



Annual Report of the Independent Monitoring Board At HMYOI Cookham Wood

**For reporting year
1 September 2021 – 31 August 2022**

Published February 2023



Contents

	Page
Introductory sections 1 – 3	
1. Statutory role of the IMB	3
2. Description of establishment	4
3. Executive summary	5
Evidence sections 4 – 8	
4. Safety	10
5. Fair and humane treatment	15
6. Health and wellbeing	19
7. Education and training	25
8. Progression towards transfer and release	29
The work of the IMB	33

All IMB annual reports are published on www.imb.org.uk

1. Statutory role of the IMB

The Prison Act 1952 requires every prison to be monitored by an independent board appointed by the Secretary of State from members of the community in which the prison is situated.

Under the National Monitoring Framework agreed with ministers, the Board is required to:

- satisfy itself as to the humane and just treatment of those held in custody within its prison and the range and adequacy of the programmes preparing them for release
- inform promptly the Secretary of State, or any official to whom authority has been delegated as it judges appropriate, any concern it has
- report annually to the Secretary of State on how well the prison has met the standards and requirements placed on it, and what impact these have on those in its custody.

To enable the Board to carry out these duties effectively, its members have right of access to every prisoner, every part of the prison and to the prison's records.

The Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT) is an international human rights treaty designed to strengthen protection for people deprived of their liberty. The protocol recognises that such people are particularly vulnerable and aims to prevent their ill-treatment through establishing a system of visits or inspections to all places of detention.

OPCAT requires that states designate a National Preventive Mechanism to carry out visits to places of detention, to monitor the treatment of and conditions for detainees and to make recommendations for the prevention of ill-treatment. The IMB is part of the United Kingdom's National Preventive Mechanism.

2. Description of the establishment

2.1 Governor

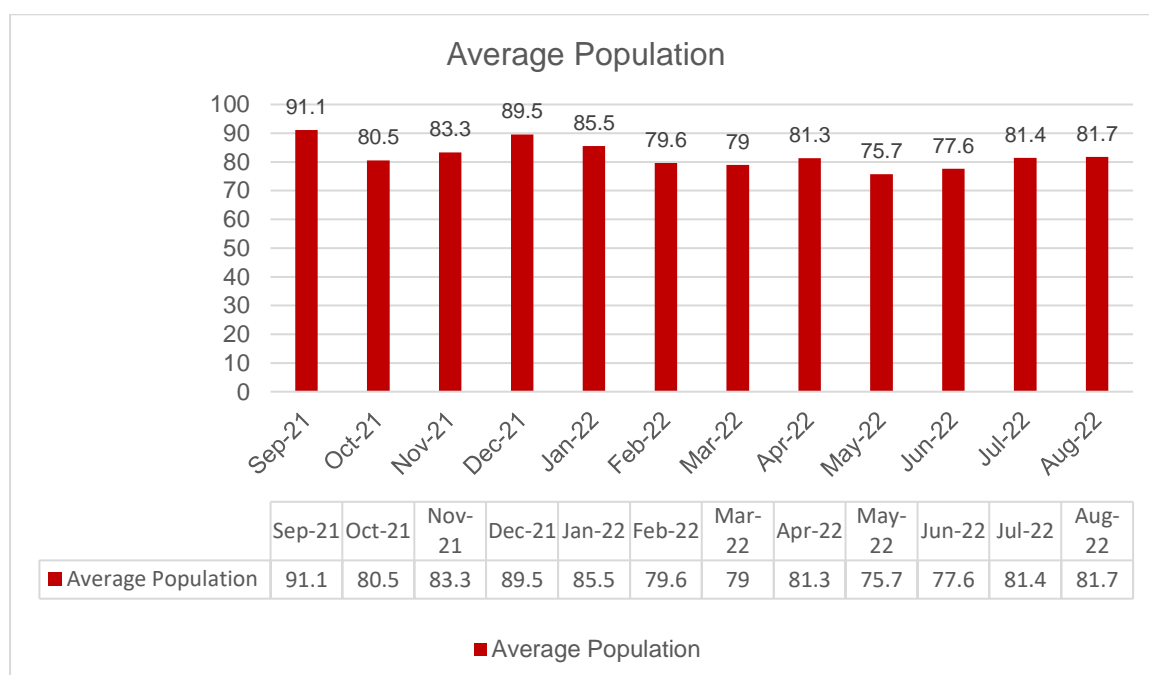
Both the Governor and the deputy governor were made permanent appointments in February 2022, after being initially installed on a temporary basis. However, it was announced in July 2022 that the Governor would be transferring to Werrington with immediate effect, meaning that Cookham Wood is facing a further period of leadership churn with a risk to leadership continuity. The positions are currently being covered by internal temporary promotions to Governor and deputy governor.



2.2 Operational capacity

A reduction in the operational capacity (maximum number of boys) to 120 was agreed in the first quarter of 2022.

The average population over the period September 2021 to August 2022 has been as follows:



2.3 Population

Cookham Wood's population is a diverse mixture of boys (aged 15-18 years old) who have either been sentenced or are being held on remand, awaiting attendance at court. At the end of July, there were 37 boys on remand out of a total population of 82 (45%); one boy had spent over 460 days on remand and four boys had spent more than 365 days on remand. In August 2022, 65% of boys were in custody for violence against the person offences.

3. Executive summary

3.1 Background to the report

This report presents the findings of the IMB at HMYOI Cookham Wood for the period 1 September 2021 to 30 August 2022. Board members visited the establishment on a regular basis and produced weekly rota reports. Monthly meetings were held with either the Governor or deputy governor to discuss any issues raised by the Board members. When they were not visiting Cookham Wood, members regularly performed remote monitoring, contacting staff by email and telephone, and reading daily bulletins and prison documents.

3.2 Main judgements

3.2.1 How safe is the establishment?

- Some boys in Cookham Wood have stated that they carry improvised weapons because they do not feel safe. Many of them have carried weapons in the community and see this as the norm (see section 4).
- Regular searches of cells have identified a variety of weapons; examples include sharpened plastic cutlery and toothbrush handles, and electrical plugs in socks. There have also been occasional finds of mobile phones (see case study 1 below).
- Cell occupation ID labels are commonly tampered with by boys, either switching labels to different cells or removing completely. This concern was raised some time ago by the coroner following a death in custody (prior to this reporting period), where a member of staff failed to attend to a boy overnight as the cell had no label and as such, was presumed unoccupied. A programme of replacement tamper-proof labels has commenced but is, sadly, yet to be completed.
- HM Inspectorate of Prisons (HMIP) inspection (August) and progress review (April) found that the levels of violence remained high at Cookham Wood.
- The Board has no evidence that the use of physical restraint by staff has been anything other than necessary, proportionate, and tightly controlled throughout the year.

Case study 1

In March 2022, a roll-up cigarette lighter, razor blade and bank details were found in a boy's room. Two days later, when another authorised search was conducted in the same cell, an improvised weapon, an iPhone charger, bank details, Vodaphone vouchers and information relating to staff working at Cookham Wood were all found. A full search of the boy resulted in the discovery of a lighter, tobacco, an envelope containing unknown substances, a large wrap, and a zinc phone and charger.

3.2.2 How fairly and humanely are young people treated?

Time out of cell has been extremely poor at times for most boys (particularly over some weekends and evening periods). It has been positively inhumane for a few boys who have been held separated (under Rule 49 or by personal choice) in their cells for up to 23 hours per day.

There has been no significant progress in diversity and inclusion since the IMB's last report. However, the Board notes that a new manager has been appointed with responsibility for this area.

There appears to have been a lack of priority paid to communal religious worship. This is exacerbated by the fact that the faith suite has been relocated some distance away from the main residential block and there is often a shortage of officers available to escort boys.

Custody support plan (CuSP) sessions for boys have been very limited throughout the reporting year.

The HMIP report stated: 'It was disappointing to find the worst living conditions at Cookham Wood, although it had some of the most modern accommodation in the estate – communal areas and cells were grubby, and there was extensive and offensive graffiti in cells, communal areas and exercise yards.'

The IMB has regularly reported on the poor state of the toilets in the education block, with extensive graffiti being the norm.

3.2.3 How effective is the education provision for young people?

The limited time that boys have spent out of their cells has obviously impacted on the amount of time available for them to spend in education (see section 6).

The quality of teaching in Cookham Wood is generally good, but this is negated by the fact that boys do not get sufficient time in the classroom (see section 7).

