



Independent Monitoring Board

HM YOI WETHERBY

ANNUAL REPORT

1st JUNE 2015 - 31st MAY 2016

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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

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Section 2

Description of the Establishment

Accommodation

- a) Wetherby Young Offenders Institute (YOI) is a dedicated 15- to 17-year-old male establishment accommodating up to a maximum of 336 young people (YP). During the reporting year Wetherby has not been fully occupied.
- b) Living accommodation is in single-occupancy rooms.
- c) Main site accommodation is split into four units, each with the capacity to house sixty young people. One of the units was built in the 1970s and is built from brick and the remaining four units are 'quick build' ready-to-use buildings which were erected in 1997. In addition, the high-dependency unit, Keppel, accommodates 48 young people in a purpose-built structure completed in 2008. Benbow is a dedicated unit to longer-sentence young people with a capacity of 48. Anson is now the designated care and separation unit (CSU) with a capacity of 15 cells capped at 9.

Rating

Throughout the reporting period Wetherby's rating was a 3, however as a result of Her Majesty's Inspector of Prisons (HMIP) inspection in March 2016 it dropped to a 2.

Healthcare

Healthcare is provided and funded by the NHS with Primary Healthcare nursing services delivered by the Leeds Community Healthcare NHS Trust (LCH). On 1 April 2016 a new healthcare partnership contract commenced with Leeds Community Healthcare continuing to provide primary healthcare services with South West Yorkshire Partnership NHS Foundation Trust (SWYFT) commencing provision of a fully integrated mental health and learning disability service. Lifeline Project is subcontracted to provide psychological interventions within the substance misuse service. GP services are delivered by a local GP surgery.

Education

The outside agency which provides educational services under contract is NOVUS. The curriculum covers a range of literacy, numeracy, personal development, IT, and vocational training courses as well as GCSE and A level courses. In August 2015 the 30 hour new core day was implemented.

Other Agencies

Other organizations involved in catering for the welfare of young people include (not exclusively): voluntary prison visitors, The Prince's Trust, YMCA, Wetherby in Support of the Elderly (WISE trainee voluntary work within the Wetherby area), The Samaritans, Barnado's, and Connexions and In 2 Out.

Chaplaincy

The chaplaincy team comprises three full-time staff (Christian and Muslim) and five sessional workers together with a church link coordinator.

Section 3

Executive Summary

3.1. Questions requiring a response from the Minister.

Violent incidents

3.1.1 Levels of violence have increased during the last 12 months. In addition to an increase in attacks involving multiple young people attacking one young person, there have been 117 assaults towards male and female officers, 19 of which were serious assaults, classified as grievous bodily harm. This continues to pose significant challenges to the running of the prison and maintaining the safety of the young people. What is being done to reduce the level of violence and the number of attacks on both young people and officers? Can the Minister reassure the Board that this matter is being addressed nationally? (4.5.1)

Mental Health Provision

3.1.2. As a matter of urgency is the Minister in a position to reassure the Board that measures are in place to improve mental health care provision for these young people so that their needs can be met within a satisfactory timeframe? (4.6.11) (6.1.7)

Late Arrivals

3.1.3 Late arrivals continue to be of great concern, this an issue upon which all staff and Board members are united in believing to be falling significantly short of humane treatment and good practice even though it may comply with contractual arrangements. Is the Minister able to inform the Board of any steps being undertaken to alleviate this matter? (3.3.10)

3.2 Previous year's concerns

3.2.1 The concerns about the suitability of the CSU have now being addressed. Structural work has been completed to convert the Anson unit to the CSU. More work, such as the provision of reintegration facilities, still needs to be undertaken. There are bids underway to support the group of very challenging young people and the Board awaits the outcome.

3.3

General Report

3.3.1 This report covers the period between 1st June 2015 and May 31st 2016. Yet again this has been a very demanding year at Wetherby. The number of young people within the establishment remains well under 300, at times considerably lower however the needs of many of the young people are complex and challenging.

3.3.2 There is evidence of good work at Wetherby on a daily basis. The Board is aware of the day to day heroic efforts of many staff when dealing with serious incidents or de-escalation. Interventions such as Family Talk, The Admiral's Café, the work of chaplaincy, supporting young people of all faiths and none, and indeed the compassion and care that we observe on our regular visits to the establishment are to be commended.

3.3.3 The introduction of the new core day, including the emphasis on 30 hours education a week, has proved difficult to implement.

3.3.4 Injuries sustained at work, stress and high sickness levels plus the removal of some staff on detached duty elsewhere in the prison estate, has resulted in seemingly reduced staff numbers.

3.3.5 Extreme violence is sadly a common occurrence not only between the young people but directed at male and female officers. Some officers felt sufficiently unsafe and

unsupported by management that in February 2016 the establishment was on lockdown as the officers withdrew to a place of safety.

