



HM YOI Cookham Wood

Annual Report of the Independent Monitoring Board

1st AUGUST 2014– 31st JULY 2015



SECTION 1

1.1 STATUTORY ROLE OF THE IMB

1.1.1 The Prison Act 1952 and the Immigration and Asylum Act 1999 require every prison and IRC to be monitored by an independent Board appointed by the Secretary of State from members of the community in which the prison or centre is situated.

1.1.2 The Board is specifically charged to:

- Satisfy itself as to the humane and just treatment of those held in custody within its prison and the range and adequacy of the programmes preparing them for release.
- Inform promptly the Secretary of State, or any official to whom he has delegated authority as it judges appropriate, any concern it has.
- Report annually to the Secretary of State on how well the prison has met the standards and requirements placed on it and what impact these have on those in its custody.
- To enable the Board to carry out these duties effectively its members have right of access to every prisoner and every part of the prison and also to the prison's records.

SECTION 2

CONTENTS

		Page
SECTION 1	Statutory Role of the IMB	2
SECTION 2	Contents	3
SECTION 3	Introduction	
3.1	Introduction	4
3.2	Agencies within the Establishment	
3.3	Inspection by Her Majesty's Inspectorate of Prisons	5
SECTION 4	Executive Summary	
4.1	Executive Summary	5
4.2	Particular Issues Requiring a Response	6
4.3	Previous Year's Concerns	7
SECTION 5		
5.1	Equality & Inclusion	7
5.2	Education, Learning & Skills	8
5.3	Healthcare & Mental Health	9
5.4	Purposeful Activity	10
5.5	Resettlement	12
5.6	Safer Custody	13
5.7	Segregation, Care & Separation	14
5.8	Residential Services	15
SECTION 6		
6.1	Adjudications	15
6.2	Complaints	16
6.3	Reception, First Night & Induction	16
SECTION 7	Work of the Independent Monitoring Board	
7.1	Work of the Independent Monitoring Board	17
7.2	Recruitment, Training & Development	17
7.3	Applications	18
SECTION 8	Glossary	20

SECTION 3

3.1 INTRODUCTION

- 3.1.1 This report of the Independent Monitoring Board (IMB) for Her Majesty's Young Offenders' Institution (HM YOI) Cookham Wood covers the period from 1st August 2014 to 31st July 2015
- 3.1.2 Cookham Wood is in Kent, on the edge of the Medway towns, situated between HM YOI/Cat C prison Rochester and Medway Secure Training Centre. It was built in the 1970s and served as a women's prison until it was re-roled in 2008 to its current status.
- 3.1.3 Cookham Wood accommodates remand prisoners from 15-17 years and convicted prisoners from 15-18 years. The majority of its young people are aged 16 or 17 years. It serves the courts from London, the South East, the South West, Central South, and East Anglia.
- 3.1.4 Following a major redevelopment programme, a completely new residential unit and education block were opened in February 2014. This hugely improved facilities for the young people.
- 3.1.5 The new residential unit accommodates young people in single cells on three floors and two wings (A and B). The cells on either side of each landing are separated by a wide association area. Each cell has a shower unit and telephone. Newly admitted young people are housed together on B3 landing for 2 weeks, during which period they attended the induction programme.
- 3.1.6 During the reporting year, Cedar House, a small residential unit separate from the main block, was refurbished and reopened as a unit to house vulnerable young people with complex needs. It also housed some young people on a phased return from Phoenix segregation unit to the main residential wings.
- 3.1.7 The Phoenix unit, which houses up to 7 young people on GOOD segregation, has remained in its previous location in the old building with a narrow corridor and little natural light. This unit was repainted but young people do not have access to in cell showers or telephones, using an old shower area and a telephone booth in the central area of Phoenix.
- 3.1.8. The education block consists of classrooms, library and workshops, housed on two floors. The rooms are spacious, light and well equipped.
- 3.1.9. The Operational Capacity (maximum number of young people) has increased to 188, but Cookham Wood did not operate at full capacity during the reporting year: the numbers increased gradually during this period, peaking at 173 in July.
- 3.1.10. For most of the year, around 30% of the young people were remand prisoners. The average length of stay for remand prisoners was 4 – 12 weeks; a small number of young people were on remand for up to 24 weeks. The average length of stay for sentenced prisoners was 1 – 6 months; some had sentences of 1 or 2 years, and a small number had, or were facing, indeterminate sentences for capital offences.
- 3.1.11. Following a benchmarking exercise which was completed during the reporting year, Cookham Wood's establishment of prison officers was set at 117. Staffing was significantly below this level for the whole of 2014 - 2015, despite being supplemented by "detached duty" staff from other young offenders' institutions and prisons.

3.2 AGENCIES WITHIN THE ESTABLISHMENT

- 3.2.1 Healthcare is provided and funded by the NHS: new healthcare providers delivered services throughout the year. Primary Healthcare nursing services were delivered by Oxleas NHS Foundation Trust. Central and North West London NHS Foundation Trust was responsible for the delivery of Mental Health Services (Health and Wellbeing). GP services were delivered by the Maidstone Medical Centre.
- 3.2.2 The education provider until 1st April 2015 was CfBT Education Trust, since that date Manchester College has been responsible the provision of education services. Youth work and some educational support was provided by Kinetic Youth Work Service. A number of agencies contributed to the delivery of a range of casework intervention programmes.
- 3.2.3 The Resettlement team included case workers from Medway Youth Offending Team (YOT) as well as prison staff, and was supplemented by a Social Work Team which provided child protection and looked-after children (LAC) services. Barnados delivered independent advocacy support for young people.