The time taken in movements to and from the education block significantly reduces the time spent in the classroom. The limited availability of outreach education is specifically an issue for separated boys.

3.2.4 How well are young people progressed towards transfer or successful resettlement?

There has been some progress in this area since the IMB's last annual report. However, the issue tends to be addressed only when it is specifically highlighted for an individual case.

The IMB feels that sentence planning is required to ensure that young adults (18+) do not get stuck in YOIs pending transfer to the adult estate. The Youth Custody Service (YCS) should perform planning when a boy is first sentenced, with regular reviews to ensure transfers to the adult estate occur swiftly once the age of 18 is reached.

3.3 Main areas for development

3.3.1 TO THE MINISTER

- **Number of boys on remand:** The unacceptably high percentage of the population who are on remand will continue to be a problem until Crown Courts are able to reduce the backlog caused by the pandemic. ***When will the government tackle the inhumanely long periods that boys are currently being held in prison on remand?***
- **Ministerial response, 11 March 2022:** In the Minister's response to the previous IMB annual report, it was stated NHS England and NHS Improvement had commissioned a clinical review of those children identified as extremely 'high harm, high risk, high vulnerability' who often create or contribute to systems failures. The IMB is yet to see any impact of this work. ***Have any recommendations of this report been actioned?***
The Minister's response also referenced a review of custodial remand for children which was published in January 2022. ***Have any of the issues and steps identified to improve and enhance scrutiny and oversight of the remand process been implemented?***

3.3.2 TO THE YOUTH CUSTODY SERVICE

- **Transition of 18+ boys:** *Is there end-to-end sentence planning and support for these boys? Do they carry their sentence plan with them when they transition to a young adult institution? Or do they have to start afresh? What steps will be taken to arrange transfers to the adult estate for young adults who are aged 18+ and have long sentences and/or complex needs? Is the YCS going to ensure a smooth transition for all boys going into the adult estate?*
- **Appointment of a permanent Governor:** *Is the YCS confident that appointment of a substantive postholder to the role of Governor at Cookham Wood can be made? Will there be adequate plans in place to support a smooth leadership transition when this eventually takes place?*
- **Performance of Gov Facility Services Limited (GFSL):** The delays in the timely delivery of capital projects and poor state of general repairs and maintenance are a disgrace. Projects have regularly over-run, been poorly monitored, and shoddily delivered. The service is effectively inefficient and costly. Boys in Cookham Wood are missing out on the facilities they deserve, and staff are having to accommodate and work around unfinished facilities (see case study 4, page 15).

The IMB judges that the YCS is getting very poor value for money from its capital projects in Cookham Wood, some of which have run on unfinished for well over a year. ***When will this situation be improved? When will project management be implemented that is both fit-for-purpose and impactful?***

- **Appropriate staffing levels:** If the boys in Cookham Wood were out in the community, they would be expected to be in full-time education, training or employment. Throughout the whole of the last year, the boys in Cookham

Wood experienced nothing close to full-time provision. This has been largely due to poor staffing. ***When will the service provide adequate staffing levels (even providing detached duty staff) to enable the Governor to deliver the regime that is required?***



3.3.3 TO THE GOVERNOR

- **Time out of cells:** The limited out of cell hours (particularly at weekends) that boys have been allowed throughout the 12-month reporting period is considered by the IMB to be inhumane (see section 6 for statistical analysis). The true picture for most boys (housed in the main residential block) is masked by averages which are calculated across the whole establishment, as the hours out of cell on the Cedar block (which houses 10% or fewer of the total population), are much higher.
- **Faith:** Over the past year, Cookham Wood has failed to provide boys of faith with access to regular weekly corporate worship. ***What steps will be taken to ensure an appropriate regime for all boys at Cookham Wood?***

3.4 Progress since the last report

- The refurbished Phoenix unit (a new facility to provide enhanced support to vulnerable boys) was opened after an inordinately long delay, although the refurbishment was not 100% completed (see case study 4). It has since been significantly under-used due to limited staff which in turn, has denied accessibility for vulnerable boys in desperate need of additional support.
- The residential cells that have been refurbished have been well received and have made a positive impact on the boys.
- The reduction in the operational capacity from 180 to 120 has provided a better ratio of staff to boys. The national agreed safe working ratio is 1:12 young people and staff have been working to a ratio of 1:9. Despite this, the daily regime in Cookham Wood has regularly been suspended due to staff shortages.¹
- The Board commends the work of Cedar block staff in creating a safe environment where boys feel trusted prior to their release. The Board has been particularly impressed with the management of the facility and the innovative approaches to the activities and regime offered.
- The IMB commends the work that has been done by the resettlement team in the preparation for transfer of 18+ boys.
- Although he has only been in the position for the last few weeks of our reporting year, the IMB recognises and applauds the efforts that the temporarily-appointed Governor and his management team have made to improve both standards for boys and working conditions for staff.
- The kitchen staff have regularly performed to an exceptional level when catering for special occasions (for example, family days, calendar events, and

¹ Figures taken from issue 42 of the *Cookham Weekly*, 22 April 2022

barbeques). This has been achieved often with poorly functioning equipment and a kitchen floor that is at risk of flooding.

4. Safety

4.1 Reception

IMB members visit reception during their rota week and check on any boys arriving back from court after 8pm. Any particularly late arrivals are noted, and questions raised about specific cases.

The reception staff are skilled in assessing boys on arrival and where there are concerns about a boy's mental health, an ACCT is opened with verbal handover to the landing staff who are receiving the boy (see case study 2 below).

An induction is carried out during the initial period on the induction landing with input from Barnardo's and the substance misuse service. All boys have laptops issued to them; during induction, they are provided with guidance on how to use the laptops to order their meals and canteen, in addition to finding out other key information such as religious services and the IMB.

Reception was refurbished during March-May 2022. It was proposed that it would be used for one-to-one enhanced support team (EST) support sessions although this has not yet occurred. A separate area on the B1 landing will be reserved as an induction area for new boys.

Case study 2

In February, the visiting IMB member observed the arrival to Cookham Wood of a very vulnerable boy. He had self-harmed and ligatured while in the cells at court; and had been very upset in the Serco van during his transfer to Cookham Wood.

The boy arrived just before 20:00 and was greeted warmly by Cookham Wood staff. He was accompanied by Serco staff, who warned that the boy, a foreign national who spoke reasonable English, was 'fragile'.

The officers welcomed him and chatted in a friendly and reassuring manner while searching him and taking measure of his weight and height. They discussed with him how he was feeling prior to sitting down with him in an adjacent cell for his formal arrival interview. One of the officers spoke the boy's native language and was able to communicate with him more easily.

After his formal interview and discussion about arrangements for his cell, clothes and various other procedural matters, he was offered a hot meal – opting for sausages, chips and beans. Before sitting down to eat, he went off into another cell for his medical checks with a healthcare professional. By this stage he appeared more relaxed and shared a joke with some of the officers.

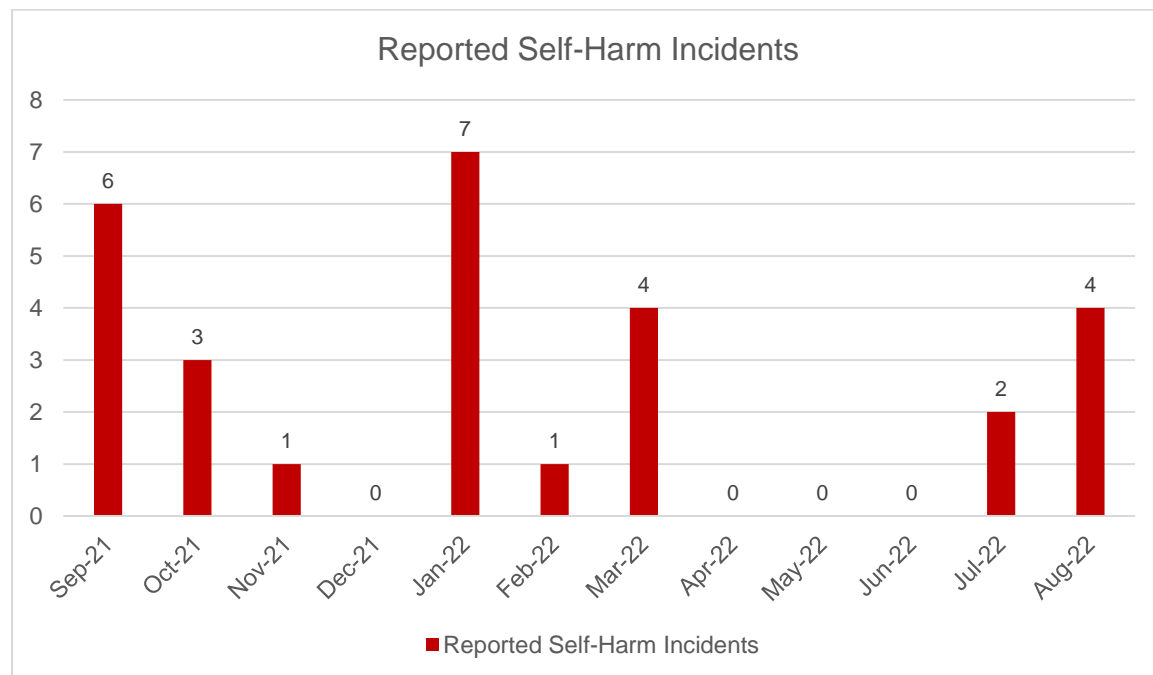
The IMB member was impressed with the care and dignity that the officers gave the boy, during what was obviously a distressing time for him. As a result of the care that was given, the boy relaxed so much that he did not need to be traumatised further by being placed in a constant watch cell – as had been predicted prior to his arrival.

