



HMYOI WETHERBY

Independent Monitoring Board

ANNUAL REPORT JUNE 2013/MAY 2014

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 276 young people.
- b) Living accommodation is in single-occupancy rooms.
- c) Main site accommodation is split into three units, each housing sixty young people. 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 young people in a purpose-built structure completed in 2008. Anson unit, built in the 1970s, is now dedicated to longer-sentence young people with a capacity of 48.

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 young people include (not exclusively): voluntary prison visitors, The Prince's Trust, YMCA, WISE (trainee voluntary work within the Wetherby area), the Lucy Faithful Foundation (up until the contract ended on 31.3.14), The Samaritans, Barnados, and Connexions.

Chaplaincy

The chaplaincy team comprises three full-time staff (Christian 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

3.1.2 As we did last year, the IMB draws the minister's attention to the unsatisfactory nature of the Care and Separation Unit. HMCIP has also done so. We understand that funds have been released for a feasibility study into whether E or F wing could be converted into a more suitable CSU. We await the findings of this study.

3.2 Previous Year's Concerns

3.2.1 In addition to our concerns about the suitability of the CSU we also expressed reservations about the wisdom of closing two units to leave only three main units on the site as this would limit the options available when a trainee needs to be moved into a different environment for his or others' safety. We felt that the reluctance to the YJB to agree to transfers was adding to the pressures on Wetherby in trying to maintain good order and the safety of the young people.

3.3 General Report

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

3.3.2 The closure of two units which was carried out during our previous reporting period has continued to cause significant issues for the establishment because it limits the flexibility managers have to move young people from unit to unit when it is felt necessary to do so (6.3.1)

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 and all of these involved incidents at height. All were brought to a successful conclusion and all but one were resolved within a reasonable time. The young people 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 young people are catered for. There is no evidence of religious extremism. (4.1)

3.3.6 Since the new core day was introduced on 28 April 2013 there have been both disadvantages and advantages. Disadvantages include fewer opportunities for young people to work in the gardens and farm while advantages are that they have more time to shower or make phone calls during the day.

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. (4.23 4.25 4.29)

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. The future of both seems uncertain. (4.2.11 4.29)

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

3.3.10 The IMB notes that there are a 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 young people. 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 young people interviewed by the IMB at Wetherby indicate 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 young people on to educational courses on release but much less so in getting them into employment. (4.4.14)

3.3.12 The Care and Separation Unit remains an unsatisfactory environment for those who are held there. (4.6.12)

3.3.13 Keppel remains a well-run unit providing a safe physical environment for very vulnerable young people.(6.1)

3.3.14 Anson (the long-term unit), despite its physical limitations, is a well-run unit for long-term young people. (6.2)

3.5.15 The IMB are increasingly concerned about the nature of assaults on staff by young people (4.5.17)

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. Young people identified with disabilities are well supported by the management and procedures are in place to support both staff and young people, in line with the Equalities Act (2010).

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 including the IMB. Regular consultation with minority groups has been intermittent since the departure of the long standing diversity manager; however outcomes for minority groups are good.

4.1.3 The kitchen staff continue to support the young people by providing food that meets their cultural and religious needs for example over Ramadan and Christmas.

4.1.4 A foreign languages dictionary is available and is very useful for the first night in custody. Telephone interpretation is also available for use by wing staff..

4.1.5 .The proportion of BME young people on the long term wing (Anson) continues to be significantly higher than the rest of the units.

4.1.6 The IMB at Wetherby remains satisfied that the management of diversity is good and 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

4.2.1 There have been few complaints from young people with regard to courses' allocation on the induction programme this year, and the process has speeded up. However, those young people who have long sentences may find they have been allocated a course which is not their priority. Some young people have stated that the induction programme is not sufficiently informative and they were locked up for long periods during the induction period.

