



HMYOI WETHERBY

Independent Monitoring Board

ANNUAL REPORT  
JUNE 2011/MAY 2012

to

the Secretary of State

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# 1. Statutory role of the IMB

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 Ministry of Justice from members of the community in which the prison or centre is situated.

The Board is specifically charged to:

a) 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;

b) inform promptly the Secretary of State, or any official to whom he has delegated authority as it judges appropriate, any concern it has;

c) 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.

## 2. Description of the establishment

### *Accommodation*

- a) Wetherby YOI (Juvenile) is a dedicated 15- to 17-year-old male establishment accommodating up to a maximum of 396 trainees.
- b) Living accommodation is in single-occupancy rooms. Twenty-four rooms are available for temporary double occupancy.
- c) Main site accommodation is split into five units housing sixty trainees on each unit. One of the units was built in the 1970s and is built from brick and the remaining four units are 'quick build' ready-to-use buildings which were erected in 1997. In addition the high-dependency unit, Keppel, accommodates 48 trainees in a purpose-built structure completed in 2008. Anson unit, built in the 1970s, is now dedicated to longer-sentence trainees with a capacity of 48.

### *Rating*

Throughout the reporting period Wetherby's rating varied between 2 and 3.

### *Healthcare*

The healthcare unit is managed by Leeds Community Healthcare NHS Primary Care Trust, which covers GP, dental, and Child and Adolescent Mental Health Services (CAMHS).

### *Education*

The outside agency which provides educational services is supplied under contract by The Manchester College. The curriculum covers a range of literacy, numeracy, life skills, IT, and vocational training courses as well as GCSE and A level courses.

### *Other Agencies*

Among other organizations involved in catering for the welfare of trainees are (not exclusively): voluntary prison visitors, The Prince's Trust, YMCA, WISE (trainee voluntary work within the Wetherby area), the Lucy Faithful Foundation, The Samaritans, Barnados, and Connexions.

### *Chaplaincy*

The chaplaincy team is comprised of three full-time staff and five sessional workers together with a church link co-ordinator. Chaplaincy includes a full-time Imam who is the Co-ordinating Chaplain.

## 3. Executive summary

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

**3.1.1** It is of concern to the IMB that unsuitable trainees have been sent to Keppel and on occasion with incorrect paperwork by those making the referrals. Consequently, the unit managers have been required to spend valuable time sorting out errors not of their making. Keppel is a very successful and highly-regarded unit, but it needs careful management, particularly as it is seen as a national resource (*See 5.3.6*). The IMB is concerned that those who make the referrals to Keppel may not always be in full possession of the facts concerning individual trainees nor, have a complete understanding of the criteria for admission to Keppel. Are those who make the referrals to Keppel adequately informed about its function and indeed have they visited the unit to experience first hand its facilities and management issues?

**3.1.2** Last year we reported that 'calm down' cells on Keppel were being used to accommodate trainees on normal regime. The YJB's response was '... it is an operational matter for Wetherby to decide on the use of the calm-down rooms ...' and 'The YJB will always seek to maximise the value for money and use of this specialist resource ...'. In practice it appears that operational responsibility is sometimes denied to Wetherby's management and if 48 trainees are placed on the unit, some whose behaviour requires a period of segregation under YOI rules 49 (GOoD) or YOI Rule 58(4) are being accommodated on the main site in the Care and Separation Unit rather than managed on Keppel. This is highly unsatisfactory both for the trainees who are denied continuity of interventions and for the CSU staff who, although highly competent, are unable to provide the time or sometimes the specialist expertise to provide adequate care. (*See 5.3.2*.)

**3.1.3** The Care and Separation Unit continues to be unsatisfactory both in its physical structure and in its ability to operate to the standards required by PSO 1700. (*See 3.4.5 and 4.5*). The concerns of both the IMB and HMIP have been expressed in recent reports. Little has changed. The IMB believes that Wetherby's management is fully aware of the inadequacy of the CSU building and that appropriate interventions for trainees are seriously compromised.

### 3.2 *Other issues requiring a response*

#### *Operational*

**3.2.1** The Library continues to be an under-used and under-staffed resource. (*See 4.2.4*). What efforts are being made to ensure that the library is available to trainees in the evenings and at weekends when trainees could benefit from using it?

**3.2.2** Wetherby has a good, but limited, ROTL programme. (*See 4.2.5*). What steps are being taken to extend the programme?

## *3.4 General Report*

**3.4.1** For much of the year Wetherby has been categorised as a level 3 establishment. But for a short period of time it dropped to level 2. This was due to an escape in October 2011.

**3.4.2** It is therefore no surprise that the year has been a challenging one. The establishment continues to manage volatile and alienated young men, a good number of whom have complex mental health issues. The decommissioning of beds elsewhere in the YOI estate means that disruptive offenders cannot, as in the past, be moved to other prisons and have to be managed at Wetherby. This is challenging to manage, particularly where there have been an assault on officers and other staff.

**3.4.3** The impact of the Fair and Sustainable programme of change is inevitably being felt within the establishment. It is a long drawn-out process with a big impact on staff morale. Nevertheless the staff has continued to act professionally and kept the welfare of the trainees at the heart of their work.

