

Report on an unannounced inspection of

HMP/YOI New Hall

Rivendell Unit

by HM Chief Inspector of Prisons

15-26 April 2013

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Printed and published by:
Her Majesty's Inspectorate of Prisons
1st Floor, Ashley House
Monck Street
London SW1P 2BQ
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Introduction

The Rivendell Unit is a small specialist facility located within New Hall women's prison. At the time of the inspection, it was one of only three similar facilities remaining that held young women convicted or charged with the most serious offences. The unit was originally designed to accommodate 26 but, as a result of the fall in the number of young women held in custody, the capacity was now nine, and at the time the inspection took place the unit held just five young women.

When we previously inspected in June 2011, there was a question of whether a unit of this size could be sustained financially or create the range of services that young women needed. These questions remained open and this inspection took place in the midst of a government review of juvenile custody. We learned subsequently that places on the unit had been decommissioned by the Youth Justice Board.

Young women at Rivendell were treated well on arrival and the early days arrangements were good. Improvements had been made in safeguarding and child protection, and all young women now had care plans. Levels of self-harm and violence were low, and young women on the unit felt safe there. Apart from the cramped facilities, the living conditions were good. Staffing levels were high and the relationships between staff and young women remained very good, and there was a respectful culture within the unit. Matters relating to diversity were handled well and young women were well supported by chaplains, as well as a variety of other specialist staff. The quality of health care provision was good and improving.

Young women were able to spend a useful amount of time out of their cells. In education classes, most young women made adequate progress, but there were weaknesses in the way lessons were planned. Despite the small number of young women held, teaching staff had successfully adapted the curriculum to meet the needs of most. There was plenty of scope for young women to participate in PE, but they had limited opportunity to use the library.

The resettlement needs of young women on the unit were recognised and identified, and the low occupancy allowed staff to provide a personalised service. Despite the recent loss of a specialist worker in resettlement, the planning arrangements continued to be good. Provision under the resettlement pathways was generally good, and particularly so for education, training and employment provision.

Rivendell was a very well-run unit, and the staff there supported the very needy and challenging young women it held. With the closure of the unit, it is my understanding that young women requiring custody are now likely to be held in secure training centres (STCs). Notwithstanding the relatively good provision at Rivendell, this is not a retrograde step. STCs will be better placed to meet the needs of the very few young women who still require custody.

Nick Hardwick
HM Chief Inspector of Prisons

July 2013

Fact page

Task of the establishment

HMP/YOI New Hall is a women's prison holding adult, young offender and juvenile prisoners.

Establishment status

Public

Region

Yorkshire and Humberside

Number held

5

Certified normal accommodation

9

Operational capacity

10, including one contingency bed

Date of last full inspection

13 – 17 June 2011

Brief history

The Rivendell building consists of 26 cells on three spurs; one of these spurs is used to accommodate young women. The young women's unit is commissioned and funded by the Youth Justice Board and opened in December 2005. The staffing of the unit is multi-agency, consisting of prison, youth offending team, young people's substance misuse service, mental health, health care, education and youth worker staff working in a purpose-built environment.

Short description of residential units

The unit uses one accommodation spur on the 1st floor with a mix of staff, classrooms and skills working areas, fitness suite, YMCA, reception and health care rooms on the ground floor. The unit has its own area for provision of time in the fresh air and an all-weather sports facility.

Name of governor

Diane Pellew

Escort contractor

GEOAmey

Health service commissioner and providers

NHS Wakefield District

Spectrum (primary care)

Nottinghamshire Healthcare NHS Trust (mental health)

Mid-Yorkshire Hospitals NHS Trust (secondary care)

Learning and skills provider

The Manchester College

Independent Monitoring Board chair

Joan McPhail

About this inspection and report

Her Majesty's Inspectorate of Prisons is an independent, statutory organisation which reports on the treatment and conditions of those detained in prisons, young offender institutions, immigration detention facilities and police custody.

All inspections carried out by HM Inspectorate of Prisons contribute to the UK's response to its international obligations under the Optional Protocol to the UN Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT). OPCAT requires that all places of detention are visited regularly by independent bodies – known as the National Preventive Mechanism (NPM) – which monitor the treatment of and conditions for detainees. HM Inspectorate of Prisons is one of several bodies making up the NPM in the UK.

All Inspectorate of Prisons reports include a summary of an establishment's performance against the model of a healthy prison. The four criteria of a healthy prison are:

Safety	children and young people, particularly the most vulnerable, are held safely
Respect	children and young people are treated with respect for their human dignity
Purposeful activity	children and young people are able, and expected, to engage in activity that is likely to benefit them
Resettlement	children and young people are prepared for their release into the community and helped to reduce the likelihood of reoffending.

Under each test, we make an assessment of outcomes for children and young people and therefore of the establishment's overall performance against the test. In some cases, this performance will be affected by matters outside the establishment's direct control, which need to be addressed nationally.

- **outcomes for children and young people are good against this healthy prison test.**
There is no evidence that outcomes for children and young people are being adversely affected in any significant areas.
- **outcomes for children and young people are reasonably good against this healthy prison test.**
There is evidence of adverse outcomes for children and young people in only a small number of areas. For the majority, there are no significant concerns. Procedures to safeguard outcomes are in place.
- **outcomes for prisoners are not sufficiently good against this healthy prison test.**
There is evidence that outcomes for children and young people are being adversely affected in many areas or particularly in those areas of greatest importance to their well-being. Problems/concerns, if left unattended, are likely to become areas of serious concern.
- **outcomes for children and young people are poor against this healthy prison test.**
There is evidence that the outcomes for children and young people are seriously affected by current practice. There is a failure to ensure even adequate treatment of and/or conditions for children and young people. Immediate remedial action is required.

Our assessments might result in one of the following:

- **recommendations:** will require significant change and/or new or redirected resources, so are not immediately achievable, and will be reviewed for implementation at future inspections
- **housekeeping points:** achievable within a matter of days, or at most weeks, through the issue of instructions or changing routines
- **examples of good practice:** impressive practice that not only meets or exceeds our expectations, but could be followed by other similar establishments to achieve positive outcomes for children and young people.

Five key sources of evidence are used by inspectors: observation; children and young people surveys; discussions with children and young people; discussions with staff and relevant third parties; and documentation. During inspections we use a mixed-method approach to data gathering and analysis, applying both qualitative and quantitative methodologies. Evidence from different sources is triangulated to strengthen the validity of our assessments.

Since April 2013, the majority of our inspections have been full follow-ups of previous inspections, with most unannounced. Previously, inspections were either full (a new inspection of the establishment), full follow-ups (a new inspection of the establishment with an assessment of whether recommendations at the previous inspection had been achieved and investigation of any areas of serious concern previously identified) or short follow-ups (where there were comparatively fewer concerns and establishments were assessed as making either sufficient or insufficient progress against the previous recommendations).

This report

This explanation of our approach is followed by a summary of our inspection findings against the four healthy prison tests. There then follow four sections each containing a detailed account of our findings against our *Expectations. Criteria for assessing the treatment of children and young people and conditions in prisons*. The reference numbers at the end of some recommendations indicate that they are repeated, and provide the paragraph location of the previous recommendation in the last report. Section 5 collates all recommendations, housekeeping points and examples of good practice arising from the inspection. Appendix II lists the recommendations from the previous inspection, and our assessment of whether they have been achieved.

Details of the inspection team and the establishment population profile can be found in Appendices I and III respectively.

Summary

Safety

- S1 *Young women were treated well on arrival. First night and induction procedures were thorough. There had been improvements in safeguarding and child protection, and all young women now had care plans. Levels of self-harm were low and there was little violence on the unit. Young women told us they felt safe. **Outcomes for young women were good against this healthy prison test.***
- S2 *At the last inspection in 2011 we found that outcomes for young women in the Rivendell unit were reasonably good against this healthy prison test. We made 16 recommendations in the area of safety. At this follow-up inspection we found that 11 of the recommendations had been achieved, three had been partially achieved, and two had not been achieved.*
- S3 Young women reported no significant problems with their transport to the unit, and those attending court were given adequate support. The reception, first night and induction procedures were individualised and responsive and took proper account of risk and need.
- S4 Links with external agencies in relation to child protection and safeguarding had improved since the previous inspection and community representatives now regularly attended meetings in the prison. Staff on the unit had all received some form of child protection training and were familiar with the procedures. Following the recent departure of the unit youth offending team (YOT) worker, the local authority had helpfully agreed to provide a prompt replacement. All young women now had a care plan which identified their basic needs. This was updated at the weekly care meeting which was an efficient method of dealing with safeguarding concerns.
- S5 There was little bullying on the unit. Staffing levels enabled young women to be supervised closely and staff were quick to anticipate and act if they observed behaviour that might develop into something serious. The written material which young women were given on bullying and behaviour management was motivational and helpfully included a reference to expectations of staff, reinforcing the idea that everyone on the unit had a responsibility to maintain constructive relationships.
- S6 Levels of self-harm continued to be low and serious incidents of self-harm were rare. Most young women were placed on ACCT (assessment, care in custody and teamwork) procedures because there were concerns relating to their first time in custody or reports of historical abuse.
- S7 The rewards and sanctions scheme had been improved since the previous inspection and placed emphasis on promoting good behaviour rather than punishing bad behaviour. Use of force was low and, when it was used, cases were reviewed to make sure lessons were learned. Young women who behaved in a disruptive way were no longer removed from the unit and were managed where they lived.
- S8 Demand for substance misuse services was low but young women who needed help had access to a good service. There was no evidence of illicit drug use on the unit.

