



HM Prison &  
Probation Service

Action Plan: HMYOI Cookham Wood

Action Plan Submitted: 27 July 2023

A Response to the HMIP Inspection: 04 – 20 April 2023

Report Published: 18 July 2023

## INTRODUCTION

HM Inspectorate of Prisons (HMIP) and HM Inspectorate of Probation for England and Wales are independent inspectorates which provide scrutiny of the conditions for, and treatment of prisoners and offenders. They report their findings for prisons, Young Offender Institutions, and effectiveness of the work of probation, and youth offending services across England and Wales to Ministry of Justice (MoJ) and His Majesty's Prison and Probation Service (HMPPS). In response to the report HMPPS / MoJ are required to draft a robust and timely action plan to address the priority and key concerns. Action plans provide specific steps and actions to address the priority and key concerns, that are clear, outcome focussed, measurable, achievable, and relevant with the owner and timescale of each step clearly identified. Action plans are sent to HMIP and published on the GOV.UK website. Progress against the implementation and delivery of the action plans will also be monitored and reported on.



ACTION PLAN: HMIP REPORT

ESTABLISHMENT: HMYOI Cookham Wood

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	<b>Priority concerns</b>			
1	<b>Despite well-resourced local and national leadership teams, oversight of much of safety, living conditions and purposeful activity was poor. Staff did not have confidence in the leadership team and their morale was very low.</b>	<p>The Governor with support from HMPPS and the YCS will improve the oversight of safety, living conditions and purposeful activity, and improve staff's confidence in the Senior Leadership Team (SLT) and their morale by:</p> <ul style="list-style-type: none"> <li>Ensuring the SLT and Custodial Manager (CM) group are provided with the necessary support from the Effective Practice and Service Improvement Group (EPSIG) and MOJ People Group to improve oversight of their respective areas, including increased monitoring of assurance processes, and improved use of data to identify where improvements are required.</li> <li>Ensuring the safety team is appropriately resourced to improve the effectiveness of the department, so all aspects of safety can be monitored appropriately.</li> <li>The weekly safety meeting will review individual cases of children involved in incidents of self-harm, assaults, illicit finds, and those who are separated. A strategic monthly meeting will focus on analysing incidents and responding to trends, generating appropriate actions to address them.</li> <li>A decency policy will be developed that incorporates weekly CM and monthly SLT checks, to ensure accommodation meets the required standards. Quality Assurance (QA) checks will be reviewed to ensure that they are effective not</li> </ul>	<p>HMPPS/YCS</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>September 2023</p> <p>November 2023</p> <p>September 2023</p> <p>September 2023</p>



		<p>only in identifying areas of concern, but also in setting actions to address deficits.</p> <ul style="list-style-type: none"> <li>• Purposeful activity attendance and take up will be monitored at the daily operational briefing, to discuss improvements and any potential barriers to attendance.</li> <li>• Improvements and progress of education/purposeful activity attendance will also be monitored and tracked at the monthly Quality Improvement Group (QIG), Education Performance Meeting (EPM) and Reducing Reoffending Meetings, and quarterly through the Prison Education Framework meeting.</li> <li>• A staff well-being lead will work closely with the Governor, HR Performance Manager, and the Head of Business Assurance (HoBA) to create a People Plan by June 2023 to; support the staff group, improve well-being and morale, improve retention, and reduce sickness absence. The People Plan will be monitored in February 2024 for its effectiveness, through data and a staff well-being survey.</li> </ul>	<p>Governor</p> <p>Governor/YCS Contract Management/ Education Provider</p> <p>Governor</p>	<p>September 2023</p> <p>September 2023</p> <p>February 2024</p>
2	<p><b>Evidence of the acceptance of low standards was widespread. Many staff were not wearing the right uniform, living units were dirty, important equipment was broken and graffiti remained a problem.</b></p>	<p>The Governor and the SLT will improve standards across the whole prison by:</p> <ul style="list-style-type: none"> <li>• Additional uniform will be provided to the establishment to ensure all staff are wearing the correct uniform, including appropriate identity insignia, and systems for ongoing ordering will be reviewed and improved. Managers will ensure all staff are wearing the correct uniform at the start of each shift to maintain standards.</li> <li>• Cleaning schedules will be reviewed and extended to provide additional cleaning of the living units. Opportunities for paid part time employment, including cleaning and redecoration, will be created for both children and the cohort</li> </ul>	<p>Governor/YCS/HMPPS</p> <p>Governor</p>	<p>October 2023</p> <p>Complete</p>



