

ACTION PLAN: HMCIP REPORT

ESTABLISHMENT: HMP COOKHAM WOOD

TIMETABLE	DATE	STATUS OF THIS RETURN
Full Unannounced inspection	5 May–15 May 2015	
Report published	22 September 2015	
Action Plan Submitted	1 December 2015	Attached

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POSITION AS AT: NOVEMBER 2015

1. Rec. No.	2. Recommendation	3. Accepted/ Rejected	4. Response Action Taken/Planned	5. Function Responsible/ Policy Lead	6. Target Date
	Main recommendations To the governor				
5.1	Systems for reporting, analysing and managing violent behaviour should be used effectively to reduce levels of violence, support victims and to make boys feel safe. (S66)	Accepted	<p>A young people estate (YPE) wide behaviour management strategy has been developed. This includes:</p> <ul style="list-style-type: none"> • The implementation of a psychological service to support the assessment and management of behaviour and manage the provision of interventions. • The introduction of a new restorative justice model. • The introduction of the recently accredited anger replacement therapy (ART) violence reduction programme. • Completion of a promoting risk intervention by situational management (PRISM) assessment (a structured assessment of factors associated with violence that identifies strategic actions, and also being taken forward more widely in the estate as part of the violence reduction project). 	NOMS Young People's Policy and Casework / Head of Safeguards	Completed and ongoing

			<ul style="list-style-type: none"> Young people's assessment panel (YPAP) set up to review existing and proposed young person specific interventions. <p>Locally, patterns and trends of violent behaviour are reported and analysed at both the monthly and quarterly Safeguarding meetings and determine what actions are taken.</p>		
5.2	There should be high expectations of boys and a good range of opportunities to demonstrate good behaviour in all areas of the establishment. The behaviour management policy should be underpinned by the promotion of constructive relationships and its application should ensure that poor behaviour is consistently challenged and good behaviour rewarded. (S67)	Accepted	<p>In line with the current behaviour management policy, good behaviour is reinforced with green cards (which gain the young person a range of incentives such as extra telephone credit or toiletries) and poor behaviour through yellow cards (which give the young person a range of instant sanctions such as an evening's loss of association) and adjudications. This policy is currently under review.</p> <p>A recent notice to staff has been issued, reminding all staff of the need to challenge all poor behaviour consistently.</p>	Young People and Services	31/03/16
5.3	All boys should attend activities during the working day and sessions should start and finish on time. (S68)	Accepted	<p>All young people are allocated an education pathway through the activities hub in line with their sentence planning. Those young people who are unable to attend are allocated to Outreach.</p> <p>Activity allocation boards are held twice a week to allocate new receptions and to review any who need to change pathways.</p> <p>The new core day (due to be implemented in November 2015) will provide more adequate time for moving to activities. The process of movement is currently also under review to improve its efficiency and timeliness.</p>	Reducing Reoffending and Young People and Services	31/03/16
5.4	The children and families pathway should be improved by development of relationships programmes and support for boys with parental responsibilities. (S69)	Accepted	<p>Family days are held bi-monthly and family work takes place after visits on a monthly basis, whereby families of the young people can discuss issues and seek support from members of the casework team.</p> <p>The prison are in consultation with the South London</p>	Reducing Reoffending	31/03/16

			<p>Resettlement Consortium in relation to the Troubled Families initiative and are in the process of issuing questionnaires to all families to ask them what improvement to the service they would like to see. An action plan and needs analysis will be drawn up following to the results of this.</p> <p>Caseworkers undertake work with individual young fathers in relation to parenting and relationships. There is no scope at present to offer more formal programmes in this regard. HMYOI Cookham Wood has previously explored programmes such as Storybook Dads; however this required an officer to be present in the classroom and the prison is not resourced for this. Storybook Dads also required a minimum of 12 young people to be present at all times, this is not feasible in relation to 'keep-apart' lists and gang concerns with such a comparatively small group of YPs.</p>		
	Recommendation To the Youth Justice Board Courts, escort and transfers				
5.5	Boys should only be allocated to Cookham Wood when it is clear that the establishment can meet their needs. (1.8)	Accepted	<p>The Youth Justice Board (YJB) seeks to place children into a secure establishment best suited to meet their individual needs. Throughout a child's stay in custody those professionals working with the child have the opportunity to flag if it no longer appears that the child is best served by remaining in that establishment. The YJB regularly considers requests to transfer children elsewhere.</p> <p>Equally, if the YJB forms to view that an establishment is no longer able to meet the needs of the children it intends to send their then it will pause placements into that establishment until those issues are resolved.</p> <p>The report has pointed to specific cases of young people at HMYOI Cookham Wood would should have been placed elsewhere. The YJB have sought feedback on those individual cases so those placements decisions can</p>	Youth Justice Board (YJB)	Completed and Ongoing