Transfer of boys from other establishments to Cookham Wood

Before any child is transferred to Cookham Wood from a secure children's home, secure training centre or another YOI, a member of the resettlement team and an induction practitioner from the induction landing visit them in their current location to prepare them for the change of location. Parents or carers are invited to attend and both they and the child receive the Cookham Wood welcome pack.

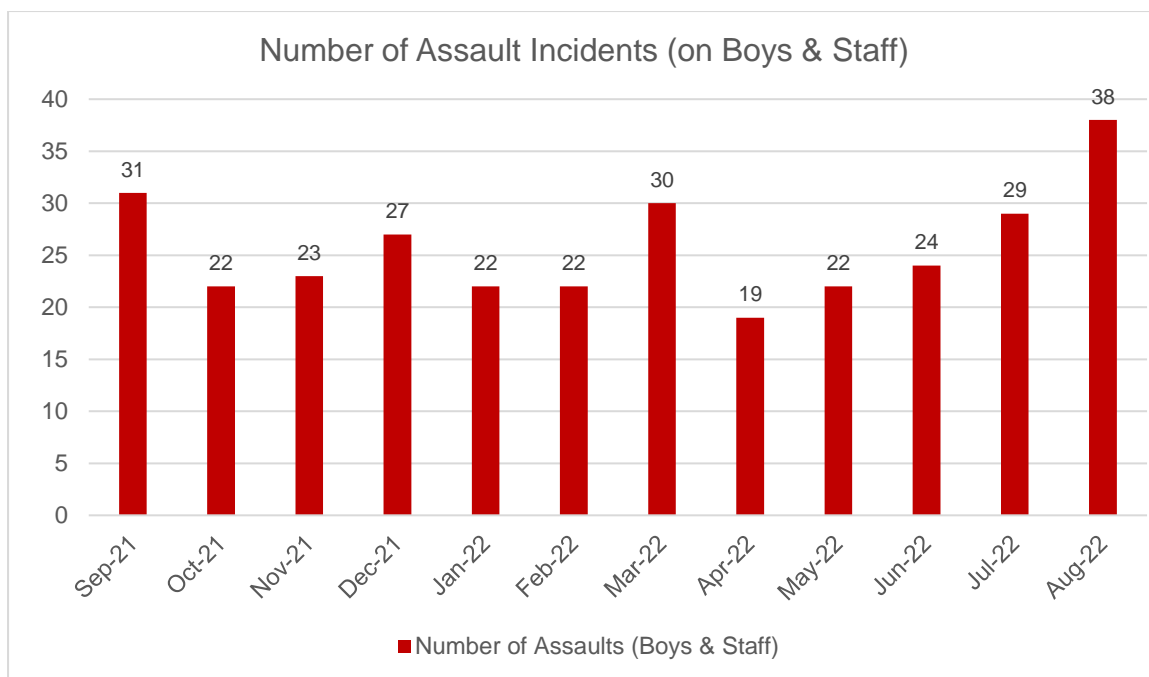
4.2 Suicide, self-harm, deaths in custody

There have been no incidents of suicide or deaths in custody during the reporting period. There have been erratic incidents of self-harm reported throughout the 12 months:



4.3 Violence, violence reduction and self-isolation

There have consistently been incidents of violence across the reporting year:

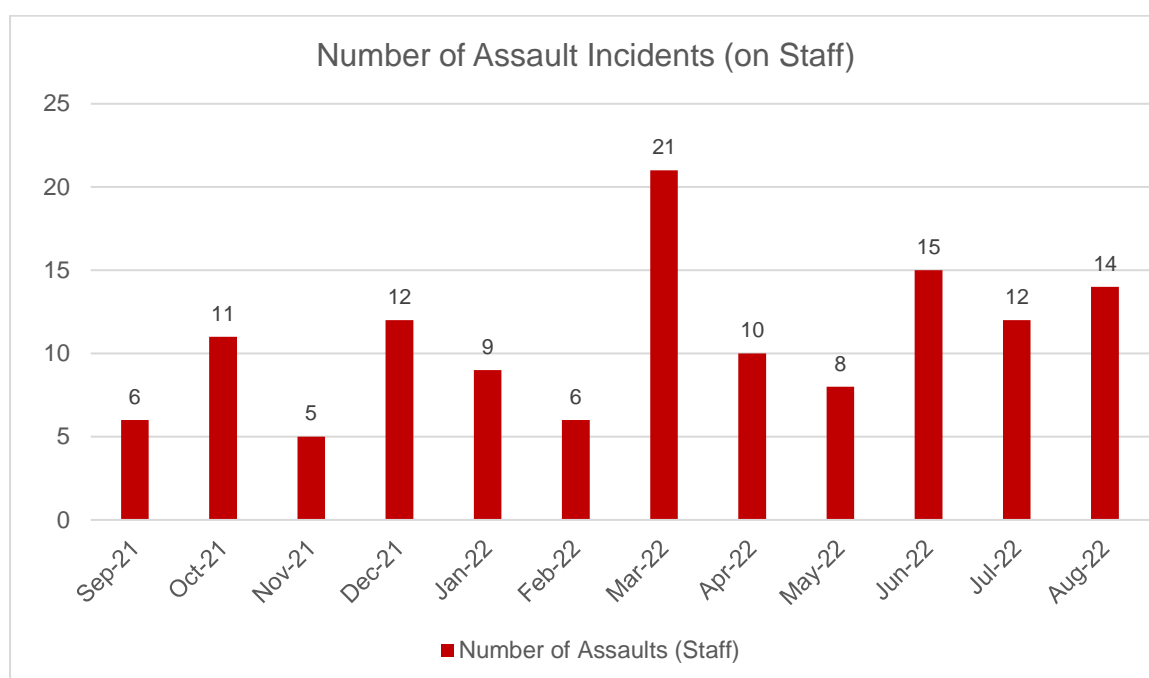


Most of these incidents have been boys on boys although there have also been regular assaults on staff, several of which have resulted in serious staff injury. On occasions, staff members required hospital treatment and were unable to return to work for some time (see case study 3).

Case study 3

In April 2022, a serious incident occurred resulting in an officer being airlifted to King's College Hospital, London. Another 17 officers were taken to the local hospital. All officers were discharged except one, who was kept in for further tests. Several of the officers suffered significant injuries (for example, a dislocated thumb and loss of vision) which kept them off work for a period of time. This contributed to low staff numbers (which restricted the regime availability) and significantly impacted morale across Cookham Wood for several weeks following the incident.

The following table shows the number of these assaults recorded:



There have been many improvised weapons found on boys, several of which were found during authorised searches. These are commonly plastic cutlery used for meals which have been hidden and sharpened, or electrical plugs or batteries put into a sock and used as a weapon (see case study 1 on page 5). *Some boys have said that they do not feel safe, and they carry weapons for self-protection.*

An increasing number of boys have been self-separating for fear of violence, and some boys have suffered a succession of group assaults.

4.4 Young people with specific vulnerabilities

The information received when a boy is sent to Cookham Wood is variable in both quality and quantity; sources include the court, youth offending teams (YOT) and the boy himself.