**3.4.4** The Command Suite was opened once during the year. In March two trainees climbed on to a roof and remained there for several hours. They were brought down by members of the National Tactical Support Group. Although stones were thrown during the incident no officers or trainees were injured. Both of the trainees were seen by the IMB afterwards, and the incident was monitored by board members. The Board was satisfied that the process was conducted properly by the prison authorities who had the welfare of the two trainees at the heart of all decisions taken. They were subsequently successfully prosecuted.

**3.4.5** The IMB continues to be concerned about the state and use of the Care and Separation Unit (CSU). We mentioned this in our report last year. It is a bleak unit with the atmosphere of an old style segregation block (*See 4.5.5*) and has been used for exactly that purpose: to separate difficult young men from their contemporaries. There is little evidence of adequate care plans for those in the CSU, modest opportunity for education despite the welcome intervention of SENCO (*See 4.5.3*), and limited incentives to change behaviour. It should be recorded that the specialist staff who work in the CSU treat the trainees appropriately and humanely. The IMB understands that the problems associated with the operation of the CSU are under discussion within the senior management team.

**3.4.6** In general, relationships among the trainees at Wetherby remain good. Inevitably fights occur but there is very little racial tension, and religious extremism is not an issue. (*See 4.1*). The main concern has been the impact of gang rivalry. There are now fewer opportunities to move trainees around the YOI estate to break up gang membership. Careful intelligence gathering and risk assessment within Wetherby appears to be effective.

**3.4.7** Manchester College has embedded the new curriculum, and after a period of uncertainty as we reported last year, things have settled down. It is good to be able to report that more students than last year have been entered for external exams. Nevertheless, significant issues remain: teaching vacancies have increased (*See 4.2.1*), the library is under utilised (*See 4.2.4*), and behaviour management in the classroom remains an issue (*See 4.2.6*). The IMB remains concerned about the effectiveness of some of the teaching in the Construction Barn (the responsibility of Manchester College). (*See 4.2.10*)

**3.4.8** There were no major changes to the estate at Wetherby during the reporting year, but some useful repair work was carried out (*See 5.7.1*).

**3.4.9** Keppel Unit continues to be very well run. Extremely vulnerable young men pose a significant challenge to staff because of their tendency to self-harm and the range of their needs. Almost all of the trainees have complex mental health issues. Nevertheless, throughout the year there has been a positive atmosphere in the unit, and the staff is to be congratulated on what they have achieved. (*See 5.3*)

**3.4.10** Anson, the long-term unit is now well embedded and has overcome its initial problems to which we referred last year. However, physically it remains unsatisfactory for its purpose because of its design (*See 5.4.6*).

**3.4.11** The IMB remains concerned about the under use of the Library which is not available to trainees at weekends or in the evenings. (*See 4.2.4*).

**3.4.12** While there are some excellent opportunities for trainees to acquire useful experience on the ROTL (release on temporary licence) programme, it is a concern that the numbers who have been able to access the scheme have fallen during the year. (*See 4.2.5 and 5.1.4*).

**3.4.13** The IMB is satisfied that trainees feel safe at Wetherby. Our judgement is based on our use of regular weekly interviews with trainees. (*See 4.4.2*).

**3.4.14** It is a matter of concern to the IMB that, Keppel apart, individual trainees throughout the rest of the estate only have association every other day Monday to Thursday each week. (*See 4.4.14*).

**3.4.15** The Army Cadet Force, and the Raptor Project (part of the Endeavour Unit) are courses which the IMB believes are beacons of excellence within the establishment. (*See 5.1.8*).

**3.4.16** There was an HMIP inspection of the main site in January 2012 and, a little later, of Keppel. The reports are now available for scrutiny.

## 4. Obligatory Areas of Reporting

### 4.1 *Diversity*

**4.1.1** Diversity policy is given a high profile at Wetherby within which race equality continues to have the highest. However there have been major developments in the monitoring of disability. The diversity manager maintains a log of all young people identified as having a disability based on information received from the health care and education departments. During the year there has been a small number of trainees from the travellers' community and the Diversity Manager is in contact with a broad network of support for travellers to assist with issues which may arise. Individual support is available for trainees who are gay, bisexual or transgender.

**4.1.2** The equality action group (EAG) meets bi-monthly and is well attended by staff from all key departments and the IMB. A trainee representative from each wing attends and their contributions are very valuable to the group. Wing representatives also have their own forum where concerns are raised and discussed before they are raised at the EAG.

**4.1.3** The kitchen staff is continuing to support the trainees by providing food that meets their cultural and religious needs. The trainees can also obtain hair products that are suitable for their ethnic needs. Foreign language dictionaries have been purchased and have been a great asset especially for the first night in custody. Where possible, the foreign national trainees are accommodated on Collingwood unit where a foreign national co-ordinator is based along with officers specially trained to work with this group. 77% of staff including some members of the IMB have received diversity training, but training has been reduced pending revision of the course following changes to the Equality Act in 2011. Diversity training is also delivered as part of the trainees' education.

**4.1.4** Anson Wing is the long-term unit. The proportion of BME trainees on this wing continues to be significantly higher than on the other units.

