



HMYOI WETHERBY

Independent Monitoring Board

ANNUAL REPORT  
JUNE 2012/MAY 2013

to

the Secretary of State

# Contents

	<i>Page</i>
1. Statutory Role of the IMB	3
2. Description of the Establishment	4
3. Executive Summary	
Issues requiring a response from the Minister	5
Previous Year's Concerns	5
General Report	6
4. Obligatory Areas of Reporting	
Equality and Inclusion	7
Education, Learning, and Skills	8
Healthcare and Mental Health	10
Resettlement	11
Safer Custody	13
Separation and Care Unit	14
5. Residential Services	
Catering and Kitchens	17
Keppel Unit	17
Long-term Unit	18
Other Accommodation	19
6. Wetherby IMB statistics	20

# 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. This will reduce in January 2014 to 276. (see c below)
- b) Living accommodation is in single-occupancy rooms.
- c) Main site accommodation is split into three units, each housing sixty trainees. One of the units was built in the 1970s and is built from brick and the remaining two 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. Two units were emptied during the year but not decommissioned. They have been moth-balled but are kept in good order in case they need to be opened at short notice. They are due to be formally decommissioned in January 2014.

### *Rating*

Throughout the reporting period Wetherby's rating was 3.

### *Healthcare*

The healthcare unit is managed by Leeds Community Healthcare Care NHS 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*

Other organizations involved in catering for the welfare of trainees include (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 (Anglican, Evangelical and Muslim) and five sessional workers together with a church link co-ordinator.

## 3 Executive Summary

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

**3.1.1** While the IMB understands the reasons for the closure of two units at Wetherby as part of the overall contraction of the juvenile estate, it is concerned about its impact on the management of trainees. Of the five remaining units, two have specialist functions, a third takes first-night referrals, and the other two (Drake and Collingwood) are at or near to capacity. The Separation and Care Unit is bleak and an unsatisfactory environment to hold trainees for long periods of time. This means that the management of trainees within the establishment, some of whom are extremely sophisticated and dangerous criminals, and some of whom come from a serious gang culture background, is proving very demanding. The IMB understands that the YJB is very reluctant to agree to prisoner transfers, which adds to the pressure on the establishment. Will the YJB be prepared to be more flexible in its approach to requests from Wetherby for the transfer of trainees when it is felt to be appropriate? (**3.3.2, 3.3.10, 4.6.3, and 4.6.4**)

**3.1.2** As we did last year, the IMB draws the minister's attention to the unsatisfactory nature of the Separation and Care Unit. HMCIP has also done so. We understand that an application has been put in for a new purpose-built unit. Will the minister give his backing to this project? (**4.6**)

### 3.2 *Previous Year's Concerns*

**3.2.1** In last year's report we raised concerns that the Keppel Unit had been receiving unsuitable trainees as a result of those who made the referrals not being in full possession of information about those trainees to be referred or a clear understanding of the criteria for admission to Keppel. Happily these issues have been largely resolved.

**3.2.2** We expressed concern that Keppel's calm-down cells were being used to accommodate trainees long-term, and that therefore some were being sent to the Separation and Care Unit for disciplinary matters rather than be managed on Keppel. We are pleased to report that this practice has been less frequent this year. There are plans to create a Crisis Suite on Keppel which will provide an extra facility on the unit.

**3.2.3** Our report also raised major concerns about the suitability of the Separation and Care Unit and its fitness for purpose. We know that the Governor and managers at Wetherby are fully alive to the issue. But it is still a major concern for the IMB.

**3.2.4** The Library continues to remain an under-used resource, as we reported last year. But there are plans to extend its opening to two evenings a week and on Saturday morning for Keppel trainees. The IMB would welcome these initiatives.

### *3.3 General Report*

**3.3.1** For the whole year Wetherby was categorised as a level 3 establishment.

**3.3.2** During the year two units (Exeter and Frobisher) were closed in response to the fall in the numbers of young people being sent into custody. The units are being maintained at a level which would enable them to be brought back into operation quickly should the need arise. However the closure has caused significant issues for the establishment because it limits the flexibility managers have to move trainees from unit to unit when it is felt necessary to do so. The units will be formally de-commissioned in January 2014.

**3.3.3** The Fair and Sustainable programme of re-organisation has been carried through and is now in operation. Inevitably it has caused major upheavals in the establishment, but the changes went through as well as such changes could. It is a tribute to all those involved that they did.

**3.3.4** Members of the Board attended the Command Suite on five occasions during the year, three of these involved incidents at height when trainees went over the railings on the units. All were brought to a successful conclusion without injury to anyone involved. The trainees involved were interviewed after the incidents by the IMB to ensure that they had been treated appropriately.

**3.3.5** Diversity issues are taken seriously and great care is taken to ensure the religious and dietary needs of trainees are catered for. There is no evidence of religious extremism.