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

- 3.3.1 In the introduction to his 2014 Inspection Report, published in autumn 2014, HM Chief Inspector wrote:
- "We inspected Cookham Wood at a tough and challenging time. A new governor had recently been appointed and there had been a significant loss of staff, not all of whom had been replaced. The move to new accommodation had been successful, but had clearly been a significant management distraction. Outcomes had suffered but the institution was sighted and there was evidence that issues were being gripped. So there remains every reason for optimism about the outlook at Cookham Wood. However, risks remain and the need to recruit suitable new staff is fundamental to the future success of the prison."
- 3.3.2 HMIP conducted another unannounced inspection in May 2015; the findings of this will be published in autumn 2015.

SECTION 4

4.1 EXECUTIVE SUMMARY

- 4.1.1 Cookham Wood is a humane institution, respectful of the needs of its young people. A great deal has been done this year to extend and enrich the support it provides to them.
- 4.1.2 There has been a big increase in the range of mental health and health promotion services (5.3.3, 5.3.15). The Equalities Policy has been refreshed and well-resourced, and support for young people with "protected characteristics" has greatly improved ((5.1.2 -5.1.9). Accountability for ACCT support for vulnerable young people has been clarified and tightened and additional training has been given to staff (5.6.10 – 5.6.12). A specialist unit, Cedar, has been opened to support vulnerable young people with complex needs (5.7.5 – 5.7.10)
- 4.1.3 Nonetheless, this has been a difficult year for Cookham Wood's young people and staff. A persistently high number of violent incidents has reduced confidence and wellbeing, and undermined progress (5.6.1, 5.6.2)

4.1.4 The nature as well as the number of violent incidents gave cause for serious concern. There was an increase in group assaults, assaults on staff, and the use of improvised weapons. There were violent incidents in the Visits Hall.

4.1.5 Cookham Wood responded in a firm but measured way to this violence. Young people's rights (e.g. to family contact, 5.6.19) have been preserved. Use of force to restrain young people in violent or potentially violent situations has been high but necessary and proportionate (5.6.3).

4.1.6 Simplified figures are given below

2014-2015	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Average YP population	154	159	152	156	146	152	167	160	165	160	160	173
Assaults	47	30	33	21	21	36	27	39	50	42	45	51
Fights	16	11	14	9	12	20	18	19	24	20	15	16
All Use of Force by officers	81	60	59	41	40	74	50	86	98	78	65	109

4.1.7 The number of charges arising from incidents strained the adjudications system, leading to backlogs and, at times, to hearings being "timed out" (6.1.4). The list of young people to be "kept apart" was frequently lengthy, presenting challenges in allocating them activities (5.2.10).

4.1.8 Officer numbers increased during the year but remained at least 20 short of the agreed establishment. There were frequently not sufficient officers to deliver the full regime. This led to regular restrictions of activities for the young people (5.6.5).

4.1.9 Throughout the year, it was necessary to supplement Cookham Wood Officers with up to 27 detached duty officers. These were very professional but lacked knowledge of Cookham Wood and its young people (5.6.7).

4.1.10 Though staff expectations and morale held up, they were inevitably affected. Officers' engagement with young people during association was variable (5.4.7). IMB members observed that low-level poor behavior by young people was not always challenged (5.6.8).

4.1.11 There was insufficient time out of cell and purposeful activity for young people (5.6.6, 5.4.2, 5.4.3)

4.1.12 Although team working is a great strength at Cookham Wood, the IMB feared that the lack of an information sharing protocol could inhibit team work to safeguard young people (5.3.16, 5.3.17, 5.1.7)

4.1.13 There were no Release on Temporary License opportunities for young people for the whole reporting year.

4.2 PARTICULAR ISSUES REQUIRING A RESPONSE

4.2.1 Number of officers

Cookham Wood is still over 20 officers short of its recommended establishment. Over 1/3 of its officers are seconded on detached duty. The population of young people has been held below Operational Capacity, but there is potential for it to increase.

- **Will the number of Cookham Wood Officers increase in the coming year, and by how many?**
- **Will detached duty support continue? Will secondments be long term or short term?**

4.2.2 Violence reduction

- **What will be done to reduce violence at Cookham Wood in the coming year?**
- **What are the key components of the violence reduction strategy?**

4.2.4. Time out of cell

- **What are the targets for time out of cell in the coming year?**
- **How will progress towards these targets be monitored?**

4.2.5 Information sharing

- **Will there be an information sharing protocol for healthcare staff?**

4.2.6 Release on Temporary Licence

It is good that the ROTL programme has resumed.

- **What is Cookham Wood's target for the number of young people given ROTL opportunities in the coming year?**
- **Will the requirement that a young person's ROTL placement be aligned to his sentence plan restrict opportunities?**

4.2 PREVIOUS YEAR'S CONCERNS

4.3.1 The IMB highlighted 5 areas of concern in its 2013-14 Annual Report. The following paragraphs describe developments in these areas during the 2014-15 reporting year.

4.3.2 Staffing and population levels

Unresolved. The number of young people was held well below Operational Capacity, and staff numbers were boosted by the secondment of detached duty officers (in increasing numbers). But officer numbers still fell far short of the agreed establishment

4.3.3 Facilities

Continued progress. A new Visits Hall with good facilities for private visits (5.8.1) and an excellent, well placed, new constant watch cell (5.7.10). But the gym roof still leaks (5.8.1), the kitchen needs further refurbishment (5.8.2) and external lighting remains a safety issue (5.8.5).