**4.1.5** The number of BME staff is acceptable considering the demographic mix of the area from which staff is drawn.

## **4.2** *Learning and Skills*

**4.2.1** The new curriculum introduced by Manchester College last year, although delayed, was fully operational by September 2012 following issues concerning staffing and security. For the most part the curriculum has embedded well and the Learning and Skills Department has been working effectively with some major achievement and progress made in specific areas. Unfortunately, in the latter part of the year issues have arisen with respect to teaching staff vacancies with obvious ramifications. Nevertheless, many more trainees this year were entered for external examinations. The IMB welcomes the initiative soon to be implemented, in which the new curriculum will be revisited with particular attention paid to Anson (long-term) unit as well as a more focused assessment of the needs of high achievers. Furthermore, a member of the IMB attends the monthly Learning and Skills meeting.

**4.2.2** The ILPs (Individual Learning Plans) introduced last year have for the most part been an effective tool. The allocations process still appears cumbersome at times and the IMB question why other estates such as Hindley maintain a more successful outcome in this area. The IMB acknowledges the efforts made by the Learning and Skills Department with respect to partnership working with Hindley, and that major improvements have been made to the allocations process over the year. Most trainees are engaged in education or work but there does appear to have been some slippage towards the end of the reporting year.

**4.2.3** A review of vocational courses has been undertaken and the Army Cadet course and Chef's Academy continue to excel. New courses have been introduced such as the very popular bicycle repair shop. The IMB is also pleased to note the establishment plans to re-introduce the Industrial Cleaning course for which Wetherby YOI is already fully equipped, pending available funding for a suitably qualified instructor. Unfortunately, the fully-equipped music studio has been vacant for some time following staffing difficulties which is

disappointing as this option was popular with many trainees. Learning and Skills staff are keen to develop links with the national organisation 'Reflex' in an effort to develop and deliver an accredited music course at Wetherby.

**4.2.4** The library continues to be under utilized and supported. It is still not available at weekends or any evenings as was planned last year and in the year before. The IMB considers this delay to be very regrettable and also questions whether the library time available to trainees is actually 'purposeful activity' as many trainees often do not appear to access the library facilities on their visits.

**4.2.5** ROTL figures this year have been disappointing, down from 138 in July 2011 to around 30. In the last few years Wetherby has achieved success in this area due to continued hard work and collaboration between a number of organisations. The IMB will continue to monitor the progress of ROTL and hopes that Wetherby's plans for a partnership working with Cookham Wood and a more focused assessment of the potential of trainees at induction level will lead to much needed progress in this area. (*See 5.1.4*)

**4.2.6** Behaviour management in the classroom is an ongoing problem resulting in trainees being returned to the wing too often. However, the IMB acknowledges the positive impact of the new SENCO in this area over recent months and will continue to monitor the numbers of boys on the wings during core time. The IMB is aware that new training initiatives have been implemented to help teaching staff with discipline e.g. Lunch and Learn programme.

**4.2.7** The new induction course introduced this year is proving effective with more boys participating in education programmes. The course is more interactive with specific emphasis on the curriculum and aims to encourage trainees in more purposeful activity.

**4.2.8** Classroom efficiency has improved from 80% last year to 83%. Purposeful activity had improved, but saw a decline in the latter part of the reporting period due largely to problems of staffing in the P.E. department. Earlier in the year the P.E. department was working particularly well with a range of accredited courses, including the Duke of Edinburgh Award Scheme. During IMB visits trainees appear engaged, positive, and well behaved, hence it is unfortunate that access to P.E. has been limited to a mainly generic P.E. program i.e. three core hours. The IMB understands that a new manager is now in place and is hopeful that improvements will be made in the near future.

**4.2.9** The IMB supports the comments made by HMIP and questions whether all trainees engaged in wing cleaning are involved in 'purposeful activity'? During routine IMB visits many trainees designated as wing cleaners appear underemployed and unsupervised. The IMB acknowledges the best intentions of some officers to maintain maximum 'time out of cell' for trainees but at times their core time on the wing appears aimless.

**4.2.10** The IMB still has concerns that much of the teaching in the Construction Barn is unimaginative and rather basic. It is a new building with opportunities for exciting teaching programmes and is not being fully utilized.

### *4.3 Healthcare and Mental Health*

**4.3.1** Healthcare for Wetherby is delivered by Leeds Community Healthcare NHS Primary Care Trust.(PCT). The Healthcare unit is now adequately staffed by a good skill mix and continues to deliver a high standard of care to both in- and out-patients. A prison officer is employed to support the unit. Local Healthcare Operational Partnership meetings are held bi-monthly and are well attended.

**4.3.2** There are now regular sessions provided by two dentists supported by dental nurses and the waiting list for treatment is manageable and acceptable. The dental surgery is in need of some refurbishment and this, along with the facility for decontamination of instruments, is being addressed by the PCT and prison partnership. Trainees are able to access emergency dental treatment when required. There are no concerns with ophthalmic services with only a few trainees on the waiting list.

**4.3.3** The unit has a pleasant environment. Daily cleaning is carried out by a trainee and a PCT cleaner. The out-patient waiting area has recently been redecorated. There is still no opportunity for patients to exercise outdoors. The number of inpatients remains low.

**4.3.4** The CAMHS service is led by a clinical psychologist who is a member of the senior management in the healthcare team.

**4.3.5** A large proportion of the mental health clinical work takes place on the Endeavour unit. Trainees from both the main site and Keppel unit receive interventions on Endeavour which has proved to be beneficial in reducing barriers between the two sites.

**4.3.6** The staff in the Endeavour unit is multi-skilled and covers a wide spectrum which includes mental health, learning difficulties, creative therapy, and speech and language therapy. Additional staff includes psychologists, an occupational therapist, and a drama and arts therapist. There is support from two visiting psychiatrists. Over 100 trainees each month are able to access the services provided.