Many of the boys in Cookham Wood have a history of ADHD, oppositional defiant disorder, anxiety and depression. In parallel some have physical medical conditions that require close monitoring by medical professionals.

During the first 7-10 days in Cookham Wood, boys are seen and assessed, and a bespoke treatment plan is developed. During this reporting year, it has been observed that access to behaviour and anger management intervention courses has been very limited. This has been primarily due to practitioners having reduced access to the boys due to poor officer staffing and limited private spaces available to provide necessary input. *The limited availability of staff has significantly impacted on the number of intervention programmes that have been delivered throughout the reporting period.*

4.5 Use of force

Officers receive minimising and managing physical restraint (MMPR) training. The IMB is not aware of any occasions when excessive force has been used. Body worn cameras should be used to record evidence in situations where force is used.

Following the serious incident which occurred in April (see case study 3 on page 12), an IMB member observed the removal of three boys from Cookham Wood for transfer to other prisons. All officers involved in this operation were trained in the use of MMPR and no excessive force was witnessed. The entire operation was recorded on video camera.

It is understood that the external Tornado team is not MMPR trained to restrain children. This is a concern to the IMB. Should the Tornado team be called in to assist with a serious incident, there is a risk that adult, pain-inducing techniques may be used by external staff not trained in techniques designed for those working with children.

4.6 Substance misuse

There have been no reported instances of serious substance misuse recorded at Cookham Wood, but there have been numerous finds of illegal substances (tobacco and cannabis)..

The influence of county lines has had an impact in Cookham Wood during this reporting year. There have been several reports of throwovers found in the prison grounds, and possible use of mobile phones by boys inside to co-ordinate a throwover or drop via a drone.

5. Fair and humane treatment

Staff are caring in their work, with a generally sympathetic understanding of the boys' needs. We do not believe there is, and have not observed, any deliberately inhumane treatment by staff. *However, aspects of life at the establishment have again, this year, continued to be inhumane – see section 6.5 Exercise, regime.*

5.1 Accommodation, clothing, food

While most of the boys are accommodated in a relatively new residential block, prison cells have been allowed to become unsatisfactory with much graffiti and damage in cells being the norm. A wing-by-wing refurbishment programme has commenced. The one wing where cells have been completely refurbished has been much appreciated by the boys. However, the works have suffered from extremely long delays, leading to a whole wing being out of commission for very long periods.

The IMB has been unable to judge where the responsibility lies for the delays – whether it be poor project management, poor specification and communication, incompetence on behalf of the contractor GFSL, or understandable delays due to the scarcity of materials. Whatever the reason, *the IMB judges that the YCS is getting very poor value for money from its capital projects in Cookham Wood – some of which have run on unfinished for well over a year.*

Case study 4

After the extensive and costly refurbishment of the Phoenix unit in March 2022, it remained unoccupied due to the following outstanding items (as observed on an IMB tour):

- *eight cell doors to be removed and replaced with standard doors*
- *window surrounds on two windows incomplete – gaps plugged with j-cloths*
- *painting over of several of the (expensive) new murals as not compatible with the planned use of the cells*
- *request for a space to teach boys practical activities (cooking, washing up, ironing etc) awaiting fit-out*
- *installation of smoke alarms and fire evacuation system*
- *conversion of the constant watch cell to toilet facilities for boys*
- *conversion of former shower unit to staff toilet facility*
- *installation of toilet and handwashing facility for boys coming in from the garden to the rear of Phoenix – this was removed by contractors*

For much of the year, the prison kitchen has suffered from equipment failures and long lead times on repairs/replacements. In spite of this, the kitchen staff have worked hard with what they have, and the prison food is generally well liked by the boys; complaints to the IMB regarding food are extremely rare.

The Cedar block has a theoretical capacity of 17. During the year, the use of the facility was developed under the leadership of a new custodial manager. Boys on the Cedar block have been able to benefit from an experiment to allow them to wear and look after their own clothing. This includes being responsible for its cleaning and ironing. The boys seem to appreciate this initiative.

By July 2022 only seven cells were suitable for use on Cedar, the remainder were in urgent need of repair and refurbishment (mainly due to shower tray leakages causing damage to the fabric of the building). There were fewer boys who met the criteria for placement on Cedar as more of them received longer sentences.

5.2 Segregation

In addition to the overall concerns relating to time out of cell in Cookham Wood, *of major concern to the IMB is the very limited regime that has been offered to those boys who reside on a wing but who are on a segregated or separated regime.* The time out of cell data in section 6.5 apply to either a whole wing or overall prison averages; the regime is offered to the whole group – but not to specific individuals (such as those separating).

For most of the year, the YCS does not seem to have monitored the boys' regime in Cookham Wood when they are separated. Their regime has been hidden behind wing and establishment averages, even though these boys are restricted to their cells for most of their day and often only come out for solo exercise. It has only become a very recent initiative for the prison to be monitoring the daily regime of each boy that is on a restricted regime, and reporting this to the YCS. *Aspects of life at the establishment have again this year, continued to be inhumane.*

Of very serious concern to the IMB are a sub-group of boys in Cookham Wood who have been self-isolating, or are segregated from their peers due to the risk they pose to others or for their own protection. They are isolated in their cells for very long periods of the day. In many instances this has shown to be well over 22 hours, and it has not been uncommon for this figure to be as high as 23 hours in a day. We judge this to be absolutely inhumane.

Phoenix unit: The earlier (original) Phoenix Care and Separation (segregation) unit was unfit for purpose. The Board had serious concerns about the impact of the segregation regime, including the accommodation and facilities. This was highlighted in the previous reports by the Board. The unit was closed for refurbishment and re-designation as a support facility for vulnerable boys in December 2020. However, in August 2021 the unit was still not open. After a long delay and significant expenditure, the works were finally completed during this reporting year and the facility has started to be used. However, the poor staffing numbers available have meant that the facility has been severely underused. *The Board judges this to be a tragic failing by the service, as very vulnerable boys with extremely complex needs have been unable to receive the support that they need in the Phoenix unit.*

5.3 Staff/young people relationships

Staff appear fair and their relationships with the boys are generally good. As outlined above, staff are caring in their work, with a sympathetic understanding of the boys' needs. The Board has seen no deliberately inhumane treatment by staff.

For much of the year, many officers have found themselves unable to do much more than unlock and re-lock boys, and/or move boys from one location to another. This has largely been as a direct result of the continued small group organisation for much of the prison, as was necessary during the pandemic. This type of staff deployment has left little time available for staff to build strong relationships with the boys, and certainly precious little time for any form of purposeful activity with the boys. In addition CuSp support sessions have often been a victim of regime constraints.

Once wings were reorganised back into bigger groupings, indeed with one or two whole-wing groups, the IMB observed a marked improvement in the relationships that built in support of the boys.

Building landing communities: Throughout the pandemic, boys could only mix with each other in small groups – three or even four groups on each landing. This was a Prison Service directive, to minimise the risk of infection. It had serious disadvantages; it made delivery of the regime difficult, greatly reduced the boys' time out of cell and reduced the role of landing officers to 'locking, unlocking and movement', with little time for purposeful interventions to develop their relationship with the boys. It also broke up landing communities and fostered small group loyalties and antagonisms.

Following the lifting of Covid restrictions, Cookham Wood has been determined to (re)build landing communities. The target is that boys on each landing should be able to mix and work together safely and amicably, as a single group. Thanks to the determination of landing officers and their custodial managers, this was almost achieved in August (although because of the volatility of some boys, frequent slippage was inevitable).

The next step is to build community spirit. Landing officers, helped by their fortnightly reflective practice meetings, already have this. The challenge is to foster it in the boys. One of the characteristics of healthy communities is that they can make their voice heard. Community meetings between boys and staff are scheduled fortnightly. When these meetings have taken place, the IMB has found them to be open, friendly and productive. However, IMB members have also found that they are frequently cancelled in favour of free association. The IMB believes that a high priority should be given to holding regular community meetings on landings, even if this means separate meetings for two or more groups of boys who cannot mix.

5.4 Equality and diversity

Equality and diversity in Cookham Wood is a concern for the IMB. It appears to have been given scant priority by the prison's leadership for most of the year, only really coming to terms with the agenda in the final month of the reporting year. The April HMIP progress report inspection found that no progress had been made on the prison's equality and diversity agenda since their previous visit.

