board has raised concerns over the unacceptable delay in the transfer of personal property from residential units once a prisoner has been located on Ibis. This issue, when brought to management's attention, has been addressed and the Board is assured that property should be delivered to Ibis within a 24 hour timescale.

## Section 6

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### **OTHER AREAS OF THE PRISON REGIME ON WHICH THE BOARD HAS ISSUES TO REPORT**

#### **Adjudications**

- 6.1 Adjudications are conducted daily, including weekends, by a Governor/DPSM for both YP and YAs placed on report and take place in a formal setting in a dedicated room on Ibis unit. The number of adjudications follows the general trend of the use of Ibis with a significant decrease in adjudications for YP for the fourth consecutive year whereas the number for YAs remains fairly stable with a small increase for the year compared with 2009/2010.
- 6.2 The Board welcomes the continued effort by management to reduce the number of adjudications on Feltham A by dealing with breaches of prison rules on the unit and using IEPs and Behaviour Management Courses; this is highlighted by the figures.
- 6.3 Staff have given priority to resolving the high number of remanded adjudications referred to last year (adjudications opened and then for various reasons adjourned). However, the more serious offences involving personal injury are invariably remanded to the police for investigation and consideration for external prosecution. The Board is concerned at the length of time this often takes.
- 6.4 Members of the Board regularly 'sit-in' on adjudications during rota visits and at other times and have expressed satisfaction with the care and consideration given to ensure that the young person concerned understands the process, the decision made and is also given adequate opportunity to make representations and to seek advice.

#### **Core Day**

- 6.5 **A side:** Education is compulsory for boys on A side but only as a half day activity. The rest of the day is spent on other activities such as exercise, library, association, domestics and personal development courses.
- 6.6 **B Side:** The core day was quite radically changed in September 2011 in a drive to increase Purposeful Activity and Time out of Cell after having continually failed to reach KPT targets in these areas. In order to facilitate this change the units were clustered according to YA activities.
- 6.7 *Cluster 1: Partridge, Quail, Raven,  
Cluster 2: Kingfisher, Osprey, Swallow*

YAs attend education on a half-day basis either morning or afternoon and these sessions are reversed on a daily basis. The other half of the day is used for domestics such as cell cleaning, laundry, showers, phone-calls and exercise. Officer led activities are sometimes available depending on the complement of staff on the unit. This reorganisation means that the education cluster of units have daytime association twice during weekdays. Evening association depends on staffing levels

6.8 Cluster 3: *Mallard, Nightingale, Teal*

Those attending workshops or fulltime work in the workshop/workers cluster are guaranteed evening association/gym - an incentive to participate.

6.9 It is noticeable that latterly the movement of prisoners has been more efficient with the time taken to and from activities being reduced and hence less time is being lost.

### **Property**

6.10 Complaints about property is always the highest on the agenda, and after trying out other options, the prison policy now is for property that has been brought in by visitors to be left in the Visitors Centre. This is a more efficient manner of receiving property into the prison, however, an effective method of its distribution to the boys in the units remains elusive and property issues continue to be the main reason for applications to the IMB.

### **Laundry**

6.11 The laundry was scheduled to close next April because of the age of the steam generators, which would be financially unviable to replace. However, with an unexpected breakdown the laundry was closed on the 1<sup>st</sup> August. A new delivery/collection programme with HMP Bullingdon is now in place and it has enabled units to operate with minimal disruption.

### **Works Department**

6.12 The Works department has been under staffed by 7 qualified members (plumbers and electricians) for many months, primarily because of the length of time it takes to clear somebody who wants to work in the prison.

6.13 Two of the four boilers out of action for two months during the winter.

6.14 The following upgrades and refurbishments were carried out during the year:

- Repairs to the damage of the electrical equipment caused by a lightning strike.
- Additional showers with new pumps.
- The roof on Visits repaired.
- Updating aerials for digital television.
- Work on the new ventilation system ongoing - this was delayed due to an asbestos investigation.
- Laundry now closed - to be decommissioned - washers, dryers and pressers removed and replaced with cubicles for training in electrical installation and plumbing.