**4.3.7** The CAMHS team is happy with the improved staffing level and feels that it is well supported by the senior management at Wetherby.

### *4.4 Safeguarding*

**4.4.1** Wetherby is assiduous and proactive in its adherence to the need to safeguard the young people in its care, and is scrupulous in its compliance with the terms of current legislation which affects them. Management has assured us that all policies within safeguards are up-to-date including Child Protection, Suicide Prevention, and Safeguarding Children.

**4.4.2** The IMB continues to interview four trainees each week, picked at random in the establishment, in order to get a picture of how they perceive themselves to be looked after. Further details of this process are given at the end of this section of the report. In addition the IMB monitors the Safeguarding Meeting as well as being involved in the induction programme.

**4.4.3** The quality of ACCT documents, commented on favourably in the last report, continues to be high. A daily management check of sample ACCTs takes place to ensure the standard is maintained. It is clear that the staff is fully aware of the importance of the documents and the need for them to be completed accurately. One area of relative weakness which has been identified, the care mapping process, is being actively addressed, but this itself is an indication of the establishment's awareness of the importance of the documents.

**4.4.4** Inevitably, where volatile young people are living together fights occur regularly. It is an issue which the regime actively addresses. Because there are fewer custodial places for young people across the juvenile estate there is less opportunity to separate individuals from each other and break up gangs. Great care is taken within the establishment to keep gangs and young people separate from each other when it is necessary.

**4.4.5** During the year a new behavioural management policy was introduced. Known as ABC (address and begin to change) it has been devised to coincide with the rewards and sanctions policy of the establishment and to address issues of violence reduction, bullying, victimization, and negative behaviour. It is a two-stage process which involves target setting for the trainee, monitoring behaviour, and sanctions where necessary until the individual changes his attitude and behaviour.

**4.4.6** Care is also taken of the victims of bullying who are referred to a weekly care meeting which will formulate a care plan for the individual.

**4.4.7** Following the death in custody in April last year a review of the constant watch procedures and anti-ligature clothing has been conducted in order to reduce the use of ligatures in instances of self-harm. The establishment is very aware that some of the trainees will use potentially dangerous means of drawing attention to themselves which can, without staff intervention, lead to serious injury or worse.

**4.4.8** Advocacy, run by Barnardos, is very active within Wetherby, and its role as a support to trainees is well understood by them and the officers. In addition Child Line and Samaritans phones are now available for all young people in crisis to use in their rooms.

**4.4.9** Two full-time social workers are employed primarily to support all looked-after children (LAC) and to provide an independent review of all child protection issues.

**4.4.10** Intelligence, through the use of SIRs (Security Intelligence Reports) is used to help keep young people safe from violence and the smuggling into the establishment of tobacco and drugs. A big drugs find was made during the year which, if it had remained undetected, could have had serious consequences for anyone who used the substance. Subutex remains an issue, though perhaps less so than last year.

**4.4.11** As both the HMIP report and the IMB's findings show, most of the young people feel safe at Wetherby. (See **4.4.13**)

## REVIEWS

**4.4.12** Each week a member of the IMB selects four trainees on a unit and goes through a questionnaire with each to get an idea of how the regime is being received. Each interview lasts about fifteen minutes. Thus over a fifty-two week period the IMB meets with about two

hundred trainees. Some are on remand, some serving a sentence. Although a note is kept of who is interviewed, the responses to the questionnaire are made anonymous. A detailed analysis of the trainees' responses was completed for the past 6 months and this information was further informed by the analysis of the H.M. Inspector of Prison questionnaires completed in January 2012.

**4.4.13** The vast majority of the trainees said they felt safe at Wetherby. About 75% of the trainees commented that the staff were helpful, took complaints seriously, and were fairly treated. While many had seen some form of bullying, there was generally confidence in the ability and willingness of staff to sort it out when it came to their attention. Visits, both private and professional, have not given cause for concern. Most of those who had attended the medical centre were happy with the health care they had received and stated that they had been offered help with drug and alcohol problems.

**4.4.14** The trainees currently have association time every other day Monday to Thursday, apart from on Keppel Unit where they have daily association time. The lack of daily association impacts on the trainees' ability to make daily telephone calls and gain daily access to the showers on the wings. This issue was highlighted in the HMIP questionnaires and has been raised as a concern by many of the trainees. Approximately 75% of the trainees were generally satisfied with the food. However, 25% commented negatively on the quantity or temperature of the food.

**4.4.15** During the course of the year the IMB received twenty four applications, and dealt with them appropriately.

## *4.5 Care and Separation and Unit (CSU)*

**4.5.1** There have been few changes in the staff and operation of the CSU at Wetherby since the date of the last IMB report.

**4.5.2** The number of trainees resident in the CSU varies greatly from day to day. Typically, 4/5 trainees are resident in the CSU at Wetherby. The CSU is used primarily under the authority of PSO 1700: YOI rule 49 (GOoD), YOI Rule 58(4) (awaiting adjudication), and YOI Rule 60(g) (RFU).