**3.3.6** The new core day was introduced on 28 April 2013. Thus it has only been in operation for a month of our reporting year. There are concerns about its impact on both staff and trainees. It will need to be carefully monitored during the coming year. **(4.2.1)**

**3.3.7** Behaviour management remains an issue in some classes, the Library is under-utilised, and the IMB has concerns that the Construction Barn is not being used as creatively as it could be. **(4.2.9)**

**3.3.8** The Army Cadet Course remains popular, but the Chefs' Academy, which is an excellent initiative, cannot get the numbers it would like. **(4.2.8)**

**3.3.9** The standard of health care is good, and the vast majority of trainees who have used the medical centre are satisfied with the treatment they get. **(4.3)**

**3.3.10** The IMB is concerned at the number of fights and violent incidents that occur at Wetherby. To some extent these are inevitable given the age, volatility, and poor social skills of many of the trainees. With the closure of other juvenile establishments gang-related issues have tended to feature more prominently at Wetherby because of the fewer opportunities to split gangs up around the country. The establishment has a range of management tools in place to intervene quickly to stop incidents escalating and to deal with those who perpetrate them. Almost all trainees at Wetherby indicate to the IMB that they feel safe notwithstanding the increased risk of gang or 'post code' issues. **(4.5.1)**

**3.3.11** The establishment addresses resettlement issues seriously. It is successful in placing trainees on to educational courses on release but much less so in getting them into employment.

**3.3.12** The Separation and Care Unit remains an unsatisfactory environment for those who are held there. (4.6)

**3.3.13** Keppel remains a well-run unit providing a safe environment for very vulnerable trainees.

**3.3.14** Anson (the long-term unit), despite its physical limitations, is a well-run unit for long-term trainees.

## 4 Obligatory Areas of Reporting

### 4.1 *Equality and Inclusion*

**4.1.1** The IMB is satisfied that the staff and management at Wetherby continue to be conscious of all aspects of diversity.

Trainees with disabilities are offered support by the healthcare and the education departments. The management ensures that there is appropriate educational information for trainees, and procedures in place to support them and staff in line with the Equalities Act (2010).

Trainees and staff participate in key diversity events throughout the year.

**4.1.2** Bi-monthly meetings are held by the Equality Action Group (EAG). The EAG is well attended by staff from all key departments and is regularly observed by the IMB. An extensive report from the Diversity manager is presented to the meeting. Trainee representatives from each unit are also in attendance and their contributions are extremely valuable to this group. Unit 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. They are very supportive with appropriate meals during religious festivals like Ramadan and Christmas. Foreign language dictionaries are available and are very useful for the first night in custody.

**4.1.4** Diversity training is available to all staff and is also delivered as part of the trainees' education.

**4.1.5** The proportion of BME trainees on Anson (the long-term unit) continues to be significantly higher than on the other units.

**4.1.6** The IMB at Wetherby remains satisfied that there has been no serious evidence of discrimination on grounds of age, disability, gender, race, religious beliefs, and sexual orientation during the course of the reporting year. This is supported by the data presented at the EAG meetings.

## 4.2 *Education, Learning and Skills*

### THE CORE DAY

**4.2.1** Much of the year was taken up with the planning and implementation of the new core day imposed by the Young Peoples' Group on all YOI's. The main concerns were around its impact on education – especially the USLAs (Under School Leaving Age trainees) of whom there were about thirty in the establishment when the new daily timetable was introduced, the time out of cell, the implementation of the domestic hour, the in-cell dining at lunch-time, and the changed menu. The core day only became operational on 28 April 2013 and therefore any comments must be provisional. One or two things are becoming clear. Manchester College's delivery of fifteen hours a week of education is unaffected. But the delivery of those courses run by the establishment itself (for examples – farms and gardens, gym, the bicycle repair workshop, and the offender behaviour programme) has felt the impact. There are now only two hours (previously three) per day in order to allow time for the domestic hour. USLAs cannot access the domestic hour or the prison-run activities because they have to be in education for six hours a day. It seems that the domestic hour is appreciated by the trainees because of the opportunities it offers for showers, phone calls and outdoor exercise. Less popular has been the in-cell dining at lunch-time and the disappearance from the menu of a hot option which has been replaced with sandwiches. These and other issues will need to be monitored by the IMB over the next twelve months.

### INDUCTION

**4.2.2** Some young people at Wetherby have criticised the induction process with regard to course information. In September 2012 trainees on induction completed the 'Manchester College Learner Voice' questionnaire. Question 3 was 'What made you choose the courses you chose?' The MC staff member who has analysed the questionnaire states

.....The majority, however, felt that their choices had effectively been disregarded, and that they had simply been allocated to a course that they neither chose nor wished to pursue.

Apparently the majority of trainees believe that their choices are disregarded, but acknowledge the establishment's risk assessment means they might never be permitted their first choice.