4.3.4 Equality and inclusion: support for young people with protected characteristics

Substantial progress: a complete re-launch of the Equalities Policy with increased resources (5.1.7, 5.1.8) and active, responsible engagement of young people.

4.3.5 Safer custody: governance and quality control

Marked progress: an enhanced safeguarding team (5.6.9), clearer line management responsibility for quality and prioritization of ACCT training (5.6.11)

4.3.6 **Care and separation: complex needs**

Substantial progress with the establishment of Cedar House as a separate unit to house vulnerable young people with complex needs (5.7.5) – not a full complex needs unit yet, but well on the way.

SECTION 5

5.1 EQUALITY & INCLUSION

5.1.1 In its 2013-14 Annual Report the IMB expressed serious concern that management oversight of Equalities issues had lapsed, and that monitoring, review and planning systems had been allowed to run down. This has been rectified in 2014-15.

5.1.3 There has been a complete re-launch of Cookham Wood's Equality Policy, with increased resources, and, particularly since May, support systems for young people with protected characteristics have greatly improved.

5.1.4 The new Equality Policy and Statement (January 2015) is excellent. Lead responsibility for Equality and Inclusion now rests with the Head of Safeguarding, which mainstreams equality issues within Safeguarding work.

5.1.5 Bi-monthly Equality action team meetings resumed, and are informed by statistical reports.

5.1.6 The Equality Action Plan and Impact Assessment Programme remains modest, in our view, but there is a firm foundation for their further development.

5.1.7 An Equalities Administrative Officer was appointed in January. She has linked up systems for recording and tracking young people with protected characteristics. More needs to be done: in particular, a protocol should be developed for sharing CHAT healthcare information about boys with mental health difficulties.

5.1.8 A full-time Equalities Officer was appointed in May and has become a key member of the Safeguarding team. She has breathed life into the Discrimination Incident Reporting (DIRF) system and advised and supported Functional heads in their response to a slowly increasing number of DIRFs. There was greater use of mediation to address DIRFs. The IMB reviews DIRF paperwork.

5.1.9 The Equalities Officer also established a new team of 10 volunteer young people's Equality Representatives. These "YP Reps" attended association on all landings and have a growing mentoring, support and referral role. Their brief needs clarification and there is scope to develop their relationship with wing staff. IMB members attended their meetings.

5.1.10 There were regular Foreign Nationals workshops and a much-improved foreign language library. In June, Cookham Wood celebrated Traveller History month with a multi-faith church service.

5.1.11 Attractive posters promoting Equality and Respect were put up across the prison.

5.2 EDUCATION, LEARNING & SKILLS

5.2.1 The key issues of the year have been the move to a new provider for the education contract, and the preparations for the new Core Day. The former took up considerable management time for the education team. The new Core day, which will be introduced in August, aims to provide 30 hours education per young person per week, 60% of it "protected" from avoidable absences.

5.2.2 Early evidence would suggest that The Manchester College (the new provider, from CfBT) will significantly improve the curriculum offer and contact hours for young people in the prison.

- 5.2.3 Leadership of education has been good - particularly as staff faced uncertainties due to the changes in provider management and some prison staff moved over to work within the education team.
- 5.2.4 The purpose built education block has continued to support good learning. However the reflective glass used means that it is difficult to gain visibility into rooms from the corridor; equally for staff inside classrooms to check corridors before exiting classrooms.
- 5.2.5 Success rates in education continue to be good, in both academic and vocational subjects.
- 5.2.6 Overall effectiveness of the PE department was good. The gym roof continued to leak which removed the facility from use in wet weather. Even though Works supposedly addressed the problem, the leak continues. This could result in permanent damage to the gym and its floor.
- 5.2.7 The Quality Improvement Group (QIG) has been well led and received good representation from most areas of the prison at meetings, enabling issues to be discussed and addressed. Increased use of data enabled monitoring of effectiveness and evaluation of improvements against an action plan. However teaching statistics were still not routinely discussed.
- 5.2.8 Delays in movements of young people to / from education led to a loss of learning hours.
- 5.2.9 Learning hours delivered were under the entitlement for most young people; especially so for those in Phoenix (on segregation) and to a lesser extent Cedar (vulnerable young people); and for some needing to be kept apart from other young people.
- 5.2.10 Allocation to classes was occasionally delayed, resulting in young people being held in their cells until a course was available or allocated to them. As the prison population grew, the keep apart list also increased and as a result some young people were unable to attend the courses of their choice; this had an impact on their behaviour and motivation in lessons.