**4.5.3** Trainees in the CSU are visited daily by governing staff and chaplaincy, and according to need, by CAMHS, Healthcare, and caseworkers etc. There has been continuing improvement in provision by the Manchester College special educational needs co-ordinator. At the end of the IMB reporting year a SENCO member of staff was visiting the CSU twice a week. The current protocol seems to be only partially effective with some trainees in the CSU denied support who might otherwise benefit from education. For example, work for trainees is occasionally pushed under the doors of trainees' rooms due to the inadequacy of the premises and the lack of facilities for one-to-one meetings. Unfortunately the valuable intervention of the educationalist is seriously compromised by her schedule which prevents her from visiting the CSU in the afternoons. *See 4.5.5 a) and 4.5.7 below.*

**4.5.4** Throughout the reporting year the CSU in Wetherby has held some very difficult and sometimes dangerous trainees. The department continues to be staffed by an experienced and effective team of officers. The IMB monitors the CSU once or twice weekly through its statutory rota visits and its monitoring of continuing segregation of trainees under YOI Rule 49. (At Wetherby the majority of adjudications take place on the residential units.)

## MAINTENANCE OF STANDARDS REQUIRED UNDER PSO 1700

**4.5.5** In 2010 and in 2011, the IMB commented upon the inadequacy of the CSU buildings at Wetherby. After an inspection in 2010 HMCIP reported 'Little has changed in the physical environment of the SCU and conditions were generally poor. Communal areas remained stark and cells were small, cramped, and poorly ventilated'. Since that time, the CSU has been repainted and has a less depressing appearance. The structural inadequacies remain. The IMB feels that it must repeat the following points from its 2011 report

- a) The accommodation comprises trainees' rooms, a shower, a central lobby, a small office with limited space for filing, and one room which is used for staff meetings, adjudications, and reviews. Critically, there is no dedicated accommodation for trainees to have one-to-one interventions with staff, chaplaincy, healthcare professionals etc. The single meeting room mentioned above is frequently in use for other purposes. It is not uncommon for 'meetings' with trainees to be held through the glass of their doors, in their rooms, in the passage outside, or even in the exercise yard. In the opinion of the IMB the absence of appropriate facilities seriously compromises the ability of all concerned to have meaningful one-to-one engagement with trainees.
- b) Exercise facilities in the SCU for trainees are limited to a small external yard. Footballs can be used in this area but are commonly lost over the perimeter wire. There is no alternative form of exercise on site. The absence of even the most basic gym equipment or indeed the space for it is regrettable. It is likely that the behaviour of some disruptive trainees could be improved if meaningful exercise were readily available.
- c) The lack of exercise facilities in the SCU compromises the establishment in its attempts to provide an appropriate regime for those trainees held for extensive periods under YOI Rule 49. This has been difficult to achieve because trainees have to be taken for exercise to one of the residential wings. Staff availability and logistical issues on the wings are major restrictions.
- d) Poor ventilation in the trainees' rooms in the SCU is of concern. In warm weather, and with no air movement, temperatures and humidity in the rooms can be unhealthily high.

It is the opinion of the IMB at Wetherby, that neither NOMS nor the YJB has adequately addressed these issues. In response to the earlier IMB report in January 2011 the YJB stated, 'Governors must also ensure that, while in segregation, every young person is given the opportunity to engage in the regime as fully as possible'. This must mean, 'compliance with PSO 1700'. It is not evident to the IMB that either the YJB or NOMS has fully recognised the inadequacies of the building structure of the CSU at Wetherby and the limitations this imposes on the maintenance of an adequate regime.

**4.5.6** Earlier aspirations of NOMS and the management at Wetherby to provide a one-to-one meeting room and an extension to the exercise yard have either been abandoned for lack of space or delayed. An improvement has been made to the shower and toilet facilities. However, this has been compromised by the construction of a privacy screen which presents a safety hazard – this has been identified by a number of parties including the IMB, but little action is evident.

**4.5.7** During the day, the CSU is staffed by three officers. However, daily adjudications are coordinated from the CSU and two of those officers commonly attend the units with the adjudication governor.

Consequently, for a period from about 10am to 12.30pm every day there is often a single officer on duty in the CSU. This restricts the period available for meetings and one-to-one interventions, particularly when there are trainees on 'three-person unlock'. Whilst the adjacent Benbow unit may be able to provide assistance this is not always the case. The CSU

is by its nature a higher risk environment to manage. A single officer on duty cannot adequately handle both the trainees and visitors to the unit.

The opportunity in the afternoons for interventions and meetings with trainees is also commonly compromised by the need for staff to supervise the exercise yard.

**4.5.8** The 'segregation' units at two equivalent YOIs, Ashfield and Hindley, are significantly larger and better equipped than that at Wetherby. The IMB believes that the maintenance of the standards required under PSO 1700 is unlikely to be achievable given the constraints of the CSU building and staffing regime.

## IMPORTANT UPDATE

**4.5.9** In the period following the IMB's reporting year it has been encouraging to observe some welcome developments in the operation of YOI rule 49 GOoD.

a) There appears to be less of a tendency to retain trainees in the CSU for a minimum 14 days following the initial 72-hour segregation review. 'Awaiting police enquiries' is now less commonly stated as the reason for continued segregation. Nevertheless, and perhaps, inevitably, prosecutions do take time to proceed.

b) The expression 'sending out the wrong message' is now rarely heard at review meetings when considering a return to unit of a trainee held in the CSU under Rule 49. Clearly, an expression of this kind can sometimes be justified under the need to maintain 'good order or discipline' but equally it could also be cover for a non-judicial sentence of segregation.

c) The IMB has observed improved consistency in the management of segregation review boards. Normally there is good attendance and comprehensive constructive discussion by all present.