Respect

S9 *Living conditions were good apart from the cramped facilities. Relationships between staff and young women remained very good. Diversity was handled well and young women were well supported by chaplains. The consultation arrangements were effective. Young women made few complaints but had faith in the system. Health care was a good and improving service. The quality of the food was good. **Outcomes for young women in relation to this healthy prison test were good.***

S10 *At the last inspection in 2011 we found that outcomes for young women at Rivendell were good against this healthy prison test. We made 11 recommendations in the area of respect.¹ At this follow-up inspection we found that eight of the recommendations had been achieved, two had been partially achieved, and one had not been achieved.*

S11 Given the limited space, best use was made of the facilities. The communal areas were kept clean and tidy and the cells were well equipped and maintained. The monthly consultation meetings worked well and young people felt able to express their views.

S12 Staff ate their meals with the young women and everybody seemed very comfortable with this arrangement. Relationships between staff and young women were very good. Staff were friendly and tolerant, but challenged inappropriate behaviour when necessary. The personal officer scheme continued to work well and provided young women with structured support when they needed it.

S13 Diversity was managed effectively. The equalities manager had a high profile on the unit and was actively involved in promoting this area of work.

S14 All young women met a member of the chaplaincy during induction and had access to a chaplain of their faith so that they received the spiritual and pastoral support they needed.

S15 Few formal complaints were made but young women understood how the complaints system worked and told us they had some confidence in the system. Young women were given advice about their legal rights and had appropriate access to solicitors.

S16 There was a wide range of health care services for young women, and a clinic was held on the unit every morning. Dental and pharmacy services were good. Young women could also use a very good forensic child and adolescent mental health service and all young women received a mental health assessment on reception.

S17 Young women told us they liked the food. The quality of the food we saw was good and portions were adequate.

Purposeful activity

S18 *Overall young women enjoyed a good deal of time out of their cells. Teachers were skilled in behaviour management and most young women made adequate progress, but there were significant weaknesses in the planning of lessons. Young women had good access to PE but limited*

¹ This included recommendations about the incentives and earned privileges scheme which, in our updated Expectations (Version 4, 2012), now appear under the healthy prison area of safety.

*opportunities to use the library. **Outcomes for young women in relation to this healthy prison test were reasonably good.***

- S19 *At the last inspection in 2011 we found that outcomes for young women at Rivendell were good against this healthy prison test. We made six recommendations in the area of purposeful activity. At this follow-up inspection we found that three of the recommendations had been achieved, two had been partially achieved, and one had not been achieved.*
- S20 Most young women had association every day and ample time out of their cell during the week, with slightly less at the weekend. Exercise was offered every morning, although too early for some.
- S21 The curriculum met the range of abilities well, but the breadth of vocational provision was narrow. Young women generally made at least adequate progress and the quality of their work was mostly good. Young women were very successful in achieving qualifications in hairdressing. Learning resources were good but lesson planning was too general and failed to take account of the individual's development needs. Some of the enrichment sessions delivered by the YMCA were at too low a level. The range of facilities had been much reduced and vocational provision was limited only to hairdressing.
- S22 The few young women on the unit were demanding and their behaviour challenging. Good use was made of a recently introduced red card system to allow young women to take time out to manage their behaviour rather than exclude them for long periods from classes. Teachers challenged poor behaviour effectively. When sessions were calm, young women took a pride in their work. There was good support for young women who needed extra help. Most young women made progress.
- S23 There was not enough access to the library and the library was not used to promote learning.
- S24 Young women had access to the gym every day and could participate in a wide range of activities suited to their needs and abilities.

Resettlement

- S25 *The resettlement needs of each young woman on the unit were identified. The planning arrangements remained good, despite the recent loss of a specialist worker. Provision under the resettlement pathways was generally good and particularly good in relation to education, training and employment. **Outcomes for young women in relation to this healthy prison test were good.***
- S26 *At the last inspection in 2011 we found that outcomes for young women at Rivendell were good against this healthy prison test. We made one recommendation in the area of resettlement. At this follow-up inspection we found that that recommendation had not been achieved.*
- S27 The individual needs of each young woman were assessed effectively as part of the overall planning process. Each young woman was discussed at the weekly care meeting in the context of the resettlement pathways which helped to maintain a focus on resettlement throughout the young woman's time in custody. Limited use was made of release on temporary licence, but checks were carried out to ensure that it was used wherever possible.

- S28 Until recently, most resettlement work had been led efficiently by the unit YOT worker. This area of work was now in a period of transition and the new arrangements were not yet embedded. The absence of a YOT worker was a weakness, particularly in relation to identifying looked-after children and ensuring that they received their statutory entitlements from the local authority. We welcomed the news that a part-time social worker was shortly due to take up post on the unit.
- S29 Training planning and remand management were good. Meetings took place on time with reasonably good attendance. The reviews were conducted well and efforts were made to ensure that young women were involved in discussions. Public protection was managed very well, and relevant cases were identified and monitored appropriately.
- S30 If a young woman had problems with accommodation, unit staff picked this up early and made sure that the community YOT was aware of any difficulties. On occasion unit staff had intervened appropriately when they felt the proposed accommodation was not suitable.
- S31 Young women received very good guidance and support from their learning support worker whom they met weekly to establish personal goals and career targets to help them prepare for release. There were strong links between the unit Job Centre Plus and Prospects which provided careers advice; excellent links had been developed with colleges and training providers.
- S32 Discharge planning in relation to health care and substance misuse was well organised and good links were maintained with community services. Young women received good advice about managing their finances and applying for benefits. Elements of budgeting were also included in several of the enrichment activities in which young women participated.
- S33 Visits entitlements were good but there had been no family days for several months. There was good access to telephones and appropriate arrangements for welfare calls.
- S34 There were no accredited programmes but some useful and focused one-to-one work was undertaken by the specialist workers.

Section 1. Safety

Courts, escorts and transfers

Expected outcomes:

Children and young people transferring to and from the establishment are treated safely, decently and efficiently.

1.1 *Unit staff were alert to the difficulties that young women could experience on escort to the prison and, when they arrived, staff checked to make sure they were all right.*

1.2 Late arrival was not a significant problem but some young women reported having to share transport with males. On arrival, young women were always asked about their experience of the journey to the establishment and about any injuries they had incurred recently. Thought was given to how young women with additional needs should be transported and we were told that arrangements had recently been made for a young woman suffering from anxiety to be transported by car.

1.3 Young women attending court were properly prepared and able to wear their own clothes.

Early days in custody

Expected outcomes:

Children and young people are treated with respect and feel safe on their arrival into prison and for the first few days in custody. Children and young people's individual needs are identified and addressed, and they feel supported on their first night. During a young person's induction he/she is made aware of the establishment routines, how to access available services and how to cope with being in custody.

1.4 *Admission procedures were efficient and young women said they found them helpful. The initial assessment documentation needed improvement. Young women were given clear information about what to expect on the unit and this was reinforced during induction.*

1.5 The first night policy was clear and thorough, but references to risk assessment procedures were out of date. Risk assessment and management documents did not contain risk management plans; it was clear that staff used information from the young women together with information held in the ASSET form (Youth Justice Board assessment document completed by youth offending teams) to produce their assessments.

1.6 Young women were admitted to the unit directly and had no contact with adult prisoners. Cells for new arrivals were clean and suitably equipped. Two members of staff were detailed to deal with new receptions and the admission process was personalised, consisting of an extended interview. There was no routine strip-searching on admission. All new arrivals were seen by a nurse in private shortly after they arrived and nicotine patches were available for those who needed them.

- I.7** All newly admitted young women were issued with a useful, reassuring leaflet, which explained how the unit operated. They were also given a free telephone call and pin credit.
- I.8** Staff were careful to make sure that new arrivals were introduced to the rest of the young women in a constructive way, and early interactions were observed closely.
- I.9** Induction started on the first full day after arrival and the programme was comprehensive. Induction was individualised and staff used an induction manual as a tool for discussion. Young women were taken on a tour of the establishment and introduced to key members of staff. The tour did not include the library.
- I.10** The daily staff briefing was used to make sure that all staff received information they needed about new admissions. Young women we spoke to said they had found staff kind and helpful when they were admitted to the unit.

Recommendation

- I.11** **The risk assessment and management documents should be fully completed.**

Care and protection of children and young people

Safeguarding

Expected outcomes:

The establishment promotes the welfare of children and young people, particularly those most at risk, and protects them from all kinds of harm and neglect.