### COURSES

**4.2.3** A curriculum review was completed in Autumn 2012 which considers the allocation of courses by Manchester College. This included a more focused assessment of the needs of high achievers. Manchester College has also recently instituted a new management strategy. A Quality Improvement Group has been created comprising staff from both TMC and Wetherby YOI and the range and number of courses on offer to the trainees has been increased.

**4.2.4** Those young people under school-leaving age complete GCSEs, and those not on a GCSE course can follow a vocational training course, with English and Mathematics. This year GCSEs have been awarded in Law, Psychology, Sociology, Art and Design, Mathematics, English and Performing Arts. Two trainees have secured an A-level pass in Psychology, and one has achieved a pass in English and Mathematics. Overall, the educational outcomes both on the main site and Keppel have improved significantly.

The very popular fully-equipped music studio has remained vacant since last year due to staffing difficulties, which is disappointing. However, staff are exploring options, involving an external trust which provides music projects in prisons.

On Keppel Unit some teaching staff believe that their trainees do not have the same access to courses as those on the main site. However, TMC states that trainees on Keppel could have similar access if their case and YOT workers were to include all course options in their sentence planning at core meetings. The IMB believes that this issue could have arisen from misunderstandings between the professionals concerned.

**4.2.5** The Army Cadet Course continues to be highly regarded – an award in lifestyle and citizenship is given after successful completion. The Raptor Project is of considerable benefit to many Keppel trainees. Unfortunately, the Chef's Academy is not well utilised, perhaps arising from both the establishment's low roll and risk assessment issues. Consequently, few trainees use this opportunity to gain valuable life skills and do not consolidate their training by moving into the Kitchen to gain NVQs. The IMB has noted, during its rotas, that the kitchen is an under-utilised resource for trainees and that the number of young people employed has dropped from its maximum permitted number of 12 to typically 3 or 4.

**4.2.6** Prior to the end of sentence Manchester College has introduced a new pre-release course, teaching life skills, healthcare, budgeting (with input from Barclays Bank), and ways to achieve effective family relationships. Also offered is information on substance misuse and guidance on healthy living and techniques for dealing with stress.

**4.2.7** Independent Learning Plans were introduced in 2010/2011 and record young people's achievements, including qualification awards. They are an excellent tool to evaluate progress and plan the next steps in their learning. However, the aim of the young people to take ownership of their own learning by bringing their ILP to each class has not been successful. Staff turnover and sickness is said to be responsible for poor support on the units for this initiative. The young people have not been encouraged to carry their ILPs with them. The Manchester College staff now keep the ILPs in the classrooms and are endeavouring to educate the wing staff to appreciate their value for the young people. The issue of more appropriate differentiation in the ILPs also needs to be addressed.

**4.2.8** The Library has been found to be under-utilized, under resourced, and has been described as providing inadequate accessibility. There has also been a large loss of stock. However, the IMB is pleased to note that a new timetable in September 2013 will include access for two evenings and Saturday mornings for young people on the Keppel Unit.

**4.2.9** Education staff state that behaviour management in the classrooms remains an on-going problem. Manchester College conducts daily monitoring and documentation of the reasons for young people who are returned to the wings from classes. Staff are receiving training from Leeds psychologists, including pro-social modelling and conflict resolution techniques in efforts to improve their management strategies. The IMB continues to monitor the number of boys on the wings during core time and has observed that the number of trainees excluded from education has reduced over time. This is encouraging.

**4.2.10** The IMB is pleased to note that a new sponsor, Dixon Way, is providing an exciting learning opportunity by providing kitchen units to facilitate learning about kitchen construction through the whole assembly process. Unfortunately, it is understood that when

the young people are undertaking NVQ assessments within some areas of vocational training work, they are allocated to other activities before they can gain an accreditation.

**4.2.11** The construction barn is a concern. The IMB's rota duties over the year reveal that it is under-utilized. It should provide valuable and exciting teaching and learning opportunities. It is also concerning that, of those young people who do attend the courses offered in the Barn, there appears to be a high number of 'send-outs' for which East Riding College management has been challenged.

**4.2.12** The input of the Special Educational Needs Coordinator (SENCO) in the teaching of courses for the young people has improved, with a clear strategy to ensure that special needs information is now disseminated appropriately to the prison staff and to all areas in which the young people are involved.

### *4.3 Healthcare and Mental Health*

**4.3.1** Healthcare for Wetherby is delivered by the Leeds Community Healthcare NHS Trust. The Healthcare unit continues to provide a high standard of care for the trainees. A Healthcare Manager is in post and she is supported by a multi-disciplinary team providing a wide range of services. Local Healthcare Operational Partnership meetings are held bi-monthly and are well attended.

**4.3.2** Information gathered from the trainees by the IMB for this reporting period revealed that 81% were happy with the service they received from the healthcare unit.