4.2.2 We are concerned about issues relating to the delivery of courses. During our rota visits over this period we have identified only a small number of young people in the classes, even taking into account the decommissioning of 120 places. It is our understanding that The Manchester College is only providing 90 spaces per day for Education, Learning and Skills rather than the 150 spaces per day which their contract states they should provide. We are told that the reasons for this are:

1) If a level has been achieved some young people are not being progressed to a higher level. Also, if young people with a long sentence have completed a pathway they have to repeat it if they are to progress to the next level. This leads to them refusing education.

2) Young people on fixed courses, e.g. the 12 week Personal Development course, are permitted to drop out and are not replaced on the course which has continued to run for 12 weeks with a minimum number of young people and the remainder of the spaces being wasted. Also, there is no outreach work done on the main site for those young people deemed as 'Unemployed Disruptives'.

4.2.3 Behaviour is managed through the Address and Begin to Change policy (ABC) but in last year's report Behaviour Management was referred to as an issue of some concern. TMC closely monitors the numbers and reasons for refusals and 'send-outs'. This year these have been between 10 and 34 per month.

4.2.4 The IMB is pleased to hear that examination results for this year include 3 young people achieving GCE AS level and 24 young people passing GCSEs. The success rate in functional skills in English and Maths has improved this year. In functional skills in English in 12/13 the success rate was 62% as compared to 13/14 when the success rate has been 67%.

In 12/13 the success rate in functional skills in Maths was 57% and in 13/14 it has been 82%. Results have also improved in the Cambridge Progression Awards. In English the success rate was 57% in 12/13 and in 13/14 it has been 79%. It is heartening to know that there has been an increase this year of young people on the Keppel Unit taking GCSEs and A levels and the success rate increase for Maths and English is very pleasing, as this has increased from 38% in 2012/13 to 77% in 2013/14.

We were pleased to hear that officers on Keppel Unit have received training from TMC on how to support young people during lessons.

4.2.5 The low numbers of young people involved in vocational work in the Barns, under the auspices of East Riding College, has remained a concern since last year's report, as our observations during rota duties still maintain that carpentry and brick-laying engage few young people.

Painting and Decorating has been removed from the curriculum and replaced by the Rixon Way kitchen building course. The Industrial Cleaning course which began last year, offering a City and Guilds qualification, has proved popular. Bicycle Maintenance is no longer available although, during the year, 3 young people have gained employment through their success on the course.

This has included work with Barnardos in Keighley, where they offer a citizenship course to the young people who, in return, repair bicycles which are donated to Barnardos for sale.

Sadly art classes in the Barns have not taken place for several months and we are told this is due to behaviour and room allocation problems, although we understand this has been rectified and art is now offered. Only young people on Keppel have benefited from music activities this year which has been due to a 6 week programme with the Leeds University Performing Arts Department.

4.2.6 Examples of enrichment activities have included The Dogs' Trust providing a six week programme during which young people produce booklets, a visit from Andy McNab and Sport Relief and Tour de France activities.

The IMB is pleased to hear that the ICT mentoring support programme is proving successful on the Keppel Unit. Unfortunately the 12 week accredited programme forming the PE Academy has been discontinued due to staffing issues. The young people now have access to 3 hours of PE per week.

With reference to education work provided for those young people in the CSU, earlier in the year there was no work given to young people. They are now given work two/three times per week. Unfortunately when this is pushed under the cell door, when the trainee is not behind the door at the time, the result is that he may not understand what is required.

4.2.7 The young people working in Horticulture, Waste Management and Composting have been successful in achieving various stages of City and Guilds accreditation, and we were delighted to hear that 3 young people have achieved all three stages of accreditation. Some young people have worked with a local probation trust to build two gardens for local junior schools, one of which was short-listed by The Guardian for an environmental project award.

4.2.8 The Wetherby in Support of the Elderly (WISE) project continues to be highly valued at Boston Spa church where their café receives produce grown by the young people, the quality of which is highly praised.