- I.12** *Links with community services had improved. The short-term absence of a specialist worker was due to be remedied. A basic care planning system had been introduced.*

- I.13** Links with the local safeguarding children board had improved and the LADO (local authority designated officer) now attended the quarterly safeguarding committee meetings in the prison. The unit manager continued to attend the local safeguarding children board meetings. The LADO described working relationships with the unit as good.
- I.14** All child protection and safeguarding referrals were discussed at the quarterly safeguarding committee meetings and at a weekly scrutiny meeting of the unit manager and a few core staff.
- I.15** The unit had recently lost its youth offending team (YOT) worker and there was no member of staff with a social work background on site. At the time of the inspection, the local authority agreed to re-introduce part-time social work cover to the unit. In the meantime, some social work support was provided by the advocates and relevant training and advice was given by the community YOT.
- I.16** Young women each had a care plan which covered all their basic needs and was reviewed and discussed in detail at the weekly multidisciplinary care planning and support meeting, which was an effective forum.

Child protection

Expected outcomes:

The establishment protects children and young people from maltreatment by adults or other children and young people.

I.17 *There were suitable procedures to deal with child protection referrals but very few were made.*

I.18 The child protection policy was up to date and, together with an information-sharing protocol, had recently been formally agreed with the local authority.

I.19 There had been no child protection referrals over the previous six months. Staff on the unit knew how to make referrals and all staff in direct contact with the young women had received some child protection training, ranging from basic on-line training and day courses to in-depth specialist training.

Suicide and self-harm prevention

Expected outcomes:

The establishment provides a safe and secure environment which reduces the risk of self-harm and suicide. Children and young people are identified at an early stage and given the necessary support. All staff are aware of and alert to vulnerability issues, are appropriately trained and have access to proper equipment and support.

I.20 *Self-harm had not been a significant problem and, when it did occur, it was managed efficiently.*

I.21 Levels of self-harm continued to be low. Young women who self-harmed tended to scratch themselves and punch walls, and examples of serious self-harm were rare. Over the previous three months, three ACCTs (assessment, care in custody and teamwork) had been opened. The main reason why young women were placed on ACCTs was because it was their first time in custody or there had been reports of historical abuse.

I.22 The quality of ACCT documentation was reasonable, with good contributions from the child and adolescent mental health service (CAMHS). Family members or carers were notified if a young woman was placed on an ACCT. Young women were able to use the Samaritans telephone in their cell 24 hours a day. All discipline staff coming into contact with the young women on the unit had received training in suicide and self-harm.

Behaviour management

Expected outcomes:

Children and young people live in a safe, well-ordered and motivational environment where their good behaviour is promoted and rewarded. Unacceptable behaviour is dealt with in an objective, fair and consistent manner.

I.23 *Young women understood the rules, and there was an appropriate emphasis on rewarding good behaviour.*

I.24 There was a strong emphasis in all the unit documentation on promoting good behaviour rather than punishing poor behaviour. Young women were clear about the rules and these were applied consistently by staff.

Rewards and sanctions

Expected outcomes:

Children and young people are motivated by an incentives scheme which rewards effort and good behaviour and applies sanctions appropriately for poor behaviour. The scheme is applied fairly, transparently and consistently, and is motivational.

I.25 *Young women were encouraged to behave well and were given the opportunity to be involved in reviewing their case.*

I.26 The rewards and sanctions scheme was central to the ethos of encouraging good behaviour. Some improvement had been made to the scheme since the previous inspection, and young women on basic level were now permitted some evening association.

I.27 Young women were given the opportunity to participate in the weekly care and integrated support meeting where their status on the rewards and sanctions scheme was discussed. Records indicated that young women were given credit for good behaviour when the levels were reviewed. We observed one care meeting where the young woman was encouraged to discuss ways of improving her behaviour, so that she could progress in the scheme.

Security and disciplinary procedures

Expected outcomes:

Security and good order are maintained through an attention to physical and procedural matters, including effective security intelligence as well as positive relationships between staff and children and young people. Disciplinary procedures are applied fairly and for good reason. Children and young people understand why they are being disciplined and can appeal against any sanctions imposed on them.

I.28 *Levels of violence were low and there was little use of formal disciplinary procedures. There was a proportionate approach to security.*

I.29 There were few fights or assaults between young women on the unit and none had been recorded over the previous three months.

I.30 The number of adjudications was also low and none had been carried out over the same period. It was clear from talking to the advocates that the documentation did not always reflect the efforts that adjudicators made to understand the young women's viewpoint. Young women were always offered the support of an advocate if placed on report and there

had been occasions when adjudications had been adjourned so that an advocate could be present. There was a tariff of punishments and documentation showed that use was made of suspended awards.

- I.31 Minor reports were used appropriately for lower level infringements and there had been six over the previous three months. Advocates said they were told when a young woman had been subject to a minor report so that they could talk to her about it on their next visit.
- I.32 We found no evidence of young women being strip-searched under restraint as we had at the previous inspection.
- I.33 A balanced approach was taken to security on the unit and staff made good use of the observations book to share information. In common with adult prisoners, young women had to wear bibs during visits, which was disproportionate.

Housekeeping point

- I.34 Young women should not be required to wear bibs on visits.

Bullying and violence reduction

Expected outcomes:

Active and fair systems to prevent and respond to bullying behaviour are known to staff, children and young people and visitors.

I.35 *Bullying and violence did not feature prominently on the unit. There was an appropriate emphasis on resolving conflict through discussion.*

- I.36 Bullying on the unit was not a serious problem. Staffing levels enabled close supervision and staff were quick to anticipate and act if they observed anything that might be interpreted as bullying or that might escalate.
- I.37 The antisocial behaviour policy consisted of a staged approach to managing bullying, using a combination of monitoring and sanctions, such as loss of association or separate exercise. The scheme had been used twice in January 2013 but not since then.
- I.38 On admission, young women received a copy of the unit rules with a useful explanation of how bullying was managed.
- I.39 The behaviour management guidelines reinforced expectations of staff to take responsibility for maintaining constructive relationships.
- I.40 Young women continued to have the opportunity to discuss bullying at the monthly consultation meetings, which were skilfully chaired by a member of the advocate team and provided young women with a safe environment where they were encouraged to express their views openly.

The use of force

Expected outcomes:

Force is used only as a last resort and if applied is used legitimately and safely by trained staff. The use of force is minimised through preventive strategies and alternative approaches and this is monitored through robust governance arrangements.

I.41 *Limited use was made of force.*

I.42 Use of force was low and it had not been used during the past six months. A restraint minimisation policy had been introduced in June 2012.

I.43 Records showed that, since the previous inspection, 'lessons learned' discussions took place at the quarterly safeguarding meeting, following incidents of use of force.

Separation/removal from normal location

Expected outcomes:

Children and young people are only separated from their peers with the proper authorisation, safely, in line with their individual needs, for appropriate reasons and not as a punishment.

I.44 *There was no evidence of young women being separated.*

I.45 Over the previous six months, no young woman had been removed from the unit for disruptive behaviour. We were told that all young women were managed on the unit and the adult segregation unit was not used for young women.

Substance misuse

Expected outcomes:

Children and young people with drug and/or alcohol problems are identified at reception and receive effective treatment and support throughout their stay in custody.

I.46 *Young women who had problems with drugs were offered suitable help. There was a good range of interventions appropriate to the age of the young women. The results of mandatory and voluntary drug testing remained negative.*

I.47 The comprehensive drug strategy and policy had been completed in April 2012. The operational head of health care was also responsible for the drug strategy and ensured that the needs of young women were addressed.

I.48 Two dedicated Turning Point recovery workers employed on the unit contributed to the multi-agency approach to care. All young women were seen on reception and any requiring detoxification were treated appropriately on the unit; this rarely happened. The workers

delivered one-to-one interventions and health promotion advice and plenty of information about the service was available.

- I.49** The substance misuse team was well resourced and qualified to care for young women. The majority had completed Royal College of General Practitioners (RCGP) training and one of the GPs had a specialist interest in substance misuse.
- I.50** Mandatory drug testing was performed separately in the main prison in the presence of staff from the unit. The results for all forms of testing had been consistently negative since our last inspection.

Section 2. Respect

Residential units

Expected outcomes:

Children and young people live in a safe, clean and decent environment which is in a good state of repair and suitable for adolescents.

2.1 *There was limited space on the unit but it was kept clean and tidy. Young women kept their cells and the communal area in good condition. Care was taken to minimise opportunities for contact between young women and the adult prisoners who used the rest of the building. Access to telephones was good.*

2.2 The young women lived on a small unit with nine cells and a communal living area. They ate and undertook most social activities in this one small area. At times it did feel claustrophobic but efforts had been made to use the space as flexibly as possible. Communal areas and cells were kept clean and tidy and this was encouraged by a daily cell check for a weekly prize. The young women took pride in their personal appearance and were appropriately dressed for all their activities. All the cells had showers and there was good access to laundry facilities. Regular consultation meetings gave young women the chance to raise concerns and there was evidence that matters were followed up.

