



**HMP/YOI
ASHFIELD**

ANNUAL REPORT

JULY 2010 – JUNE 2011

1. STATUTORY ROLE OF THE IMB

The Prisons Act 1952 and the Immigration and Asylum Act 1999 require every prison to be monitored by an independent Board appointed by the Secretary of State for Justice from members of the community in which the prison or centre is situated.

The Board is specifically charged to:

- 1 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.
- 2 Inform promptly the Secretary of State, or any official to whom he has delegated authority as it judges appropriate, any concerns it has.
- 3 **Report annually to the Secretary of State on how well the prison has met the standards and requirements placed on it and what impact these have on those in its custody.**

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

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3. DESCRIPTION OF HMP & YOI ASHFIELD

HMP & YOI Ashfield opened on 1st November 1999 and is a contracted prison operated by Serco Home Affairs Ltd (formerly known as Premier Prison Services Ltd). It is located in the village of Pucklechurch, near Bristol. Last year the roll was reduced from 400 to 360 YPs, but there is the capacity, if necessary, to revert back to 400 places; this would have implications for areas where double cells have been converted to singles. Juveniles are received from Courts covering the West Country, Wales, the Midlands and the London area. At the end of the reporting period there were 349 Juveniles accommodated at Ashfield 92 more than the previous year.

Accommodation consists of two house blocks each having four wings. The accommodation is of a high standard and most young persons (YPs) have their own room with integral sanitation. There are comprehensive sports facilities, an 8-bed Healthcare Centre and a 17-cell Segregation unit. Education and training courses are offered to the YPs, including GCSE, A, AS, NVQ, City & Guilds, Duke of Edinburgh awards scheme and the Princes Trust.

The Director is equivalent to Governor in the public sector, with the exception of certain functions which remain the responsibility of other bodies. The current Director, Brian Anderson was appointed in September 2009.

4. EXECUTIVE SUMMARY

The management changes introduced last year by the Director have resulted in staff being held directly accountable for their areas of responsibility. This change of emphasis has been challenging for some staff.

The Board's reports for the previous two years have highlighted the more volatile nature of YPs being sent to Ashfield. This trend has become more pronounced over the last twelve months. Whilst the population has risen by 24% and the number of Segregations for Good Order or Discipline (GOOD) by 38%, the number of Assaults has increased by 123%, which has provided a significant challenge for staff. These figures may be inflated because there are fewer one on one assaults and more several on one assaults. This may be a reflection of the gang culture which is more evident.

It has also become increasingly difficult to get young people who have exhausted all their options at Ashfield transferred to a different prison for a new start. This is a pity, since the Board observes that a transfer frequently gives a troublesome young person a greatly increased chance to change his ways. The alternative is often long protracted periods in segregation or healthcare, which is not good for the young person's well being, self-esteem or mental health.

Programmes such as anger management are sometimes not available until the end of a YPs sentence. It would be more beneficial if they were completed early in a sentence so that YPs could put into practice the lessons they have learnt.

It would be helpful if the IMB could be given advance notice of the quarterly meetings of the Segregation Monitoring and Review Group so they had an opportunity to attend as observers.

Because it is a contracted out prison, Ashfield is still using LIDS rather than P-NOMIS. We remain concerned about the effect on information transfer as young people move between prisons and hope that P-NOMIS will be available at Ashfield soon.

A significant refurbishment programme has been undertaken this year, but unfortunately some of the new Houseblock dining furniture purchased by SERCO central supplies has proven not to be fit for purpose. It is to be hoped that this will be rectified shortly. Perhaps because of this there has been a noticeable deterioration in the cleanliness of several wings.

It is disappointing that no action has yet been taken to address the problem of the leaking gutters which are creating trip hazards by eroding the tarmac, despite the Board having expressed their concerns for the last three years.

The decision to provide dedicated Social Workers to work with the YPs at Ashfield is welcomed by the Board.

Matters for the Secretary of State

The re-roling of prisons and the changes in the sentencing procedures introduced by the government has resulted in Ashfield receiving more problematical YPs from a wider area thereby placing greater strains on staff. In the light of this development the Board would urge that there be more sympathetic consideration given to the transfer of YPs who have 'exhausted' the regime at Ashfield to other prisons. (5.4, 5.5, 6.5).

5. AREAS OF SPECIAL INTEREST

5.1 Diversity

The REAT (Race Equality Action Team) became the DEAT (Diversity Equality Action Team) from October 2010 – taking in religion, physical and intellectual disability and sexual diversity in addition to racial difference. SARI (a Bristol charity) has been increasingly involved in working with staff and young people in the context of BME numbers in the prison rising to over 50%. This is a major change from a previous norm of about 25-30%, with Ashfield taking in a large number of young people from London as a result of the re-roling of Huntercombe, and the prison has taken a while to adjust to the change in population.