4.2.9 As mentioned last year, the kitchen and Chef's Academy were under-used resources and this has remained true during this year's reporting period. Very few young people have achieved vocational qualifications. Although the kitchen has the capacity to accommodate 10 young people we have only observed between 1 and 3 young people in the kitchen, due to adverse risk assessments.

Unfortunately the plans for a pathway, which commenced 2 years ago, have not come to fruition. All hospitality and catering courses were to be combined and a franchised café was to open, providing employability options and City and Guilds qualifications. We understand this is due to lack of preparation of various rooms to re-allocate activities and realise these plans.

This also includes the re-location of the library, despite the fact that it has been closed for several months and has offered no access to young people on the main site. We understand this is due to the secondment of staff to other YOIs, leaving no officers to bring the young people to the library. However, those young people on Keppel Unit have books delivered at the weekends. We are told that there is insufficient space on other units to accommodate the distribution of books.

4.2.10 With reference to comments in last year's report about the lack of sufficient differentiation in Independent Learning Plans (ILPs) staff have now benefited from further training and the issue has been positively addressed.

4.2.11 The Army Cadet Course remains popular and is highly regarded and provides young people an insight in to an organised career.

4.3 Healthcare and Mental Health

4.3.1 Healthcare for Wetherby is delivered by Leeds Community Healthcare NHS Trust. The Healthcare unit continues to provide a high standard of care for the young people. Healthcare is delivered over 24 hours both in the healthcare centre and on the wings. The Local Healthcare Operational Partnership meetings are held bimonthly and are very well attended.

4.3.2 The dental team continues to provide regular sessions and all young people have access to emergency dental treatment. All non-urgent requests for dental treatment are placed on a waiting list. The waiting list is manageable and acceptable with average maximum wait of six weeks. There are no concerns with ophthalmic services. The young people's needs are managed adequately.

4.3.3 The healthcare centre has a clean and pleasant environment. The out patient waiting area has a good display of health promotional material. There are still no opportunities for patients to exercise outdoors, although the number of inpatients remains very low.

4.3.4 The Child and Adolescent Mental Health Services delivers a comprehensive range of care based in the Endeavour unit. This is staffed by a multi-skilled team which includes clinical psychologists, psychiatrists, mental health and general nurses, occupational, speech and language, drama and creative therapists.

All young people are initially screened by a mental health nurse.

4.3.5 The Healthcare team are happy with the staffing level despite the ongoing vacancies and feel that they are well supported by the Senior Management at Wetherby and the Leeds Community Healthcare Trust.

4.4 Resettlement

Substance Misuse

4.4.1 Over the last 12 months, the funding for Substance Misuse at Wetherby has been reduced. The staffing levels have been halved which has had an impact on staffing the Substance Misuse department.

4.4.2 This year, the contract for provider has gone out for tender which will result in a new group taking charge. The new provider will expect the same work to be undertaken despite the cuts to staffing. This has proved to be very stressful for those preparing for the new provider.

4.4.3 With the introduction of the 'Core Day', members of the Substance Misuse department have found that access to young people has proved difficult. Despite this, they have met all their targets.

4.4.4 Under the new system, the young people will not necessarily have the same amount of support from the Substance Misuse team unless they have been clearly targeted and identified.

Psychology and Programmes

4.4.5 Due to staff shortages, the department will not be able to maintain the number of programmes they offer. It is important to remember that whilst there has been a drop in the population within Wetherby YOI, the young people have far more complex issues and behaviours so will require far more support. For example, despite the fall in population, CAMHS have had an increase in their case load.

4.4.6 Over the last 12 months, the Juvenile Enhanced Thinking Skills (JETS) programme has been identified as being very successful and has exceeded the target of 56 young people. They have run eight courses throughout the year, with each course taking eight young people. Usually the expected drop out would be one trainee on each course. However this year there have only been four that have not fully completed the course. Failure to complete the course can have an impact upon young people as it can be taken into consideration if they apply for parole.