2.3 The other two residential units in the building were occupied by adult women. Care was taken to make sure young women did not have contact with the adults, even though they had to share some facilities, for example the servery and the health care room. Staff supervision was sensitive and good use was made of observation books to share information picked up from the young women's conversations.

2.4 The young women could use telephones on trolleys in their rooms during association: this afforded privacy but also enabled staff to see if a young woman was upset after a call. Appropriate, logged arrangements were in place to provide welfare calls when needed or to arrange emergency pin phone credit. Young women could send three free letters each week and an extra letter if they had a child of their own.

Relationships between staff and children and young people

Expected outcomes:

Children and young people are treated with care and fairness by all staff, and are expected, encouraged and enabled to take responsibility for their own actions and decisions. Staff set clear and fair boundaries. Staff have high expectations of all children and young people and help them to achieve their potential.

2.5 *Relationships on the unit were very good, with an appropriate combination of care and control. Personal officer work continued to be effective.*

2.6 The relationships that we observed were very good. Staff and young women spent a lot of time in close proximity and interactions were relaxed. Staff challenged inappropriate

behaviour but understood that vulnerable young women could often behave in unpredictable ways and needed support rather than punishment to help change their behaviour. We saw real care taken to ensure that one young woman whose behaviour had led to association in her cell without a television had in-cell activities to keep her occupied.

- 2.7** Many staff told us of the uncertainty about the future of the unit and the potential impact on them personally. Despite this, they remained focused on the needs of the young women.
- 2.8** Personal officer work was good, and interaction with families was evident from the records. Entries on all the young women's electronic case notes showed good levels of interaction with staff. Staff of all disciplines demonstrated good knowledge of the circumstances of each young woman in their care.

Equality and diversity

Expected outcomes:

The establishment demonstrates a clear and coordinated approach to eliminating discrimination, promoting equitable outcomes and fostering good relations, and ensures that no child or young person is unfairly disadvantaged. This is underpinned by effective processes to identify and resolve any inequality. The diverse needs of each young person are recognised and addressed: these include, but are not restricted to, race equality, nationality, religion, disability (including mental, physical and learning disabilities and difficulties), gender, transgender issues and sexual orientation.

- 2.9** *Diversity was managed well with active support from the main site equalities officer.*

Strategic management

- 2.10** Diversity was managed well. The equalities officer saw all young women shortly after they arrived and visited the unit regularly to offer continued support and to help young women explore ideas about diversity. The equalities officer had helped resolve a dispute between young women concerning homophobia.
- 2.11** Young women were encouraged to participate in diversity events on the main site.
- 2.12** There was a designated diversity representative, a young woman from a Traveller background. The equalities officer was working with her to produce material for a forthcoming Traveller event. Young women were now attending the diversity representative meetings and quarterly equality meetings on the main site.
- 2.13** Over 90% of staff had completed the standard Challenge it Change it training which was delivered by the equalities officer. She tried to present the material in a way that was of particular interest and relevance to staff working on the unit. The equalities officer attended the monthly consultation meeting when diversity was a specific agenda item.
- 2.14** No discrimination information report forms had been generated over the previous 12 months.

Diverse needs

- 2.15** One young Vietnamese woman had been on the unit during the previous six months. She only remained on the unit for a few days and was transferred following a dispute about her age.
- 2.16** Screening to identify young women with disabilities had improved, as had information sharing. Initial screening took place during induction, and the special educational needs coordinator and the nurses did good work and shared relevant information with front line staff through care planning meetings and associated care plans. It was rare for a young woman on the unit to have a physical disability; most identified as having a disability had a learning difficulty or disability.

Faith and religious activity

Expected outcomes:

All children and young people are able to practise their religion. The chaplaincy plays a full part in establishment life and contributes to young people's overall care, support and resettlement.

2.17 *Young women had good access to the chaplaincy for spiritual and pastoral support. They were able to attend corporate worship without restriction.*

- 2.18** Young women benefited from access to the large chaplaincy team on the main site. Facilities included a welcoming chapel which could be used flexibly to accommodate different needs and a separate multi-faith area with adjacent washing facilities. Young women visited the chapel and met a member of the chaplaincy during induction. They were able to attend services with the adult women without making an application in advance. There were suitable arrangements to make sure they did not have contact with the adults during services. The young women were able to use the chapel or multi-faith room for contemplation or discussion with a member of the chaplaincy as part of the pastoral and spiritual support available to them.

Complaints

Expected outcomes:

Effective complaints procedures are in place for children and young people, which are easy to access and use and provide timely responses. Children and young people are provided with the help they need to make a complaint. Children and young people feel safe from repercussions when using these procedures and are aware of an appeal procedure.

2.19 *Few formal complaints were made and those that were made were responded to in a timely and generally appropriate manner.*

- 2.20** Few formal complaints were made and there had been 18 in the previous 12 months. Young women had the opportunity to raise issues informally and to have them resolved. They said they understood how the complaints system worked and that they had faith in it even

though they rarely used it. Records showed that complaints were dealt with promptly. The complaints that we looked at had been dealt with thoroughly and a sensitive issue which had led to a number of similar complaints had been managed in a caring way for all parties. A few were written in the third person rather than directly to the complainant. Appropriate remedial action was taken when investigation of the complaint showed that this was necessary.

Housekeeping point

- 2.21** All responses to complaints should be written directly to the young women who made the complaints.

Legal rights

Expected outcomes:

Children and young people are supported by the establishment staff to exercise their legal rights freely.

- 2.22** *Staff made sure that young women understood their legal status and young women had free access to their legal representatives by telephone or letter.*

- 2.23** There were no legal rights trained officers but staff on the unit had enough knowledge to advise young women on their legal rights. On admission they checked that young women understood the reasons for their detention and discussed with remanded young women whether they wanted to make a bail application. Sentenced young women were told what their sentence meant and the key dates they were working to. Young women were entitled to make free telephone calls and send free letters to their legal representatives. Records indicated that telephone calls were facilitated and young women confirmed that it was easy to get a letter or call to contact their solicitor. Advocates helped them to contact their legal representative. Legal visits took place in the main visits hall.

Health services

Expected outcomes:

Children and young people are cared for by a health service that assesses and meets their health needs while in custody and which promotes continuity of health and social care on release. The standard of health service provided is equivalent to that which children and young people could expect to receive elsewhere in the community.

- 2.24** *All young women received a very good level of health care from a highly qualified and well resourced team. There were no significant waiting times for clinic appointments. Pharmacy services were very good but a refurbishment programme prevented us from fully inspecting dental services. Mental health care continued to be delivered to a high standard.*

Governance arrangements

- 2.25** The governor and head of health care regularly attended partnership board meetings and the head of health care ensured that issues with the provider were addressed at senior management team meetings. Young women we spoke to were positive about the quality of health care that was available on the unit and in the main prison health care centre. Access to services was good: general care was given in the treatment room on the unit and young women attended specialist clinics on the main site. The health care centre was undergoing major refurbishment but this had caused little disruption.
- 2.26** Services were available throughout the week and a health care support worker was based on the unit at night, with two nurses available on the main site. There was much evidence of the training and development of staff, two of whom were specialist nurse practitioners and three nurse prescribers. Clinical supervision was conducted individually but was not recorded.
- 2.27** Four GPs, including two women, were contracted to deliver 10 clinics each week, including Saturday. The practice also provided out-of-hours cover. Pharmacy services were supplied from the main prison pharmacy with a team of four staff, including a pharmacist. Dental services were delivered by Mid Yorkshire Trust but the dental suite had been out of action during refurbishment of the centre.
- 2.28** Clinical records were maintained electronically using SystemOne (electronic case records) and they were completed thoroughly. Paper records were retained and new files created, which was unnecessary duplication. Emergency resuscitation kit, including an automated external defibrillator (AED), was located in the unit office. The kit was well maintained and weekly checks were recorded. A check of the AED battery was not being carried out each day. Six unit discipline staff were trained in first aid, including three in paediatric first aid, but none had been trained to use an AED.
- 2.29** Young women had the opportunity to raise health care issues at consultative meetings and complaints about health care were very rare. Health promotion was well managed and themed days were organised separately for young women. There was much information but it was only available in English.

Recommendation

- 2.30** **Unit staff should receive defibrillator training which should be updated annually.**
(Repeated recommendation 5.20)

Housekeeping points

- 2.31** All clinical supervision should be recorded.
- 2.32** Automated external defibrillators should be checked daily.
- 2.33** Health care information should be available in a range of languages.

Delivery of care (physical health)

- 2.34** All young women were received directly on to the unit where an initial health care screen, including a juvenile screen, was carried out. They were seen by the substance misuse team and the child and adolescent mental health service (CAMHS). Health care information was

provided and young women were seen the following day for secondary health care screening. A daily clinic was held on the unit and if necessary young women were referred to an appropriate clinic. There was rarely any waiting time for clinics and all young women were seen separately when on the main site.