		<p>of over 18-year-olds, alongside incentives to instil a sense of pride and responsibility for their own communities.</p> <ul style="list-style-type: none"> <li>• There is a planned refurbishment programme of all living units. Two have already been completed with a third currently being scoped. Additionally, capital bids have been submitted for work already identified to improve the physical environment.</li> <li>• Establishing a Clean and Decent Steering Group to facilitate a full-time Clean, Rehabilitative, Enabling, Decent (CRED) crew that will be responsible for cleaning all areas.</li> <li>• A specific Graffiti removal programme will be developed and introduced; this will include the use of the CRED team and involve young people in maintaining and improving their living environments.</li> <li>• Fortnightly meetings between the Governor/Deputy Governor and Government Facility Services Limited (GFSL) will discuss the delivery and completion of estate maintenance, and the annual painting schedule. Additionally, progress will be monitored at the monthly tripartite meetings between the Governor/Deputy Governor, GFSL and the Regional Health and Safety Advisor.</li> </ul>	<p>Governor/GFSL</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>March 2024</p> <p>October 2023</p> <p>November 2023</p> <p>September 2023</p>
3	<p><b>There was a complete breakdown of behaviour management. This had led to an escalation in poor behaviour to the point where there was widespread weapon making and nearly a quarter of children reporting that they felt unsafe.</b> Staff told us they were reluctant to search thoroughly or challenge threatening or intimidating</p>	<p>HMYOI Cookham Wood supported by HMPPS and YCS will improve behaviour management by:</p> <ul style="list-style-type: none"> <li>• Appointing a Violence Reduction Manager who will focus on reducing levels of violence.</li> <li>• Roll out a dedicated violence reduction case management process.</li> <li>• Relaunching the Behaviour Management Strategy (BMS) to equip staff with the skills to challenge inappropriate and harmful behaviours amongst children.</li> </ul>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>July 2023</p> <p>November 2023</p> <p>September 2023</p>



behaviour because they were not always supported by colleagues or managers.	<ul style="list-style-type: none"> <li>Establishing a violence reduction taskforce to engage relevant community partners e.g., police, Youth Offending Teams (YOTs), and Directors of Children Services (DCS's) to make the establishment a safer place for children and staff.</li> </ul>	Governor	Complete
	<ul style="list-style-type: none"> <li>Developing an intelligence led weapons strategy to reduce the use and availability of weapons.</li> </ul>	Governor	Complete
	<ul style="list-style-type: none"> <li>Organising a programme of whole community events for staff and children to build positive pro-social and nurturing relationships.</li> </ul>	Governor	August 2023
	<ul style="list-style-type: none"> <li>Undertaking a review of delivery against the SECURE STAIRS (Framework for Integrated Care) led by NHS England (NHSE) supported by the Governor, to inform improvements in relationships between staff and children.</li> </ul>	NHSE/Governor	September 2023
	<ul style="list-style-type: none"> <li>Continuing to roll out Custody Support Plans (CuSP) in line with the YCS "CuSP Ladder" of increasing delivery across the year; CuSP sessions will follow significant events, including acts of violence, to investigate and challenge violent behaviour.</li> </ul>	Governor/YCS	March 2024
	<ul style="list-style-type: none"> <li>Implementing an "Intelligence Hub", combining the Security, Safety and Safeguarding functions, to increase and improve information sharing and the outcomes achieved from the information submitted.</li> </ul>	Governor	October 2023
	<ul style="list-style-type: none"> <li>Improving engagement with children by developing several peer support roles, and the reintroduction and re-focus on community and Youth Council meetings.</li> </ul>	Governor	October 2023
	<ul style="list-style-type: none"> <li>All managers will ensure that the incentives scheme is delivered effectively and consistently, and that children receive their entitlements as prescribed within the scheme.</li> </ul>	Governor	October 2023
	<ul style="list-style-type: none"> <li>Teachers will be supported to challenge negative behaviour in classrooms and use the incentives scheme to reward good behaviour.</li> </ul>	Governor/Education Provider	October 2023
	<ul style="list-style-type: none"> <li>Reviewing the whole adjudications process to ensure it is effective in tackling and supporting behaviour management.</li> </ul>	Governor	October 2023