A significant number of foreign national boys were held in the prison throughout the year; at 30 June 2022 there were 16 (19%), out of a total population 82. The very experienced member of the resettlement team who supported foreign national boys has left the Prison Service; responsibility for this important function is being shared

between two other members of the team in the short term. *There has been no Home Office support to Cookham Wood to meet the needs of this small, but vulnerable group of boys. The resettlement team is awaiting the allocation of a juvenile-trained member of Home Office staff to support them in dealing with these boys.*

5.5 Faith and pastoral support

The chaplains have worked hard over the year to meet with boys individually on their wing, or in their cells.

Boys have complained to the IMB over the year that they have not been able to attend religious services for many weeks at a time – in some instances for months at a time. Equally the chaplains have been frustrated on several occasions over the year when groups of boys have been assigned to attend services, only to find that some, if not all the boys on their list, have failed to be brought to the faith suite. Prison staff have cited various reasons for non-attendance at religious services including insufficient staff to enable movements, ‘keep-aparts’ (those who cannot safely mix with others) and boys changing their mind (when a ‘more attractive’ option was offered to boys on the wing).

Over the past year, Cookham Wood has failed to provide boys of faith access to regular weekly corporate worship.

There has been very good support for boys wishing to observe religious festivals such as Ramadan and Christmas. The coordination between departments has been good to see, particularly the way the chaplains have worked with the catering team to ensure that such festivals are treated with respect and celebration. The ‘hot box’ system of delivering food to those boys wishing to fast during Ramadan was appreciated by those boys undertaking the fasting.

5.6 Rewards and sanctions

During the year, the prison introduced a new incentives scheme focusing on rewarding positive behaviour. This was deemed overly complex by staff, who struggled to implement it effectively. It was not clear to the IMB how boys are incentivised in Cookham Wood; equally many staff complained that they found it difficult to process sanctions that caused boys to reflect on the consequences of their actions. At the end of this reporting year (July) the policy was being revised to make it more effective and easier to use.

5.7 Property

One of the consequences of low staffing numbers over the year has been delays in checking boys’ parcels received to the prison, and in dealing with requests from boys to have access to items stored in their property held by the prison. These delays are upsetting for the boys.

6. Health and wellbeing

6.1 Healthcare general: integration of services

Cookham Wood's health services were jointly inspected by the Care Quality Commission and His Majesty's Inspectorate of Prisons in August 2021 and again in April 2022. They were found to be '*well-led and well-resourced*' with '*no breaches of regulations*'. Healthcare staff numbers were set prior to the pandemic; since this time, the number of boys at Cookham Wood has halved.

On 1 April 2022, Central and North West London Foundation Trust (mental healthcare providers since 2014) began a new contract to provide integrated healthcare comprising primary care (formerly Oxleas NHS Foundation Trust), mental healthcare (health and wellbeing) and substance misuse services (formerly Open Road with the Forward Trust). The handover was seamless, with almost all the primary care nurses and substance misuse counsellors electing to stay in post with TUPE safeguards. There was no loss of service to the boys.

Top priority for the new integrated healthcare service has been to increase its front-line accessibility, for both boys and staff and particularly on the residential units. Residential teams have included mental health practitioners (landing therapists) throughout the pandemic (for over two years). Building on this success, each landing has now been assigned a mixed core support team of healthcare professionals, comprising a mental health practitioner, primary care nurse, substance misuse counsellor and Healthcare Assistant. The IMB finds the new core team members to be bubbling with enthusiasm. They talk of working with residential officers, not only to provide 'team around the child' support for vulnerable boys who might otherwise be missed, but also to help build real communities on the landings.

Healthcare practitioners are important, though by no means the only contributors to enhanced support for boys with complex needs, vulnerabilities, and behavioural difficulties. Support plans have become much more joined up this year but are still inhibited by a shortage of officers to provide day care activities and to escort boys to appointments (see 6.3 overleaf).

Understandably, only four months after its launch, the new integrated healthcare service is still bedding in. It has ambitious plans, including:

- Developing (with the resettlement team) a support programme for boys approaching transition to adult prison. This could be ground-breaking.
- Better information sharing with youth offending teams and local authority children's services departments. Resettlement has prepared the ground, although this is a significant logistical challenge; in London alone, Cookham Wood accepts boys from 38 boroughs.
- Increased family therapy (Cookham Wood has two family therapists)

The IMB strongly supports these initiatives.

6.2 Physical healthcare

Primary care nurses provide a highly professional triage and first response service seven days a week (7am–9pm weekdays and 7.45 am–7.30 pm weekends). They also dispense medication, run health promotion clinics, attend and observe incidents

involving the use of force, and, with other healthcare professionals, screen boys on arrival using the national CHAT (child health assessment tool). They are highly accessible and well known to all the boys.

It is therefore welcomed that primary care staff have been recognised as key members of landing core support teams, encouraged to share their knowledge and understanding of the boys with healthcare colleagues and landing staff. The IMB feels this is very valuable.

There are GP surgeries in the main residential block three days a week, plus Saturdays for emergencies. Dental surgeries are held weekly with no waiting lists. Delays to hospital appointments for operational reasons are rare. There is no hesitation or delay in taking injured boys to A&E for examination and treatment.

All national prison restrictions to combat Covid were lifted in mid-May 2022. Since this time, the incidence of Covid inside Cookham Wood has been low. It has been a considerable time since there have been any Covid-positive boys, and infections among the boys have been few and far between.. All new arrivals and any boy displaying symptoms are tested and quarantined for five days if positive. There was a fast, effective response to an increase in cases in mid-July. All boys were tested immediately, and this thwarted a potential outbreak.

6.3 Mental healthcare

Boys at Cookham Wood suffer from a wide range of emotional and conduct disorders, many of them attachment and trauma related. The health and wellbeing team within healthcare is very well resourced, both in the number of its staff (19 full-time equivalent) and their range of skills.

Team members provide one-to-one therapeutic support to around half the boys. They also work closely and effectively with other departments, providing speech and language therapists to support teaching staff, and to advise and support officer teams on landings.

However, they have been repeatedly frustrated by limitations on their access to boys for mental health appointments. The problem lies in the lack of calm, private space in the residential and education buildings (where the boys are easily accessed). There are frequent delays in officers escorting the boys to cells elsewhere. Appointments have often been held in light bays on wings, with visibility from and onto landings where boys can interact with the boy being supported. This is a most unsatisfactory situation.

Two cells have been set aside in the education block for mental health and other appointments, but there is competition in booking them. The current wing-by-wing refurbishment programme will provide suitably private consulting cells on each landing, which should go a long way to improving access to the boys. However, work on this programme has been painfully slow (please refer to section 5.1).

There has been marked progress in enhanced support planning for boys with particularly complex needs and vulnerabilities. This has been driven by weekly Enhanced Support Service (ESS) delivery meetings, chaired by governors with

representatives from all agencies and, crucially residential managers and officers with personal knowledge of the boys.

There are generally 10–20 boys with enhanced support plans. Each has begun the programme feeling isolated and disengaged. The aim of their plan is to build their self-esteem and ability to trust others, so that they can rejoin groups on their landings when ready.

Mental health interventions and sentence planning are combined with purposeful activities and custody support plan (CuSP) personal officer meetings with selected officers in the refurbished Phoenix unit. Most of the boys attend Phoenix sessions alone but there is also the opportunity to mix and form new friendships there. This is an important first step to reintegration.

There have been some notable successes from this programme, and there is plenty of scope for more. Regrettably, because of operational staff shortages and abstractions, the Phoenix unit remains greatly underused.

There have been instances of boys sent to Cookham Wood who appear to need in-patient mental health care. While officers and medical practitioners do their best, it has been challenging to arrange for boys to be moved to an appropriate setting. Staff have expressed major concern regarding this, both for the welfare of the boys and their colleagues. One officer commented:

‘We are not trained mental health workers and so cannot adequately provide boys with the right support that they clearly need’.

6.4 Social care

A designated social worker (DSW) was appointed and started working within the resettlement team in August 2022.