4.4.7 The programme Life Minus Violence (LMV) has been successful. Five young people have completed the nine month programme successfully. The LMV programme is usually only available to long term young people. Careful monitoring of the programme has been carried out by staff to identify what changes are occurring on the wings and the impact that the programme has had on the young people – for example prior to the LMV course one trainee was experiencing two adjudications a month and after the course it was reduced to zero.

Business Engagement Manager

4.4.8 During the reporting period a Business Engagement Manager has been appointed. The manager is trying to identify and locate suitable partners from the community in order to support ROTL. Unfortunately, this year there have not been as many young people eligible

for the ROTL programme for a variety of reasons. Staff are considering ways that ROTLs can be further developed. With a number of young people coming to Wetherby from other parts of the country resettlement work by YOT teams has had to be conducted from a greater distance. This makes it harder to arrange ROTL's work placements and accommodation.

4.4.9 The department has carried out careful monitoring and assessment of the different partnerships that they work with and the impact that they have on the young people.

4.4.10 After years of experiencing difficulties, now all young people have access to a bank account. This is regarded as massive progress.

4.4.11 With a number of young people coming to Wetherby from further afield work is being carried out with YOT teams from a greater distance. A new partnership has been developed with the Wakefield YOT – Building Bridges. This has been identified as providing a successful Family Course.

4.4.12 The programme In to Out has enjoyed success and it is hoped to be able to build upon and develop the good work undertaken.

4.4.13 The transition for young people that are over the age of 18 into the adult estate is continuing. Young people currently held on Keppel have the opportunity to experience an induction period on Anson before moving on to the adult estate.

4.4.14 All resettlement targets have been met this year. The Employment target together with the Resettlement and Training target have been met. The Resettlement and Training target has again continued to be well met. (In order to meet the Employment target, a trainee has to be in full employment and working a minimum of 30+ hours). The Resettlement team believe that the two targets should be put together to reflect the department's true success.

4.4.15 The Resettlement team are currently identifying development points for the next year and what adjustments will need to be implemented for the arrival of the TYC. The development of Restorative Practice is also an area to be considered. The Resettlement team will continue to work hard despite an increased workload and fewer staff.

4.5 *Safer Custody*

4.5.1 The Command Suite has been opened on several occasions. Fights that occur are often based on gang-related issues as well as personal conflicts. Because of the closure of two wings at Wetherby and the reduction in custodial places across the juvenile estate there are fewer opportunities to separate individuals from each other and break up gangs. This continues to pose significant challenges to the running of the prison and maintaining the safety of the young people.

4.5.2 The Head of Safeguarding is taking the lead on a new initiative working with the Chapeltown Youth Development Team on gang related issues. This group works closely with the police. The group identifies key hot spots in the prison and works with individual groups to lessen the impact gang culture has on the establishment.

4.5.3 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 young people's safety. This meeting is key to informing the work that the above group will be involved in.

4.5.4 The IMB continues to interview four randomly selected young people each week in order to get a picture of how they perceive themselves to be looked after. The majority state that they feel safe at Wetherby.

4.5.6 Wetherby continues to take its responsibilities seriously regarding the safeguarding of the young people placed in its care. Safeguarding policies are reviewed annually or as and when national updates dictate.

4.5.7 Management checks a random selection of ACCT documents daily to ensure that their quality remains high. There are also other in-house checks completed. Staff training stresses the importance of the document and the need for accurate records to be kept.

4.5.8 The care-mapping process was identified as an area of weakness in the 2012 report. This seemed to have been addressed last year by giving the task to a specific officer. However this year it has become an area of concern again as, while some improvements have been made, it has been reported to the IMB that trying to get training for staff can be difficult when faced with competing agendas.

4.5.9 The safeguarding team continues to work 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 is to be re-launched and renamed in order to address "shout outs" and gang related behaviours. It will be closely linked to the Rewards/Sanctions policy.