		<ul style="list-style-type: none"> <li>Monitoring the timescales, effectiveness, and impact of all the actions will be through at the monthly Safety, Security and Segregation Monitoring and Review Group (SMARG) meetings.</li> </ul>	Governor	October 2023
4	<p><b>Solitary confinement of children had become normalised at the establishment.</b> Over a quarter of the population was completely separated from the main population. Most were locked in their cells for 23.5 hours a day with no meaningful human interaction.</p>	<p>HMYOI Cookham Wood will reduce the number of children separated, and improve engagement with children who need to remain separated by:</p> <ul style="list-style-type: none"> <li>Appointing an Integration Manager to reduce the number of children separated and improve the case management of those who are separated, and their engagement in activities.</li> <li>A living area will be identified and upgraded to provide accommodation for the most complex and or vulnerable children to live, where they will be able to access an appropriate regime and be supported by appropriate services.</li> <li>Separated Children who don't meet the criteria for the above living area will be supported on normal location by residential managers, the conflict resolution team, education, and health and wellbeing staff.</li> <li>An additional living area will be identified to incentivise engagement and positive behaviour, where children will have access to an 'open regime' that will allow maximised time out of room.</li> <li>An increased regime monitoring tool has been introduced that captures 'case level data', providing individualised data for each child, this is discussed at the daily SLT meeting, and overseen by YCS data and performance and discussed at Performance Review Meetings. The data identifies where a child is not accessing the regime and will prompt a discussion with the child to determine the reasons why, and</li> </ul>	Governor	<p>Complete</p> <p>October 2023</p> <p>October 2023</p> <p>March 2024</p> <p>Complete</p>



		if necessary, will generate appropriate actions to support the child.		
5	<b>Children were unable to access sufficient education. The range of education on offer was also insufficient and children had too few learning tasks to complete in their cells.</b>	<p>The Head of Education Skills and Work and the Education Provider will increase access and the range of education on offer by:</p> <ul style="list-style-type: none"> <li>• Reviewing staff profiles and the core day, in consultation with staff and children, to increase the amount of time children can spend out of their rooms engaged in education and purposeful activities.</li> <li>• Establish a Partnership Alliance to innovate and co-ordinate work with children by different service providers across the establishment, including the advocacy service who will represent the voice of the child. The outcomes from the Alliance will be monitored at a monthly governance board.</li> <li>• Reviewing the current curriculum offer to ensure the range of education on offer meets the requirements of the establishment, including provision for all children to access the library at least once per week.</li> <li>• Reviewing and maximising the physical education offer available to all children.</li> <li>• Increasing the range of educational material available to children in their rooms, including for those who are separated, via the digital platform with an emphasis on the core areas of English, Mathematics and Information and Communication Technology (ICT).</li> <li>• The Head of Residence and Residential CMs will complete weekly assurance checks to ensure wing staff adhere to the published regime, ensuring children are unlocked at the published times so they can receive and access their daily entitlements.</li> </ul>	<p>Governor</p> <p>Governor/YCS Contract Management/ Education Provider</p> <p>Education Provider/ Governor</p> <p>Governor</p> <p>Education Provider/ Governor</p> <p>Governor</p>	<p>October 2023</p> <p>Complete</p> <p>October 2023</p> <p>October 2023</p> <p>October 2023</p> <p>August 2023</p>