6.5 Exercise, regime

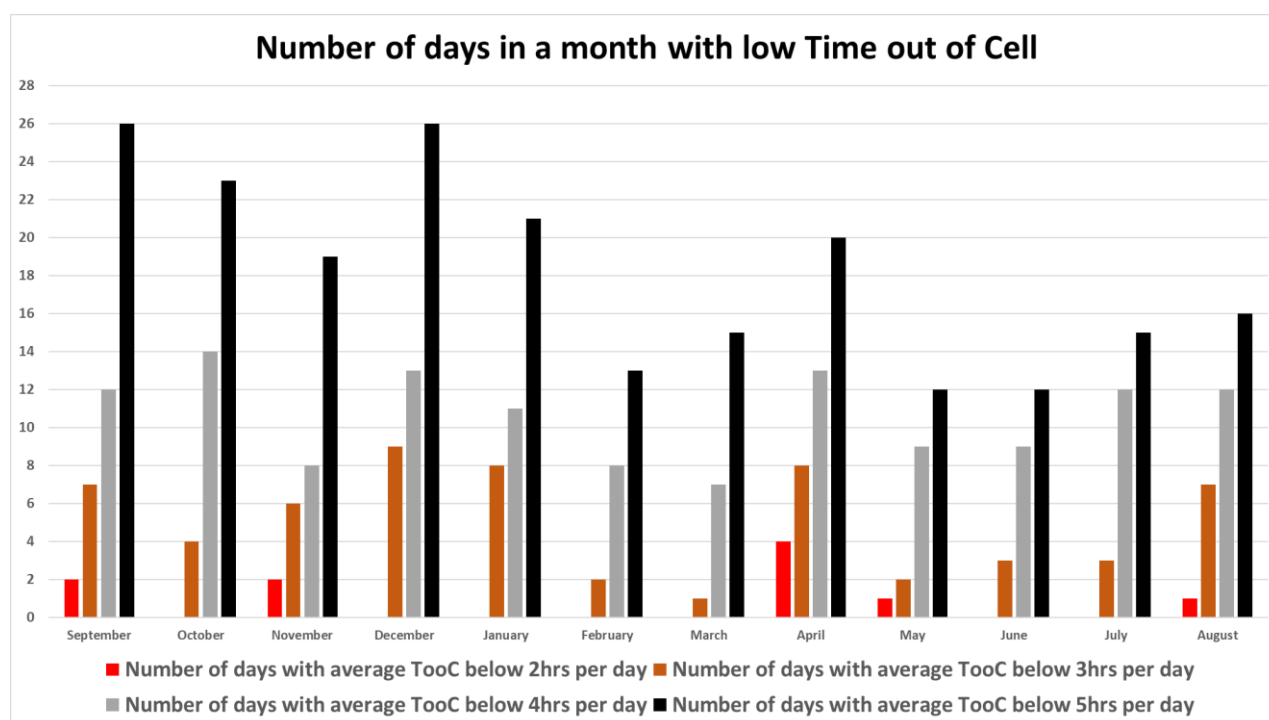
As in the previous reporting period, the IMB still has serious concerns that boys in Cookham Wood are being held isolated in their cells for unacceptably long periods of the day.

For a significant subgroup of the prison’s population, these very long periods of isolation in cells – in some instances for over 22 hours per day – have been inhumane.

It has not been unusual to see boys on some wings, particularly in the earlier part of the year, to be out of their cells for less than two hours per day, especially over weekends. Staff have struggled to provide a consistent regime for the boys and there has been insufficient time out of cell or purposeful activity. Gym sessions were restricted by a shortage of physical education Instructors (PEIs).

Throughout the spring and early summer, average time out of cell was stuck at around five hours per boy per day on weekdays, and three hours per day at weekends. This adversely affected the boys’ wellbeing. Furthermore, there were big

variations in time out of cell between different landings and units. This generated a sense of unfairness.

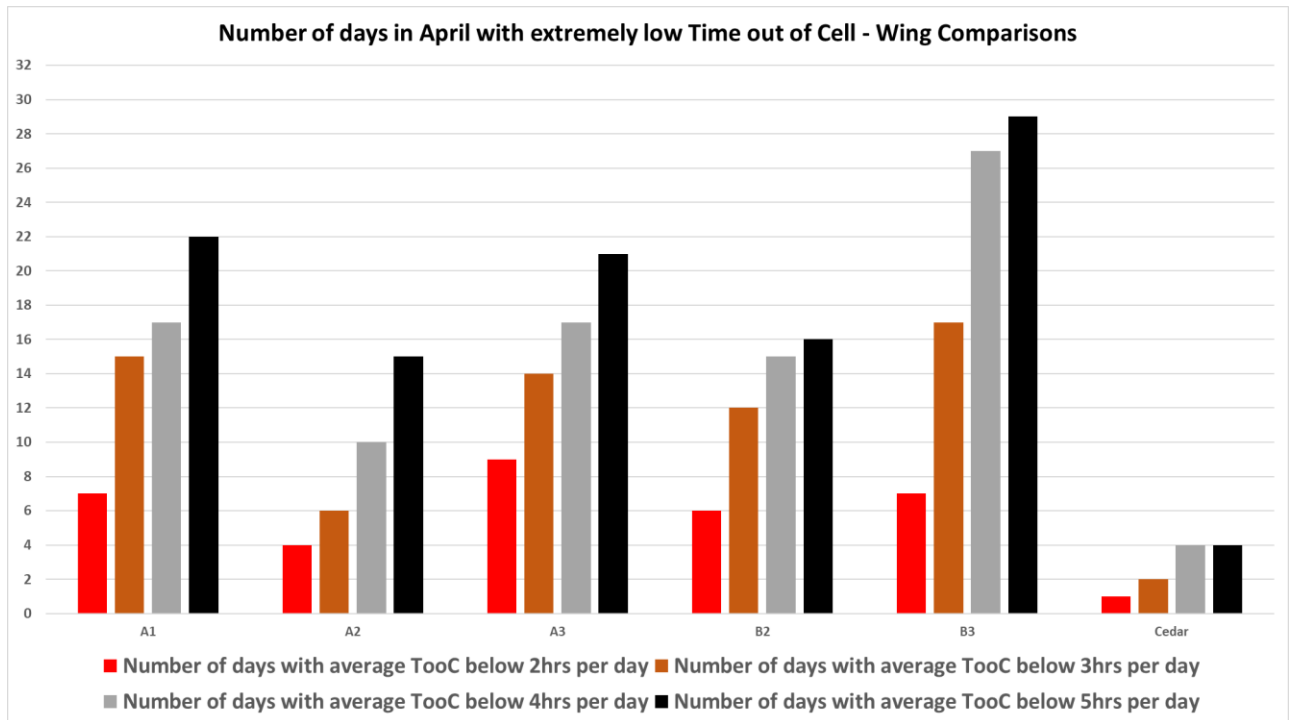


The prison has struggled for most of the year to achieve an overall average of even five hours' time out of cell per day. The overall monthly prison averages cited above hide some wide disparities in regime, with only the boys on Cedar block regularly receiving a more generous time out of cell. Even between wings in the main residential block, we have seen widely differing regimes:

April: Overall, boys were offered an average of 4.25 hours' time out of cell, with 4.88 hours on weekdays, and only 2.78 at weekends. During this month, only the Cedar block achieved an overall average time out of cell of over five hours (the boys being given seven hours per day on average over the month). The Cedar block boys endured four days below four hours, and one day below two hours' time out of cell in the month. In contrast, boys on other wings were offered a far more restrictive regime during April:

- Boys on A3 suffered three days over the month with less than one hour's time out of cell, nine days with less than two hours' time out of cell, and 21 days with less than five hours' time out of cell.
- Boys on B3 suffered three days over the month with less than one hour's time out of cell, seven days with less than two hours' time out of cell, and 29 days with less than five hours' time out of cell.
- Boys on A1 suffered three days over the month with less than one hour's time out of cell, seven days with less than two hours' time out of cell, and 22 days with less than five hours' time out of cell.
- Boys on B2 suffered three days over the month with less than one hour's time out of cell, six days with less than two hours' time out of cell, and 16 days with less than five hours' time out of cell.

- Boys on A2 suffered three days over the month with less than one hour's time out of cell, four days with less than two hours' time out of cell, and 15 days with less than five hours' time out of cell.



June: The monthly time out of cell averages differed by more than three hours between main residential block wings (with one wing being offered 6.35 hours, while another was only offered 3.15 hours).

July: The monthly time out of cell averages again differed by more than three hours between main residential block wings (with one wing being offered 5.77 hours, while another was only offered 2.73 hours). The weekend regime was typically worse; on average, boys were locked in their cells for at least two hours longer.

The main reason some landings received less time out of cell than others was that it was considered unsafe to allow boys on those landings to mix in other than two, three, or even four groups (rather than allowing them all out of their cells at the same time). However, this approach risked creating a vicious circle, with bad behaviour leading to less time out of cell, generating resentment and frustration, leading to more bad behaviour.