3.3.6 Keppel Unit has struggled to offer the young people the type of regime that it was established to deliver. This is due to staff being moved to other wings. There is a perception amongst officers that the young people placed on Keppel are different from those that it was originally set up to support.

3.3.7 We, like the young people, have been frustrated and annoyed by the lockdowns, the sudden cancellation of meetings or activities, due to staff shortages.

3.3.8 The inspection from HMIP in March 2016 and the subsequent production of their report of Wetherby YOI seems to have culminated in the management moving on in a more positive and proactive manner and this is welcomed.

3.3.9 Our Rota reports reveal a consistently high standard of treatment of young people by Reception staff. This can be a very difficult time for a young person and it was found that staff always put the young person's physical and emotional needs before the technicalities of the, often lengthy, process of 'booking them in'. Staff frequently work beyond their normal shift time and feel stretched by staff shortages. The difficulty of ensuring adequate coverage by appropriately trained staff alongside the demise of a dedicated national training programme means staff sometimes feel under-prepared for this important role.

3.3.10 A persistent cause of great concern to YOI staff, the Board and, indeed, prison transport staff, is the late arrival times and length of journey which young people sometimes experience. The Board has undertaken an extensive review of this process during the reporting period and a report was submitted to, amongst others, the Minister of Prisons, Probation and Rehabilitation. This is an ongoing matter and Reception staff are producing detailed figures of their own in order for the situation to be monitored

3.3.11 The extent to which staffing levels have been reduced by government policy over recent years continues to create a challenging environment for management, staff and young people at Wetherby. The situation is exacerbated by the need to send officers on detachment to other establishments and other absences such as sick leave. Redeployment of staff within the establishment to cover shortages means that staff may end up doing work for which they are not properly trained and unable to do the role for which they are qualified and appointed. This can compromise the employee's contribution in both spheres, cause stress and weaken the establishment's provision.

3.3.12 Our Rota reports throughout the reporting period consistently record both difficulties in delivering the regime and the challenges faced and stress experienced by individual staff members and staff teams. Specific examples include:

- Managing and Minimising Personal Restraint (MMPR) staff having to work on the wings.
- Keppel – staff feeling extremely stretched due to the number of disruptive young people and high incidence of The Assessment, Care in Custody and Teamwork (ACCTs) to monitor. They have reported difficulties in delivering sessions with the raptors, inductions for new young people, escorts for visits to the library etc. Staff have on occasion been taken off Keppel to plug shortages elsewhere.
- CSU and Keppel staff report that they have less time to work with young people in a tailored way because of the amount of administrative and 'low level' but essential work that needs to be carried out.
- Under-usage of facilities such as carpentry and the cycle repair shop in the construction barn.
- Caseworkers – shortages of uniformed officers have meant caseworkers have on occasion been moved to work on the wings this means they are unable to cover their casework adequately.

- Low levels of staffing in the mental health team has meant they sometimes are only able to undertake initial assessments rather than carrying out ongoing work with young people. A shortage of officers on the wings means that it is harder to get young people unlocked from their cells in order to deliver the regime.
- The establishment has looked untidy. The lavatories in the education building had not been cleaned properly and were unhygienic; this took five months to resolve.

Section 4

Obligatory Areas of Reporting

4.1 Equality and Inclusion

4.1.1 The Board 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 The Board attendance at the Equality Action Group (EAG) has been poor. This is partly due to meetings being cancelled or rearranged at very short notice; however minutes of the meetings are available. Regular consultation with minority groups has improved with good outcomes

4.1.3 The kitchen staff continue to support the young people by providing food that meets their cultural and religious needs including special provisions made during Ramadan and over the Christmas period.

4.1.4 Foreign languages dictionaries are available and are very useful for the first night in custody. Telephone interpretation service is available on all wings. The Board is satisfied that the needs of the foreign national young people are being met.

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

4.1.6 The Board at Wetherby remains satisfied that the management of diversity is good and there has been no evidence of serious 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 by the Equality Action Group.

4.2 Education, Learning and Skills

4.2.1 Our monitoring is based on Rota visits, direct observation of classes, discussions with NOVUS staff, prison officers and young people. The Board has not been informed of Quality Improvement Group, or any other relevant meetings, neither has it received minutes.

4.2.2 The key issue for this year has been the lack of delivery of education related to the requirements of Transforming Youth Custody, introduced in August 2015. The 30 contractual hours per young person per week have not been delivered. A significant number of classes were cancelled due to significant regime reduction throughout YOI Wetherby, which has had a huge impact on the overall effectiveness of teaching and learning and on the outcomes for the boys in 'Purposeful Activity'. Both teachers and young people have become increasingly disappointed at the unpredictability of the delivery of education.