**4.3.3** Regular sessions are provided by the dental team. All trainees have access to emergency dental treatment. Non-urgent requests for dental treatment are placed on a waiting list. The waiting list is manageable and acceptable with an average maximum wait of six weeks. There are no concerns with ophthalmic services. The trainees' needs are managed adequately.

**4.3.4** The healthcare unit has a pleasant environment. Daily cleaning is carried out by a designated trainee. The outpatient waiting area has a good display of health promotional material. There are still no opportunities for inpatients to exercise outdoors although the numbers remain low.

**4.3.5** The mental health service is provided in the Endeavour unit but much of its intervention work is carried out elsewhere on the site. It caters for the needs of the trainees from both main site and the Keppel unit. The Endeavour unit is staffed with a multi-skilled team which includes: clinical psychologists, mental health and general nurses, occupational, speech and language, and drama and creative therapists. The establishment also has the support of external psychiatrists.

**4.3.6** The staffing levels for healthcare are good although there are ongoing vacancies.

**4.3.7** The introduction of a pharmacy technician to the healthcare team has been beneficial to the service. The healthcare team is happy with the staffing level and feel that it is well supported by both senior management at Wetherby and the Leeds Community Healthcare Trust.

## *4.4 Resettlement*

**4.4.1** Over the past 12 months, Resettlement has continued to operate successfully within the establishment and has built upon previous achievements. All resettlement's pathways for the trainees are well monitored in order to assist meeting the needs of the trainees. Work undertaken on a 'needs analysis' for the trainees both on Keppel and the main site has been recognised as a good example by HMIP. It is felt that the resettlement meetings for trainees are well supported with good attendance and have an improved focus.

**4.4.2** The establishment has worked hard in its attempt to meet all the resettlement department's KPTs, although the target for 'employment upon release' has not been met. This is an area of concern, and the department is considering ways to address this issue and consider additional strategies. However, the target for Education and Training has been met and when combined with employment shows that 85% of trainees are successfully placed on leaving Wetherby.

**4.4.3** Currently there is no follow up information on resettlement issues once a trainee has left the establishment. Therefore, it has been decided to interview all trainees who are returned to the establishment in order to ascertain what resettlement issues may have contributed to them being returned to custody. It is hoped that this information will assist the department to consider better ways to prepare trainees for their release.

**4.4.4** Wetherby is taking trainees from a wider geographical area following the closure of other juvenile estates. Currently this does not appear to be a major issue for the resettlement team; but it does make it harder for those trainees who live at a distance to receive visits from family and friends.

**4.4.5** Resettlement staff have good relationships with all the YOTs with which they are involved. It is often not possible for the officers from the residential wings to attend DTO meetings because of their commitments on the wings. This applies particularly to the Long-term Unit (Anson) and the three standard wings. The officers on Keppel have more flexibility because of the higher staff-trainee ratio which allows them to attend other meetings when necessary.

**4.4.6** Relationships with YO's and the adult prisons with YO wings is good and transfers of trainees to these establishments normally occurs without a problem. Some trainees from Keppel are provided with a trial period on Anson before going on to an adult prison. Representatives from Lucy Faithfull are available to talk through the process re transition.

**4.4.7** The introduction of the new core day should help with trainees transferring to Wetherby. The establishment is helping to identify trainees from other sites who would benefit from programmes and interventions offered by Wetherby.

**4.4.8** Wetherby continues to have a good ROTL (Release on Temporary Licence) programme. Figures show that the number of trainees on the programme has reduced. Partly this is the result of lower numbers at Wetherby. But it is also due to the greater challenges Wetherby faces from the young people it is accommodating. Many of them are high risk, serving sentences for serious crimes, and with deeply anti-social attitudes. When it is perceived that a potential ROTL trainee is too high risk to go out into the community a scheme has been developed whereby the Works Department, outside the secure area but

within the estate, provides two days training a week in the workshop making bird boxes which it is hoped can be sold. This provides those trainees with the opportunity to undertake a useful activity in a slightly freer atmosphere to that within the secure area. The IMB believes that management at Wetherby remains fully supportive of ROTL and its aims.

**4.4.9** In order to develop links with the local community, a member of ROTL is invited to attend the Wetherby Youth Council which is held once a month. Participation in this project has been well received. The long term relationship with WiSE continues to be successful.

**4.4.10** The programme JETS – (enhanced thinking skills) continues to be successful and has been developed to include ‘graduate workshops’ that allow trainees once a month to continue to practice and develop their thinking skills. Management believes that it would be advantageous to take trainees on to the JETS programme early in their sentence as this would allow them more opportunity to practice and be supported with the skills. The programme Life Minus Violence (LMV), which runs for nine months, has now become well established after a troubled start. Whilst currently being evaluated by management, initial findings demonstrate that trainees on the course are responding well and that it is having a positive impact upon their behaviour. This has been acknowledged by staff.