4.5.10 Bullying issues are addressed at the weekly Safeguards meeting. Victims and perpetrators attend. Care plans are devised and reviewed. Time constraints sometimes have an impact on the updating of weekly care plans. Any new concerns are brought to the meeting. These meetings, which cover all aspects of safer custody of young people, have been commended by ACA (Audit Compliance Assurance) and continue to be recommended to other establishments in order to promote best practice.

4.5.11 Monthly Safeguards/Restraint Minimisation and quarterly Safeguarding Children Strategy Committee meetings are held. There has been a revamped agenda for the quarterly meeting in order to make them more strategic. It will focus on safer outcomes for young people as opposed to just reviewing historical data. An IMB member observes both meetings which are business-like with effective follow through.

4.5.12 Barnados is contracted to run the Advocacy service and offers wide-ranging support to the young people. Advocates are invited to attend every MMPR (Managing and Minimising Personal Restraint) debrief with young people. This improves the young person's ability to raise any issues they have with the process. Child Line and Samaritans phones are available and can be used in private.

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

4.5.14 Other safer custody strategies include a First Night Unit (Benbow). However, because of the accommodation constraints, young people who are difficult to place elsewhere are now often placed on Benbow. This usually happens when a young person has completed their stay in the CSU and cannot be safely placed on the main site. Placing young people with serious and violent behaviours in a First Night Unit is a concern.

There are safer cells on all units. In addition, a gated cell is provided on Keppel Unit which can be used in extreme circumstances to ensure the young person's safety.

4.5.15 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).

4.5.16 The Coroner recorded an accidental death verdict on the death in custody at Wetherby in 2011. The Coroner raised concerns about "shout outs", the Personal Officer Scheme, Roll checks and ACCT checks (Assessment, Care in Custody and Teamwork). "Shout outs" are monitored. Abusive shouting is seen as bullying and dealt with accordingly. The Personal Officer Scheme has been better embedded with adjustments made to take account of the relationship between a personal officer and young person. Previously, the Personal Officer was allocated to a number of cells. Staff have been given further advice and guidance that they must complete Roll and ACCT checks as per local instruction.

4.5.17 During the reporting year there were 50 assaults on staff (4) Female (46 Male). A number of these resulted in serious injury on staff. This will be closely monitored on the coming years

4.6 *Care and Separation Unit (CSU)*

4.6.1 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). It comprises 10 cells, 9 are standard and one is a "safer cell"

4.6.2 Electrical work took place during the latter part of the reporting year which necessitated the closure of the CSU and the temporary transfer of the young people to one of the redundant wings (Endeavour) whilst this took place. The move was efficiently managed and caused as little disruption as possible.

4.6.3 As part of the IMB weekly rota, the Board continues to monitor both young people and facilities. With their consent, young people are spoken to and their well-being and concerns noted.

When a trainee is initially placed in CSU the IMB is notified and subsequently invited to attend the statutory reviews. In order to improve the efficacy and consequently the value of IMB attendance, this needs to be managed more robustly so that members receive the information before, rather than after, the meeting.

4.6.4 Young people are able to have some exercise, shower and access appropriate literature, but the Board observes that education, mental health and other agencies find that there is no room in which to see a trainee. Young people frequently do not continue with their educational programme

4.6.5 Educational input from Manchester College (MC) is inconsistent. There are mixed reports as to provision, some staff report MC attend, some young people say that worksheets are left which they are unable to complete without assistance. Other staff state that nothing at all is left and there is no available space in which the young people could work.

4.6.6 Governing staff, chaplaincy visit daily and healthcare attend as required.

4.6.7 GOoD reviews are well organised and a regular weekly time enables Health Care, Chaplaincy and other key workers involved with a trainee to attend.

4.6.8 As a consequence of the decommissioning of two wings, the ability of governors to relocate a trainee to the main site and ensure their safety and the safety of others is hindered. This means that young people are sometimes kept too long on CSU.