4.2.3 Permanent teachers appear to deliver well-planned, core skills lessons of English, Maths, IT and Personal Development; the latter including relevant topics which engaged the young people, such as parenthood and drug awareness, and offer entry level to L2

qualifications. Other classes included interesting group discussions and teachers demonstrated good behaviour management skills, offering good support for more able young people and those with additional needs. They have positive relationships with the young people.

4.2.4 However, some temporary cover staff are poorly prepared, with some not preparing lessons at all, they fail to engage young people in learning and they demonstrate poor behaviour management skills, which have resulted in classroom violence Training for those staff unused to the environment is not given.

4.2.5 Outreach lessons on the units are delivered to the young people who are not permitted to attend mainstream education due to behaviour issues or refusals. However, NOVUS have been unable to deliver the contractual model of teaching young people individually, due to more young people needing outreach support so this has necessitated additional small group work

4.2.6 The system introduced last year, of ensuring officers make checks on reasons for non-attendance seems to be largely successful. Learning support provision in classes is not consistent.

4.2.7 Young people in Anson (CSU) are not receiving education regularly.

4.2.8 The Mentoring Scheme is not operating as successfully as last year because few young people are willing to act as mentors. However the Army Cadet course remains very popular and is valued by the young people for the self-discipline and inter-personal skills acquired.

4.2.9 GCSE examination results from June 2015 on main site are high for those who completed their learning. These included passes in English, Law, ICT, Maths (including Foundation, Higher and Pure Maths), Business, Economics and Psychology. The overall success rate is 51%, as compared with 91% in 2013/14. The success rate for Functional Skills in English is 72% as compared to 97% last year, and in Mathematics is 52% this year as compared to 95% last year. Cambridge Progression Awards, which are small units of accreditation leading to Functional Skills qualifications, were offered during this period on a monthly basis.

Examination results on Keppel show a 77% success rate, as compared with 96% during the previous year, with passes in English and Mathematics through Cambridge Progression Awards and Functional Skills. Young people on Keppel have also been successful in achieving BTEC Awards in Art and Design and Media Production. It is proposed that they will be able to work for Environmental Studies Group Open Awards when sufficient staff have achieved qualifications in order for the course to become accredited.

4.2.10 Interesting new initiatives this year have included young people working with learning support volunteers from Leeds University. Also Kinetic youth workers are helping those young people with problems, who are not in classes on the main site due to behavioural or attitudinal issues.

4.2.11 NOVUS has taken over responsibility for delivering vocational skills in the Barn. However, our monitoring has, yet again, indicated very disappointing levels of purposeful activity. The range of classes is very limited and only small numbers of young people have participated in those which are on offer. All classes were cancelled for one month in September while new staff were trained and others re-trained. Construction has not been delivered for the last 5 months due to issues related to lack of progress with Amey not undertaking building work in the room. Animal Care and Bicycle Repair are not currently available; neither is Fitted Interiors (including tiling). However, Industrial Cleaning and Carpentry are operating successfully. Teachers are enthusiastic in classes in Performing

Arts, Art and Music Technology and engage young people very well. We are pleased to note that young people are continuing to work for City and Guilds qualifications in Horticulture and Ground Maintenance.

4.2.12 A great success of this year's initiatives, as part of the Hospitality pathway, has been the Admiral's café. It is hugely appreciated by staff and visitors and is where young people develop employability skills in food preparation, health and safety practices, inter-personal and maths skills. We are disappointed, yet again, that the kitchen has not been part of the Hospitality pathway and remains another under-used resource where young people could complete catering qualifications.

4.2.13 We are pleased to note that, since last year's comments on the lack of progress in instigating the Virtual Campus, it has now been successfully installed and is used for initial assessment, job seeking, CV writing and job applications prior to release.

4.2.14 The Library has been relocated and also offers access to the Virtual Campus. It possesses a good range of books, periodicals and newspapers, audio books and music CDs. Unfortunately access is very limited, being open only 2 days per week to young people on the main site, with no delivery to the units, despite the timetable indicating one and a half hours availability in the evenings. It is available to Keppel Unit on Saturday mornings. No data was available to identify the number of young people visiting regularly over the year but it has had 112 visits during April and May.

4.3 Healthcare and Mental Health

4.3.1 Healthcare is provided for and funded by the NHS with Primary Healthcare nursing services delivered by The Leeds Community Healthcare NHS Trust (LCH). On 1 April 2016 a new healthcare partnership contract began with Leeds Community Healthcare continuing to provide Primary Healthcare services, and South West Yorkshire Partnership NHS Foundation Trust (SWYFT) commencing provision of a fully integrated mental health and learning disability service. Lifeline Project is subcontracted to provide psychological interventions within the substance misuse service. GP services were delivered by a local GP practice.