			be reviewed.		
	Recommendation To the Youth Justice Board and NOMS				
	Courts, escort and transfers				
5.6	Key staff at the establishment, NOMS, the YJB and the escort providers should meet regularly to monitor and resolve problems relating to escort arrangements and ensure that children arrive at the establishment in good time to be assessed and settled on their first night. (1.6)	Accepted	<p>The YJB will work with NOMS to make sure that managers from the Prisoner Escort and Custody Services (PECS) and HMYOI Cookham Wood meet bi-annually with SERCO Wincanton and Geo Amey to discuss performance and any issues that arise relating to the care of prisoners. PECS also meet quarterly with the Deputy Director of Custody Staff Officer for the region. Issues arising at these local meetings can then be highlighted to the YJB – NOMS PECS forum which meets at least quarterly to discuss escort services to young people, as part of the YJB Service Level Agreement (SLA) with NOMS. The YJB will also continue to regularly review young people-specific performance data regarding (YOI) escorts for young people and raise any identified issues with the contract authority at the most appropriate level for resolution.</p> <p>Prisoner welfare, with particular reference to young people, continues to be a priority and PECS continues to highlight this to all stakeholders, monitoring time spent travelling to court, time spent at court and the return to prison. The number of complaints from HMYOI Cookham Wood has dropped significantly over the last six months and the majority of young people from local courts return to HMYOI Cookham Wood on time. There is still room for further improvement and PECS will continue to work with all parties towards this goal.</p>	YJB/PECS	Completed and ongoing
	Recommendations To the governor				
	Courts, escort and transfers				
5.7	More use should be made of video links with courts. (1.7)	Partially Accepted	HMYOI Cookham Wood has invested in the redevelopment of an area within the prison that will house a video link facility which will include a court room and smaller booth for one-to-one meetings with legal advisors	NOMS Directorate of Digital and Change	March - June 2016

			or other professionals. The court room can also be used for larger meetings over video where larger groups may be involved, for example parole reviews. The refurbishment is complete and the new equipment on site, however the FITs VVI refresh and WAN/LAN contracts will impact on the delivery date. In the interim, Cookham Wood has a single Integrated Service Digital Network (ISDN) connected video unit.		
	Early days in custody				
5.8	Cells on the first night unit should be fully equipped and ready for use before boys are accommodated in them. (1.19)	Accepted	Staff conduct accommodation fabric and room checks on a daily basis to make sure that rooms are fully equipped for new receptions.	Admissions and Care	Completed
5.9	Induction sessions should be designed and delivered in an engaging way. (1.20)	Accepted	A new Induction programme has been introduced, including a new "child friendly" booklet and DVD about HMYOI Cookham Wood. These are now shown to all new receptions. In addition, the DVD will be on a loop on the in-cell TVs by the end of December 2015.	Admissions and Care	Completed
5.10	There should be a formal peer mentor scheme to provide support to all boys new to the establishment. (1.21)	Accepted	The peer mentoring scheme is in its early stages and yet to be formalised. The reception/first night centre custodial manager will liaise with education managers regarding formal training and accreditation for this.	Admissions and Care	31/03/16
	Care and protection of children and young people				
5.11	Safeguarding team information reports (STIRs) should be submitted on every appropriate occasion. (1.28)	Accepted	HMYOI Cookham Wood will review its Information Sharing policy to make sure that all staff, including partner agencies, are fully aware of the need to appropriately share information pertinent to risk. All staff will be reminded of the importance of sharing information and the appropriate use of the safeguarding team Information Report (STIRs). The submission of STIRs by each department is monitored at the quarterly safeguarding meeting, chaired by the Governing Governor.	Safeguarding	31/01/16
5.12	The work of the safeguarding team should be undertaken thoroughly and consistently. (1.29)	Accepted	As a result of Benchmarking at HMYOI Cookham Wood, the target staffing level of the group was increased to comprise of; one band 8 head of function, one custodial manager, three band 3 prison officers (covering safeguarding and equalities) and two band 3 business administrators. In addition, four band 4 'minimising and managing physical restraint (MMPR) co-ordinator posts	Safeguarding	Completed

			were identified. All posts have been filled and the prison is funding a further band 3 business administrator post to support the work of the MMPR co-ordinator team. All posts operate to published and evaluated job descriptions. The additional resources allocated to this function have stopped redeployment and provided greater consistency of delivery.		
5.13	Child protection investigations should be carried out without delay and should be systematically recorded, including actions taken internally. (1.35)	Accepted	Child protection referrals are submitted within 24 hours of concerns being identified or raised. Staff within the safeguarding team have been briefed and are aware of the importance of documenting all actions taken within individual child protection referral chronologies. These staff have also completed child protection training delivered by the local safeguarding children board as part of their continuous professional development. Quality assurance of child protection referrals is undertaken by the Governing Governor. Delays in receiving completed use of force reports (which could delay full investigation of a referral) are raised with individual members of staff and escalated as required.	Safeguarding	Completed
	Behaviour management				
5.14	Children should not be strip-searched under restraint unless all other options have been exhausted, there is a risk to the safety of the child or others, and it has been authorised at a senior level and recorded accordingly. (1.65)	Accepted	<p>Reasonable force can be used to make sure prisoners, including young people, comply with searches, in accordance with Annex A of Prison Service Instruction (PSI) 67/2011, "Searching of the Person", and PSO 1600, "Use of Force".</p> <p>Use of force will be justified and therefore lawful, only:</p> <ul style="list-style-type: none"> • If it is reasonable in the circumstances • If it is necessary • If no more force that is necessary is used • If it is proportionate to the seriousness of the circumstances. <p>Full searches under restraint should only take place where there is no alternative, i.e. all other options to carry out a full search without have been exhausted and it is known or reasonably believed that a young person is carrying an unauthorised article. There are associated risks with enabling young people to retain any suspected</p>	NOMS Security Policy Unit (SPU)	Completed