By contrast, where a landing's boys were able to mix as a single community, there was an immediate and marked increase in their time out of cell. This gave them breathing space. IMB members noticed they were more relaxed and their behaviour less frenetic: they were no longer at each other's doors all the time.

As already noted (section 5.3 above), landing staff and their managers have made a determined effort to build landing communities with all boys (who are not separated under rule 49), mixing as a single group. This is particularly praiseworthy given staff shortages over the summer months of 2022. By the end of the reporting year (late August), average time out of cell was nudging six hours on weekdays and four hours

at weekends. It was also broadly equitable across all landings. This is encouraging but still insufficient. Increasing time out of cell must remain a top priority.

Since April 2022, boys have received three hours PE each week as part of their education programme. Physical education instructors (PEIs) aim to provide one and a half hours PE for each boy over the weekend. However, this is seldom achieved as group keep-aparts restrict numbers. Access to evening PE is limited to separated boys.

There is a clear need for more recreational PE, particularly at weekends. But delivering this would require a full complement of PEIs (nine). In August there were still only five. There is a long-standing shortage of physical education instructors, an important function in a YOI. Two officers are being trained in a sports and games qualification to enable these to be part of routine exercise and activities. An additional nine officers are hoping to undertake this training which will enhance the purposeful activity opportunity for boys.

6.6 Drug and alcohol rehabilitation

It is exceptionally rare for boys entering Cookham Wood to be addicted to hard drugs or alcohol and/or to require clinical treatment for dependency (there has been no instance in the past year). However, many have used cannabis, alcohol and nitrous oxide on a regular basis, and some have been involved in county lines dealing. These boys are vulnerable to developing dependencies on their release.

The small (three-person) substance misuse team therefore focuses on educating and counselling boys about the risks of alcohol and drug abuse. Boys are assessed (by CHAT and a follow-up targeted session) on arrival. Those who seek or need help have a six-to-eight-week education programme.

In August, the team had a caseload of 20 boys, many of whom had self-referred. Working with the resettlement team, they maintained close contact and exchanged information on a confidential basis with the boys' YOTs, many of which now have substance misuse workers. The IMB considers their preventative work exemplary.

7. Education and training

The Prisoners' Education Trust reported in April 2022 that '*almost nine out of ten boys (88%) in custody said they had been excluded from school, and almost two in five said that they were younger than 14 years old when last in school*'. These figures illustrate the importance of education for boys in Cookham Wood.

7.1 Education

Children and young people in the wider community have been back in full-time education at school or college throughout this IMB reporting year. Boys in Cookham Wood have been denied the same opportunity. Severe restrictions were imposed by the National Team on the boys' education opportunities in Cookham Wood during the pandemic. With those restrictions lifted, staffing issues meant that the offer still in no way matched that available out in the community, even though the prison was required to provide full-time education prior to lockdown. During August 2022, the provision was still far from a full-time education offer.

The IMB does not understand why the service has only provided such a meagre education offer for such a protracted length of time. This stance has denied the boys their right to full-time education.

For those boys separated from their peers, the situation regarding their education offer is considerably worse: they have only been offered the occasional one-to-one session or small group class each week, far from the full-time offer that should be made to vulnerable students in the community, in a pupil referral unit or special school.

Education is open to all boys placed at Cookham Wood. The current provision has been scaled up from a low level as the Covid restrictions were relaxed. Many of the boys in Cookham Wood have experienced limited access to mainline education for various reasons and since Covid struck, their access to anything resembling normal education provision has been very limited.

From 9 November 2021, the timetabled hours were increased to 15 hours of education per week plus three hours of community learning, which was landing-based. This continued until 4 April 2022 when the timetable changed to 24 hours of pathway-led learning, plus three hours of educational PE per week. However, there has often been a stark difference between the timetabled provision, and that actually received by the boys, particularly when staffing difficulties impacted.

The education contract expired in August 2022 and Novus were again awarded the new contract.

Kinetic is sub-contracted to provide a reintegration pathway and youth work to support the return of children who are moving



from outreach into main education pathways. Courses are assigned through the twice-weekly activities planning board after young people have selected their preferred option during their induction. While the prison tries to offer the boys the subject of their choice, both capacity restrictions and security restrictions can mean that boys do not end up getting their chosen pathway (which often causes frustration).

Hours lost in education can be attributed to various reasons (such as attendance at court, incident response and focus groups). The low number of hours that boys have out of their cells (see section 6) has had a significant impact on the time lost for education.

The following table shows the average number of classroom hours received versus those offered over each four-week period throughout the reporting year. *The average hours received is never more than 68.5% of the hours offered.*

Four-week periods 05/09/21 – 29/08/22	Average hours received as % of offered
Period 1	58.57%
Period 2	58.66%
Period 3	62.77%
Period 4	57.98%
Period 5	64.34%
Period 6	68.50%
Period 7	63.77%
Period 8	46.94%
Period 9	63.26%
Period 10	50.82%
Period 11	58.47%
Period 12	46.92%
Period 13	55.08%

7.1.1 Movements

Movement to and from education has continued to be the reason behind the most significant loss of hours in education. Ofsted made the following comment in April 2022:

Delays in movements from residential units to and from lessons made the teachers' planning of learning difficult, particularly at the start of the lesson and while attempting to conduct a plenary.'

The following table shows the hours lost due to delayed movement over a three-month period:

Period	Hours lost
17/04/22 – 14/05/22	756.0
15/05/22 – 11/06/22	590.5
12/06/22 – 09/07/22	782.0

7.1.2 Separated learners

During October, separated learners were timetabled for twelve hours of education per week. From November until 19 February, separated learners were timetabled for 15 hours of education and three hours of community learning.

From 20 February, separated learners were allocated outreach education, as per contract, which was based upon 15 learners across 15 hours per week (225 hours), planned for small groups and shared depending on whether the boys could mix.

The following table shows the average actual hours in education **per month** for separated learners (October 2021–March 2022) – *significantly fewer hours in education than the rest of the Cookham Wood community.*

Month	Average actual hours/learner
October 2021	40.26
November 2021	45.27
December 2021	41.58
January 2022	57.48
February 2022	31.05
March (part-month)	16.36

7.1.3 Planned activities

Maths week: Various events were planned in February 2022 and advertised. The aim was for the boys to understand the practical application of maths and its importance in their day-to-day lives. Employers and partners such as the University of Kent sports lab were invited to run Global Positioning System (GPS) performance sessions – tracking levels of fitness, and its link to exam readiness.

Enrichment activities: events were planned to include animal care and horticulture groups to design and make nesting boxes. Fair trade was used as a good way to improve the understanding of food origins. Fair trade products were researched (i.e., distance travelled, calculating carbon footprint, where in the world the ingredients for making a pizza come from). Activities for occasions such as Shrove Tuesday and World Book Day took place. The importance of Black History was threaded throughout, such as the role of Black women in industry and in maths.

7.1.4 Behaviour and rewards

The community landing monthly award is aimed at supporting the improvement in positive behaviour of groups through mutual/peer encouragement. For example, no alarms in education earns points towards the landing award. Possible rewards were agreed on 3 March. In addition, rewards were agreed for student of the week, group of the week and most improved student of the week. The criteria for each have been agreed along with the rewards for individuals and for groups.

7.2 Library

Library attendance has improved through the time allocated in education. With the increase in education hours, the class groups were timetabled formal slots in the library.

October had only 49 accessing the library due to landing moves. This improved in November with 238. There was a drop in December due to the Christmas period, but it was very strong in January with 401.

It is important for library time to be purposeful, such as using the computers in the library for one-to-one guidance interviews. Initial reports from library staff (May/June) suggested that the slots were not used as timetabled, and it was difficult to invite other groups. This was addressed by the library staff reminding the teachers each morning which groups were due in the library, and through joining officers to classrooms to collect the correct groups.

7.3 Vocational training

Boys continue to train and work as baristas in Woody's (recently renamed as Waghorn's). All the boys spoken to this year have enjoyed the work and the training and some see it as an opportunity to obtain work in the community after their release.

Release on temporary licence (ROTL) is beginning to increase from a zero position at the start of the reporting year. Some boys have been looking to access college places and others are hoping to do vocational training at Stanford Hill prison. There is a link to Timpson's external training. Some boys can attend the Timpson Academy at Aylesford, learning new skills and having the opportunity for employment on release.