There is now a greater role for YP diversity representatives, including weekly wing surgeries and visits to young people in Healthcare and the Brunel Unit, with outcomes reported in DEAT meetings. There are plans for a foreign national representative to be involved in running group meetings on the wings. These more active roles for young people are important developments, but require a constant investment of effort from DEAT staff as representatives change frequently, and new ones need to be recruited and trained. Representatives' engagement at the DEAT meetings is patchy: very good at its best, less so when they are new.

Gypsy and Traveller YPs now have their own system classification (a direct result of hard work by Ashfield's Traveller Chaplain) and can be monitored separately, and a Gypsy and Traveller representative attends the DEAT meetings.

The number of foreign national prisoners seems to be on the increase, from a fairly steady 10% of the population in previous years to more like 15% currently. The Chaplaincy has been involved in providing assistance for a number of foreign nationals (generally Vietnamese) who might be victims of trafficking.

The appointment of a deputy to the Diversity Manager (who also acts as FNP Co-ordinator) has increased the visibility and effectiveness of DEAT and is welcomed.

5.2 Learning and Skills

Twenty-four hours of education is provided each week; this includes classroom-based, physical, and vocational components and all courses carry a qualification. There is a further 8 hours of Enrichment.

Functional skills (practical skills in English, Information & Communication Technology (ICT), and Mathematics, based on the ideas and resources of the Learning and Skills Improvement Service (LSIS) exams) are taken from Entry Level to Level 2, with varying degrees of success. However, this new approach to testing is seen by the Ashfield staff as being much more positive and beneficial to the YPs, and to offer them more of a challenge.

Vocational courses lead to appropriate qualifications in each particular area.

The Matrix standard has been achieved by Information and Guidance (IAG).

The 2nd Chance Project (external agency) won a Pulse award for its partnership work with Ashfield.

In August 2010, the Green Speech forum was launched. It is a six-weekly meeting chaired by the YPs to discuss issues / improvements for the Learning & Skills department. It is thought to be the first group of its kind within the juvenile prison sector.

An Induction DVD, produced by students of the University of the West of England (UWE), is now in use as an aid to introducing YPs to courses run by Ashfield L&S. It is used in Induction IAG sessions, and is also utilised whenever courses change and YPs have new choices to make.

Eleven Koestler Awards were achieved for Art, including seven special awards. The Awards ceremony took place in London at the South Bank, and winning work from Ashfield was on display.

Utilising ROTL arrangements, a number of YPs have successfully attended Write to Freedom weekends.

The Urbanwise project has been successfully completed.

In Enrichment time, drama workshops were trialled. YPs gave positive feedback, and so further drama classes were started in association with Bristol Old Vic.

On the Phoenix Unit (long-term /indeterminate sentences) the Prince's Trust Excel Award is being worked for.

Throughout the year, successful student award ceremonies have been held, with friends and families invited, and guest speakers contributing.

A new Music and Radio course has been set up which is developing ROTL links with BBC Radio, and also partnerships with National Prison Radio.

The Art Village is being moved back to the main educational block, and three new classrooms are being installed on the third floor.

A film, *Freddie's Story*, has been made by a professional company, and was screened to an invited audience. It documents the experiences of a YP at Ashfield. Follow-up work has been done by ten YPs, who made their own film stories with the same company.

The *Mini* magazine has loaned Ashfield an old Mini which is to be restored mechanically and to have its bodywork renovated; Ashfield will do the mechanical work and S and B College, Bristol, the paintwork. The Mini will then be returned to the magazine and used for magazine publicity purposes, although Serco will also feature.

Plumbing, Painting & Decorating, Carpentry & Construction have all been successfully relaunched with new City & Guilds assessments.

Staffing

A new, permanent Deputy Head of Learning and Skills has been appointed.

Observations of teaching and learning were completed on all staff in September. 78.4% achieved a grade which was either Good or Outstanding. Development Action Plans were put in place for the remainder.

New reflective practice work has been implemented since January, with teachers participating in fortnightly reflective sessions. These are staged to support improvements in teaching and learning.

A "Raising the Bar" initiative has been launched with staff focus groups putting together an aspirational standards document. It is hoped that this will be published shortly.

An Ashfield Officer won the Prison Officer of the Year award in his appropriate category.

A member of staff met Prince Charles in relation to the Prince's Trust work in Ashfield, which was highlighted as demonstrating good practice.