5.3 HEALTHCARE AND MENTAL HEALTHCARE

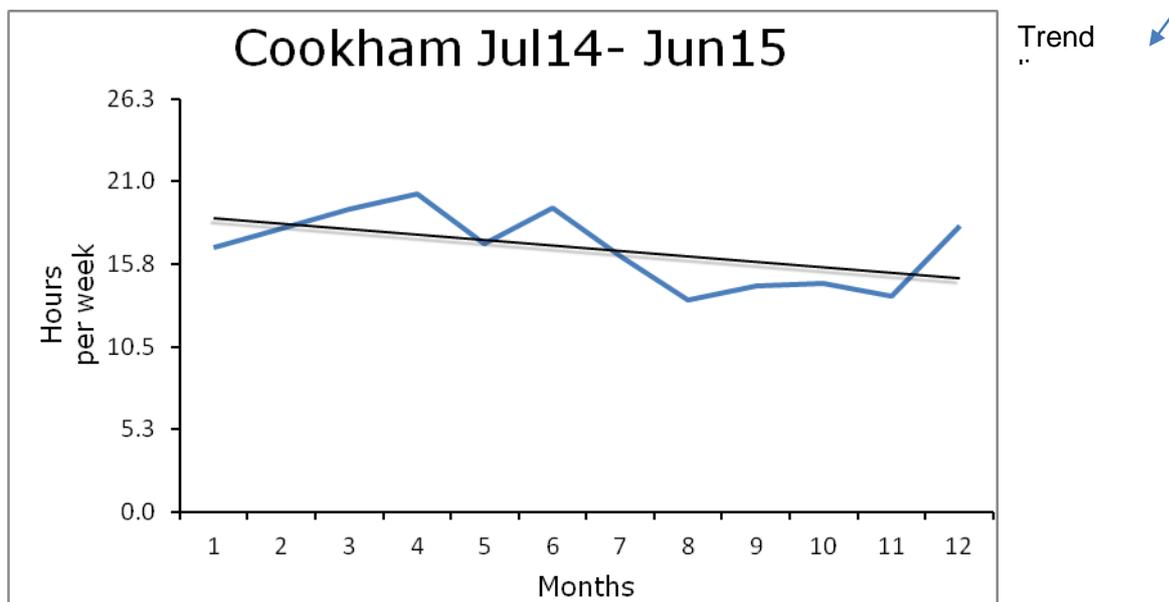
- 5.3.1 The IMB regards Healthcare within Cookham Wood as being good since the new providers assumed responsibility for delivery of the services in April 2014.
- 5.3.2. Primary Healthcare was delivered by Oxleas NHS Foundation Trust. Recruitment to vacancies and the return of staff members on long term sick leave proved challenging. Staffing was augmented by highly experienced locum nursing staff, some of whom remained in post at the end of the reporting period.
- 5.3.3. Mental Health Services (Health and Wellbeing) were delivered by Central and North West London NHS Foundation Trust. A wide range of clinicians provided care to the young people in Cookham Wood including mental health workers, art therapy, speech therapy, sexual health, psychology and psychiatrist services. There were delays in recruitment to a number of posts, particularly speech and language therapy.
- 5.3.4 All young people arriving at the prison were assessed using the Child Health Assessment Tool (CHAT). A referral protocol to ensure that a young person's needs are prioritised is awaited.
- 5.3.5 Lack of clinic rooms placed significant pressure on all healthcare services; mental healthcare could have completed more work if additional rooms and escorts had been available. On occasion only one young person was seen when three appointments were allocated. An audit of missed appointments was completed in January.
- 5.3.6 GP services were provided by Maidstone Medical Centre, with good GP support given to young people.
- 5.3.7 The providers of healthcare to Cookham Wood have worked hard to provide well coordinated services to the young people, including the development of a joint induction programme.

- 5.3.8 A quarterly Quality meeting is held, attended by Primary Healthcare, Health and Wellbeing, GP, Pharmacy, prison management, IMB and a representative from NHS England (health commissioning body)
- 5.3.9 The staffing situation in the prison resulted in delays and cancellations of some healthcare clinics when no escort was available.
- 5.3.10 The lack of escort officers had a serious impact on attendance at Dental appointments, resulting in a lengthy waiting list for young people in need of treatment.
- 5.3.11 The Health Needs Assessment was completed for Cookham Wood.
- 5.3.12 A Health Promotion programme was developed; this may be subject to some alterations as the new Core Day is implemented.
- 5.3.13 Enhanced training became available to primary healthcare staff, relevant to working with young people in custody.
- 5.3.14 Named primary healthcare nurses were identified for each landing.
- 5.3.15 Addaction took over the delivery of Substance Misuse services during the reporting period. This was a welcome development, however there were ongoing issues related to the provision of an out of hours service. Lack of access to System 1 (healthcare IT system) for the Addaction staff limited sharing of information across clinical services.
- 5.3.16 There is no Information Sharing Protocol for Healthcare staff and other providers at Cookham Wood; this has presented some problems which are being addressed.
- 5.3.17 In particular, there have been some problems with information sharing with the broader safeguarding team; these are being reviewed and addressed with advice from the Caldicott guardian.

5.4 PURPOSEFUL ACTIVITY

- 5.4.1 Purposeful Activity covered a wide range of opportunities including education, activities, skills learning and training, work experience, association, exercise. This is often broadly referred to as 'Time out of Cell'. For this section of the report only the principles are discussed, with more details of individual issues reported elsewhere.
- 5.4.2 Comprehensive Time out of Cell data was not readily available. However, monthly statistics from NOMS¹ do include Core Day activities per person per week – i.e. hours engaged in purposeful activity between 9 and 5, Monday to Friday (evening and weekend activities are not included).