			<p>item or contraband; equally there are risks in engaging in a struggle in order to remove clothing including injury to both the young person and staff.</p> <p>The authority for a full search under restraint must be given by the Duty Governor unless he or she cannot be contacted when the supervising officer in charge of the incident can make the decision. The decision will balance the risk of retaining a suspected item against the risks in using force to carry out a full search.</p> <p>The full search must be carried out in accordance with the instructions contained within the use of force training manual. The techniques which it details have been specifically developed in order to instruct staff on the most effective and safe methods of using force, taking account of the safety of both young people and staff.</p> <p>More generally, full searches conducted under normal circumstances (i.e. without the use of restraint) can be undertaken on intelligence or suspicion without prior authority. All full searches, including those carried out during or after restraint will be based on intelligence, assessed by a manager and authorised by a senior manager. All searches must also be referred to the local authority designated officer (LADO).</p> <p>Any decision to search a young person whilst under restraint must be undertaken with full adherence to the requirements of MMPR. MMPR provides a greater emphasis on managing challenging behaviour without resorting to restraint and also stresses the importance of accurate reporting to enable the ongoing analysis of its effectiveness. Training in de-escalation and avoiding the need for restraint is a key part of the system.</p>	NOMS Young People's Policy and Casework	
5.15	Security should be effectively managed with a regular, well attended security meeting which analyses current information about incidents and sets clear objectives to improve safety and security in the establishment. Information reports	Accepted	The Head of Security chairs a monthly meeting to address and inform all departments of security matters and a reminder now goes out along with the minutes for all departments to either attend the meeting or send an update.	Security and Operations	Completed

	should be analysed immediately and intelligence-led searches carried out promptly. (1.66)		<p>This meeting is also being developed to include intelligence surrounding certain young people of interest to outside agencies along with intelligence suggesting involvement in acts of violence, bullying/taxing, weapons.</p> <p>Management Information Reports are now at a more manageable amount going from approx 500 reports waiting analyst work to approx 110. Searches are now being completed when requested dependent on staffing levels.</p>		
5.16	Adjudications should not be used for trivial matters and all adjudications should be heard. (1.67)	Accepted	Staff who process adjudications will be trained as adjudication liaison officers. Training courses have been requested and plans are also ongoing to provide training in-house. Adjudication staff will also to provide training and guidance to staff regarding their paperwork and reasons to place people on report. All Governors are working to reduce the number of remanded adjudications.	Admissions and Care	31/3/16
5.17	Pain inducement techniques should not be used during use of force. (1.85)	Rejected	The establishment has recently introduced the MMPR syllabus of behaviour management and physical restraint. The use of pain inducing techniques forms part of the MMPR syllabus and can be used in certain, limited, circumstances. The use of pain inducing techniques is monitored by the establishment's weekly Use of Force review committee.	Safeguarding	
5.18	Force should only be used as a last resort and not to gain compliance. (1.86)	Accepted	Force will only ever be used against young people as a last resort where it is absolutely necessary to do so and where no other form of intervention is possible or appropriate. No restraint techniques may be used for the purpose of punishment. MMPR has a focus on de-escalation and aims to avoid the use of force as far as possible.	NOMS Young People's Policy and Casework	Completed
5.19	Use of force documentation should be completed and use of force recordings should be reviewed swiftly after each incident. (1.87)	Accepted	All staff have recently completed MMPR training which makes it clear that Use of Force documentation must be completed in a timely manner. This is monitored by the MMPR co-ordinators with any concerns brought to the attention of managers within the establishment to address.	Safeguarding	Completed

			Where CCTV footage of use of force incidents is available this is reviewed within 24-hours and incidents of force which meet the YJB's standardised criteria (those which lead to injury/serious injury warning sign, use of a pain inducing technique, planned interventions, passive non-compliance, prolonged use of force, where there is a complaint or concerns raised by a young person or member of staff or incidents of force following an assault on staff) are reviewed at the weekly use of force review meeting.		
5.20	Boys should be separated for the shortest time possible. (1.95)	Accepted	<p>Segregation is used as little as possible, although there are occasions when behaviour is so challenging and violent that it is necessary to remove a young person from association in order to guarantee not only their safety, but that of others. This process is closely monitored with careful time limits placed on how long a young person can be separated. The reasons for separation are always recorded and communicated with the young person. Individual re-integration plans are also drawn up and agreed with the young person involved.</p> <p>Young people that are separated have their case reviewed every week by the Head of Admissions and Care. This is a multi-disciplined approach where a reintegration plan is compiled and reviewed to enable the young person to return to normal location as soon as possible.</p> <p>Any young person held in segregation longer than 28 days must have authorisation from the Deputy Director of Custody for continued segregation.</p>	Young People's Policy and Casework/ Admissions and Care	Completed
5.21	All targets set at GOOD reviews should be explained to boys clearly and their understanding checked. (1.96)	Accepted	All young people subject to a Good order and discipline (GOOD) review under Prison Rule 45 are asked for their opinion and staff make sure that the young person understands the review targets and the process. All young people receive a written copy of the reasons they are to remain on GOOD and the behavioural targets they must achieve to be taken off GOOD. This is in line with national standards.	Admissions and Care	Completed
5.22	Safety algorithms should be completed accurately	Accepted	Safety algorithms are always completed for any young	Admissions and	Completed