**4.4.11** Manchester College is now carrying out most of the pre-release work at Wetherby. However, management believes that more training for life skills is needed for the trainees.

**4.4.12** ‘Family Talk’ is a programme that has been developed by the Psychology team to help promote family therapy. It is currently able to work with approximately ten families. The feedback has currently been positive. ‘Building Bridges Charity’ is able to run eight courses a year with six trainees attending each course. Currently there is positive feedback although geographical practicalities restrict access to trainees and their families from the near locality.

**4.4.13** ‘Celebration Events’ are held throughout the year. They are designed to mark any success that trainees have enjoyed in order to build their self confidence and self belief. Members of their families and case workers are invited to attend the presentations. These occasions have been identified as having a positive effect and are considered to be extremely successful.

## REVIEWS

**4.4.14** 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. Over the reporting year about one hundred and fifty trainees were interviewed. A detailed analysis of the interviews has been undertaken.

**4.4.15** The vast majority of the trainees (almost 90%) said they felt safe at Wetherby. About 70% 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 to most trainees. 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. Almost three quarters of those spoken to were content with the food: negative comments centred around its quantity and temperature, and the time allowed to eat. Dietary issues, whether for health or religious reasons, were catered for.

**4.4.16** During the course of the year the IMB received nine applications, and dealt with them appropriately. No common theme ran through them: each one was a particular personal issue unrelated to the others or to regime arrangements.

## **4.5 Safer Custody**

**4.5.1** There is no doubt that there is greater volatility at Wetherby than in previous years as the number of times it has been necessary to open the Command Suite indicates. In addition, fights occur from time to time based as much on gang-related issues as personal conflicts. The reduced ability to move trainees around the units or, when necessary, to move them to another establishment, exacerbates the problem. This has posed significant challenges to the running of the prison.

**4.5.2** At the weekly Stability meeting the Security department identifies any security reports that may impact on safeguarding. Information provided through SIRs (Security Intelligence Reports) is used to help maintain order and trainees' safety.

**4.5.3** Wetherby continues to take its responsibilities seriously regarding the safeguarding of the trainees placed in its care. There was a full review of all the safeguarding policies prior to an audit conducted in May. The Compliance and Assurance Unit conducting the audit awarded a green rating.

**4.5.4** Management checks a random selection of ACCT documents daily to ensure that their quality remains high. Staff training stresses the importance of the document and the need for accurate records to be kept.

**4.5.5** The care-mapping process was identified as an area of weakness in last year's report. This has now been addressed. The task is now allocated to a specific officer.

**4.5.6** The safeguarding team is working more closely with Security to maintain order and to reduce the incidence of gang-related issues. The ABC (Address and Begin to Change) behaviour management policy was reviewed in February. Minor adjustments were made and the document is seen as an example of good practice. A piece of work to review the Rewards/Sanctions policy is planned. Following this further work may be required on the ABC policy.

**4.5.7** Bullying issues are addressed at the weekly Safeguards meeting. Victims and perpetrators attend. Care plans are devised and reviewed. Any new concerns are brought to the meeting. These meetings, which cover all aspects of safer custody of trainees, have been commended by ACA (Audit Compliance Assurance) and have been recommended to other establishments in order to promote best practice.

**4.5.8** Monthly Safeguards/Restraint Minimisation and quarterly Safeguarding Children Strategy Committee meetings are held. An IMB member observes both. Meetings are businesslike with effective follow through.

**4.5.9** Barnados is contracted to run the Advocacy service and offers wide-ranging support to the trainees. Child Line and Samaritans Phones are available and can be used in private.

**4.5.10** Peer support is provided by 'The Insiders Scheme'. Designated trainees are introduced to new arrivals. The latter are also informed about the scheme at induction.

**4.5.11** Other safer custody strategies include a First Night Unit (Benbow) and safer cells on the other units.

**4.5.12** Three full-time social workers are employed primarily to support looked-after children and to provide an independent review of all child protection issues. The Governor is the link to the LSCB (Local Safeguarding Children Board). We understand that the relationship between Wetherby and the Board has improved.

**4.5.13** The coroner's inquest following the death in custody at Wetherby in 2011 is due to start on 14 October 2013.

## *4.6 Separation and Care and Unit (SCU)*

**4.6.1** In the course of the IMB's reporting year Wetherby's management has been focussing attention on the use of the SCU. We give below two significant influences.

1) Some months ago senior management commissioned an internal report on the current use of the SCU and options for the future. The IMB is not aware of a formal response to this piece of work. However, the IMB believes that senior management aims to place young people in segregation only when there is little alternative and then only for the shortest possible time commensurate with the nature of the offence, the maintenance of good order and discipline in the establishment, and the safety of the trainees and staff.