### **Fabric of the Prison**

- 6.15 Currently the Works department is primarily engaged in upgrading the ventilation system. This is critical to stop the mould that is ubiquitous in certain parts of the establishment. Double cells are particularly affected, although, with the radiators on during the winter, the problem is less acute.
- 6.16 The cell windows also contribute to the problem because of their design. These are next on the agenda for replacement. When it is cold, the slats are kept shut preventing air-flow. Furthermore, clothes, especially socks, being dried on the radiators, exacerbate the situation.
- 6.17 Mice and squirrels are a constant problem. 5 units have already been fitted with new sonic devices, with the remaining 5 units still awaiting devices.
- 6.18 The exercise yard in the segregation unit merits special mention because of the very sad state that it is in; needless to say, it gets little if any use except by the birds. Neither is there much interest in the regular upkeep of other exercise yards in the prison. Some of these areas are unkempt and sprouting weeds.
- 6.19 In contrast the gardens and other green areas of the prison are well kept throughout the year by the Gardens Dept.

### **Reception & Late Vans**

- 6.20 On 29 August 2011 the new escort services contract started. The prison experienced numerous knock-on effects from poor operational implementation of the new contract run by Serco Wincanton. The most worrying impact was prisoners arriving at Feltham well after the cut-off time of 19.30. This led to a decision to lock out any YAs arriving after 20.30 later amended to 20.00 from 3 October 2011. Thereafter the situation improved for YAs being delivered to Feltham B.
- 6.21 Feltham will not 'lock out' YPs, the alternative being unsatisfactory accommodation in police cells. Consequently YPs are being delivered to Feltham A well after the contract time. To begin with there were extreme cases when YPs were arriving at the prison after midnight. Although the service has improved to some degree YPs are still arriving at Feltham after 20.00 and very often as late as 21.30.
- 6.22 However, the Board has raised considerable concerns over the delivery of YPs to the other side of the prison. The Board considers the situation puts unfair demands on the management and staff at Feltham and creates unacceptable risks. Reception and Induction staff work until 21.45 and 22.00 respectively, to allow the prison to carry out essential first night procedures for new prisoners, however this is based on an expectation that prisoners will arrive at the prison in line with the contract times.

Contingency arrangements are in place to carry out the necessary induction process and risk assessments but it becomes more and more difficult the later the arrival time.

- 6.23 YPs, aged 15-17 are at their most vulnerable at this time of night, having spent several hours at court and then even more time in transit. For some it may be their first time in prison; others perhaps may be due back in court the next day. Given that the vast majority of young prisoners arrive from courts within the Greater London area it is hard to understand why it should take so long for them to arrive at Feltham.
- 6.24 The Board is satisfied that Feltham is doing all it can to safeguard the welfare of YPs who arrive late. However, the Board has grave concerns over the situation and would ask what action is being taken to ensure that the escort services comply with the contract and that young prisoners are delivered from the courts within the allotted time.