4.3.2 Throughout the reporting period the Board observation of healthcare provision for young people at Wetherby is that it is of a good standard, and that they are well supported and cared for by the healthcare team.

4.3.3 Primary healthcare is delivered by Leeds Community Healthcare NHS Trust. Speech and language therapy is provided, as is occupational health (gardening/cooking/drama) and sexual health. Additional support is provided by a local doctor holding daily clinics six mornings a week and supporting an on-call afternoon service. A substance misuse service is provided by the Lifeline Project.

4.3.4 All young people arriving at Wetherby are assessed using the Child Health Assessment Tool (CHAT). Strict guidelines are in place to ensure that every new arrival is seen in Reception by a primary care nurse within 2 hours of arriving with a follow up involving a doctor and mental health nurse taking place in the Healthcare Unit within 3 days to provide all young people with a detailed assessment of their needs. Substance misuse support is provided by the Lifeline Project within 5 days of arrival. A care plan for each young person is developed.

4.3.5 Formal operational and governance meetings are held at regular intervals to review care planning and services provided. These meetings are attended by and input given from all of the multi-agency teams, safeguarding and staff.

4.3.6 The Healthcare Centre consists of a four-bedded patient assessment and treatment unit and offers no showering facilities; this means young people have to be taken to other areas to access daily showers. There is no opportunity for outdoor exercise. The number of young people admitted to Healthcare as an in-patient over the reporting period remains extremely low.

4.3.7 Where possible some healthcare needs are met on the wing. There is a treatment room on each wing where medication is administered, and each room is large enough to undertake immunisation, ECG and bloods apart from on Benbow wing. The wing treatment room floors are in need of an upgrade to support healthcare requirements.

4.3.8 Dental appointments are offered each Thursday allowing 12 young people to be seen. Optometry services are also provided to meet the needs of the young people, with appointments offered twice a month, again for 12 young people each day. Waiting lists are monitored to ensure a good service is offered and this resulted in the optical provision increasing in January 2016. Appointment slips are sent out to the young people the night before the GP/dental and optical appointments. Unfortunately 17% did not attend (DNA) appointments and an audit of reasons for DNA is required.

4.3.9 On average the young people are sent to external hospitals 10 times per week for routine appointments and emergencies. The communication between hospitals and the YOI can be problematic; the healthcare unit does not always receive the hospital discharge notes as they get sent to the young person's registered GP. The different NHS records systems cannot be used to share patient information. There is a plan to review the regular outpatient appointments and arrange for additional clinics to take place on site. It is also hoped that mobile screening services will be able to visit the site in future.

4.3.10 Mental health services were delivered by Leeds Community Healthcare NHS Trust prior to April 2016. The contract is now covered by a partnership with South West Yorkshire Partnership NHS Foundation Trust with the Endeavour-based employees transfer of public employee (TUPE) to this provider. A wide range of clinicians provide care to young people in Wetherby including Child and Adolescent Mental Health Services (CAMHS), Forensic CAMHS and Harmful Sexual Behaviour Services workers. The contract change in April 2016 resulted in psychiatry hours increasing, with a wing-based approach being followed.

Mental health services follow the national model for children's mental health services with Tiers 1 and 2 provided by the primary health care team, and tier 3 services are provided by CAMHS with a commissioned level of support providing a multi professional team with psychological therapists who are trained in a wide range of approaches. Tier 4 is provided when the young person is referred to an inpatient unit. Between June 2015 and May 2016 nine young people were sectioned under the Mental Health Act 1983 and transferred to an inpatient facility.

During the reporting period the Board has been concerned over the time it takes for some patients to be transferred to a special hospital for more appropriate treatment. There has been an increase in young people presenting with more complex issues which has caused anxiety for the patient and prison staff that could be attributed to multiple clinical assessments and protracted admission processes.

4.3.11 There is now no definition between the mental health services provided for the main site and for the Keppel site, which is a national placement facility for more vulnerable young people. An enhanced service was commissioned for Keppel in the past.

4.4 Reducing re-offending

4.4.1 Over the last 12 months, a 'new intervention model' has been successfully introduced. Through recruitment, the team consists of 5 Facilitators and 4 Programmes Officers. All staff have been fully trained in all courses and are all experienced.

4.4.2 Following the successful recruitment of Intervention staff, this has allowed the team to be able to run all the required interventions i.e. JETS. Using their expert knowledge and understanding of the needs of the young people, they are able to ensure that the provision which supports the young people i.e. LMV (Life Minus Violence) is now delivered on an individual basis, as opposed to the previous group work.

4.4.3 With the shortage of Band 4 officers during the year, Programmes Officers have regularly been redeployed within the prison due to an operational need and this has had an impact upon the work undertaken. However, it has been reported that the situation is improving and that there are plans by the Senior Management Team (SMT) to address this issue.