- 2.35** Health promotion was good and there was an appropriate range of age-related services, including childhood screening and vaccination programmes. There were enough escorts to meet the demand for outside hospital appointments and the process was well organised.

Pharmacy

- 2.36** Pharmacy services were provided from the main site. Patients could not routinely see a pharmacist but could ask to speak to the pharmacist. There were no pharmacist led medication reviews or clinics.
- 2.37** Most medicines were not supplied as in possession except for inhalers. The in-possession policy had been reviewed but not signed off. Young women were able to order in-possession medication on a health care application form or repeat prescription form.
- 2.38** There were some patient group directions² in place, but these were limited to paracetamol, ibuprofen and a number of vaccines. There was no facility to supply patients with medication for minor ailments without a prescription.
- 2.39** Medication was transported between the pharmacy and the unit in lockable boxes. We saw a controlled drug stock request book which did not always have a second signature confirming receipt.

Recommendations

- 2.40** **The pharmacist and pharmacy technicians should be supported to develop services for young women, such as pharmacist led clinics and medicine use reviews.**
- 2.41** **A range of patient group directions should be introduced to enable the supply of more potent medication and to avoid unnecessary consultations with the doctor.**
- 2.42** **There should be policies and procedures for access to medication for minor ailments without a prescription.**

Housekeeping point

- 2.43** A second signature should be obtained for the receipt of controlled drugs.

Dentistry

- 2.44** The dental surgery was due to reopen the week following our inspection and we were unable to inspect it. We were told that young women were seen separately at clinics and urgent cases were treated at the local dental access centre.

² Enable the supply and administration of prescription-only medicine by persons other than a doctor or pharmacist, usually a nurse

Delivery of care (mental health)

- 2.45** Primary mental health continued to be provided by the GPs and primary care team. The forensic CAMHS was provided by South West Yorkshire Partnership Foundation Trust who delivered a very good range of support for young women. The team comprised two mental health nurses with long experience of the unit and access to a specialist psychiatrist and psychologists. The team had developed their service and had well established links with the community. All young women were screened initially and there was an open referral system and regular multidisciplinary meetings. Young women were seen very quickly when required.
- 2.46** An effective protocol was used to ensure the smooth transition of young women to the main site when required. Counselling was provided by the team and mental health awareness training was delivered to discipline staff.

Catering

Expected outcomes:

Children and young people are offered varied meals to meet their individual requirements and food is prepared and served according to religious, cultural and prevailing food safety and hygiene regulations.

2.47 *The quality and quantity of food was good. Young women ate with staff and had some opportunities to cook for themselves.*

2.48 Food was of a good quality and portion sizes were appropriate; young women said that they liked the food. The young women ate together for their meals, unless they had lost this privilege as a punishment. Staff joined the young women for meals, a positive practice which everyone appeared comfortable with.

2.49 Young women had the opportunity to cook some meals for themselves, particularly at weekends when there were fewer scheduled activities. They had learned about planning balanced meals and budgeting as well as developing cooking skills. Staff had tried to tie this to a wider theme, for example learning about France while cooking a French dish. The cooker had been condemned just before the inspection and only cold food could be prepared (see housekeeping point 3.16).

Purchases

Expected outcomes:

Children and young people can purchase a suitable range of goods at reasonable prices to meet their diverse needs, and can do so safely.

2.50 *Young women had weekly access to a wide choice of items. Ordering and delivery arrangements were efficient.*

2.51 Young women could order toiletries, snacks, drinks, stationery and phone credit each week. Young women who arrived after the order day were given a pack so that they did not have to wait a week or longer before receiving their first order. Young women had no complaints

about the choice of goods, and staff represented their views when the list was reviewed with the adult women. The list included fresh fruit and 'economy' as well as more expensive brands. We saw staff check for young women how much money they had to spend, and they were alert to the potential for bullying when orders were fulfilled and goods distributed.

Section 3. Purposeful activity

Time out of cell

Expected outcomes:

Children and young people spend most of their time out of their cell, engaged in activities such as education, leisure and cultural pursuits, seven days a week.³

3.1 *Young women had a good amount of time out of their cells. There was access to association and exercise each day, although exercise was scheduled at 7.30am.*

3.2 Time out of cell during the week was good and most young women had more than 10 hours out of their cells each day. Lock up was after tea at weekends when young women had just over seven hours out of cell each day. A young woman on basic regime with less association time had about 8.5 hours unlocked on weekdays and just under five hours at weekends. Staff said that, given the small population, a young woman on basic level would be unlocked when possible at weekends outside her association times to undertake tasks with staff while the rest of the unit had association. A young woman on basic level at the time of the inspection had been given the opportunity to join in activity while remaining in her cell, for example bingo. Association took place in the communal area on the unit, or in rooms downstairs at weekends for specific activities, such as cookery.

3.3 Young women were offered time in the fresh air at 7.30 each morning but this was too early for some, and there was no other scheduled time outside in the core day. There were seats in the grassed exercise area. Some staff were sports and games trained and happy to join in gym sessions and team games with the young women.

Housekeeping point

3.4 Opportunities for time outside should be made available other than early in the morning.

Education, learning and skills

Inspection of the provision of education and educational standards, as well as vocational training in YOIs for young people, is undertaken by the Office for Standards in Education (Ofsted⁴) working under the general direction of HM Inspectorate of Prisons. For information on how Ofsted inspects education and training see the Ofsted framework and handbook for inspection.

Expected outcomes:

All children and young people engage well in education, learning and skills that enable them to gain confidence and experience success. Expectations of children and young people are high. Children and young people are encouraged and enabled to make

³ Time out of cell, in addition to formal 'purposeful activity', includes any time children and young people are out of their cells to associate or use communal facilities to take showers or make telephone calls.

⁴ Ofsted is the Office for Standards in Education, Children's Services and Skills. It reports directly to the UK Parliament and is independent and impartial. It (inter alia) inspects and regulates services that provide education and skills for all ages, including those in custody. For information on Ofsted's inspection framework, please visit: <http://www.ofsted.gov.uk>.

progress in their learning and their personal and social development to increase their employability and help them to be successful learners on their return to the wider community. Education, learning and skills are of high quality, provide sufficient challenge to children and young people and enable them to gain meaningful qualifications.

3.5 *Leaders and managers had successfully adapted the curriculum to meet most of the needs of the young women, although the range of vocational training was narrow. Achievement rates were good and young women could achieve units of accreditation or full qualifications. Teachers worked well to make lessons interesting and engaging, and managed poor behaviour effectively. Lesson planning failed to take account of individual development needs and too little emphasis was placed on measuring and evaluating how well the young women had understood the lesson. Initial and diagnostic assessments were good, but too few teachers set improvement targets on individual learning plans. Learning support was particularly effective. Multi-agency working was good and learner progress and behaviour in education was reviewed at regular care meetings. Library resources were good but access was insufficient.*

3.6 *Ofsted made the following assessments about the learning and skills and work provision:*

Outcomes for children and young people engaged in learning and skills and work activities: *Good*

Quality of learning and skills and work activities, including the quality of teaching, training, learning and assessment: *Requires improvement*

Effectiveness of leadership and management of learning and skills and work activities: *Good*

Management of education and learning and skills

3.7 Leaders and managers, responding to reduced hours and resources, had successfully adapted and planned the curriculum to meet most of the wide-ranging needs of the young women on the unit. They accommodated the needs of 18 year olds who had completed all the educational options by carefully introducing them to learning activities alongside the adult women, which had improved their confidence and self-esteem.

3.8 Data were collected, analysed and reviewed and used well to plan the curriculum. Data showed that most learners made progress. Staff were well trained and qualified, and skilled in behaviour management. A range of regular training improved their skills.

3.9 Quality procedures for the main site were applied to the unit. The observation of teaching and learning took place annually, but it was not clear how actions were managed or how it informed staff training plans. The self-assessment report was broadly accurate and set out relevant improvement actions in an annual development plan. However, changes in government policy had caused uncertainty over the future of the unit which had halted developments. Communication was good and, as most teachers also taught on the main site, they benefited from professional dialogue and sharing practice with other teachers.

Recommendation

- 3.10 The outcomes of the observation of teaching and learning should inform staff development, and action plans should be regularly monitored.**

Provision of activities

- 3.11** The number of young women in the unit had reduced significantly since the last inspection which was reflected in the range of classroom accommodation and provision. The Manchester College provided 15 hours of education each week and the YMCA provided six sessions of enrichment activities, which, together with PE, amounted to a full timetable of about 30 activity hours each week.
- 3.12** Young women could select from three programmes of study which met the range of varied abilities. Three young women were participating in a world of work programme which included hairdressing NVQ at levels 1 and 2, English and maths functional skills and ICT (information and communications technology). However, the range of vocational options was limited to hairdressing. Staff had responded very flexibly to meet the needs of another two young women who were aged 18. Both were placed in education on the main site where one was completing a hairdressing NVQ level 2 qualification and the other had completed a level 2 cleaning qualification before being released during the week of the inspection. Young women with special learning needs and those who were more able could follow a programme of individual support and study, with the more able using distance learning programmes such as GCSEs.
- 3.13** The YMCA delivered a wide range of enrichment activities which included art, basic cookery and money management. However, some activities were quite undemanding for the ability of the young women and the basic cookery option was limited to preparing cold food as the cooker had been condemned (see section on catering).