¹ NOMS Young People's Estate performance report June 2015



- 5.4.3. This data demonstrated that, on average, young people were engaged out of their cells for only around 15 to 20 hours per week during the core day i.e. 3-4 hours per day. Over the year the trend was towards fewer hours out of cell each month, which was of concern. In addition the data, albeit it is only for 9-5 core day activities, suggested that young people were experiencing far less than the NOMS intention of 9 hours per day out of cell.
- 5.4.4 Besides formal education (see Education, Skills and Learning section 5.2) carried out in the purpose built block, some other activities were provided. These included Prison Radio, and Independent Living (e.g. basic cookery, clothes washing, etc.).
- 5.4.5 There were many aspects of daily life in prison where young people could have assisted and gained valuable work experience. Some young people with appropriate security clearance worked in the kitchen assisting the chefs in the preparation of meals for the young people in the establishment. Other activities such as painting, gardening, cleaning and laundry were occasionally undertaken.
- 5.4.6 Outside of prison, the Release on Temporary Licence (ROTL) scheme should have enabled appropriate young people to gain work experience. For a variety of reasons no ROTL has been available. (See Resettlement report 5.5).
- 5.4.7 Young people had the opportunity to meet and socialise on their wing and floor during association times in the early evening, and at weekends. IMB observations suggested that association could be very variable in length and quality. Sometimes young people were bored with little to do, whilst at other times prison staff engaged and interacted well with them, providing a fulfilling experience.
- 5.4.8 The Kinetic Youth Work Service was commissioned to deliver Youth Club sessions to all young people in the establishment. They provided imaginative and relevant activities for young people and the sessions were well respected.
- 5.4.9 A Youth Council took place every two months. Elected young people representatives from each wing and landing attended the council; representatives are readily identifiable as they wear red Youth Council T shirts. Prison staff attended, as did Kinetic. Young people produced agendas,

chaired the meeting and took notes. The meetings provided valuable work related and personal relationship experience. Typical issues raised by young people included food, buying goods, TV channels, money, haircuts, ROTL and clothing. Prison governors and staff sought suggestions from the young people for tackling violence and informed them of future changes to the education day.

- 5.4.10 The exercise yards are basic facilities with no shelter (from rain or sun) and little to do other than to walk, talk and get fresh air.
- 5.4.11 The gym is well equipped with running and cycling machines, weights and other exercise equipment. There is also a sports hall where team games are played; ongoing problems with the roof leaking restricted the use of the facility regularly. These facilities are well respected by young people and activities taking place were relatively trouble free. Qualifications in sport were available. Outside there is a football area which is well used and liked. No competitive sport or instruction was available with outside sports clubs.
- 5.4.12 Young people held in Cedar or Phoenix units, typically around 10-15 at any one time, did not generally mix with other young people and as a result their Time in Cell was significantly greater than those on the residential wings. Towards the later part of the reporting period the IMB observed that greater emphasis by prison staff was given to providing 1:1 education and other activities, although keep apart issues led to restrictions in group activity.
- 5.4.13 Considerable opportunities for purposeful activity were planned in a variety of different and imaginative ways, but in practice young people had limited Time Out of Cell because of staff shortages, keep apart lists and other operational issues.

5.5 RESETTLEMENT

- 5.5.1 The resettlement team consisted of 11 Case Workers - 4 Social Workers, 4 YOT (Youth Offending Team) Workers, 3 Prison Officers - and 1 Team Administrator. An additional 5 workers support the move to Pod working, which requires a Case Work Admin for every 2 Case Workers. A further 2 Looked After Child (LAC) apprentices were appointed, providing administrative support and opportunities to mentor some young people: this was a bold and successful innovation.
- 5.5.2 The percentage of young people under 18 who left to 'suitable accommodation' as judged by the YOT team remained at 100% over the reporting year. The use of Barnados was encouraged where escalation of suitability issues had not led to a resolution. Where over 18s were unable to secure retrospective LAC status, the support of a mentor (usually YOT) was encouraged to ensure the young person attended the housing department on release.
- 5.5.3 Following the completion of a thematic review of resettlement, a renewed emphasis on 'joined up' working between departments and external agencies was made. Closer collaboration with North East and South London Consortiums demonstrated improved information sharing, with the hope that post-release research will help better inform practices within the establishment. A day for staff to meet with colleagues in the community, and share understanding and best practices, was held in April.
- 5.5.4 The effectiveness of resettlement programmes is now to be benchmarked against 'PSO 4350 - Effective Regime Interventions'.
- 5.5.5 One of the most significant challenges for the resettlement team this year was the provision of Release on Temporary Licence (ROTL) opportunities. The ROTL officer post was removed

following bench marking and, with responsibilities divided between staff with other roles, no ROTL took place. The IMB expressed concern at the lack of this important resettlement opportunity for young people.

- 5.5.6 It was noted that eligible young persons were left frustrated. Moreover, though the establishment's links to local community placements was noted to be good, the inability to fill these places meant the risk of losing them.
- 5.5.7 Following recognition by the Youth Justice Board that the ROTL Officer was required, recruitment to the role took place. A ROTL Officer and ROTL Manager were recruited in May and ROTL resumed.
- 5.5.8 A new focus existed in finding placements which aligned with a young person's sentence plan. Moreover, a responsibility of the ROTL Manager now is to explore opportunities with national providers so that placements can continue after return to the community.
- 5.5.9 At the end of the reporting period, plans were still in place to support young persons in opening bank accounts ready for release. Though good progress has been made with Barclays and Halifax, this is not yet in place and remains 'near complete'.

5.6 SAFER CUSTODY

- 5.6.1 The IMB expressed serious concerns about high levels of violence throughout the reporting year. Many of the young people in custody during the reporting period were violent and some were extremely vulnerable.
- 5.6.2 Some violent incidents involved multiple assailants. Staff were injured in several episodes, some of which were directed at staff members. There was an increase in the number of assaults during which improvised weapons were found. Lock down and other searches revealed significant numbers of weapons.
These incidents presented significant safeguarding challenges throughout the reporting year.
- 5.6.3 Use of force figures remained high during the year and were clearly related to the levels of violence in the establishment. The IMB monitors the use of force on young people carefully, to assure itself that the force used is necessary and proportionate. It is satisfied that was the case throughout the reporting period.
- 5.6.4 Managing and Minimising Physical Restraint (MMPR) training was delivered to all staff during the year. MMPR, supported by the introduction of Body Worn Video Camera equipment, will be used across Cookham Wood from August 2015. Officers welcomed MMPR.
- 5.6.5 Part of the context of the increase in violence of young people was that staff shortages led to frequent restrictions to the regime, resulting in increasing levels of frustration.
- 5.6.6 Staff shortages and restrictions to the regime also resulted in consistently low levels of time out of cell, or purposeful activity. The IMB expressed ongoing concerns about the impact of this on all young people.
- 5.6.7 The large number of detached duty staff, many from adult establishments, with little experience of working with difficult and vulnerable young people, added to the challenges. The prison offered support to these staff.
- 5.6.8 IMB members observed that low-level poor behaviour by young people was not always challenged by officers.