Sports Connect were commissioned to deliver sporting and other activities in the prison, with some boys working towards coaching qualifications. A dedicated manager and Sports Connect worker were appointed to work with boys in the prison. The organisation has developed a 'through the gate' programme for boys from Kent (this can be 30% of the population) with centres in Aylesford and Herne Bay.

Two boys released earlier in the year made positive contacts with sports facilities local to them.



8. Progression towards transfer and release

The resettlement team built on the progress made during the last reporting period. The manager of the team assumed responsibility for the reducing reoffending function, the ROTL manager was appointed to manage the resettlement team while retaining the responsibility for all ROTL placements.

The establishment profile for the team is nine staff, four operational and five non-operational. In August 2022, there were five and a half full-time equivalent staff available for duty as a number were on sick leave or restricted duties. The team is short of one resettlement practitioner, one staff member is on maternity leave, and the very experienced staff member who supported foreign national boys has left the Prison Service. Responsibility for this important function is being shared between two other staff members in the short term.

8.1 Case management and progression

Although the number of boys held in custody was significantly reduced during the pandemic (and remains so), the serious delays in court cases resulted in a higher proportion of boys being held on remand than was previously the case. The industrial action by barristers, which started in July 2022, compounded the delays, and caused some problems. For example, a request was received from a court for a boy to attend in person on that day. However, it was not possible to arrange transport at such short notice, and as a result the boy's case was further delayed.

The number of remanded boys remained high during the reporting period; at 29 June 2022 the numbers were 37 remanded (45%) and 47 sentenced.

8.1.1 Delays in transfer of 18+ boys

At the start of the reporting year there was a significant, ongoing, delay in the transfer of 18+ boys with long sentences to adult establishments. The resettlement team worked hard and successfully to address this problem. The delays were frustrating for the boys concerned and posed a risk to Cookham Wood, with 18-year-old adults held alongside vulnerable children. The team has named contacts in each receiving establishment, however if that individual is absent from work there is no response from these prisons. *The IMB commends the work that has been undertaken by the resettlement team.*

Young people who are over 18 and have a detention and training order complete this in the youth establishment where they were held prior to their 18th birthday. Other young people are held until completion of their trial process and release or sentencing. Occasionally an older young person will be held in Cookham Wood on the advice of the health and wellbeing team.

8.1.2 Contact with external agencies

This was challenging throughout the period of lockdown. Very limited IT in Cookham Wood made communication with families, Youth Offending Teams (YOTs), and other agencies extremely difficult. Lack of sufficient telephone lines meant that team members sometimes had to use education phones.

In July 2022 a new IT system was installed in the prison. This greatly improved communication with external parties. Meetings can now be held via Microsoft Teams; this has facilitated the organisation of, and attendance at, online meetings. Once the new IT has been installed across the whole of Cookham Wood, site communications between internal departments and attendance at local meetings is promised to improve. *However, the IMB is yet to see evidence of this promised improvement.*

Two YOT open mornings were held during the year, organised by the resettlement team. YOT staff from local authorities with responsibility for boys placed in Cookham Wood were invited to attend. There were information stalls staffed by resettlement, health and wellbeing, education, interventions, substance misuse, and officers from some adult establishments which receive boys with long sentences. The YOT staff conducted a tour of the prison, landings, gym, education, and other areas. Many YOT workers had not been beyond the visits hall on previous visits.

A second YOT event was held at which the visitors were told about the work of the safeguarding team, and all staff in the prison. YOT workers also learned about MMPR to help them support boys who report experiences of this. YOT staff experienced some of the techniques used by prison staff when managing boys in difficult situations.

8.2 Family contact

Boys continued to receive increased money for telephone calls, to enable them to maintain contact with family and friends during the Covid lockdown and immediately afterwards. By August 2022 this allowance was reduced to pre-pandemic levels.

Social video calls were available throughout the year, but this remained unpopular with boys and their families. There was apparently little persuasion by staff to 'give the system another go' after the early issues with the system had been updated.

Family days restarted as the pandemic restrictions were eased. These have been organised at Christmas, Mother's Day/Easter and Father's Day, when boys were able to spend quality time with their parents/carers and other family members.



Cookham catering and operational staff provided a delicious spread of food and special events (examples include an Easter egg hunt and snake/tarantula demonstration). Sporting events were also arranged with outside organisations, which proved very popular with the boys.

One event was held on the Cedar block at Easter, when staff dressed up for the entertainment of boys and their younger siblings. Three events have taken place for boys living in the main residential block and others are planned. A celebratory event for boys who had successfully completed interventions programmes was held in July. Another for boys living in the Cedar block, their families and friends, was held at the Sports Connect facility near Maidstone in August.

The resettlement team continue to produce a newsletter for families and YOTs to inform them of services, events and activities in the prison.

8.3 Resettlement planning

8.3.1 Resettlement plan

Caseworkers are responsible for developing a resettlement plan for every boy in the prison. These are reviewed regularly. The plans for boys on remand are reviewed monthly, and three-monthly for boys who have been sentenced. The high number of boys held on remand since the start of the pandemic has greatly increased the number of sentence plan reviews. The team are working to develop new sentence plans which will be individualised and target based. *However, the IMB is yet to see this innovation in practice.*

During the year, ROTL placements restarted with boys in Woody's training as baristas and working to gain a City and Guilds qualification. Towards the end of the year, special purpose licences (SPL) had been used to enable several boys to access external opportunities. These were approved by the Governor, following robust risk assessment by the security department and the responsible YOTs.

SPLs enable a boy to access an external activity accompanied by a resettlement worker, health and wellbeing worker or operational staff member. SPLs have been used for a boy attending a funeral, one working for a catering qualification and another working for a construction qualification.

The resettlement team has agreements for boys who are eligible for ROTL or SPLs to gain work experience with Galliford Try, Timpson, ChannelPorts and Sports Connect. Plans are being developed with Hackney Music Group for boys to access work experience or job opportunities on release.

8.3.2 Transition practitioners

A jointly-funded project (NHS and Kent County Council) supports two youth justice transition practitioners who will be in their roles until August 2023: one with responsibility for south and east Kent, the other for the north, west, and Medway areas.

Their role is preventative, to address the reoffending rate of boys leaving the secure estate. The two workers visit Kent boys placed in Cookham Wood weekly while they are in prison, developing a supportive relationship and planning for their transition into the community. They support families in maintaining contact, facilitating visits and on occasion transporting parents to the prison.

The transition practitioners liaise with YOTs and other community organisations three months before a boy's release to set up accommodation, education, training, or employment. Boys are also encouraged to register with a dentist and a GP to receive their immunisations and vaccinations. It would be excellent if all boys in Cookham had access to such support.

The three-year pilot scheme was launched as the pandemic started, which restricted some of the activities. Despite this, 11 young people have been supported in the secure estate. Four boys have been supported to transition out of Cookham Wood back to the community. One has moved to the adult estate, and another to the care of the Probation Service.

There has been ongoing work in the prison and through the gate with resettlement practitioners, Sports Connect, MVP, CKX, Open Road, Future Skills and Kinetic Youth (commissioned services working in Cookham Wood).

All the Kent boys released have been registered with relevant health services, including GPs. *Sadly, the IMB has not seen equivalent practices offered by other local authority teams.*

The work of the IMB

Board statistics

Recommended complement of Board members	12
Number of Board members at the start of the reporting period	9
Number of Board members at the end of the reporting period	8
Total number of visits to the establishment	222
Total number of applications to the IMB	5

The Board began the reporting period with three new members who joined in July/August 2021. This boosted the number of Board members by 50% to three quarters of the number recommended. The new members were mentored during the last quarter of 2021, but unfortunately one of them resigned in early 2022 before becoming fully productive. A new recruitment campaign was planned to begin in September 2022.

Through the Board clerk, the establishment gave members complete access to documents and reports, including all the daily bulletins, and Board members made regular visits to the prison and attended various meetings. This enabled the preparation of weekly rota reports, which were discussed at monthly meetings with all members, via Zoom. A list of the critical issues raised in the rota reports was then compiled and taken to a monthly face-to-face meeting with the Governor or deputy governor.

The IMB has received few complaints from boys over the year. The greatest area for complaint has been the limited time boys have been able to leave their cells – particularly at weekends and in the evenings. Missed association and gym time have been of main concern to them and some boys have complained that they have been unable to attend weekly religious services.



This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit nationalarchives.gov.uk/doc/open-government-licence/version/3

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

This publication is available at <https://www.gov.uk/government/publications>

Any enquiries regarding this publication should be sent to us at imb@justice.gov.uk.