**4.5.10** A governor-led enquiry into the function of the CSU at Wetherby is currently taking place. Early indications suggest that positive changes are in hand. There has been a reduction in the number of trainees being placed in the CSU both prior to and following adjudication. Continuing efforts to obtain advice and opinions on good practice are being undertaken with the WYPG (Women and Young People's Group) and others. However, many of the staff and the IMB, believe that an appropriately equipped and staffed CSU must continue to be available when serious incidents arise.

**4.6.11** Improvements have been made to the potentially dangerous shower screen in the CSU.

## 5 Other Areas of Reporting

### *5.1 Offender Management /Resettlement*

**5.1.1** It is pleasing to report that the resettlement programme continues to work successfully at Wetherby and positive developments have taken place over the past twelve months. The main one has been the closer links developed between the establishment and the community whereby a member of the relevant Youth Offending Team comes into Wetherby for the sentence planning meeting and a representative of the resettlement team attends the trainee's first DTO meeting after release if at all possible. The purpose is to ensure continuity of care as the young person returns to the community.

**5.1.2** The IMB monitors the Resettlement Strategy Meeting which consists of a number of stakeholders. In our last report we commented that a greater focus on strategy and the inclusion of the third sector would be welcome.

**5.1.3** The establishment reaches all its KPTs in connection with its seven pathways as defined by the Yorkshire and Humberside NOMS Reducing Re-offending Regional Plan.

**5.1.4** In our last report we commented on the successful ROTL programme at Wetherby. There have been further developments in the past twelve months. Trainees are released on temporary licence to about ten national and local employers who are prepared to interview those wanting apprenticeships. Many also go out on community visits. The development in the past twelve months has been the opportunity for trainees, under ROTL, to go out for college interviews, and in one case, to complete an on-line application for university. However it is noted that the number using the programme has dropped during the reporting year (*See 4.2.5*).

**5.1.5** The long-term relationship with WiSE (Wetherby in support of the elderly) continues to be a success. Three trainees a week offer fifty-six hours of community work. This is another good example of the establishment's links with the community.

**5.1.6** The enhanced thinking skills programme (JETS) also continues to be a success at Wetherby. In the last twelve months there has been a move to involve parents and carers with the aim of informing them of what JETS does, and to provide suggestions as to how the young person can be supported on release. This is a very worthwhile development of the programme. During the year the Psychology Department has increased the number of courses offered from five to eight. A nine month LMV (Life Minus Violence) programme was begun on Anson in October 2011, and will be completed in July 2012.

**5.1.7** Most of the pre-release work inside Wetherby is now done by Manchester College. It offers two courses: Independent Living and Employability. Both have a very good take-up, though there are issues still to be resolved about which trainees should attend. The YMCA is now running the Prince's Trust Bronze Award which has as its emphasis good citizenship. Additionally, Bradford YMCA has funded one of its staff to work with and support Bradford trainees at Wetherby both while in custody and on release in the community. This is a one-year pilot scheme which has worked very well and the IMB hopes that, not only will it become permanent, but also the YMCA in other areas from which trainees come will take up the idea.

**5.1.8** The Army Cadet Unit at Wetherby continues to be a great success. During the last twelve months about fifty trainees have completed the twelve week course which runs throughout the year. In it the trainees learn self-discipline as well as a variety of skills, both domestic and outdoor (for example: map reading, camping) which they find challenging and worthwhile. Unfortunately it has not been possible to place each cohort together on one wing after the course is completed which is what the officers would like. Nevertheless it remains an exceptional project, the only one of its kind in the juvenile estate. Equally outstanding is the raptor project (part of the Endeavour Unit) where trainees have the care of the birds and can, if cleared by ROTL, take them out to schools and shows.

## *5.2 Catering and Kitchen*

**5.2.1** The Catering Department has created a Health and Wellbeing survey for the trainees. It asks them about their understanding of healthy and nutritious food and the differences between what they eat within the home environment and the secure estate. As a result two dieticians from Leeds City Council visited Wetherby to review current menus with regard to calorie intake and the nutritional value of each meal provided.

**5.2.2** The catering team finds visits from dieticians of great help when devising menus. The current menu includes a food theme day from another culture and a brunch lunch on Saturday both of which have been popular with the trainees. The dieticians have also helped with preparations for religious festivals such as Ramadan. There has been a 25% increase in trainees eating healthier options since a pasta salad was introduced.

**5.2.3** An extra breakfast item has been introduced to help sustain the young people throughout the morning. This followed observations made at trainee consultation meetings that they were hungry by mid morning. A supper item to see the trainees through the evening has made the new menu popular but has added £30,000 per year to costs which is currently being met by an increased budgetary provision.

**5.2.4** The Works Department continues to work to keep all equipment within the Catering Department in good working order but daily use and the age of equipment makes this a difficult task in the servery areas. Nevertheless the upkeep of the servery areas has improved. A member of the catering team regularly visits the wings to identify trainees and staff who need instruction in food safety.

**5.2.5** Food safety classes leading to the NVQ level 2 certificate for both trainees and staff are delivered within the catering classroom. So far this year 15 discipline staff and 24 young people have received the NVQ certificate.