	for all boys. (1.97)		person who is separated from others, whether that is in the Care and Separation Unit (CSU) or on the main wing.	Care	
5.23	The establishment should record and monitor the number of boy's segregated pending adjudication. (1.98)	Accepted	This is recorded as part of the segregation monitoring and review group. All boys segregated pending adjudication are authorised by the Duty Governor.	Admissions and Care	Completed
5.24	GOOD documentation should only be signed by those present at reviews. (1.99)	Accepted	GOOD documentation records who is present at the review and signed by the Governor who chairs it and the member of the Independent Monitoring Board (IMB) when they are present. If the IMB are not present for the review, this is noted on the paperwork. Duty Governors have been reminded of this.	Admissions and Care	Completed
	Substance misuse				
5.25	Boys with a high level of clinical need should not be placed at the establishment in the absence of 24-hour health care cover and finalised treatment protocols. (1.110)	Accepted	Provision is in place for 24 hour nursing cover when a clinical client is identified and is there to respond to need as it arises recognising that YJB are responsible for placements. This service will continue to be monitored with staff at the establishment to ensure that it is safe, effective and responsive. Treatment protocols will be finalised and taken through the quality board for assurance.	YJB / Substance misuse manager	31/01/16
5.26	A supply reduction strategy should be developed and integrated with the substance misuse strategy so that trends can be identified quickly and remedial action taken. (1.111)	Accepted	The substance misuse service is happy to support this work. The Addaction (substance misuse) team are made aware of any drug finds or intelligence surrounding drugs, and a substance misuse and supply reduction strategy is currently being developed.	Substance misuse manager/ Security and Operations	31/03/16
	Residential units				
5.27	All accommodation, including landings, should be kept clean and free of graffiti. (2.7)	Accepted	A cell cleaning policy is in place and young people on the environmental services pathway spend a period of their course on the house block, cleaning the communal areas under the supervision of the cleaning officer. The cleanliness of accommodation is checked daily during accommodation and fabric check and a process is being developed to make sure there is weekly assurance by managers.	Young People and Services	Completed
5.28	Boys should be responsible for cleaning communal areas under the direction of staff. (2.8)	Accepted	Young people on the environmental services pathway spend a period of their course on the house block,	Young People and Services	Completed

			cleaning the communal areas under the supervision of the cleaning officer.		
5.29	Boys on remand should not have to wear prison clothes. (2.9)	Rejected	The local policy is that all young people wear a uniform to prevent bullying and decrease incidents of violence. The prison is currently investigating whether enhanced young people could wear their own clothes.	Young People and Services	
5.30	All applications should be answered promptly. (2.10)	Accepted	Applications are now taken by staff during the breakfast period. Applications are then filtered, logged and distributed the same day.	Young People and Services	Completed
5.31	PIN numbers should be added to phones promptly to ensure that boys can communicate with friends and family. (2.11)	Accepted	Currently this is completed by the Operational Support Grade group, however in the near future it will move to the Business Hub where the staffing is more consistent during the working day. This process is also dependent on Caseworkers being able to contact the people listed on the young people's telephone account (PIN) number request sheet, to ascertain that they are suitable for the young person to contact.	Security and Ops, Corporate Services and Reducing Reoffending	Completed
5.32	Mail and parcels should be delivered to boys promptly. (2.12)	Accepted	Mail and parcels are delivered to young people at the weekend, staffing permitting. If it is not possible during this time, every effort is made to deliver parcels at the earliest opportunity.	Admissions and Care	Completed
	Relationships between staff and children and young people				
5.33	An effective personal officer scheme should be in place, ensuring that all boys have an identified officer with whom they meet regularly to discuss concerns and needs. (2.19)	Accepted	<p>Under the new standardised casework model, the core casework team will work together with both specialist departments across the establishment and external agencies to provide a multi-disciplinary approach to all aspects of a young person's care. This includes a requirement for all specialist departments and external partners involved in a young person's care to work collaboratively, share information and provide in-reach services to support the casework team.</p> <p>The casework team will be responsible for overseeing and managing each young person's care. This will involve regularly contacting and involving specialist departments and external partners for information and support.</p> <p>In addition, the development of the custody support plan</p>	Young People's Policy and Casework	Completed

			(CuSP) will provide staff and young people with a simple framework for thinking about their prioritisation of their needs. CuSP is based on the belief that custody is an opportunity to provide a positive influence to change behaviours, resulting in better outcomes for young people such as reduced instances of violence inside and outside of custody and ceasing involvement in gangs. The pathfinder will commence in January 2016.		
5.34	All staff should wear their names on their uniform. (2.20)	Partially Accepted	Staff are issued their names on velcro strips to attach to their uniforms – this is to allow choice. Epaulette number on uniforms allows staff to be identified. A notice to staff (NTS) has been reissued, asking all non-uniformed staff who have contact with young people to wear name badges or ID cards to enable them to be identified.	Young People and Services	Completed
	Equality and diversity				
5.35	Inequality identified through monitoring data should be investigated and addressed. (2.27)	Accepted	As part of the regular equalities meeting a range of measures, across all protected characteristics, is used to identify inequalities/potential inequalities as well as identifying actions appropriate to address these. A number of equality impact assessments have been commissioned and actions identified to address inequalities/potential inequalities will form part of the equalities action plan.	Safeguarding	31/03/16
5.36	The quality of investigations into discrimination incident reports should be improved and should include effective quality assurance. (2.28)	Accepted	A new, more robust, quality assurance process has been developed and introduced. The Governing Governor now quality assures all discrimination incident report forms (DIRF) to make sure that all appropriate actions have been taken. Findings are fed-back to managers investigating and responding to DIRF reports.	Safeguarding	Completed
5.37	Cultural awareness should be promoted and staff should receive refresher training in equality. (2.35)	Accepted	The prison is looking into what cultural awareness training can be sourced and delivered, including via the Justice Academy/civil service learning online training. Equalities training is online. Although the training is not intended to be used as a refresher, the prison will continue to inform line managers when three years staff have passed since their staff's last training and encourage them to complete it. Time will also be incorporated in staff training	Corporate Services	31/03/16