Recommendations

- 3.14 The range of vocational training should be extended.**
- 3.15 The YMCA programme should be reviewed to ensure that activities are appropriate for the academic ability of the group.**

Housekeeping point

- 3.16** The condemned cooker should be replaced.

Quality of provision

- 3.17** Teachers worked well to make lessons interesting and engaging. However, lesson planning failed to accommodate the individual development needs of learners. Few teachers differentiated activities to suit the abilities of the young women. In most lessons, learners made progress, but teachers did not measure what had been learnt to plan for the next lesson.
- 3.18** Despite very good initial and diagnostic assessments, too few teachers used individual learning plans to set incremental improvement targets against which progress could be

measured. With the exception of hairdressing programmes, few personal and social development targets were set to help young women focus on and measure improvements in their behaviour.

- 3.19** The behaviour of the few young women on the unit was often demanding. Good use was made of a recently introduced red card system to allow learners to take time out of class to manage their behaviour rather than be excluded from learning for long periods. Teachers challenged and managed poor behaviour effectively.
- 3.20** Learning support was particularly effective and helped to keep learners focused in lessons. A regional special educational needs coordinator (SENCO) and an on-site SENCO suggested teaching strategies to support learners with specific needs. They provided learners with practical materials, for example coloured overlays to help young women with dyslexia, and a reader and extra time in external examinations to help learners to succeed. Multi-agency working in the unit was good and progress and behaviour in education were reviewed at regular care meetings.
- 3.21** Teachers, managers and unit staff provided an inclusive and respectful learning environment. Learners with specific needs were well supported to achieve as well as their peers. The young women participated in a wide range of fundraising events for charity, such as Help for Heroes and cancer research. Equality and diversity events were organised to raise awareness.

Recommendations

- 3.22 Teachers should plan lessons to meet individual need and should measure progress to enable them to plan ensuing lessons effectively.**
- 3.23 Teachers should set short-term academic and social skills targets in individual learning plans so that achievements can be regularly reviewed and measured.**

Education and vocational achievements

- 3.24** Programmes were planned to enable young women remaining on the unit for a short time to gain unit accreditation; achievement rates were good. The achievement of hairdressing units at levels 1 and 2 was very good and some had achieved a level 3 unit accreditation in health and safety. Young women with longer sentences completed the full level 1 award and a few completed the level 2 award. During 2011 to 2012, success rates in adult literacy and numeracy courses were good. Most learners made at least adequate progress and the quality of work was generally good.

Library

- 3.25** Access to the library, provided by Wakefield Metropolitan District Council, had been insufficient in the previous six weeks. Young women now had access once a week for half an hour, which was still inadequate. There was no induction to the library to encourage young women to use it and to develop their literacy skills. Little use was made of the library as a learning resource to enhance programmes such as hairdressing or functional English.
- 3.26** The library was staffed by a qualified librarian and provided a wide range of texts to meet diverse needs, particularly for teenage readers. However, young women still did not have supervised access to the internet to support their studies through research.

Recommendations

- 3.27** Access to the library should be increased for recreational purposes and as a resource to enhance learning programmes.

Housekeeping point

- 3.28** Young women should be provided with induction to the library.

Physical education and healthy living

Expected outcomes:

All children and young people understand the importance of healthy living, and are encouraged and enabled to participate in and enjoy physical education in safety, regardless of their ability. The programme of activities is inclusive and well planned. It is varied and includes indoor and outdoor activities.

3.29 *PE was well managed. Access to PE was very good and young women had daily sessions which included a wide range of well-paced activities to meet individual fitness levels and abilities. Induction was timely and thorough. Health and fitness was successfully promoted and young women were encouraged to improve their health and fitness by participating in a range of initiatives. Health days promoted sexual health and good diet and nutrition. Achievement rates of awards at level 1 were good and plans were well advanced to introduce higher level awards.*

- 3.30** PE activities and programmes were well managed. Access to PE was very good and young women had three one-hour sessions in the small cardiovascular fitness room on the unit and two three-hour sessions in the gym each week. Young women participated in a thorough PE induction within the first few days of arrival. Learners completed the heart start award as part of the activities.
- 3.31** PE staff provided a wide range of activities that were well paced to meet individual fitness levels and abilities. The facilities in the gym included a sports hall for circuit training and team games, a resistance exercise suite and an outdoor all-weather area for team games such as football and netball.
- 3.32** Health and fitness were successfully promoted. Fitness levels were assessed at induction and young women were encouraged to improve their health and fitness gradually through initiatives such as the coast-to-coast cycle challenge; their time, speed and distance were measured on a static cycle and their progress on the cycle route plotted and recorded. Other young women measured their stamina and time on running machines and gradually improved their fitness levels. Health days in the sports hall promoted sexual health and good diet and nutrition.
- 3.33** Young women continued to have access to a wide range of level 1 unit accreditation and achievement rates were good. Plans were well advanced to offer higher level fitness instructor awards, which were being piloted with adult prisoners before being offered to the young women.

Section 4. Resettlement

Pre-release and resettlement

Expected outcomes:

Planning for a child or young person's release or transfer starts on their arrival at the establishment. Resettlement underpins the work of the whole establishment, supported by strategic partnerships in the community and informed by assessment of young people's risk and need. Ongoing planning ensures a seamless transition into the community.

4.1 *Individual needs were identified well and the regular care and support meetings helped to maintain focus on preparation for release. Early release and release on temporary license were used appropriately.*

4.2 The sentence planning and resettlement policy set out the actions to be taken by staff working with young women to prepare them for release. Although not based on a needs analysis, it was appropriate to meet the needs of the small population on the unit. Discussion of young women at the care and support meetings was based on resettlement pathways which helped to maintain focus on preparation for release. The unit based youth offending team (YOT) worker had left the unit just before the inspection; although the impact of this had not yet been felt, it was important for arrangements to be made to manage the resettlement work to a similarly high standard. Uniformed staff who were taking the work on had received useful training from a local YOT and more was planned.

4.3 There was a presumption that all young women who were eligible would receive early release subject to meeting the relevant criteria, and young women spoke in terms of their early release dates. Release on temporary license (ROTL) was not used very much but eligibility was always checked and ROTL had been used most recently in February 2013 for a town visit before a young woman's release. In the last three months of 2012, ROTL had been used twice for town visits and once for a visit to a seriously ill relative.

Training planning and remand management

Expected outcomes:

All children and young people have a training or remand management plan which is based on an individual assessment of risk and need. Relevant staff work collaboratively with children and young people and their parents or carers in drawing up and reviewing their plans. The plans are reviewed regularly and implemented throughout and after young people's time in custody to ensure a smooth transition to the community.

4.4 *Sentence planning and remand management meetings took place on time and were well managed. Young women were encouraged to take an active part in the meetings and plans had clear objectives. Arrangements for public protection and indeterminate sentenced young women were appropriate. More needed to be done to ensure that looked-after children received support from their local authorities.*

- 4.5** All young women on the unit at the time of the inspection were either on remand or subject to a detention and training order (DTO). We were told that it was now rare to receive a young woman on a long-term or indeterminate sentence. Training planning and remand management arrangements were good. Meetings were held on time and there was usually good attendance by community YOTs except for a recent case when a young woman's initial remand meeting had not been attended by her community YOT worker.
- 4.6** Young women were encouraged to prepare for their reviews and think about the issues they wanted to discuss. They were asked to complete a consultation form as part of their preparation to ensure their concerns were discussed during the meeting. Meetings had been chaired by the internal YOT worker but would now be chaired by the community YOT. Attendance at reviews was generally good, including personal officers, Turning Point, education and CAMHS (child and adolescent mental health service). Staff estimated that families attended in up to two-thirds of cases and records showed active family involvement in review meetings for several young women. Objectives agreed at the meetings were clear and followed up at subsequent meetings. Young women could have a copy of their plan.
- 4.7** There were two 18 year old young women on the unit during the inspection, but others had transferred to an adult prison when they reached 18. Most moved to the adult site at New Hall and care was taken to prepare the young woman for her move, including familiarisation visits to her new residential unit. We were told of one young woman who had moved to the adult site at 18 but was found not to be coping well in her new environment and was returned to the young women's unit to complete her DTO. This was an appropriate and helpful response. Both the 18 year olds on the unit were attending education with adults on the main site which gave them access to courses and qualifications not available on the unit. This was an innovative and well managed initiative to ensure that these young women could progress in their education and training and reflected an appropriately flexible approach to the management of young women who became adults while in custody.