This same member of staff went to the Houses of Parliament to receive his Qualified Teacher Learning and Skills (QTLS), thus becoming the first member of staff to gain QTLS.

The Library

The Librarian gained the qualification of MSc in Information and Library Management.

In January, a Library Assistant was appointed, after some months of there not being anyone in this post.

Two YPs act as Library Orderlies, one in the morning, one in the afternoon. It is a popular post, and there is usually no shortage of applicants.

The Librarian attended a first line manager course. This included her visiting HMP and YOI Portland to see how they managed the problems of loss of and damage to stock.

A new Information and Guidance (IAG) area has been created within the library, to help YPs be more aware of course choices, careers information and college courses. ROTL application forms and referrals to Connexions are also available.

A new computer station has been installed. YPs can use it to type up coursework; write CVs and applications, and letters, with library staff on hand.

The library applied for £1 free book coupons for each YP as part of World Book Day. The library was given 50 copies of *Agent Zigzag*, written by Ben MacIntyre, as part of World Book Night.

The author of *Street Boys*, Tim Pritchard, came to the library and held two sessions with YPs. These were so popular that he will be returning for another two sessions.

The Reading Group has been re-started successfully. Six YPs and library staff meet to read and discuss chosen books. The group meets once a month for the equivalent of one lesson. Books read to date include *H.I.V.E.* by Mark Walden and *Faces* by Martina Cole.

The library produces a monthly newsletter. Copies go out to all staff (in Learning & Skills and the Wings) and copies are available for the YPs in the library.

In February, the library conducted a random survey of 55 YPs. All said they enjoyed coming to the library and that they found the staff helpful.

The number of YPs requesting to come to the library for Enrichment sessions is relatively high at 30 - 40 on Tuesday and Thursday evenings and approximately 60 on Saturday mornings. This requires the provision of PCOs to bring them over from the Houseblocks. On numerous occasions it seems that PCOs are not available, and YPs miss out on Library Enrichment sessions.

The library, or areas close to it, seems to have been identified by some YPs as good meeting places for fights. This is nothing at all to do with the library itself, just its position, and that of other rooms nearby, on a YP route where different groups can meet.

5.3 Healthcare and Mental Health

All YPs are seen by a nurse on arrival at Ashfield and all have good and timely access to a dentist, doctor and psychologist if required. Healthcare provides a high level of care to the most vulnerable YPs whilst they are at Ashfield, and make strenuous efforts to find mental health beds for those for whom prison is inappropriate.

5.4 Safer Custody

Stay Safe

It is noticeable that the YPs entering the secure estate are more violent and troubled than in previous years. This has resulted in an increase in assaults on both staff and other YPs. This year has also seen an increase in vulnerable YPs and more self harm is being reported. Staff are more vigilant and the monthly meetings highlight the YPs who are most at risk so that all areas of the prison are made aware of possible potential difficulties. As a result of one YP trying to commit suicide, whilst wearing protective garments, staff have sought to find more suitable clothing to ensure the safety of vulnerable YPs in their care.

Sentence Planning

Case workers continue to work well with YPs. When YPs have appreciated that they would benefit from a particular programme such as anger management, the programmes are often not made available to them until nearing the end of their sentence. These courses may be more beneficial if they took place at the beginning of a sentence thus allowing YPs to put into practise what they had learnt for most of their time in prison.

5.5 The Brunel Unit (Segregation)

The Brunel Unit is run in a disciplined and fair manner by very caring staff. Learning Support Assistants visit the unit daily to ensure that YPs continue with their education on a one to one basis.

A multi disciplinary review board meets twice a week on Mondays and Thursdays with an IMB member in attendance. YPs are given behaviour / achievement targets which, if met, allow them the opportunity wherever possible to reduce the length of time they spend segregated prior to being returned to normal location. In some instances a phased end to segregation is organised with YPs attending association in the Houseblocks during the evening. This gives the YP an opportunity to show that he can behave properly whilst still being accommodated in the Brunel Unit.

Due to the very challenging and disruptive nature of some YPs located on this unit they may have limited opportunities to leave their cell apart from normal exercise periods, showering and to make telephone calls home. Those with a short time left to serve on their sentence may remain on the unit until they are released.

In accordance with PSO 1700 the Segregation Monitoring and Review Group meets quarterly. The meeting considers statistical data, YPs segregated with open ACCT documents, use of control and restraint, YPs segregated continuously for three months or more, transfer of segregated YPs from other establishments and staff training. Due to management changes the IMB is no longer given advance notice of these meetings so is unable to attend as observers.

Yoga on the Brunel Unit is now standard, which is good for YPs with ADHD and similar problems or for any YP under stress.