			shutdown mornings and when there is scope at other times to complete online equality training.		
5.38	Regular meaningful consultation should be held with all minority groups. (2.36)	Accepted	The youth council meets regularly to discuss matters which affect young people at HMYOI Cookham Wood including matters which have the potential to have the greatest impact on minority groups. A young person survey is being developed, in conjunction with Barnardos. This will be issued to all young people and analysis of the results will identify and consider the results according to a number of protected characteristics. This will be used to develop an action plan as necessary.	Safeguarding	31/01/16
5.39	Gay and bisexual boys should be reassured that support and advice was available for them and that homophobic behaviour would be robustly addressed. (2.37)	Accepted	The induction programme will be reviewed to make sure that it gives suitable emphasis to equalities issues/protected characteristics including the potential consequences to discriminatory behaviour. A portfolio of organisations offering support across the range of protected characteristics is being developed and a number of themed equalities events are planned for the year ahead.	Safeguarding	31/01/16
	Faith and religious activity				
5.40	Subject to security concerns, all boys should be able to see a chaplain and attend corporate worship. (2.42)	Accepted	Worship lists are sent to security by chaplains every Thursday, including Friday prayers, Christian services, special events and festivals such as Eid and Good Friday. This allows the majority of young people who come in to the prison in a week to be checked by security and to attend worship that week. A separate list is created for young people who are marked as not to attend - a reason for this is given and this must be authorised by a Governor. Chaplains then visit these young people individually. Any young person who is on the 'keep apart' list will attend on alternate weeks. The only other reason why a young person should be restricted from attending corporate worship would be due to them being 'pending adjudication' status or if they in the Phoenix unit for reasons of good order or discipline (GOOD).	Chaplaincy	Completed
	Complaints				
5.41	Complaints should be quality assured and data and analysis discussed at senior management	Accepted	10% of all complaints are quality assured by the Governor. Data and analysis is discussed at Senior	Corporate Services	31/01/16

	team meetings. (2.47)		Management Team meetings and is also submitted and discussed as part of the national assurance process.		
5.42	The responses to complaints should adequately address the issues raised. (2.48)	Accepted	All complaints are sent out for response with a reminder/check list of what is expected in each complaint. This includes ensuring that the issues raised have been addressed adequately. Any that are returned without these minimum requirements will be sent back out to functional heads to be re-written.	Corporate Services	Completed
Health services					
5.43	The health needs assessment should assess the boys' need for dentistry and immunisation and vaccination. (2.67)	Accepted	An independent review of the current health needs assessment has been commissioned and any further recommendations will be implemented.	Head of Health Services	31/03/16
5.44	Health complaints should be separate from the main complaints system and receipt of complaints should not be recorded in boys' clinical notes. (2.68)	Accepted	Young people are requested to use the healthcare boxes as provided and this is covered during induction. A specific form for healthcare complaints is being developed. SystemOne provides a secure environment to record both complaints and the response. This is available to all healthcare staff and provides a complete record of the young person's care at the establishment.	Head of Health Services	31/03/16
5.45	Staff members should receive regular documented clinical supervision. (2.69)	Accepted	All supervision is up to date and monitored via monthly reporting to the commissioned healthcare provider (Oxleas) senior managers.	Head of Health Services	Completed
5.46	Children should be able to attend their health appointments on time and did-not-attend rates should be minimised. (2.78)	Accepted	Did-Not-Attend (DNA) rates are subject to monitoring and staff actively seek reasons for any failure to attend. Oxleas will continue to work with the prison staff so that young people have timely access to their appointments.	Head of Health Services	Completed
5.47	Medicine queues should be regulated to ensure that crowding at the hatches does not occur. (2.82)	Accepted	Young people are collected a landing at a time, depending on 'keep apart' issues, and supervised at the dispensing hatch. Staff have been advised to make sure that the numbers waiting for medication are orderly, manageable and do not compromise either confidentiality or safety.	Young People and Services	Completed
5.48	Access to dental services should be improved to reduce the non-attendance rate to acceptable levels and best practice guidance for decontamination should be followed. (2.86)	Accepted	Dental services are under review and a possible new provider has been identified. Clinics will then move from Friday pm to an alternative day. The dentist follows best practice guidance within the constraints of the working environment.	Head of Health Services	31/03/16