**5.2.6** National Vocational Training remains very successful within the department. Since January 2012 ten trainees have passed NVQ level 1 in Hospitality and Catering and two trainees are currently working towards level 2. Young people have the opportunity to experience appropriate ROTL placements in the local community such as the Bridge Inn at Wetherby and Café Culture in Harrogate which have been pro-active and have provided worthwhile learning experiences.

**5.2.7** Issues arise periodically with trainees' allocation to kitchens and the problem of their risk assessment. The Catering Department interviews all those trainees identified as low risk and selects its recruits from those who express an interest in working there. The risk assessments take time to complete, particularly with the present mix of offenders. Hence the delays experienced.

**5.2.8** The increase in the budget to £2.80 has provided for the additional breakfast and supper items and other expenses incurred in the department.

### *5.3 Keppel Unit*

**5.3.1** During the past twelve months Keppel has maintained a high occupancy rate of about forty five trainees. In the same period it has managed 154 on ACCT. It houses some of the most troubled and vulnerable juveniles in the country including sex offenders and those with multiple mental health issues, personality disorders, and gender problems. Management and staff are to be congratulated on the way they continue to address the challenges which the trainees pose and engage with them in a variety of activities. During the year very favourable articles have appeared in *The Yorkshire Post* and *The Guardian* on the work done in Keppel, and the manager has been awarded the MBE for her work.

**5.3.2** In the IMB's last report we made reference to the use of 'calm down' cells being used for normal residential purposes. This is still the case and has led to disruptive trainees being moved to the main site Care and Separation Unit rather than be held on Keppel and managed by staff known to them.

**5.3.3** In our last report we highlighted the provision of education by Manchester College to be an issue: in particular the lack of consistency in personnel which has an adverse effect on those, for examples, with Asperger's symptoms or ADHD. This continues to be the case. On a more positive note the more academically able trainees will be able to access the 'Step Up' class on the main site.

**5.3.4** It is good to be able to report that the health care issues raised in our last report are being addressed.

**5.3.5** The Lucy Faithful Foundation works with eighteen trainees with sex offending backgrounds at any one time. The issue, highlighted last year, of the limited treatment available to trainees when they move on from Wetherby continues to be a cause for concern.

**5.3.6** It is a concern that the referrer in London has on occasions sent a different trainee to the one identified in the paperwork. The result is that the management has to spend time dealing with a serious issue which should not have arisen. Additionally the managers on Keppel on occasions have had to deal with the inappropriate allocation by the referrer of trainees to Keppel.

### *5.4 The Long-Term Unit*

**5.4.1** The number of trainees on the Long-Term Unit (Anson) has averaged forty five, and the average length of sentence is three years, though some of the trainees have life or IPP sentences. After initial problems in the first year of operation it is now pleasing to be able to report that the unit is well embedded in the establishment. The BME level remains higher on the unit than elsewhere in the establishment.

**5.4.2** Staff management of trainees is good with the consequence that the number of disturbances, which was relatively high last year, has dropped significantly. The ratio of staff to trainees is 1:8 which compares to 1:6 on Keppel and 1:10 on the main site.

**5.4.3** Family Days introduced last year are well received. In the reporting year there have been six, and it is hoped to increase this to one a month in due course.

**5.4.4** Limited quantities of drugs are finding their way on to the unit despite the fact that the opportunity is offered to trainees to engage with a compliance drug testing programme,. Staff are aware of the issue and monitor the situation closely.

**5.4.5** Trainees on the unit who are deemed suitable, find it difficult to access the ROTL programme. This is, in part, due to the Victims' Charter which requires victims to agree to the trainee being given ROTL. Often that permission is not forthcoming or takes a long time to come through.

**5.4.6** The IMB continues to be concerned that the physical structure of the unit makes it difficult for staff to supervise.

## **5.5** *Other Accommodation*

**5.5.1** This includes the residential units Benbow, Collingwood, Drake, Exmouth, and Frobisher. Benbow is the first-night unit.

**5.5.2** One of the main recent improvements to the accommodation is the installation of new windows on the ground and first floors of the main units. The ground floor windows have been fitted with baskets which have helped to prevent damage to bars and waste being thrown out of the windows. The improvements to the windows have also reduced the amount of shouting out and led to lower heating costs.

**5.5.3** A bid has been submitted for the boilers to be replaced on units C, D, E and F with heat exchange systems which should result in a considerable reduction in gas usage. Multi-lingual pods for foreign trainees are now available on Collingwood and Benbow and in Reception. (Most of the foreign nationals are on Collingwood.)

**5.5.4** Wetherby has upgraded a further 19 cells on Benbow to the safer cell specification used on Keppel.

**5.5.5** All the units have been redecorated with new floor coverings. Work has started on smoke detection systems in each cell.

**5.5.6** In addition to the structural work Wetherby has also invested a lot of time implementing the new behavioural management policy supported by the ABC documents (Address and Begin to Change).

## **5.6** *Physical Education*

**5.6.1** There has been a significant reduction in gas usage in the gym following the installation of a new heat exchange system. The hitherto poor supply of hot water to the showers is now improved.

**5.6.2** The IMB was pleased to note that privacy screens were installed in the showers. However, the extraction fans are still not working either in the showers or in the weights room. Regrettably there are technical problems with the new flooring in the gym.

**5.6.3** Accredited courses ran as normal from October up to April. Unfortunately, in the latter month there was a fight in the gym. Courses had to be suspended because three members of staff were taken off PE duties while the matter was investigated.