4.4.4 The 'new intervention model' offered by YOI Wetherby is the same as all the other YOI estates. This will ensure young people are supported appropriately if they are either transferred to or from Wetherby during their sentence. Wetherby's 'new intervention model' is currently the most developed and they have been able to allow staff to support other YOI establishments in developing this provision.

4.4.5 Transforming Youth Custody (TYC) initially had an impact because of the 60:40 split. Concerns were raised as to the difficulty there had been for psychologists and members of the intervention team being able to meet with young people. However, over the year, staff are pleased that access to the young people is much better and that they are able to successfully carry out the work that they need to undertake.

4.4.6 During the year, it was felt by management that young people in Anson (CSU) would benefit from work undertaken by members of the psychology team. This is the first time that this has been formally put in place. Young people, when identified, have been supported by psychologist and the work done has been well received.

4.4.7 The Young People Drug and Support Service (YPDASS) team has a full complement of staff. Initially under TYC they struggled to get access to the young person, although now they are meeting all their needs. The team works closely with Healthcare and this has allowed for dual diagnosis where appropriate. The team is able to offer to support young people regarding legal high substances. In addition to this, one week in three, members of the department attend weekend visits. This allows the young person's families to approach them for information and support. This provision has been very well received. The work undertaken by the YPDASS team was identified as being successful by HMIP.

4.4.8 Family Talk provides young people with the chance to talk with their family about things that are important alongside a therapist who is good at helping families talk together. It can help young people sort out past difficulties, talk about the effects of crime, and discuss ways of staying out of trouble or other important issues. Young people are able to invite partners, boyfriends or girlfriends, mums, dads, brothers, sisters, grandparents or any one they consider as family. Family Talk is continuing to be very successful and is always full. YOI Wetherby is the only juvenile estate to offer this very good provision.

4.4.9. Unfortunately, the Business Engagement Manager (BEM) was not appointed until March due to recruitment issues. However, during the first two months, they have had a positive impact and have been working very hard. Wetherby in Support of the Elderly (WISE) continues to have a strong focus with between 3 and 4 young people being able to benefit from the provision. In addition, a lot of work has been undertaken to try to secure suitable

and appropriate businesses or organisations to support with the Release on Temporary License (ROTL) programme. Considerable care and detailed risk assessments are thoroughly carried out upon any young person ensure that they continue to be a suitable candidate. If anything is identified as a cause for concern, the young person's ROTL is immediately revoked and reviewed. It is clear that safety and risk management is always paramount. Young people from all the main residences are able to apply for ROTL if they feel they meet the requirements. The BEM works closely with Case Workers in order to identify and support suitable ROTL candidates

4.4.10 The BEM is pleased to report that support for the young people opening a bank account has continued to improve with 20% of the young people having managed this.

4.4.11 The BEM has formed a close link with the Job Centre and is currently in the process of developing ways to support the young people applying for jobs and have access to the benefits system.

4.5 Safer Custody

4.5.1 Levels of violence have increased during the last 12 months since the expansion of the catchment area to cover the North West. In addition to an increase in multiple young people attacking one young person, there have been 117 assaults towards staff 19 of these were serious assaults, classified as grievous bodily harm (GBH). This continues to pose significant challenges to the running of the prison and maintaining the safety of the young people.

4.5.2 There have been a number of key periods which occurred in the last year when there was an increase in violence. The first was around the introduction of Transforming Youth Custody in August. This corresponded with the winding down of the old education curriculum to the introduction of 30 hours' education.

4.5.3 In response to the increase in the levels of violence additional resources have been given to the Safeguarding Team. An additional post has been created for a Violence Reduction Manager. The impact of this post has not been fully realised as yet but it has led to the development of a Violence Reduction Policy, and the Violence Diagnostic Tool is being analysed on a monthly basis. The tool looks at when, where and why violent acts are carried out.

4.5.4 The establishment has engaged in a pilot for the introduction of Body Worn Cameras. Take-up of the additional equipment has been mixed and there is still work to do on the use and capture of data from these pieces of equipment. This was noted by HMIP and recommendations for improved usage have been made.

4.5.5 Force is used on a regular basis at Wetherby; however we are informed that its usage is less than that at other establishments for young people. The safeguarding team takes seriously the reviewing of all incidents of use of force above a guiding hold in their weekly MMPR Review Meetings. Invitations to the review panels are open to YJB monitors, Healthcare, Social Worker, Barnardos, and unions. The panel looks at good practice and mis-application of techniques. From the data collected from these panels trends are developed into the training scenarios to keep the refresher training live and relevant. Staff who mis-apply techniques receive guidance on the findings and in some cases staff have individual personal training plans developed for them.