- 5.6.9 The size of the Safeguarding team was increased during the year. It was given better administrative support and its lead governor, the Head of Safeguarding, gave strong leadership and advocacy on Safer Custody. There was an increase in the number and quality of Safeguarding Team Information Reports (STIRs). The IMB commended the strengthening of the Safeguarding Team.
- 5.6.10 Quality assurance of ACCT, TAC and safeguarding issues still requires constant attention, but improved during the reporting period as the dedicated safeguarding team took responsibility for this important area. The challenge of ensuring that all staff take responsibility for safeguarding remained.
- 5.6.11 Despite staff shortages and pressure on the delivery of training, Assessment Care in Custody Teamwork (ACCT) and Team Around the Child (TAC) training was prioritised and the number of trained staff in these areas increased. In addition to the ACCT refresher training, all Band 4 Supervising Officers received ACCT case manager training prior to assuming responsibility for ACCT case management.
- 5.6.12 Incidents of self harm remained low despite escalating levels and severity of violence.
- 5.6.13 The Coroner's Report following the inquest into the death of Alex Kelly in January 2012 was received by the establishment during the reporting period. A progress report on issues raised in the Report was made available to the IMB.
- 5.6.14 Cedar unit was opened during the reporting period to support vulnerable young people.
- 5.6.15 Phoenix unit, criticised by HMIP in 2014, was renovated and reopened for young people on GOOD.
- 5.6.16 Attendance at the monthly safeguarding meetings was variable.
- 5.6.17 Attendance at the quarterly safeguarding meeting was generally good.
- 5.6.18 A weekly Safer Regimes meeting identified and addressed issues relating to young people with complex needs.
- 5.6.19 In May, following violent incidents in the visits hall, a new policy was introduced, tightening restrictions on social visits for particularly violent young people. The IMB expressed concern about the effect of this policy, which was to exclude some young people from social visits for up to a month. This concern was addressed when the policy was clarified to make greater use of restricted visits rather than exclusion. The new Visits Hall (to open in early August) has 5 private visits rooms.
- 5.6.20 Sadly, a young person died in custody in Cookham Wood in July 2015. The IMB monitored the response of Cookham Wood to this tragedy. A Serious Case Review, Clinical Review and Prisons and Probation Ombudsman investigation are in train.

5.7 SEGREGATION, CARE & SEPARATION

- 5.7.1 The **Phoenix unit**, established at Cookham Wood five years ago, accommodates young people segregated for GOOD (Good Order or Discipline). It has 7 cells and an additional constant watch cell. The cells do not have en suite showers or phones like those on the residential wings.
- 5.7.2 Phoenix was out of action from September 2014 for refurbishment. During this period young people on GOOD were moved to Cedar complex needs facility, which caused some disruption. When Cedar became full, the young people remained segregated on the wings. This added to the workload of Cedar and wing officers.

- 5.7.3 Phoenix reopened in February 2015. On occasion, its 7 cells were insufficient for the number of young people who were segregated on GOOD. Some young people placed on GOOD remained segregated on the wings.
- 5.7.4 There were a total of 168 young people on GOOD segregation from August 2014 through to July 2015. The highest number of days for a young person to be held on GOOD and resident in Phoenix was 31. This was exceptional. The great majority of young people remained in Phoenix for a maximum of 2 weeks. They all had a clear development plan to support them and prepare them for a staged return to wing. IMB members attended their weekly GOOD reviews and spoke to them twice weekly
- 5.7.5 In its 2014 report the IMB Board strongly recommended that young people with complex needs should be supported in a specialist unit. During the year **Cedar House** became a specialist facility to meet the needs of the young people with complex needs. It can accommodate 17 young people.
- 5.7.6 The relationship between staff and young people on Cedar was very positive from the outset. The one-to-one sessions between Cedar officers and the young people were particularly beneficial.
- 5.7.7 Educational opportunities for the residents of Cedar also improved steadily. They included a weekly art class. A number of young people from Cedar were able to attend classes in the education block; for those who were not, one-to-one education was provided on the unit.
- 5.7.8 Cedar care plans for young people with complex needs were reviewed with them weekly, achievements praised and new targets agreed.
- 5.7.9 Where appropriate (i.e. where they had complex needs and their placement on Cedar had been risk assessed) young people on GOOD were moved from Phoenix to Cedar for additional support and group work prior to their return to wing. This worked well. The same team of officers serves both Phoenix and Cedar and they all have high professional skills and empathy.
- 5.7.10 The Cedar unit has a first class and well located constant watch cell, added as part of its refurbishment.
- 5.7.11 The Cedar exercise yard remained unsatisfactory, partially unfenced and without equipment to occupy young people.