**5.6.4** In October a trainee escaped from the establishment via the gym area. The trainee was swiftly apprehended by the police but the consequences for Wetherby YOI and its reputation were serious. Certain procedures have been made more robust following comprehensive enquiries into the incident.

## **5.7 Works and Fabric**

**5.7.1** The Works Department in this reporting year has completed 100% of the jobs actioned with none outstanding. Of these 95.67% were completed on time. Much of this work has improved the facilities for trainees. Examples include:

- a) New windows for trainees' rooms have been installed. This has improved the heating within the rooms and stopped the complaints regarding draughts and windows not closing properly. The window installation has also prevented rubbish being thrown out resulting in an improvement in the general cleanliness of the site.
- b) Floor coverings on C, D, E, and F units have been replaced. Carpet has been laid down the middle of the association areas. Vinyl flooring has been laid outside each room door. This prevents the carpet from being soiled in the event of a room being damaged.
- c) Grenville unit and the gymnasium toilets have been refurbished. Screens have been installed to provide privacy and decency for the trainees.
- d) On Benbow Leg 2 a number of trainees' have been refurbished with robust furniture. This has improved living conditions for the trainees and reduced damaged.
- e) There has been significant upgrading to the CCTV on all the residential units to safeguard trainees.

**5.7.2** Currently the Head of Estates is covered by a temporary promotion. The three redundancies last May do not seem to have had a detrimental effect on the department. Currently two full-time posts are vacant. The recruitment freeze has led to both posts being back filled with agency staff.

**5.7.3** Bi-monthly meetings are held and chaired by the Deputy Governor. Relationships with the rest of the establishment remain good

## **5.8 Chaplaincy**

**5.8.1** The Chaplaincy at Wetherby provides trainees with a multi-faith team which includes the Imam, a Church of England chaplain, a Roman Catholic priest, and a Free Church Chaplain. The team is supported, when required, by chaplains of other faiths in order to meet

the needs of all trainees. Trainees are offered spiritual and pastoral support and guidance. The Chaplaincy team is co-ordinated by the Imam.

**5.8.2** The trainees are able to attend services and classes throughout the week and these are widely publicised. Two services held on Sunday mornings for Christian trainees from the main site with trainees from Keppel being integrated appropriately. There is a service on Wednesday for Christian trainees from Keppel. Muslim prayers take place on Fridays and there is a Roman Catholic mass on Saturdays. There are regular prayers for Buddhist and Sikh trainees. The team ensures that all major religious festivals are observed and celebrated when the establishment has trainees of recognized faith groups in residence.

**5.8.3** During the week, the Chaplaincy provides programmes and activities to allow the trainees to learn more about their faith, including Islamic studies, Youth Alpha, Bible studies, 'first steps', and baptism preparation. There is also a choir.

**5.8.4** The number of trainees attending services and classes throughout the year has increased. The Chaplaincy ensures that pastoral visits are conducted throughout the day, including trainees located in the Care and Separation Unit and in Healthcare. They visit trainees on ACCTs and attend ACCT reviews. The Chaplaincy team ensures that all new trainees are visited and take part in the Induction programme. Trainees are provided with a clear leaflet explaining the services and support available from the Chaplaincy team.

**5.8.5** Members of the Chaplaincy team help to support and contribute to the care of the trainees through a positive visual and active presence. They attend strategy meetings. The Chaplaincy team is able to help to arrange trainees with support for their worship after their release through religious groups.

**5.8.6** There is no evidence of religious extremism. Positive education is used to help prevent any issues developing.

**5.8.7** The Chaplaincy team is able to accommodate all faith services comfortably in the chapel and multi-faith room.

**5.8.8** The Chaplaincy team was very pleased with the recent HMIP report as it recognised that good pastoral and spiritual support is provided at Wetherby.

## **5.9** *Escorting*

**5.9.1** Trainees arrive at various times through the day. Wetherby has an open door policy and accepts trainees well into the evening. The number of late arrivals increased after the change of transport contractors, but has now reduced. But the late arrival of trainees still occurs causing problems for both staff and trainees.

**5.9.2** Trainees continue to complain about the long journeys they have to endure. The IMB accepts that, to an extent, this is inevitable. Wetherby is a national resource with specialist provision and this, coupled with fact that the number of juvenile establishments is reduced, causes problems for those responsible for placement. Nevertheless, the IMB and others will continue to monitor the 'late arrivals' issue.

**5.9.3** All trainees arriving at Wetherby are processed as efficiently as possible. Most go on to Benbow unit which is designated for first night reception, but some go to Health Care, particularly where substance misuse is suspected or vulnerability identified.

## 6 *Wetherby IMB statistics*

|  |     |
|--|-----|
| Recommended complement of Board members  | 15  |
| Number of Board members at the start of reporting period   | 12  |
| Number of Board members at the end of the reporting period   | 14  |
| Number of new members joining within the reporting period  | 4   |
| Number of members leaving during the reporting period  | 2   |
| Total number of Board meetings during the reporting period   | 12  |
| Average number of attendances at Board meetings during reporting period                                | 11  |
| Number of attendances at formal meetings including GOoD review boards but excluding IMB Board meetings | 86  |
| Total number of visits to the establishment (including all meetings)                                   | 532 |
| Number of applications processed   | 24  |