### **Security, Violence Reduction and Drug Strategy**

- 6.25 Monthly meetings of the Security Department were attended throughout the year by Board members, Governors and staff concerned with security as well as certain members of the local police who are now based in the prison as intelligence officers.
- 6.26 Reports of the meetings were presented to the monthly Board meetings for information and discussion. It is noted that over 200 Security Information Reports (SIRS) a month were received by the department. The annual number of SIRs are increasing and are an important part of the security strategy and actions taken.
- 6.27 Gang issues in Feltham are a continuing concern of the Security Department and close analysis is carried out by the officers who are aided by links with the local police in corporation with the in-house police intelligence officers.
- 6.28 On 9th August 2011 the Board monitored a serious incident which took place in the prison gym when 20 prisoners from Kingfisher unit rioted. The gym equipment was destroyed and entry gained on to the prison roof tops. The Command Suite was opened and Feltham C & R teams plus the Tornado squads from other prisons were called into use. The Board was present throughout and was able to monitor the negotiations and surrender of the prisoners and also their transfer to other prisons. The Board attended the subsequent debrief. The Board was satisfied that the prison had successfully handled the disturbance in a most humane and professional manner to a satisfactory conclusion.
- 6.29 Security initiatives also concentrated on the control of drug usage with approximately 35 monthly Mandatory Drug Tests (MDT). They indicated a low rate of 3.2% YTD positive (cannabis) compared to the target of 4.5%. Voluntary Drug Testing (VDT) was dropped in the prison following a change in national prison strategy.
- 6.30 During the year Feltham reached its complement of 4 passive dogs which are extensively used particularly in Visits revealing several attempts to bring drugs into the establishment. Also it was noted that drugs and mobile phones were detected entering the Establishment from court visits via the Serco vans. Greater cooperation is needed to prevent this illegal entry by more court staff awareness and training of the Serco staff which the prison has offered.

- 6.31 Security in Visits was also improved following recommendations by the Board to remove the internal visitors' lockers to the outside Visitors Centre. Also facilities are now provided for prisoners' property to be left in the Visitors Centre and not in the prison itself.
- 6.32 There has been a lapse in taking photographs of prisoners at Reception due to continuing difficulties with the photographic equipment. It was noted that photographs were missing at times from ACCT documents and prisoner ID badges. The wearing of these badges is not consistent and it is felt that security would be improved as well as personal recognition if they were restored. Latterly the cameras are back in use and decisions are being made by the prison whether to persist with personal prisoner ID badges.
- 6.33 Security at Feltham is well supported by good relationships between staff and prisoners with good behaviour being rewarded.
- 6.34 The use of a well-structured Security committee and the analysis and action on the large number of SIRs received create a secure and well run prison establishment.

### **Visits & Visitors Centre**

- 6.35 The Visitors Centre continues to provide an excellent service to the prisoners' families where the staff are welcoming, friendly and efficient. There are facilities for families with young children and a large selection information in several languages not only about the prison but about support and outside agencies for families.
- 6.36 Lockers for visitors have been moved outside the prison into the Visitors Centre and visitors bringing in property for prisoners now leave them at the Visitors Centre.
- 6.37 For many years the IMB have asked for visitors to be able to book their next visit before leaving the establishment. The Board is pleased that this is now possible which has speeded up the booking process.
- 6.38 Since July a representative from Phoenix Futures is present in the centre. They offer support for families of prisoners where drug and/or alcohol use is considered to be a problem. Referral can be from the young men themselves (Phoenix Futures is part of the Induction programme) or from the families via the centre.

### **Staffing**

- 6.39 During most of the reporting period Feltham has been some 30 officers short. This has had an impact on the regime particularly at the weekends.
- 6.40 Management has addressed this by the use of payment plus but this can only be a temporary and seasonal solution. The problem lies with NOMS and the central recruitment policy, which is failing to supply the prison with these much needed staff.



### THE WORK OF THE BOARD

#### The Board

- 7.1 The Board comprises 14 members, 7 of whom are female. Throughout the year the Board met monthly on the third Wednesday of each month. (All Board meetings were attended in part by the Governor or a governor grade senior manager). The Board recruited 5 new members in this period but 2 have already resigned. Three other members have also resigned in this period .
- 7.2 The Board would like to thank the outgoing Chair who had to stand down for health reasons in the latter part of the reporting period. Her guidance and support over the past two and a half years have been much appreciated and we wish her a speedy recovery. Her role was immediately taken over by our experienced vice chair to whom we are very grateful.
- 7.3 Three members of the Board are on rota for each week – one covering Feltham A and two covering Feltham B. ‘Other Areas’ i.e. shared areas such as education, kitchens etc. are shared amongst A and B rotas. All members respond to prisoners’ applications and monitor adjudications. In addition, each member also had responsibility for monitoring specific areas of the prison, e.g. security, diversity, learning & skills, reducing offending, safeguarding the child, and reception also for attending/monitoring relevant committee meetings/reviews of those areas. Throughout the year members also attended numerous events within the prison such as family days and relevant meetings with key visitors.
- 7.4 The Board is grateful to our IMB clerk and other members of the Business Support section for their work, help and support during the past year.