2) Among other functions, the Adjudication Standardisation Meeting (ASM) at Wetherby YOI is intended to have considerable influence over the use of the SCU. Attendees at the meeting are mainly those governors who manage adjudication hearings. Under the chairmanship of the Deputy Governor, the meeting considers the quality of adjudication hearings and the consistency of sentencing with reference to published guidelines.

At recent ASM meetings those governors responsible for adjudications have been reminded that segregation under RFU Rule 60(g) should not be to the SCU by default. Other locations should first be considered. It is not clear to the IMB how effective this directive has been since it has not yet seen relevant statistical evidence.

Another factor in the occupancy of the SCU is the application of YOI rule 49 (GOoD). The IMB monitors a large proportion of GOoD reviews. We continue to be encouraged by the quality of discussion before extensions to segregation are agreed and, normally, the willingness of adjudicating governors to devise imaginative procedures and targets that will enable trainees to return more quickly to normal location. IMB observations suggest that the paperwork recording a segregation review does not always fully record discussions and targets set. It seems to the IMB that, on occasion an adjudicating governor, who hitherto has not been involved with a particular case, is not well informed on the detail of the previous review and therefore rather dependant on the memories of others present. Is management

satisfied with procedures currently in place to maintain a comprehensive level of briefing from one review to the next?

**4.6.2** The SCU 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).

The number of trainees resident in the SCU has continued to vary greatly from day to day. Encouragingly, in the early part of the IMB reporting year, the SCU appeared to be less busy than had been the case hitherto. This is partly explained by the relatively low roll in the establishment but also by management attitudes and actions described in **4.6.1** (2) above. By contrast the use of the SCU towards the end of our reporting year increased significantly. The number of occupancy days in the SCU in the quarter April to June 2013 was 403 compared with 311 in the same period of 2012 – an increase of almost 30%. These figures include those arising from RFU where the increase was 40%. *See 4.6.3* below. The establishment's roll in this period was relatively steady.

**4.6.3** Towards the end of our reporting year, and subsequently, there has been a significant increase in poor behaviour by some trainees as evidenced by the increase in use of the SCU (*see 4.6.2*). Many staff at Wetherby believe that the recent reduction in the number of 'standard' residential units from five to three has been a major contributor towards the current increase in poor behaviour by trainees, and a consequent increase in the use of the SCU and other sentences. Anecdotal evidence suggests that gang and post-code issues have been exacerbated by the recent loss of flexibility in re-locating trainees within the establishment.

The reduction in the number of living units means that it has become significantly more difficult for governors to place trainees on RFU and following GOoD reviews. This problem is compounded at Wetherby because the remaining living units are approaching full capacity (60) following the closure of two units. (For some years the HMCIP and others have stated that it is unacceptable for young people to be contained safely in single units of such a size.)

**4.6.4** A disturbing development is the increasing difficulty that Wetherby's management is experiencing in transferring trainees to other establishments when it considers this to be necessary. Contributory reasons are the reduction in the number of juvenile places in other establishments and YJB policy in respect of transfers. There are consequences for the SCU in Wetherby which, in certain circumstances, can be considered to be a 'safe haven' for trainees. An outcome is that, on occasion, trainees are retained in the SCU pending end of sentence or on reaching the age of eighteen. The IMB recognises that society and the government believe that Wetherby is adequately funded to hold safely and rehabilitate some of the country's most challenging young people. However, we also believe that best practice and outcome is seriously compromised by the large size of the living blocks associated with a SCU with inadequate facilities.

**4.6.5** There have been some changes in the staff of the SCU at Wetherby since the date of the last IMB report but an adequate number of experienced staff has been retained. Some staff shortages have occurred through long-term sickness. NOTE: Anecdotal evidence suggests that trainee behaviour and discipline deteriorate when shifts are composed entirely of staff who do not regularly work in the SCU. It appears to be difficult to rota staff to ensure that at least one experienced member of the SCU staff is on duty at all times. The IMB maintains its opinion that the regular staff of the SCU deal with both physical and verbal abuse from some trainees in a commendable and often remarkably patient manner.

**4.6.6** Trainees in the SCU are visited daily by governing staff and chaplaincy, and according to need, by CAMHS, Healthcare, and caseworkers etc. There has been further improvement in provision by the Manchester College special educational needs co-ordinator. At the end of the previous IMB reporting year a SENCO member of staff was visiting the SCU twice a week (mornings only). Happily, the SENCO staff can now visit the SCU on a regular basis in the afternoon thus overcoming, to some degree, the problems described in the IMB report in 2012 (**4.5.5 a**) and **4.5.7**).

#### MAINTENANCE OF STANDARDS REQUIRED UNDER PSO 1700

**4.6.7** In 2010, 2011, and 2012 the IMB commented upon the inadequacy of the SCU 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’.