5.8 RESIDENTIAL SERVICES

- 5.8.1 There were a number of improvements in areas of the prison during the reporting period. Phoenix was redecorated and given a defined purpose for young people on GOOD. The gym had some temporary roof repairs but continued leaking. The gym toilets were awaiting replacement and there was no hot water. The new Visits Hall was completed by the end of the year, and was a significant improvement on the previous Visits Hall.
- 5.8.2 The kitchen requires a complete refurbishment and a bid has been submitted for this work. The extractor fans remained noisy and caused stress to the kitchen staff and others working above the kitchen. There were few complaints over the year about the quality of the food but some young people reported that they did not have enough food. The IMB reviewed the portion size and found no basis for these allegations.
- 5.8.3 The residential wings had a large number of rooms out of action due to vandalism. Some rooms and the stairwells were found to be dirty.

- 5.8.4 Young people reported waiting a long time for numbers they requested to be approved for the telephones in their cells.
- 5.8.5 Movement sensitive lighting between the gym and houseblock were not installed, presenting a risk particularly during the winter months. Ongoing issues remained with lighting across the site.
- 5.8.6 If the lights are turned down in the education corridor the security cameras do not work. Since the new education block has been opened there has been a significant problem with the film on the windows between the classrooms and the corridor, when the lights are on in the corridor it is not possible to observe what is happening in the classrooms. This has been brought to the attention of the Works Department but, in the IMB's opinion, remains unresolved.

SECTION 6

6.1 ADJUDICATIONS

- 6.1.1 A quarterly adjudications review meeting was chaired by the Governor and well attended by staff. Adjudication data, and analysis of trends, was presented in a full report, discussed at the meeting. Issues raised were drafted into an action list for members of staff.
- 6.1.2 There was a high number of adjudications each month, rising to 191 in June.
- 6.1.3 The most common adjudication charges were assaults, fighting and possession of unauthorized items
- 6.1.4 There was frequently a large backlog in the number of adjudications waiting to be heard. In April 75 adjudications were dismissed due to the young people having left Cookham Wood, or time delay beyond regulations.
- 6.1.5 The sanctions awarded at adjudications were consistent and fair, and followed HMYOI tariff guidelines. The adjudication process was transparent
- 6.1.6 In some cases there were multiple charges for elements of the same incident. This was reduced during the reporting year by quality checks prior to adjudication hearings.
- 6.1.7 Barnardos continued to be involved in the adjudication process and offered young people outstanding support throughout the process.

6.2 COMPLAINTS

- 6.2.1 The complaints process at Cookham Wood was efficient and respectful. Most complaints were dealt with in a timely manner and the system worked effectively. Some young people made frequent complaints, and felt they were not always acknowledged: the IMB checked and did not find this to be the case. Each complaint was treated as the first.
- 6.2.2 The number of complaints totalled 482, the content of which varied. Young people used the complaints process to express dissatisfaction about regime restriction, particularly loss of association or exercise.
- 6.2.3 The Barnados service at Cookham Wood was a valuable asset in supporting young people when they wished to make a complaint.
- 6.2.4 An evaluation datasheet recording all complaints enabled in depth analysis of the information.

6.3. RECEPTION, FIRST NIGHT AND INDUCTION

- 6.3.1. Young people arriving at the prison were processed quickly, with few delays.

- 6.3.2. A telephone interpretation service was available for young people who did not speak English.
- 6.3.3 All new arrivals were seen by a member of the healthcare team who completed a Comprehensive Health Assessment Tool (CHAT) as part of the process. Problems identified were communicated to the relevant staff within the establishment, although an information sharing protocol is awaited.
- 6.3.4 All new arrivals were initially located on B3 landing. Young people who were in Cookham Wood for the first time remained on the wing for 2 weeks, during which time they completed the induction programme. Young people returning to the prison within 3 months spent their first night on B3 before moving to the main landing. During the reporting period there were significant keep apart issues with some newly arrived young people, occasionally this resulted in a young person being relocated.
- 6.3.6 All newly arrived young people were scheduled to attend the whole 2 week induction programme. Missed sessions were monitored monthly and completed later whenever possible. An induction pack was issued at the first induction session.
- 6.3.7 Late arrivals were less of an issue than in previous years, however the IMB remained concerned at the length of time which some young people spent in court cells after an appearance, prior to their transfer to Cookham Wood. This was sometimes an issue for a new arrival at the prison but was of particular concern for young people involved in lengthy trials. Some of these young people left Cookham Wood early in the morning, returning some time after their appearance ended. The IMB chair liaised with Independent Lay Observers and Serco regarding the concerns.
- 6.3.8. Young people arriving late were provided with a hot meal, either a microwave or hot box meal.
- 6.3.9 Young people's property was processed and stored on arrival at the prison; lack of space meant that some property was held away from the main store.

SECTION 7

7.1 WORK OF THE INDEPENDENT MONITORING BOARD

- 7.1.1 Board members made 2 rota visits to Cookham Wood each week; the days and times of visits varied. They attended GOOD reviews on one day each week, and wherever possible when additional reviews were held.
- 7.1.2 The number of GOOD reviews attended by IMB members more than doubled during this reporting year. Members attended 227 reviews. It was not always possible for a member to attend the first (72 hour) review, but all young people were seen within 72 hours of being segregated on GOOD.
- 7.1.3 Sadly, one young person died in custody in July 2015. The IMB monitored the response of Cookham Wood to this tragedy.
- 7.1.4 Board members attended throughout the inquest into the death of Alex Kelly in January 2012.
- 7.1.5 The IMB Chair corresponded with the Youth Justice Board in August and September, escalating the Board's concerns about staffing levels at Cookham Wood.