4.6.9 The Board continues to be impressed by the cleanliness, efficiency and positive atmosphere despite the restrictions.

4.6.10 Staff members have a positive attitude and relationship with the young people despite the limitations of their environment and whilst working with very complex and challenging young men.

4.6.11 Flexible staffing is necessary as young people can require a three officer unlock. In addition, attendance of CSU staff at daily adjudications (coordinated from the CSU) also reduces the number of officers available, particularly in the morning. The detailed logging and data collation required for each trainee generates a significant amount of paper work which inevitably also consumes the time of an officer.

4.6.12 The CSU facility is woefully inadequate and as documented in Annual IMB Reports 2010, 2011, 2012 and 2013 it remains unfit for purpose. In 2010 HMCIP reported “*Little has changed in the physical environment of the CSU and conditions were generally poor. Communal areas remain stark and cells were small, cramped and poorly ventilated.*”

In 2014 The Board can regrettably repeat that this is still the case

4.6.13 An application was made to the YJB (as noted in the IMB Annual Report 2013) for the construction of a new CSU at Wetherby (Response to Annual Report from Mr J Wright 13/02/14). The outcome is currently unknown.

4.6.14 There continues to be on going difficulty (IMB 2012/13 Report 4.6.4) in transferring young people, particularly those with mental health problems from CSU to other establishments. This has meant one or two young people have been held in the unit for extensive periods of time

5 Residential Services

5.1 Catering and kitchen

5.1.1 The main priority of the Catering Department at Wetherby is to achieve good delivery of service, on time and to the highest quality using the products provided by the food contractor 3663.

5.1.2 The department has created two different menus that have run throughout the year over winter and summer. The menu has been varied and nutritious, evaluated by outside agencies such as a Leeds City Council dietician and Prison Service Catering Managers working within the Yorkshire and Humberside area.

5.1.3 A culture of diversity has been promoted through monthly themed meals and have proved to be very popular with the young people. Catering surveys have been distributed, collated and published establishing that a large number of the population feel the department provides sufficient nutritious meals that meet the needs of a wide range of different cultural backgrounds within the estate.

5.1.4 The Food Safety Management System has been upgraded ensuring all food processes are correctly delivered. The department achieved a Grade 5 (very good) rating from the LCC Environmental Health Officer and no major issues were reported within the annual operational report carried out by the NOMS Area Catering Advisor.

5.1.5 Staffing levels have been challenging, made worse by the lack of trainee participation within the department. National Vocational Training remains very successful even with lower numbers of young people in the department and level 1 and 2 qualifications have been achieved throughout the year.

5.1.6 The works department have worked very hard to keep all equipment in catering work areas in good order despite its age and constant use.

5.1.7 The allocation process has changed resulting in all young people participating in the introduction catering course run by TMC. This enables the young people to experience what will be expected of them for the NVQ process and the production of food for young people living at Wetherby.

6 Residential Units

6.1 Keppel unit

6.1.1 Keppel, 'a complex needs unit', continues to provide an outstanding service to some very troubled, vulnerable and challenging young people. As the HMIP report from August

2013 noted in its findings Keppel is 'a model of how a specialist unit should be run'. In this judgment the IMB would concur.

6.1.2 During the reporting year Keppel has operated at about ninety percent capacity: ie 42-44 young people at any one time. Although now regarded as a national resource it is not often full partly because of fewer referrals and partly because fewer young people held on remand are getting prison sentences. Nevertheless those held on Keppel reveal more complex needs today than those who were first held when the unit was opened in 2008. In particular, there is a greater tendency for young people to externalise their behaviour with its consequent impact on others in the unit. As a result about 25% of Keppel young people are on ACCTs at any one time. However the BME percentage is much lower than that for the establishment as a whole.

6.1.3 The design of the unit helps to foster a pleasing and calming atmosphere. The staff/trainee ratio of 1:6 may appear generous but is needed to deal with the issues which the young people present. The quality of the staff, who are trained to work on the unit, is very high. The unit is well led by the manager.