5.49	Boys should be able to access mental health consultations and treatment as clinically indicated. (2.92)	Accepted Subject to Resources	<p>Movement officers are given notification of appointments for each session and detailed specific moves they are responsible for.</p> <p>Over the last 12 months, consultations with Commissioners, YOI Governors, NOMS and the YJB have taken place regarding the need for additional accommodation for therapy. Plans have been drawn up by the prison for building works to be carried out on converting unused education space. These plans have not yet been agreed. Resource sharing of rooms has been made available on a temporary basis and health staff continue to work with the YOI to maximise availability of healthcare as required.</p>	Young People and Services, NOMS, YJB	31/01/16
5.50	Health care professionals should not be hampered from seeing their patients. (2.93)	Accepted	<p>As per 5.49, movement officers are given notification of appointments for each session and detailed specific moves they are responsible for.</p> <p>Efforts continue to ensure that internal YOI escalation procedures are used by health staff to highlight issues to Governors re staffing, accommodation and timetabling which adversely affect access to healthcare for the young people at HMYOI Cookham Wood.</p>	Young People and Services/Head of Healthcare	Completed
Catering					
5.51	All meals should be issued at the servery and eaten in association. (2.100)	Rejected	<p>Young people are able to eat breakfast and evening meals communally, but the lunchtime meal is eaten in their rooms. This provides both young people and staff with some down time during what is otherwise a busy and intensive day. This approach was discussed with the Children's Food Trust as part of their review of catering provision in young offender institutions, and their final report did not include a recommendation to change this practice.</p>	Young People's Policy and Casework	
5.52	Boys should be employed to prepare food so that they can achieve related qualifications. (2.101)	Accepted	<p>There are currently no qualifications available in the prison kitchen to achieve this; there is however a catering pathway through education where a cooking qualification can be obtained. There are no qualified trainers employed in the kitchen. Plans are in place for a new Barista Customer services course, while this is being set</p>	Education and Activities	31/03/16

			up, the prison is assessing the feasibility of using the catering pathway in the interim.		
	Purchases				
5.53	Boys should be able to place a canteen order within 24 hours of their arrival. (2.105)	Rejected	It is national policy that there is one standard order and one following delivery day per week for each prison. It is not financially viable to fund additional deliveries for new arrivals outside of this schedule. At HMYOI Cookham Wood, new receptions are offered a reception pack on arrival, and a first canteen order can then be placed on the next usual ordering day.	NOMS Commissioning Group Head of Corporate Services	
	Time out of cell				
5.54	All children should spend a minimum of 10 hours every day out of their cell. (3.5)	Accepted	All young people engaging with the full regime have at least ten hours per day out of their cell during the week, and eight hours per day over the weekend.	Young People Policy and Casework	30/11/15
5.55	Boys should be given the opportunity to spend at least one hour in the open air every day. (3.6)	Partially Accepted	Young people are offered a minimum of 30 minutes of time in the open air every day and for those engaging in the full regime there will be opportunities to increase this to at least one hour.	Young People's Policy and Casework	30/11/15
5.56	More activities should be available during outside exercise. (3.7)	Accepted Subject to Resources	The outdoor table tennis tables were damaged by young people and had to be removed. Alternative options are being considered.	Deputy Governor	31/01/16
	Education, learning and skills				
5.57	Vocational training provision should be increased to provide more opportunities to meet boys' resettlement needs and aspirations. (3.16)	Accepted	A curriculum review has taken place and new courses, areas, staff and resources required have been identified and agreed with the prison. These courses are in place and activity planning makes sure they are appropriate to the right individuals in line with the learner voice, needs of the Youth Offending Teams (YOTs) and restrictions of the prison.	Education and Activities	31/12/15
5.58	All boys should be able to attend activities regularly and punctually. (3.17)	Accepted	All young people are allocated an education pathway through the Activities Hub in line with their sentence planning. Young people who are unable to attend are allocated to Outreach. Activity allocation boards are held twice a week to allocate new receptions and to review any who need to change pathways.	Young People and Services	31/03/16

			The new core day (due to be implemented in November 2015) will provide more adequate time for moving to activities. The process of movement is currently also under review to endeavour to make it more efficient and timely.		
5.59	The number and range of work activities around the establishment should be increased so that all boys are engaged fully in purposeful activity which meets their resettlement needs. (3.22)	Accepted	As per 5.57, a curriculum review has been undertaken and new courses, areas, staff and resources required all identified and agreed with the establishment. These courses are now up and running and activity planning makes sure they are appropriated to the right individuals in line with the learner voice, needs of the YOTs and restrictions of the establishment.	Education and Activities	Completed
5.60	Security arrangements should be reviewed to ensure that vocational training programmes above level 1 are offered where appropriate. (3.23)	Accepted	All young people are risk assessed and reviewed regularly depending on their risk. All high risk YPs are reviewed monthly, whereas all others are reviewed quarterly. Adhoc reviews take place if required due to the young people's behaviour or involvement which would require them to move to high risk.	Security and Operations	Completed
5.61	Teachers should ensure that disruptive behaviour during learning sessions is challenged. (3.27)	Accepted	A behaviour management strategy has been developed and agreed.	Education and Activities	Completed
5.62	Staff should set specific targets to develop and record the boys' personal and social skills. (3.28)	Accepted	An accredited course 'understanding self and others' is now up and running. All young people are enrolled on arrival and the course is accessed through all elements of the curriculum. Personal, Social Health and Economic sessions are timetabled to be delivered by tutors and the Equality and Diversity calendar is discussed weekly with staff to make sure that cultural topics of the day are discussed. Individual learning path and re-engagement plans all now have the ability to capture soft skills with curriculum managers auditing progress. Tutorials are timetabled for all courses weekly so that progress/feedback/new targets can be discussed.	Education and Activities	Completed
5.63	The library should improve the promotion of literacy across the establishment. (3.33)	Accepted	The functional skills tutor has been tasked to liaise with the Librarian in relation to this matter.	Education and Activities	31/12/15
	Physical education and healthy living				
5.64	Maintenance work should be carried out on the all-weather facilities and the sports hall should be repaired as a matter of urgency. (3.39)	Accepted	The all-weather sports pitch behind the Cedar building will be replaced. A business case will be submitted to establish the case for the bid to be funded.	MoJ Estates Directorate	31/3/16