		<ul style="list-style-type: none"> <li>Improvements and progress of education access and attendance will be monitored and tracked at the monthly Quality Improvement Group (QIG), Education Performance Meeting (EPM), and quarterly through the Prison Education Framework meeting.</li> </ul>	Governor/YCS Contract Management/ Education Provider	September 2023
6	<b>When children could attend, the quality of education was inadequate.</b>	<p>The Head of Education Skills and Work and the Education Provider will improve the quality of education provision by:</p> <ul style="list-style-type: none"> <li>The Education Provider will ensure their staff are teaching to good or outstanding grades through observations of teaching and learning, providing Continual Professional Development (CPD) and support to staff not reaching the required minimum standards, monitored through contract management processes.</li> <li>Increasing the support available for children identified as having additional needs, ensuring they are offered appropriate support allowing them to progress in line with their learning plans.</li> <li>Education and Prison Managers will support teachers improve and maintain classroom discipline as part of the BMS, which will allow teachers to sequence and organise learning in a logical and coherent way to ensure children remain engaged and focused.</li> <li>Education managers will monitor the quality of the feedback provided by teachers to all children, ensuring it is of sufficient standard across all topics and that inappropriate references are challenged, so children can learn from their mistakes.</li> <li>Improving the quantity and quality of education and enrichment activities available to separated children who</li> </ul>	Governor/YCS Contract Management/ Education Provider	<p>August 2023</p> <p>September 2023</p> <p>October 2023</p> <p>September 2023</p> <p>September 2023</p>



		<p>cannot attend the education department, ensuring planned sessions are delivered consistently and to a high standard.</p> <ul style="list-style-type: none"> <li>Improvements and progress of the quality education delivery will be monitored and tracked at the monthly Quality Improvement Group (QIG), Education Performance Meeting (EPM), and quarterly through the Prison Education Framework meeting.</li> </ul>		September 2023
7	<p><b>There were not enough teachers or prison officers to enable leaders to deliver the vocational curriculum.</b></p>	<p>The Governor and the Education Provider will ensure that there are enough prison officers and teaching staff to deliver the vocational curriculum by:</p> <ul style="list-style-type: none"> <li>HMYOI Cookham Wood and the YCS will review, improve, and support the current prison officer compliment (whilst recruitment campaigns continue), using schemes such as detached duty, Operational Resource and Stability Panel (ORSP), and payment plus to maximise the number of staff available to deliver planned activities.</li> <li>Reviewing the current staff profiles, core day and Regime Management Plan (RMP), to increase the amount of time children can spend out of their rooms and at their scheduled activity.</li> <li>The Education Provider will ensure staffing vacancies for teachers, learning support practitioners and vocational instructors are filled to allow all commissioned services and the full curriculum to be delivered, which will be monitored through the contract management process.</li> </ul>	<p>Governor/YCS Deputy Director of Operations</p> <p>Governor</p> <p>Governor/YCS Contract Management/ Education Provider</p>	<p>September 2023</p> <p>October 2023</p> <p>August 2023</p>
8	<p><b>Managers did not allocate children to vocational subjects based on their needs or aspirations.</b> Instead, children were allocated on the basis of which</p>	<p>The Learning and Skills Manager and the Education Provider will improve the allocation of children to vocational subjects by:</p> <ul style="list-style-type: none"> <li>The Violence Reduction and Integration Managers will work closely with the Heads of Residence and Security to</li> </ul>	<p>Governor</p>	<p>August 2023</p>



	<p>children could mix together. As a result, too many children were disengaged and lacked motivation to participate meaningfully in learning.</p>	<p>improve the effectiveness of intelligence gathered in custody, and from community partners/organisations to manage relationships between children and reduce the number of “keep aparts”.</p> <ul style="list-style-type: none"> <li>• The Learning and Skills Manager, education provider and the conflict resolution team will work collaboratively to improve the allocations process so all children can access a wide range of activities, enrichment and learning opportunities.</li> <li>• Contract Managers and the YCS Head of Learning, Skills and Enrichment will ensure the needs analysis and future education commissioning caters for the increasing 18-year-old placements, that can include employability, working with workspaces and an increased offer.</li> <li>• Reviewing the Induction process to ensure individual needs are fully assessed, so children can be assigned to an activity that benefits the individual and is in line with their aspirations and other sequenced activity.</li> <li>• The Education Provider will recruit staff to fill the current instructor vacancies, increasing the available vocational options to children.</li> </ul>	<p>Governor</p> <p>Governor/YCS Contract Management/ Head of Learning</p> <p>Governor</p> <p>Governor/YCS Contract Management/ Education Provider</p>	<p>August 2023</p> <p>Complete</p> <p>September 2023</p> <p>August 2023</p>
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