4.5.6 HMIP noted that oversight of use of force was weak. This was as a result of MMPR coordinators being redeployed away from their duties on a regular basis. This situation has been addressed with their cross-deployment only happening in exceptional circumstances. The impact of this has been seen with the reintroduction of regular MMPR refresher training sessions and the establishment now meeting its target of 80% staff in ticket being met.

4.5.7 Barnado's advocacy service continues to provide an excellent service to young people at Wetherby. Interventions are both systematic and responsive. The services offered range from offering restraint debriefs to all young people affected to responding to a wide variety of individual requests for support with particular issues. The reporting system is detailed and thorough and is reviewed at a quarterly meeting attended by local management, Barnado's regional staff and usually a member of the Board. Any irregularities or exceptional issues or statistics are always fully investigated and explained.

4.5.8 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. The weekly safeguarding meeting continues to be delivered by the safeguarding team. The meeting focuses on young people who are struggling to cope in custody. The meeting has representatives from across the establishment to give feedback on the young people and help develop plans for their reintroduction into mainstream activities.

4.5.9 The Board continues to interview a number of randomly selected young people each week in order to get a picture of how they perceive themselves to be looked after. Out of 146 interviews conducted in this reporting year 122 YP said that they felt safe (83.56%) at Wetherby

4.5.10 A new managerial team has been introduced into safeguarding in the last 3 months. The team is working closely with the dedicated social workers to improve the quality and timely completions of Child Protection Referrals. Work has started on a triage process for referrals to ensure that the limited resources are not wasted on matters which can be dealt with more appropriately through alternative arrangements. The team is working with the Local Authority Designated Officer (LADO) on a robust referral process to ensure they are kept in the loop on key issues and that appropriate meetings are held.

4.5.11 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. In the interviews conducted by the Board 82.19 % of the young people say that they feel safe from being bullied.

4.5.12 Monthly Safeguards/Restraint Minimisation and quarterly Safeguarding Children Strategy Committee meetings are held. The meetings are well attended. The quarterly safeguarding meeting has been refreshed to provide a greater degree of analysis around the data collected. The new management team recognises the importance of using the data to make improvements to the safety of young people and staff at Wetherby. A Board member observes the monthly and quarterly meetings which are professional and businesslike with effective follow through.

4.5.13 HMIP noted that the underlying principle of the PACT (Positive Attitudes Created Together) strategy is sound. However, work carried out with young people remained inconsistent and the behaviour management strategy is not working as intended. The PACT process has been reviewed this year and management acknowledges that further work is required to get it to be a meaningful behaviour management tool. The violence reduction Custody Manager will be looking at this over the next 12 months.

4.5.14 The ACCT process remains robust and well established. The processes have been tested with an increase in the numbers of constant watches over recent months. The ACCT plans are quality assured through the Custodial Manager's nightly checks and weekly checks from the safeguarding team. Staff training stresses the importance of the document and the need for accurate records to be kept. In December 2015 Safer Custody was audited by the National Offender Management Service (NOMS) national audit team and it received

the highest rating offered with processes described as satisfactory and being robust and sustainable.

4.5.15 As commented on in last year's report, the completion of the Care Mapping process is not in line with best practice. This process addresses serious issues and vulnerabilities fundamental to the safety of young people. The Care Map is often not followed through before the ACCT is closed. More staff training is needed to ensure staff competence.

4.5.16 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. Child Line and Samaritans Phones are available and can be used in private.

4.5.17 Other safer custody strategies include a First Night Unit (Frobisher). 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. All the safer cells are designed for constant watch to ensure safety. The opaque glass panels can be converted to clear glass.

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).

4.6.2 Between June and December 2015 segregation remained within the existing facility on Benbow. However the Board is pleased to report that the new CSU, known as Anson, finally opened in early December 2015. Anson had originally been the long term wing at Wetherby and required additional building work which took longer than anticipated.

At present only the downstairs area is in use, this comprises 15 cells and two safer cells. Due to staffing levels, the number of functional cells is capped at 9. Unfortunately, the layout, with cells on either side of a narrow corridor, means that the young people are now facing each other; this encourages them not only to call out, making the area much noisier, but also encourages them to attempt to pass items to each other. The officers' hub is further away which inevitably allows for less interaction with the young people. However there are now additional rooms which can be used for meetings/consultations/gym and the provision for GOoD reviews is much improved.

4.6.3 Due to the high number of prison adjudications, which are organised and staffed by CSU, officers can be out of Anson for a significant part of the day which means that the normal daily regime cannot be delivered. We are advised that an increase in staff, additional administrative support and a change in the way adjudications are to be run might improve the situation. Young people were not getting access to showers, phone calls and exercise until well after 3:30pm. Likewise education and psychology programmes were not being delivered. Whilst phone calls, governor, healthcare and chaplaincy visits continue daily, at the time of reporting, showers are not offered to all young people on a daily basis. The Board considers this to be unacceptable.