Public protection

- 4.8** There was a clear public protection protocol and all young women were screened on arrival. Appropriate cases were referred to the weekly interdepartmental risk management team meeting on the adult site. This meeting reviewed all public protection cases across the site, and unit staff attended when a young woman was discussed. It was clear from records that the YOT worker had been attending external MAPPA (multi-agency public protection arrangements) meetings for relevant young women.

Looked-after children

- 4.9** At the previous inspection, we were concerned that there was not enough specialist knowledge in the multidisciplinary staff team about the needs and entitlements of young women who were looked after by their local authority. This remained the case and, although a suitable candidate had been identified and cleared, recruitment of a social worker had been frozen pending a decision about the future of the unit. Despite the best efforts of staff, they were not ensuring that looked-after children received the support they were entitled to from their local authority. One young woman on the unit had been identified as having looked-after child status but she had not had any contact with her local authority and no statutory review had taken place despite her being on the unit for more than a month. We were reassured to hear before the end of the inspection that the local authority had agreed to provide part-time social work support to the unit to alleviate the situation.

Recommendation

- 4.10 All young women who have looked-after status should receive the support they are entitled to from their local authority.**

Reintegration planning

Expected outcomes:

Children and young people's resettlement needs are addressed prior to release.

An effective multi-agency response is used to meet the specific needs of each individual young person in order to maximise the likelihood of successful reintegration into the community.

4.11 *Work to prepare young women for release was effective, but there was no follow up on the sustainability of accommodation. There was very good support for young women's education, training and employment needs, and to help them manage their money. Arrangements for ongoing physical and health needs were good and there was very good support for young women needing help with drug or alcohol problems. Visits entitlements and arrangements remained good but there had not been any family days for several months.*

4.12 Young women's release plans were prepared by their community YOT shortly before their release. The plans covered key areas which had been identified as needing addressing in the training plan, and supervision arrangements.

4.13 Young women received good support from residential staff before they left and they had a proper bag for their belongings. Young women left the unit with a responsible adult, usually their community YOT worker, but sometimes a family member.

Accommodation

4.14 Young women's accommodation needs were assessed early by unit staff and discussed during sentence planning and remand management meetings. Community YOTs took the lead in helping young women with their accommodation needs, and we were told that all young women had somewhere to go on release. However, staff said that accommodation issues were sometimes resolved close to discharge and we were told of a young woman released just before Christmas whose preferred accommodation had been deemed unsuitable by her community YOT and she had been unsatisfactorily placed in temporary accommodation. Although unit staff attended community meetings with young women after their release, there was no follow up of the sustainability of accommodation. Advocates and staff had intervened on occasion when young women were not provided with suitable accommodation.

Education, training and employment

4.15 The resettlement needs of young women were well coordinated. Individual interviews took place during induction with the learning support worker (LSW) who reviewed the initial assessment and any previous educational attainment and training. An action plan was developed in negotiation with the young woman. Weekly meetings with the LSW established personal goals and career targets to help develop short, medium and long-term career goals.

- 4.16** Excellent use was made of Job Centre Plus and Prospects, which provided a careers advice service, to work with young women as they neared release. They were supported to manage disclosure, prepare CVs, undertake interview role play and presentations which enhanced their skills and confidence to achieve further training or employment on release.
- 4.17** Young women had no access to virtual campus facilities. Plans to install the virtual campus had stalled as a result of a decision taken by the Youth Justice Board and the Ministry of Justice, to focus on the male estate in the first instance because of funding pressures.
- 4.18** Links with colleges and training providers were excellent. The LSW arranged interviews for young women to undertake further education and training on release and attended meetings with community YOT workers to review young women's progress. Records were kept of where young women went. Twenty-two young women had been held on the unit since April 2012, three of whom went on to study at college, one to the Prince's Trust, six to training providers and one was seeking employment. Seven of the remainder had transferred to the adult estate, three were returned to custody and two had only been on the unit for two weeks and nothing had been arranged for them on release.

Recommendation

- 4.19** **Young people should be provided with access to the internet or the virtual campus to aid their research skills and prospects of employability.**

Health care

- 4.20** Pre-release arrangements for young women were good and enough time was given for preparation. A letter was provided for GPs describing the care and treatment provided. The CAMHS team were fully involved with release arrangements and facilitated access to community services when required.

Drugs and alcohol

- 4.21** Turning Point had retained very good links with community services, including YOT workers. All young women were seen before release and arrangements made for a YOT worker to meet them at the gate when appropriate. Health promotion information was provided on release, including advice on drug and alcohol services in the community. Recovery workers attended community DTO meetings when required.

Finance, benefit and debt

- 4.22** Young women received good information and advice from the learning support worker about managing their finances, avoiding debt and claiming benefits. Checks were made to ensure they had national insurance numbers and appointments were made with Job Centre Plus for soon after their release. Elements of budgeting were included in enrichment activities, for example cookery included preparing food to a budget.

Children, families and contact with the outside world

- 4.23** Young women continued to have good visits entitlements of at least one visit a week. There were no limits on the number of visits a remanded young woman could have. Visits took

place three afternoons during the week and at weekends and lasted two hours. None of the young women received a visit at the time of the inspection. All the staff whom we spoke to knew which young women received visits, and the relationship they had with their families.

- 4.24** Visits took place in the visits hall on the adult site, and could be booked by telephone or email. Young women had a rub-down search before being escorted to the visits hall by unit staff. The escort remained as part of the staff team supervising visits, but kept a particular eye on young women. In common with adult prisoners, young women had to wear fluorescent bands to distinguish them from their visitors, which seemed unnecessary and inappropriate. The visits hall had comfortable seating, a snack bar, vending machines and toilets and baby-changing facilities. A staffed play area was available for children who visited. Visitors could use a visitors' centre from 12.30pm on visits days.
- 4.25** There was no family support worker to help maintain family relationships and there had been no family days for several months. The young women on the unit at Christmas had said they did not want a family day and some staff expressed reservations about the impact of a family day on young women with no family to invite. Good use was made of inter-prison telephone calls and records showed that these took place regularly.

Recommendation

- 4.26** **Young women should have the option of extended visits with their families in lieu of family days.**

Attitudes, thinking and behaviour

- 4.27** No accredited programmes were available to young women. The unit YOT worker had organised generic group work and one-to-one sessions but there was no provision to continue this work. The Turning Point workers and the CAMHS worker delivered one-to-one interventions.

Section 5. Recommendations and housekeeping points

The following is a listing of recommendations, housekeeping points and examples of good practice included in this report. The reference numbers at the end of each refer to the paragraph location in the main report.

Recommendation To the Youth Justice Board and NOMS

Reintegration planning

- 5.1** Young people should be provided with access to the internet or the virtual campus to aid their research skills and prospects of employability. (4.19)

Recommendations To the governor

Early days in custody

- 5.2** The risk assessment and management documents should be fully completed. (1.11)

Health services

- 5.3** Unit staff should receive defibrillator training which should be updated annually. (2.30, repeated recommendation 5.20)
- 5.4** The pharmacist and pharmacy technicians should be supported to develop services for young women, such as pharmacist led clinics and medicine use reviews. (2.40)
- 5.5** A range of patient group directions should be introduced to enable the supply of more potent medication and to avoid unnecessary consultations with the doctor. (2.41)
- 5.6** There should be policies and procedures for access to medication for minor ailments without a prescription. (2.42)

Education, learning and skills

- 5.7** The outcomes of the observation of teaching and learning should inform staff development, and action plans should be regularly monitored. (3.10)
- 5.8** The range of vocational training should be extended. (3.14)
- 5.9** The YMCA programme should be reviewed to ensure that activities are appropriate for the academic ability of the group. (3.15)
- 5.10** Teachers should plan lessons to meet individual need and should measure progress to enable them to plan ensuing lessons effectively. (3.22)

- 5.11** Teachers should set short-term academic and social skills targets in individual learning plans so that achievements can be regularly reviewed and measured. (3.23)
- 5.12** Access to the library should be increased for recreational purposes and as a resource to enhance learning programmes. (3.27)

Training planning and remand management

- 5.13** All young women who have looked-after status should receive the support they are entitled to from their local authority. (4.10)

Reintegration planning

- 5.14** Young women should have the option of extended visits with their families in lieu of family days. (4.26)

Housekeeping points

Behaviour management

- 5.15** Young women should not be required to wear bibs on visits. (1.34)

Complaints

- 5.16** All responses to complaints should be written directly to the young women who made the complaints. (2.21)

Health services

- 5.17** All clinical supervision should be recorded. (2.31)
- 5.18** Automated external defibrillators should be checked daily. (2.32)
- 5.19** Health care information should be available in a range of languages. (2.33)
- 5.20** A second signature should be obtained for the receipt of controlled drugs. (2.43)

Time out of cell

- 5.21** Opportunities for time outside should be made available other than early in the morning. (3.4)

Education, learning and skills

- 5.22** The condemned cooker should be replaced. (3.16)
- 5.23** Young women should be provided with induction to the library. (3.28)

Section 6. Appendices

Appendix I: Inspection team

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Angela Johnson
Joe Simmonds

Team leader
Inspector
Researcher

Specialist inspectors

Mick Bowen
Katie Tucker
Helen Jackson
Sheila Willis

Health services inspector
Care Quality Commission
Pharmacist
Ofsted inspector

Appendix II: Progress on recommendations from the last report

The following is a summary of the main findings from the last report and a list of all the recommendations made, organised under the four tests of a healthy prison. The reference numbers at the end of each recommendation refer to the paragraph location in the previous report. If a recommendation has been repeated in the main report, its new paragraph number is provided here.