#### Applications to the Board

- 7.5 The IMB handled a total of 240 applications, continuing the downward trend considerably on the previous year with 379 applications during the 09-10 reporting period. The vast majority (204) were again from the B side of Feltham but the total might have been expected to increase in line with the rise in population there.
- 7.6 There was a slight increase in the number of applications from the A side.
- 7.7 Many applications related to property on both A and B side and certainly more Board time was spent on this matter than any other.

## **Training & development**

- 7.8 The new Board Development Officer has had a busy first year overseeing the induction of 5 new members.
- 7.9 **Local training:** This has included pre-board meeting topics of ACCT documents, new healthcare policies, updating our contingency plan, a team performance review and updates on the B side from the new Head of residence there.
- 7.10 **Training and development mornings:** The Board held a training and development morning in July 2011 that focused on contingency exercises in view of the number of new members. Little did we know this would all be put into practice the following month.
- 7.11 **National training:** Four members attended IMB foundation course for new members, and the DBO attended the training given for this post.

## BOARD STATISTICS

Recommended Complement of Board Members	20
Number of Board members at the start of the reporting period:	13
Number of Board members at the end of the reporting period:	12 active members 14 total
Number of new members joining within the reporting period:	5
Number of members leaving within reporting period:	4
Number of attendances at meetings other than Board meetings	See section on work of board above. Members regularly attended meetings of relevant committees including security, drug and alcohol, safer custody, and REAT.
Total number of visits to the prison/IRC (including all meetings)	See section on work of Board above.
Total number of applications received	A- 36 B- 204
Total number of segregation reviews held	GOOD reviews attended when they occur.
Total number of segregation reviews attended	n/a
Annual Team Performance Review	Completed September 2011

**IMB Application Statistics 2010-2011 – Feltham A**

Code	Subject	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	TOTAL
A	Accommodation													0
B	Adjudications	2	1											3
C	Diversity Related													0
D	Education/Employment/Training						2							2
E	Family/Visits	2		1										3
F	Food/Kitchen Related													0
G	Health Related													0
H	Property			2	2	1			1		1	1	1	9
I	Sentence Related			1										1
J	Staff/Prisoner/Detainee Related	1	1								1			3
K	Transfers	2												2
L	Miscellaneous	1		2	2	2	4					1	1	13
	<b>Total</b>	<b>8</b>	<b>2</b>	<b>6</b>	<b>2</b>	<b>3</b>	<b>6</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>36</b>

**IMB Application Statistics 2010-2011 – Feltham B**

Code	Subject	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	TOTAL
A	Accommodation	1	2	0	0	0	0	0	0	0	0	0	0	3
B	Adjudications	0	0	1	0	0	0	0	0	0	0	0	0	1
C	Diversity Related	2	1	2	0	2	0	0	0	0	0	1	0	7
D	Education/Employment/Training	2	1	2	2	1	2	3	1	4	2	1	4	23
E	Family/Visits	0	1	2	2	1	0	1	0	0	0	0	0	7
F	Food/Kitchen Related	0	0	0	0	0	1	0	0	0	0	0	0	1
G	Health Related	1	1	3	1	1	2	4	0	2	0	1	1	17
H	Property	2	4	5	4	2	5	6	2	5	3	5	4	47
I	Sentence Related	0	0	1	0	1	0	0	0	0	0	1	1	4
J	Staff/Prisoner/Detainee Related	2	3	5	3	8	6	6	4	1	7	3	3	51
K	Transfers	0	2	3	1	1	2	1	2	0	0	0	0	12
L	Miscellaneous	1	1	3	3	4	4	0	2	4	3	3	3	31
	<b>Total</b>	<b>11</b>	<b>16</b>	<b>27</b>	<b>16</b>	<b>21</b>	<b>22</b>	<b>21</b>	<b>12</b>	<b>16</b>	<b>15</b>	<b>14</b>	<b>14</b>	<b>204</b>