			The sports hall has already had significant repairs carried out and a further survey of the roof will be carried out to define the work needed to address the problems. A business case will then be drafted and a bid submitted if the survey findings identify a significant problem.	Reducing Reoffending	
5.65	Opportunities should be provided for children to engage in community based competitive sports. (3.40)	Partially Accepted	Due to the new education contract it is difficult to set these activities up, as it is not an activity that the prison could remove young people from education. However for some boys who demonstrate the behaviour and need for release on temporary license (ROTL), this could be incorporated if it was assessed as reducing re-offending.	Reducing Reoffending	Completed
5.66	More accredited programmes should be offered to support boys' resettlement needs. (3.41)	Accepted	A recent resettlement needs analysis has been carried out and the data from this will be used to inform the re writing of the resettlement policy. The prison is also in the process of setting up the interventions team who will be able to deliver interventions for young people to help with their resettlement needs.	Reducing Reoffending	31/3/16
5.67	Formal links between the gym and health care staff should be strengthened to ensure that information is shared about boys deemed unfit to participate in activities. (3.42)	Accepted	The Head of Reducing Reoffending is writing a policy to set out the responsibilities of each department and how to support YPs deemed unfit to participate in Activities. An information sharing protocol between healthcare and the gym will also be set up to make sure that gym staff receive all relevant information. Healthcare staff communicate with the gym on a daily basis and meet weekly. A list is maintained within SystemOne indicating all boys who are unfit or restricted in gym activities and this is shared as appropriate. Arrangements will be subject to review on a regular basis in order to ensure that they are effective.	Reducing Reoffending	31/3/16
	Pre-release and resettlement				
5.68	Resettlement and reoffending outcomes for boys released into the community should be systematically collected and used to inform future provision. (4.10)	Accepted	Resettlement and reoffending outcomes for boys released into the community are systematically collected. Three months and six months after release, follow up phone calls are made to YPs YOTs to update progress of licence conditions and outcomes. This information is recorded and the results analysed to inform future provision.	Casework	Completed
5.69	ROTL opportunities should be made available	Accepted	ROTL opportunities are now available. The prison is	Reducing	Completed

	and all eligible children should be considered for ROTL suitability in good time. (4.11)		staffed to the correct level enabling engagement with the community to obtain suitable placements. ROTL boards are held in a timely manner to suit the individual's needs.	Reoffending	
	Training planning and remand management				
5.70	Training planning and remand management meetings should include staff from all areas who work with the children. (4.18)	Accepted	All departments are aware of the need to attend these meetings. Management are monitoring attendance and will give future guidance if attendance falls.	Reducing Reoffending	Completed
5.71	Appropriate measures should be developed to ensure that boys with, or facing, indeterminate sentences have the services and support that they need. (4.25)	Accepted	Support is offered to all YPs with and facing indeterminate sentences to make sure that they have the services and support that they need. This is carried out by the caseworker in their sentence planning meetings, in conjunction with YOTs.	Casework	Completed
5.72	The establishment should be clear whether boys with looked-after status receive the support they are entitled to from their local authority. They should make robust efforts on behalf of boys who are not receiving support and check that they are receiving the help they need following release. (4.28)	Accepted	Long-term vacancies within the Medway local authority social work team have limited the amount of time given to this task; however, staff from the casework function identify on reception, looked after young people and make contact with the relevant local authority to make sure that their statutory obligations are met. Casework staff follow a well-embedded escalation process in any case where statutory obligations are not being met. With the recruitment of a third social worker to the team (due to take up post in Autumn 2015) it is planned that this responsibility moves back to the social work team.	Safeguarding	31/03/16
	Reintegration planning				
5.73	A pre-release course on education, training and employment and resettlement issues should be offered. (4.36)	Accepted	A resettlement course is now offered which is completed in conjunction with the Independent living qualifications 'Looking after Yourself' entry and level 1, and level 1 in 'Personal and Social Development'. Learners who are nearing the end of their sentence are referred by casework. All multi agencies are timetabled into the programme to give access to the boys for targeted resettlement and developmental needs.	Education and Activities	Completed
5.74	The virtual campus should be used better to enable boys to access up-to-date employment and education and training opportunities. (4.37)	Accepted	The virtual campus (VC) went live in August 2015 and a VC champion was recruited along with an IT and business curriculum manager who will lead on developing content. Learner login details are now completed as part of the induction process. A VC development plan is also being written.	Education and Activities	31/03/16