Safety

Children and young people, particularly the most vulnerable, are held safely.

At the last inspection in 2011, young women were treated well on escort and then on arrival. First night and induction procedures were thorough. Safeguarding procedures were under-developed. Child protection procedures were not underpinned by specialist expertise or good support from the local authority and there were procedural frailties resulting in a lack of support for young women who had made disclosures. Young women at risk of self-harm were well cared for. There was good dynamic security and young women generally behaved well. Staff were robust in tackling any signs of friction and the use of force was low. Although rare, the use of the adult segregation unit was unacceptable. Coordinated care planning was needed to ensure consistent and appropriate management of the most challenging behaviour. Despite some important procedural flaws, all young women said that they felt safe. Outcomes for young women were reasonably good in relation to this healthy prison test.

Main recommendations

The estate needs to be rationalised so that all the units are of sufficient size for an appropriate range of services and activities to be maintained to meet the individual needs of the young women held. (HP39)

Achieved

The current multi-systems of care planning should be amalgamated to provide one individual care plan for each young woman and a single system of multidisciplinary review. (HP40)

Achieved

Young women should never be forcibly strip-searched and should never be held in the adult segregation unit. (HP41)

Achieved

Recommendations

The quality of initial vulnerability assessments should be improved. (1.12)

Not achieved

The local authority children's services and all relevant disciplines with an involvement in the care of young women should be represented regularly at quarterly safeguarding committee meetings. (3.7)

Achieved

The safeguarding committee should review the individual incidents which make up the data sets submitted to them to ensure that appropriate actions have been taken and to take forward any lessons to be learned. (3.8)

Achieved

There should be a designated member of staff with the required level of specialist expertise to ensure that the looked-after children are correctly identified and their needs are met. (3.9)

Not achieved

The child protection policy should be revised in partnership with the local authority children's services and the local safeguarding children board. The policy should include a clear role for a suitably experienced child protection coordinator, unambiguous referral procedures and advice on whistle-blowing arrangements and details of arrangements to monitor the progress and outcomes of child protection referrals to include a level of external scrutiny. (3.21)

Partially achieved

Appropriate specialist support should be offered to young women who disclose abuse. (3.22)

Achieved

All staff working with children should be trained in child protection. (3.23)

Achieved

All staff should be suitably trained in suicide and self-harm prevention. (3.31)

Achieved

Mediation and restorative justice should be an integral component of behaviour management. (7.9)

Partially achieved

Young women should be involved in reviews about their behaviour which determine their progress or demotion within the rewards and sanctions scheme. The reviews should take place frequently enough to assist the young women to make progress quickly. (7.14)

Achieved

Young women on the basic level of the rewards and sanctions scheme should have access to some evening association. (7.15)

Achieved

Adjudication hearings should fully consider the events that led up to the charge and take full account of any mitigating circumstances and this should be clearly documented. (7.19)

Partially achieved

Young women should not be restrained purely to secure compliance with a staff instruction. (7.23)

Achieved

Respect

Children and young people are treated with respect for their human dignity.

At the last inspection in 2011, relationships between staff and young women were very good. Young women appreciated the support of their personal officers and the chaplains. Race and diversity were managed well but monitoring for equality needed to be developed. Complaints were handled courteously and young women were suitably assisted with their legal rights. Health services were good with excellent mental health provision. The unit was maintained to a good standard overall but the smaller living space was claustrophobic. Environmental disadvantages were, however, mitigated by very effective staff interventions. Outcomes for young women were good in relation to this healthy prison test.

Recommendations

Cells should be maintained in a reasonable state of decoration and damaged observation panels should be replaced. (2.9)

Achieved

Young women who are diversity representatives should attend the equalities committee meetings. (4.4)

Achieved

All staff should have up-to-date training in race equality. (4.8)

Partially achieved

There should be effective mechanisms for sharing and acting on information about the needs of young women with disabilities. (4.15)

Achieved

The floor of the dental surgery should be replaced to meet infection control guidelines. (5.7)

Achieved

Security measures in the dental surgery should ensure that staff have safe and swift access to alarms. (5.8)

Achieved

Emergency equipment should be reviewed to ensure that essential equipment and medicines are in place to deal with a medical emergency. The equipment should be checked regularly and these checks should be recorded. (5.19)

Partially achieved

Unit staff should receive defibrillator training which should be updated annually. (5.20)

Not achieved. (Recommendation repeated, 2.30)

The unit nurse should meet young women regularly to ensure their concerns about the delivery of health services are addressed and inform them about the development of health services. (5.21)

Achieved

Secondary health screening should be completed within 72 hours. (5.34)

Achieved

There should be more opportunities for young women to cook their own meals. (8.8)

Achieved

Purposeful activity

Children and young people are able, and expected, to engage in activity that is likely to benefit them.

At the last inspection in 2011, young women enjoyed a good deal of time out of their cells during weekdays but less time unlocked at the weekend. Time in the open air was scheduled daily but the time allowed needed to be increased to alleviate the effects of a claustrophobic unit. Young women benefited from very thorough initial assessment of their educational needs and also from good teaching and educational support. They made good progress and achieved high levels of accreditation, consisting mainly of nationally recognised qualifications. Behaviour in education was outstanding and standards of work were high. Access to the library

was good. Access was also good to a wide programme of PE activities, which were accredited and young women achieved high levels of PE related qualifications. Outcomes for young women were good in relation to this healthy prison test.

Recommendations

Restrictions arising from the small size of the unit should be mitigated by optimising the use of facilities for outdoor activities, and all unit staff should be sports and games trained. (6.6)

Partially achieved

Young women should be provided with suitable outdoor clothing. (6.7)

Achieved

Access to the internet with suitable safeguards should be provided to enable young women to carry out their own research. (6.21)

Not achieved

Information derived from the initial learning and skills assessment process should be shared and used by all staff. (6.22)

Achieved

Higher level PE qualifications should be introduced as appropriate. (6.34)

Partially achieved

PE induction should be improved to ensure that it meets the needs of young women with little experience of sport and fitness activities and enables them to complete qualifications such as manual handling and HeartStart during their induction. (6.35)

Achieved

Resettlement

Children and young people are effectively helped to prepare for their release back into the community and to reduce the likelihood of reoffending.

At the last inspection in 2011, there was no up-to-date needs analysis to inform the resettlement policy, but individual needs were identified well. Sentence planning and remand management arrangements were efficiently organised and staff made good efforts to involve community youth offending teams, the young women themselves, and their parents appropriately. The quality of individual plans was good and young women serving long sentences were provided with additional support as required. Public protection arrangements were sound. Transition planning for young women destined for an adult prison was good. All relevant resettlement pathways were addressed and unit staff attended the first review meeting held in the community post release. Visits entitlements were good and staff provided support for young women whose parents were unable to visit. Substance use services met the needs of the population well. Outcomes for young women were good in relation to this healthy prison test.

Recommendation

Young women should not have to wear a bib when they have visits. (9.25)

Not achieved

Appendix III: Establishment population profile

Please note: the following figures were supplied by the establishment and any errors are the establishment's own.

Status	Number of young people	%
Sentenced	3	60
Recalls	1	20
Convicted unsentenced		
Remand	1	20
Detainee		
Total	5	100

Age	Number of young people	%
17 years	3	60
18 years	2	40
Total	5	100

Nationality	Number of young people	%
British	5	100
Foreign nationals		
Total	5	100

Ethnicity	Number of young people	%
White		
British	5	100
Total	5	100

Religion	Number of young people	%
Roman Catholic	1	20
Other	1	20
No religion	3	60
Total	5	100

Other demographics	Number of young people	%
Gypsy/Romany/ Traveller	1	20
Total	1	20

Sentenced only – length of stay by age

Length of stay	<1 mth	1–3 mths	3–6 mths	6–12 mths	1–2 yrs	Total
Age						
17 years			1		1	2
18 years		1			1	2
Total		1	1		2	4

Unsentenced only – length of stay by age

Length of stay	<1 mth	1–3 mths	3–6 mths	6–12 mths	1–2 yrs	Total
Age						
17 years		1				1
18 years						
Total		1				1

Main offence	Number of young people	%
Sexual offences	1	20
Burglary	1	20
Robbery	2	40
Theft and handling	1	20
Total	5	100

Number of DTOs by age and full sentence length, including the time in the community

Sentence	4 mths	6 mths	8 mths	10 mths	12 mths	18 mths	24 mths	Recall	Total
Age									
17 years	1			1					2
18 years							1	1	2
Total	1			1			1	1	4