The IMB’s earlier reports describe the structural limitations of the current SCU building and the restrictions these impose on the implementation of a full regime. There has been one improvement to the facilities in the IMB’s reporting year. An additional exercise yard has been constructed. Trainees on exercise who are not permitted to associate with each other can now be monitored by staff simultaneously. There is now more opportunity for all trainees in the SCU to receive their rightful opportunity to exercise daily for the required period of time.

Notwithstanding a statement in the Minister’s reply to our report in 2012, the IMB retains its belief that the SCU is non-compliant with regard to PSO 1700 and the provision of ‘gym’ activity. None of the regular staff to our knowledge are PE qualified and, in any event, there is no PE equipment, apart from a small number of footballs in the exercise yard which are swiftly made unusable by the razor wire on the surrounding security fence. Qualified PE staff from the establishment’s gymnasium are now able to visit the SCU a little more often following the introduction of the new core day. However, their activities with trainees are severely restricted by the lack of gym equipment on the unit.

**4.6.8** During the day, the SCU continues to be staffed normally by three officers. However, daily adjudications are coordinated from the SCU and two of those officers commonly attend the units with the adjudication governor. The shortage of SCU staff in the mornings continues to be a restriction on effective visits and interventions from others. This issue was addressed more fully in paragraph **4.5.7** of our report of May 2012.

**4.6.9** It remains the opinion of the IMB that an appropriately-equipped and staffed separation and care unit is vital for the safe and secure management of Wetherby YOI. Notwithstanding the lower roll at Wetherby, this need has been reinforced by the closure of two standard residence wings and the reduced opportunities for transfers of trainees to other establishments (see **4.6.3** and **4.6.4**). The IMB, therefore, was encouraged to learn that an application has been made to the YJB for the construction of a new SCU. Wetherby YOI is now the largest provider of custodial accommodation for juveniles in the youth justice system and needs a separation and care unit appropriate for the scale and nature of its responsibilities.

## *5 Residential Services*

### CATERING AND KITCHEN

**5.1.1** Menus are prepared with the help of a dietician from the Leeds Community Healthcare Trust to ensure they are nutritionally balanced and adhere to government standards. The Children's Food Trust has recently compiled a report for the Youth Justice Board regarding the quality and delivery of food for fifteen- to seventeen-year old males and females. HMIP has found the food provided to be of adequate portion size and good quality. However, their enquiries of trainees found a rather high level of dissatisfaction with the food. The IMB by contrast, and in its own surveys of trainee opinion, records a 25% dissatisfaction figure.

Catering management surveys are carried out with the trainees on a bi-annual basis to assist with planning of the next season's menus.

**5.1.2** The daily food allowance at Wetherby is £2.60 per day per trainee whereas the average adult male estate is £1.96. It appears to be understood by policy makers that this age group requires an enhanced level of nutrition to sustain growth and brain development.

**5.1.3** Catering staff report that budget control has been made difficult following recent food scares and the supply of unsuitable Halal and other poor quality products. These have been returned to suppliers – for examples, frozen meat and pies. More products are now being produced from scratch at Wetherby to improve quality and, perhaps, to reduce cost.

**5.1.4** The dietary traditions of trainees from a variety of cultural and religious backgrounds are recognised by the preparation of a themed meal once a month. The chefs are able to be creative and give the trainees opportunities to sample different types of foods and flavours not normally experienced by this 'fast food' generation. Religious festivals are practised throughout the year including both the Chinese and Jewish New Year. Christmas and Ramadan are celebrated and appropriate food is provided. Trainees who work in the department are able to experience the planning and preparation of food for different cultures and by so doing hopefully enhance their employment prospects.

**5.1.5** The catering staff feel that the training opportunities offered by the department are under-valued and underused. Typically, only one to five trainees are employed and therefore potentially train to NWQ1 and NVQ2 standards. It is not clear to the IMB whether this situation arises from establishment policy or the relatively small roll.

## *6 Residential Units*

### KEPPEL UNIT

**6.1.1** Keppel Unit has been designated as a 'complex needs unit'. The occupancy rate on Keppel has remained high despite the overall fall in the number of trainees on the roll at Wetherby. Keppel houses some of the most troubled and vulnerable juveniles in the country including those with multiple mental health problems, personality disorders, sex offence, and gender issues. This is reflected in the high number of ACCTs opened in the period since the

last report, with up to 25% of the population causing concern and needing additional strategies to ensure their safety and well being.

**6.1.2** Management ensures that there is a clear focus on the needs of individual trainees by organising twice daily briefings for all professionals to raise concerns and plan and deliver individual programmes. The recently implemented ‘new core day’ enables the trainees to have access to 3 hours of education and time to participate in a range of planned activities relevant to their interests and needs. These include P.E., music, fishing, and working with the raptor unit. In conversation with members of the IMB the boys report that these activities are generally useful and enjoyable. To promote independence and responsibility all the boys have corporate responsibility for the cleanliness of their wing, management of laundry, and some take part in meetings with the management team to raise concerns and give them a ‘voice’ in the running of the unit.