5.75	Children and families services should be established to meet the identified needs of boys, such as parenting and relationship courses and Storybook Dads. (4.45)	Accepted	<p>As per 5.4, bi-monthly family days are in place and family work takes place after visits on a monthly basis, whereby families of young people can discuss issues and seek support from members of the casework team.</p> <p>The prison is in consultation with the South London Resettlement Consortium in relation to the 'Troubled Families' initiative and issuing questionnaires to all families to ask them what improvement to the service they would like to see. An action plan and needs analysis will be drawn up subsequent to the results of this.</p> <p>Caseworkers do work with individual young fathers in relation to parenting and relationships; however there is no current scope to offer more formal programmes in this regard. The Storybook Dads programme has been looked at previously, however this required the deployment of an officer in the classroom which the prison is not resourced to supply. In addition, Storybook Dads wished for a minimum of 12 YPs at all times to be present and this is not possible to manage in relation to keep-apart lists and gang issues with such a comparatively small group of young people.</p>	Reducing Reoffending	31/03/16
5.76	Family days should be available to boys on all levels of the IEP scheme. (4.46)	Rejected	This has not been opened up to all levels of the Incentive and Earned Privileges (IEP) scheme, as Family Days are a key way of encouraging young people to engage and to comply positively with the regime.	Reducing Reoffending	
5.77	Toilets should be available near the visits hall for children to use. (4.47)	Accepted	The new visits hall has newly refurbished toilets for all visitors including a baby changing area and disabled access. There are also toilets for Young People and staff nearby.	Security and Operations	Completed
5.78	All visits sessions should start on time and be properly organised in a safe manner. (4.48)	Accepted	<p>Moves to visits are made as a priority and if young people are able to move together they will be. Visitors are searched and escorted to the hall in manageable groups; however the size of the searching area restricts the amount able to move at once.</p> <p>The 'keep apart' list is checked on a daily basis in visits booking and visits staff will check the list before collecting young people. Any concerns are raised with the Duty Governor and orderly officer and a decision will be made</p>	Security and Operations	Completed

			regarding the safest place for the visit to take place.		
5.79	Learning from programmes should be reinforced by staff across the establishment. (4.53)	Accepted	Awareness sessions will be held to inform staff of the content of the programmes the young people will be undertaking.	Young People and Services	31/01/16
	Housekeeping Points				
	Early days in custody				
5.80	Reception should be well stocked with canteen packs which should be provided to all children on arrival. (1.22)	Accepted	A regular order for young people reception packs has been placed with DHL, the canteen provider and is managed by the relevant manager.	Young People and Services	Completed
	Behaviour management				
5.81	Searching authorisation documentation should always outline the reasons for and level of the search. (1.68)	Accepted	The searching log held in security clearly states the level of search and the intelligence surrounding why the search has been carried out. The level of search is always set by the Duty Governor/Security Governor	Security and Operations	Completed
5.82	Adjudication review meetings should analyse trends and compliance with the tariff. (1.69)	Accepted	A report will be written and submitted to the review meetings which will analyse trends.	Admissions and Care	31/03/16
5.83	Children should be able to have one hour of exercise every day. (1.100)	Rejected	Young people have access to at least 30 minutes of time in the open air every day. In addition, young people are able to access three hours of physical education per week and have the opportunity to participate in recreational gym through the IEP Scheme.	Young People's Policy and Casework	
	Residential units				
5.84	Items which contravene the offensive displays policy should be removed. (2.13)	Accepted	The offensive material policy will be reviewed and updated and all offensive items will be removed during the daily accommodation fabric checks.	Young People and Services	31/03/16
5.85	All cells should have shower curtains. (2.14)	Accepted	All rooms now have shower curtains and staff have been reminded to note and record any that are missing during daily accommodation fabric checks. Assurance checks by managers are being developed.	Young People and Services	31/01/16
	Health services				
5.86	Generic health care policies and procedures should be localised to reflect the needs of the establishment. (2.70)	Accepted	Where required, information is attached to policies to reflect local need. Additionally, Oxleas Prisons Quality Board is planning to introduce prison specific policies.	Health Services	31/03/16
5.87	Health promotion and harm minimisation should be advertised more prominently. (2.71)	Accepted	Additional space for notice boards is being sought to improve awareness of health promotion activities.	Health Services	31/03/16
	Pre-release and resettlement				
5.88	Caseworkers should not deal with matters for	Accepted	Please see response to 5.33 about the new standardised	Young People	31/03/16

	boys which are the responsibility of other staff. (4.12)		casework model and custody support plans (CuSP). In developing CuSP, the role of caseworkers will be defined to make sure that these complement those of Prison Officers on the landing.	Policy and Casework	
	Training planning and remand management				
5.89	Boys should be given a copy of the targets they are working towards. (4.19)	Accepted	Young people are given a copy of this either at (or soon after) their training planning meeting.	Young People and Services	Completed
5.90	Boys should be escorted to review meetings at the required time. (4.20)	Accepted	Movement officers are given notification of appointments for each session and detailed specific moves they are responsible for. The list of completed appointment is collated on a daily basis by the establishment	Young People and Services	Completed
	Reintegration planning				
5.91	A central record should be maintained of boys who have children. (4.49)	Accepted	All young people are asked if they have children on reception and this information is recorded on the equalities database. Information about young people who have children is then shared with caseworkers.	Safeguarding	Completed
5.92	Boys should not be required to wear coloured bands in the visits hall. (4.50)	Rejected	This practice is in accordance with PSI 15/2011, Management of Security at Visits, which states: "Arrangements must be in place to identify and account for prisoners both before and after visits. Where appropriate, Governors have the discretion to require prisoners to wear distinctive clothing to aid staff." Locally, easy identification is important given that young people often have visitors from their peer group, which can often include ex-offenders who have in the past been located at HMYOI Cookham Wood.	Security and Operations	

Recommendations		Housekeeping Points	
Accepted	68	Accepted	11
Accepted Subject to Resources /Partially Accepted	6	Accepted Subject to Resources /Partially Accepted	0
Rejected	5	Rejected	2
Total	79	Total	13