4.6.4 There has been a lengthy period in 2016, where, due to staffing, security and the highly volatile behaviour of the young people, their needs have not been met. The Board is aware that this is due not only to local but national problems within the prison estate; however a regime that offers nothing is not in anyone's interest.

4.6.5 This continues to be a demanding environment to "home" to some of the most dangerous and vulnerable young people at Wetherby. Frequently they require three or four officers to be available to unlock them. The Board notes the fact that there is a high occupancy rate of the segregation cells. We have been informed that a reintegration unit is

to be created for some of the most challenging young people, using the upper floor of the building. This would be welcomed.

4.6.6 Staff treat the young people well, but are understandably mindful of their safety. We are aware that serious attacks on officers have taken place and it is a fine balance to offer what the young people are entitled to and what officers consider can be safely delivered. This can lead to much debate between Board members and officers. CSU staff are committed but also frustrated that all too frequently they have been unable to fully support the young people or deliver an adequate regime. Dirty protests and the conduct of some young people have meant that officers are often working in appalling conditions. The library service does provide books for Anson but there have been times when these have not been made available due to the way young people have mistreated them

4.6.7 Although we had repeatedly requested that radios be made available to young people in the Anson (CSU), this has not happened. We were led to believe that no safe model could be procured and the Board was extremely disappointed that it took a visit from HMIP in March 2016 for the radios to finally be provided

4.6.8 The Board is immediately informed when a young person moves on to Anson but there are times, such as weekends, when the emails are not forwarded to us. We are invited to GOoD reviews, we try to attend as many as possible, especially when held regularly on a Thursday.

4.6.9 There is lack of consistency in the way that GOoD reviews are run depending on the governor who is chairing them. Some are very well managed, others less so. The prison staff attending these meetings can be generic and represent a provision, such as Psychology or Healthcare, but do not always know the young person and are not always introduced. For a young person to be confronted by a roomful of strangers must indeed be a challenge, some young people may decline to attend for this very reason, this matter needs to be addressed. Weekly multi-disciplinary planning meetings have been initiated but as yet do not seem to occur on a regular basis.

4.6.10 The Board is impressed by the enthusiasm and quality of the outreach educational provision but frequently this cannot be delivered due to the lack of regime.

4.6.11 The major concern of the Board is that of young people being held indefinitely on Anson. The correct procedures and checks are in place, but it would appear that some young people, who are placed on Anson, end up being sectioned under the Mental Health Act and eventually move to a secure hospital, the reason given for their lengthy stay in CSU being the lack of a suitable mental health bed.

It would appear that more young people with seemingly undiagnosed mental health problems are to be found in the segregation cells. One young person was held for a period exceeding six months this is not only unacceptable but inhumane.

Section 5

Residential Services

5.1 Catering and Kitchen

5.1.1 The Board visits the kitchen at Wetherby YOI as part of the unannounced weekly Rota, and in the 12 month reporting period has not found any major issues of concern regarding safety or hygiene.

5.1.2 Outstanding items of maintenance and repair for the floor coverings in the kitchen and storage areas remain a long term problem for the catering staff.

5.1.3 Some of the kitchen equipment and appliances on the residential units are not working properly. Again, this is an ongoing investment problem but the Board is satisfied that this is being addressed.

5.1.4 Staffing levels continue to be challenging for the Catering Manager. The Kitchen has not been fully staffed for nearly 2 years and is heavily reliant on agency staff. It is reportedly difficult to find staff with the relevant skills and qualifications.

5.1.5 The kitchen staff are able to use the services of two young people at the weekends which works well for everyone.

5.1.6 The new standardised menu was introduced in September and has been well received.

5.1.7 Each week the Board interviews a number of young people at Wetherby YOI. In general, their views on the food are positive.

5.1.8 The last visit by the Environmental Health Department to inspect the kitchens was in July 2014. An unannounced inspection is due.

Section 6

Residential Units

6.1 Keppel Unit

6.1.1 Keppel Unit is a separate unit to the main prison site. It is designed to accommodate up to 48 of the most vulnerable young people in the secure estate. In the HMIP Report of March 2016, the areas of Safety, Respect and Resettlement were deemed to be 'reasonably good.' The unit was graded as 'poor' in the area of Purposeful Activity. The evidence collected by the Board in our observations throughout the year supports these findings.

6.1.2 There have been two unavoidable changes to the post of Head of Keppel during the past year and very few planned 'Management Meetings' have taken place, which a member of the Board would normally attend. This makes it more challenging for the Board to gather the information required and to obtain a sufficient 'overall' picture of daily life for the residents of Keppel.