**6.1.3** The specialist provisions of Keppel are available to appropriate trainees from across the country. A consequence is that their families often live at a considerable distance from Wetherby. The management team works hard to engage parents by organising quarterly family days, which are planned to increase to monthly. Recent attendance by the IMB at these events noted good involvement of parents, boys and staff with very positive feedback from all involved. One parent stated, ‘You do a great job’. Parents are also invited to meetings with the caseworkers and other concerned officers, which are held every two weeks.

**6.1.4** In the last IMB report we made reference to the admittance of unsuitable trainees to the Keppel Unit and the use of ‘calm down cells’. Recently the referrals to the unit have greatly improved with more YOTs and other professionals understanding the characteristics and criteria of the young people who would benefit from serving their tariff on the unit. As a consequence, it has been necessary to send a smaller number of young people to the separation and care unit on the main site on GOoD or RFU. The staff are continuing to use the ‘safer room’ (calm down room) located on each spur, when space permits, and there are plans to create a ‘crisis suite’ within Keppel. This would further reduce or hopefully eliminate the occasions when young people are removed from the unit.

## THE LONG-TERM UNIT (ANSON)

**6.2.1** The Long-Term Unit provides accommodation for a maximum of 48 young people. The average length of the sentence is 4 years with some serving life or I.P.P. sentences. The majority of the trainees have committed serious violent crimes. It is considered necessary for trainees to spend at least one year on the ‘long term unit’ to enable staff to meet individual needs and address offending behaviour. The robust and well-managed regime created by the staff has contributed towards a reduction in disruptive behaviour. Young people have an effective induction so they have clear parameters of behaviour that are consistently implemented by the staff team.

**6.2.2** Following the introduction of the ‘new core-day’ the young people continue to have 3 hours of education and access to a range of activities provided by the prison. The standard programme offered by HMYOI Wetherby is enhanced with special programmes to address the specific needs of the young people. For example, L.M.V. (Life Minus Violence) has been designed for the boys on the Anson Unit and lasts for 9 months. Due to the relative short time

this course has run there is no conclusive long-term evaluation but officers on the wing have noted an overall improvement in the behaviour of those participating.

**6.2.3** The 'new core-day' also ensures that all trainees have daily access to showers, phones, and association. Recent refurbishment of the outside space, has replaced grass with a hard surface with improved security. These improvements and the removal of the grass should enable this area to be used more consistently in wider range of weather conditions.

**6.2.4** The IMB continues to be concerned that the physical structure of the unit makes it difficult for staff to supervise. Improvements have been made to the internal environment by the installation of new windows. This has reduced shouting from windows and litter being thrown out. However, the design of the new windows has reduced ventilation in the trainees' rooms, causing them to be stuffy and hot in the summer months. Privacy flaps have been added to the doors, which the trainees have welcomed.

**6.2.5** Family Days have continued to be organised by dedicated staff to assist in the maintenance of vital links with families. The day enables family members to visit and understand the work and environment of the long term unit and gain greater understanding of key issues, for example drug and substance misuse. The evaluation of these days has been consistently positive with one parent writing, 'The staff understand he is still a youngster and treat him with the respect he deserves'.

## OTHER ACCOMMODATION

**6.3.1** In January 2013 Exmouth unit was closed and Frobisher unit was closed in April 2013. As a result there are now only three units available at Wetherby to separate trainees when it is necessary to do so. One of these is the first-night unit (Benbow). Wetherby now has much reduced flexibility when it is necessary to separate trainees who for gang-related or other issues are a threat to good order. On occasion, trainees on RFU have been transferred to Anson (long-term unit) to overcome particular difficulties. This 'extreme' measure is only possible when Anson has the capacity. This is less likely in future as Anson is now the only long-term unit for juvenile males in England and Wales.

**6.3.2** All the residential units in Wetherby now benefit from refurbished outdoor exercise areas. Grass has been replaced by all-weather surfaces offering more scope for recreation.

**6.3.3** The new core day started at the end of April, giving trainees more showers and access to fresh air and extra phone calls. The change in the core day does not affect Keppel or Anson.

**6.3.4** In August 2012 a trainee threatened to jump from a first-floor balcony and in January two further trainees hung over the balconies on Frobisher which in March 2013 led to perspex being fitted to the rails on each unit balcony to prevent more incidents. Fire and general alarm systems had a revised finish date of 30 August 2013.

## 6 *Wetherby IMB statistics*

Recommended complement of Board members	15
Number of Board members at the start of reporting period	14
Number of Board members at the end of the reporting period	12
Number of new members joining within the reporting period	0
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	9
Number of attendances at formal meetings including GOoD review boards but excluding IMB Board meetings	94
Total number of visits to the establishment (including all meetings)	455
Number of applications processed	9