7.2 RECRUITMENT, TRAINING & DEVELOPMENT

- 7.2.1 Board membership changed during the reporting year. Two members retired and two new members were appointed. There has been a substantial turnover in membership in the last 2 years. The mix of ages and backgrounds amongst Board members is now good. Regrettably, the Board still has no BME (Black and Minority Ethnic) members.

- 7.2.2 In addition to national IMB training, there was a local training programme. Members received detailed briefings on security and intelligence, ACCT quality checking, Barnardos advocacy, and the Cookham Wood Equality policy. They visited Kidlington “Tornado” training and made a benchmarking visit to Rochester YOI / Cat C prison.
- 7.2.3 The Board further developed its excellent and mutually beneficial relationship with the Youth Justice Board. The Chair attended quarterly national meetings between the YJB and the IMBs for the juvenile estate. With the full agreement of the Governor, IMB rota reports were routinely copied to the YJB monitor and contract manager for Cookham Wood. In return, the YJB copied all its Cookham Wood Service Assurance Monitoring reports to the IMB.
- 7.2.4 An information-sharing protocol was agreed with the South East Lay Observers team.
- 7.2.5 The Board’s Annual Team Performance Review was held in August 2015. It focused on the profile of the IMB at Cookham Wood, particularly among the young people.
- 7.2.7 Key ATPR targets for the coming year include weekly attendance and engagement with the young people at Association, improved communication with Custodial Managers and Supervisory officers, and seeing all young people during their induction week.
- 7.2.8 IMB members will continue to make 2 rota visits each week, but they will not follow the same format. The first visit will follow the standard IMB schedule – commenting on all the required areas. The second visit will be more flexible. Its purpose will be to follow up issues raised by the first visit, dig deeper into priority areas, and maximize contact with the young people.

7.2.9

BOARD STATISTICS	
Recommended Complement of Board members	10
Number of Board members at the start of the reporting period	9
Number of Board members at the end of the reporting period	9
Number of new members joining within the reporting period	2
Number of members leaving within the reporting period	2
Total number of Board meetings during the reporting period	12
Total number of visits to the Establishment	324
Total number of segregation reviews held	N/A
Total number of segregation reviews attended	227
Date of Annual Team Performance Review	24 th August 2015

7.3 APPLICATIONS

- 7.3.1 Boxes and forms for written applications were displayed in residential areas. Members also accepted verbal applications in the course of their rota visits. The concerns raised by applications were examined in a timely way and an explanation of the outcome given personally to the young person.
- 7.3.2 Young people at Cookham Wood make very few written applications to speak to the IMB. This suggests confidence in internal grievance procedures (application, complaints and DIRFs). Above all, it shows young people's high regard for the commitment, professionalism and impartiality of the Barnados advocacy service staff, who they can contact for help and advice at any time.
- 7.3.3 Nonetheless, the number of recorded IMB applications has reduced year-on-year for the last 3 years and, in this reporting period, was less than one a month. This is a matter of serious concern. The fault lies with the IMB and its procedures.
- 7.3.4 The IMB was without a Clerk for 6 months in this reporting period and, during this time, records of written applications were not properly filed by the Board. Furthermore, members did not make a written record of the verbal applications they received. This is clearly unacceptable.
- 7.3.4 The failures have been addressed. The recording and filing system for applications was overhauled and tightened in May. A new and very able Clerk was appointed in June. Members now make written records of verbal applications.
- 7.3.5 More broadly, the very low number of applications reflects badly on the accessibility of the IMB to young people at Cookham Wood. First steps to improving this were taken at the Board's ATPR (paras. 7.2.7 and 7.2.8 above). It will be a priority for the IMB in the coming year.

Code	Subject	12-13	13-14	14-15
A	Accommodation	1	0	0
B	Adjudications	5	1	0
C	Equality & Diversity (inc religion)	7	3	1
2D	Education, Employment, Training inc IEP	1	2	1
E1	Family, Visits inc mail & phone	2	2	4
E2	Finance, Pay	0	0	0
F	Food/Kitchen related	0	0	0
G	Health related	1	0	1
H1	Property (within current establishment)	1	0	1
H2	Property (during transfer/in another establishment)	2	0	1
H3	Canteen, Facilities, Catalogue, Shopping, Argos	0	1	0

I	Sentence related (inc. HDC, ROTL, parole, release dates, re-cat etc)	0	0	0
J	Staff/Prisoner/Detainee concerns inc bullying	8	2	1
K	Transfers	1	0	0
L	Miscellaneous	4	1	1
	Total number of IMB applications	33	12	11
	Of total: number of IMB confidential access was:	1	0	1

SECTION 8

GLOSSARY

ACCT	Assessment, Care in Custody and Teamwork
ATPR	Annual Team Performance Review
BME	Black and Minority Ethnic
CHAT	Child Health Assessment Tool
DIRF	Discrimination Incident Report Form
GOOD	Good Order or Discipline
HMIP	Her Majesty's Inspector of Prisons
HM YOI	Her Majesty's Young Offenders' Institute
IMB	Independent Monitoring Board
LAC	Looked After Child
MMPR	Minimising and Managing Physical Restraint programme
MoJ	Ministry of Justice
NHS	National Health Service
NOMS	National Offender Management Service
OFSTED	Office for Standards in Education, Children's Services and Skills
QIG	Quality Improvement Group
ROTL	Release on Temporary Licence
STIR	Safeguarding Team Information Report
TAC	Team Around the Child
YJB	Youth Justice Board
YOT	Youth Offending Team
YP	Young Person