6.1.3 The establishment pressures on staffing (due to sickness, detached duty and recruitment) have had an impact on Keppel. Staff and young people report inconsistencies in the Induction Process taking place, an often restricted regime, regular changes to 'Personal Officers' and delays to complaints being dealt with.

6.1.4 The unit is normally full or almost full and each young person is referred directly by the Youth Justice Board (YJB). The staff are highly trained in working with these vulnerable trainees, and the Board has been impressed this year with the dedication and professionalism shown by the Keppel staff in often challenging and difficult circumstances. The young people continue to report to us that they feel safe and that the staff are respectful, caring and approachable.

6.1.5 The unit is nearly always clean, tidy and inviting, this is testament to the staff who ensure that the young people keep it this way, despite there being no cleaning regime provided by Amey.

6.1.6 Approximately 25% of the young people are on an open ACCT at any one time, and the Board would concur with HMIP that there remains good support for these young people, despite some placing an enormous strain on a staff team already under pressure.

6.1.7 The Board has witnessed the dedication and warmth shown to a number of young people suffering with extreme mental health difficulties. Staff feel strongly that the mental

health needs and behaviours of those referred to the unit are becoming increasingly more challenging and disruptive, and whilst they are able to deal with these, it often detracts from their main focus of supporting the most vulnerable young people, and spending time on relationship-building and individual interventions.

6.1.8 Whilst the personal care plans for each young person are formulated well, it is frustrating that many interventions are not able to be carried out, due to low staffing levels. The unit activities the Board has witnessed in previous years, which are adapted to the changing needs of the young people, have decreased substantially. An example is the successful 'Family Days' which have again not taken place this year.

6.1.9 In terms of Purposeful Activity HMIP reported that 31% of boys were locked in their cells during key work periods (up from 0% at the previous inspection.) The introduction this year of a new core day has been a huge challenge for Wetherby as a whole, and there have been particular effects on Keppel. There is a lack of appropriate learning areas on the unit, and officers can no longer be present at each educational activity, which previously helped to ensure these sessions were calm, effective and engaging. The increase in challenging behaviour shown by the young people on Keppel has also contributed to this

6.1.10 The observations of the Board are that the staff on Keppel deal extremely effectively with increasingly challenging and quite often violent and upsetting situations, despite huge pressures on the level and consistency of staffing.

6.2 Benbow (The Long-Term Unit LTU)

6.2.1 The Board has been aware of ongoing staffing issues in the Long-Term Unit (LTU) over the reporting period. It is noted that the core staff on the unit has consisted of 12 Prison Officer Entry Level Training (POELT) in their probationary period. Continued sickness absences, some of which have been longer term, have impacted on the unit, however it has benefited from a designated Governor grade to manage it.

6.2.2 The Restricted Status (RS) leg of the unit is visited each week as part of the Rota by the Board. The management of RS individuals obviously requires more 1:1 staff time and has at times been challenging. The Board continues to monitor these young people closely.

6.2.3 Casework and Psychology staff have become more actively involved with the day to day activities on the unit.

6.2.4 There have been a number of changes to the regime during the course of the year. Also, the core day timetable has been amended on occasions, sometimes at very short notice, and this is usually due to staffing levels. The Board is aware that this can have a negative impact by increasing the time the young people spend alone in their cells and prevents them from receiving their 30 hours of education.

6.2.5 It is evident from the regular interviews conducted by the Board that, although some young people resist education, many prefer education classes to time alone in their cells.

6.2.6 The Board is pleased to report that the Family Days have been re-introduced this year and are proving to be successful. Facilities and activities have also been improved in the Gold Room.

6.2.7 Last year it was reported that a young person in the long term unit was 'self-isolating'. The Board has noted that this is a recurring theme. A number of young people are now choosing to self-isolate due to concerns for their own personal safety. Although the Board acknowledges the significant steps taken by staff to encourage this group of individuals to re-integrate, it remains an area of great concern.

6.2.8 Staff in the LTU have been vigilant in identifying gang culture and intimidation issues when they arise. Whilst the Board recognises that efforts have been made to alleviate these problems, a certain level of intimidation has occurred on the unit which has led to self-isolation. The Board must conclude that these individuals do not feel safe.

6.2.9 The Offending Behaviour courses and the Life Minus Violence courses continue to be some of the successes of the LTU.

6.2.10 A number of serious incidents have occurred in the reporting period involving high levels of violence to staff and young people.

6.2.11 The use and range of homemade weapons has increased and incidents of racial tension have resulted in the Muslim population being isolated for a short period of time.

Section 7 Wetherby IMB Statistics

Recommended complement of Board members	15
Number of board members at start of reporting period	10
Number of board members at end of reporting period	11
Number of new members joining within the reporting period	2
Number of members leaving during the reporting period	1
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	170
Total number of visits to the establishment (including all meetings)	417
Number of applications processed	11