6.1.4 The core day is fully implemented but, because most of the activities take place on the unit, it can be more flexibly programmed. Young people have access to the same range of activities as those on the main site but their particular vulnerabilities may make it inappropriate for them to mix with other young people. All education is done on the unit.

6.1.5 Except in exceptional circumstances Keppel young people are managed within the unit. It is rare for one to be sent to the Care and Separation Unit. Each spur has a 'more robust' cell which is used on a short term basis when it is appropriate.

6.1.6 All the young people have a personal care plan which is kept under review. Bullying, name-calling and insults are challenged by staff to stop matters escalating. Inevitably with a volatile group in this age range fights do occur, but staff move quickly to intervene. In general violence is not an issue. HMIP did a survey of the young people in August 2013 and found that young people felt safe and also felt that they were treated with respect. The IMB would agree with these judgments based on our regular interviews with young people over the year.

6.1.7 Family days are very popular with both families and the young people, and clearly helps to keep contact alive. During the year the number of family days went from one a quarter to one every two months.

6.2 *The Long-Term Unit (Anson)*

6.2.1 The Long-Term Unit (for those serving sentences of six years or longer) continues to be a positive facility within the establishment. It is well managed with a staff/trainee ratio of 1:8. The young people have access to the longer programmes like LMV (Life Minus Violence). Apart from one serious incident in October 2013 the unit has been settled. Indeed the YJB have agreed that Anson can be used as a staging-post for young people leaving the Care and Separation Unit before returning to their wings. The influence of the more permanent residents on difficult but short sentence young people has been positive and helped

with their reintegration. It has been particularly useful since two wings were decommissioned as numbers in the establishment fell.

6.2.2 As we reported last year, the core day has been implemented successfully, and the family days have been much appreciated by both young people and families.

6.2.3 We do note that the BME percentage is much higher on Anson than elsewhere in the establishment: it is close to fifty percent where the average in Wetherby is about ten percent.

6.2.4 We continue to be concerned about the physical structure of the unit which makes supervision by staff more difficult than elsewhere in the establishment.

6.3 Other accommodation

6.3.1 The closure of two wings in the early months of 2013 has put extra pressure on the three remaining operational wings, despite the fact that throughout the reporting year none of them were completely full. This is because the issues which the young people present are far more challenging than those faced by the establishment only a few years ago. Beside individual problems like mental health, incipient personality disorders and self-harm, there are group issues such as gang culture. The closure of two units has made it more difficult for the establishment to keep members of rival gangs apart. The establishment has a well-developed intelligence system to identify potential problems before they arise and this has undoubtedly helped to keep them under control. But the issue remains.

6.3.2 Of the three units, Benbow is the first night custodial unit. At any one time there may be half a dozen young people completing their induction programme. There is some concern that they may be exposed to negative influences of more sophisticated young people who have to be housed on Benbow because they cannot be put on one of the two other wings.

6.3.3 The introduction of the core day in April 2013 has now been running for a full year. It is well embedded and does not seem to be raising serious problems.

6.3.4 During the reporting year the IMB monitored five incidents, all involving young people on the railings within the units. None lasted more than a couple of hours and all ended satisfactorily without injury to staff or young people. There were a small number of other incidents of the same kind which were over before the IMB could respond but the command suite had to be opened with the inevitable consequent disruption to the establishment.

7 Wetherby IMB statistics

Recommended complement of board members	15
Number of board members at start of reporting period	12
Number of board members at end of reporting period	12
Number of new members joining within the reporting period	4
Number of members leaving during the reporting period	4
Total number of board meetings during the reporting period	12
Average number of board meeting attendances per member	9
Number of attendances at formal meetings including GOoD reviews but excluding IMB board meetings	267
Total number of visits to the establishment (including all meetings)	395
Number of applications processed	8