## KPT's – IMB Annual Report 2011

### Serious Assaults

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct
Serious Assaults (A)	0	0	0	0	0	0	1	0	0	1
Serious Assaults (B)	1	1	0	0	0	1	1	2	0	0

### Regime Numbers

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct
Feltham (A) Basic	29	21	15	20	17	22	20	32	14	20
Feltham (A) Standard	135	158	192	163	139	156	160	147	183	164
Feltham (A) Enhanced	40	46	40	50	47	37	46	25	23	40
Feltham (B) Basic	12	24	14	10	26	20	26	27	33	31
Feltham (B) Standard	352	359	389	371	331	386	397	396	393	386
Feltham (B) Enhanced	96	94	87	85	81	84	66	62	71	76

### Time Unlocked

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct
Time Unlock Combined	7.72	7.32	7.46	6.53	6.37	6.65	6.90	6.22	6.65	7.11

### Classroom Attendance (Feltham A)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct
Number of prisoners actually attending class	1953	2320	2567	2012	2389	2508	2474	2479	2586	2525
No. of prisoners not attending due to visits	83	19	25	30	37	32	39	21	31	24
No. of prisoners not attending due to sickness	54	40	47	29	36	45	45	50	79	49
No. of prisoners not attending due to court attend.	196	175	226	132	150	139	149	169	216	313
No. of prisoners not attending due to other regime programmes	241	91	200	87	157	89	97	88	81	67
No. of prisoners not attending due to searches	1	0	2	0	0	0	0	0	0	0

No. of prisoners not attending due to incidents	134	118	145	124	143	178	228	230	211	197
No. of prisoners not attending due to offender non compliance	53	31	65	37	51	60	32	65	57	67
No. of prisoners not attending due to segregation	13	28	27	26	56	75	43	84	66	34
No. of prisoners not attending due to transfer / discharge	44	32	40	30	48	57	18	135	44	56

### Classroom Attendance (Feltham B)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct
Number of prisoners actually attending class	1670	1922	2690	1911	2034	2566	2328	2479	2290	2211
No. of prisoners not attending due to visits	33	37	36	33	31	41	37	21	14	23
No. of prisoners not attending due to sickness	52	72	83	37	34	49	43	50	32	41
No. of prisoners not attending due to court attend.	197	125	193	115	198	133	115	169	108	187
No. of prisoners not attending due to other regime programmes	210	131	147	46	63	112	73	88	44	45
No. of prisoners not attending due to searches	0	0	0	0	0	0	0	0	0	5
No. of prisoners not attending due to incidents	3	52	68	25	41	82	40	230	84	23
No. of prisoners not attending due to offender non compliance	152	150	145	117	123	118	81	65	98	157
No. of prisoners not attending due to segregation	29	23	33	13	26	40	44	69	19	22
No. of prisoners not attending due to transfer / discharge	32	45	56	37	77	61	62	165	94	109
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct
<b>KPT classroom attendance for both A and B Combined</b>	<b>68.53%</b>	<b>71.56%</b>	<b>69.71%</b>	<b>85.45%</b>	<b>79.94%</b>	<b>80.71%</b>	<b>81.96%</b>	<b>80.73%</b>	<b>78.58%</b>	<b>76.96%</b>

Purposeful Activity

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct
Average hours spent on purposeful activities per week (A)	26.90	23.89	25.19	21.03	23.68	24.06	24.18	25.05	23.62	23.98
Average hours spent on purposeful activities per week (B)	19.08	18.54	18.46	16.53	16.79	17.94	18.98	19.11	18.35	16.22
Average hours spent on purposeful activity per week combined	21.85	23.89	20.76	19.17	23.13	24.06	24.18	19.58	23.62	23.98