Because of the number of specialist wings at Ashfield, the options for moving young people back to normal location from the Brunel (segregation) unit are limited. This has often led to difficulties in Review Boards, with young people refusing to relocate because of 'issues' with other young people on the wing or, in extreme cases, of being impossible to move back to normal location.

6. OTHER AREAS

6.1 Accommodation

The refurbishment of the prison mentioned in last year's report has continued apace. New dining furniture was installed in each of the Houseblocks. The first set was procured by the prison and has held up well in general use. However, the other sets of furniture were procured by SERCO central supplies and these have proved to be not fit for purpose. Perhaps because this furniture has been vandalised the general cleanliness of the Houseblocks has deteriorated.

There is also greater evidence of graffiti in the showers and the prison has yet to work out a system preventing YPs from taking markers from Education which they use for scribbling graffiti.

It is now three years since our reports have drawn attention to the leaking gutters and the subsequent erosion of the tarmac underneath which we think constitutes a trip hazard, particularly if officers are running to an incident. Despite assurances that things were in hand it is disappointing to note that there has been no action.

Similarly the problems with litter in the car park continue. However, greater provision has been made for disabled parking to conform to legislation, and there are plans to extend the car park by fifty spaces which should ease the congestion in the surrounding streets.

6.2 Catering and Kitchens

The quality of food produced by the catering department remains high. Care is taken to provide the appropriate food for religious festivals. The department also promotes 'special events' such as a Mexican day thereby providing interest and variety in the menu.

Those YPs who work in the kitchens are keen and committed to what they do and several see the skills they are learning as being relevant to the jobs they hope to get on release.

6.3 Gymnasium and Physical Education

The staffing level has been increased by 0.5.

A new Astroturf surface for the football pitch has been laid and the Sports Hall and shower areas have largely been refurbished.

A new Volleyball Academy has been established and a rugby programme, Inferno, has been running in conjunction with Bristol Rugby Club.

Lower level courses are now offered so that YPs with lower literacy and numeracy levels can access gym vocational qualifications.

An individual programme for boys who, on admission, are overweight has been introduced; this consists of a personal activities regime, a diet plan, and personal "counselling".

6.4 Resettlement

A new Resettlement curriculum, launched in March 2010, is providing more curricular breadth.

A quarterly Resettlement newsletter is now produced. One of its main purposes is to inform the many partner agencies and organisations that work with Ashfield.

A good variety of ROTL work experience placements are arranged, and there are further links with Bristol Rugby club, BBC Bristol, Carillion plc etc.

A driver has been appointed in order to transport boys to and from ROTL placements.

A Resettlement Day was held at the end of June. Many outside agencies displayed what they could offer YPs inside and outside Ashfield, and had personnel on hand. Several Ashfield departments also had stands. Feedback from the YPs has been good, and another benefit was the opportunity the day afforded for a range of providers to meet and discuss what they each offered, and to whom.

6.5 Security

A security meeting takes place once a month. The meetings are usually well attended. The Assistant Director Security and Operations changed at the beginning of the year and the post of Security Manager is currently being filled by an Acting Security Manager.

Due to the increase in numbers at Ashfield as a result of other juvenile establishments closing, there has been a rise in the number of times Control and Restraint has been used. This is due to the nature of the YP that is now being sent to Ashfield. The Board and prison staff feel that the intake is now of a much more violent nature; hence more incidents occur resulting in the use of C + R. This puts obvious pressures on the staff. However, it would appear that despite this trend of increasing incidents it has been possible to manage many of them by the use of force techniques instead of full C + R. The high number of uses of

force is due to there being a large number of incidents involving numerous YPs and them being separated by staff.

The number of YPs needing to detox on arrival has increased.

The new mass movement regime has helped to cut down the number of incidents. House blocks now move together while the main door is closed when the other is on the move. The move is now running well with fewer incidents.

There has been some discussion about installing more CCTV cameras. It was agreed that this would be a good development, but to date this is still work in progress.

A large increase in the number of YPs from one wing applying for ROTL was considered suspicious. A released YP from the same wing was the one random MDT which proved positive recently. There has also been an increase in the drug related SIRs which would appear to support these suspicions. It was decided that security staff would visit the ROTL placements re trafficking.

The quality of SIRs was called in question. Sometimes they are just reporting an event that had already happened. It was felt that staff escorting YPs back need to spend time and speak to the YP asking them why the incident had happened etc. Then they could put this information on the SIR. At present security are receiving several different types of paperwork all stating the same information. Staff need to remember their training when writing SIRs and answer the questions who, what, when, where, why and how. Training will be considered.

It has been noted that it is increasingly difficult to place YPs in a safe environment. Many YPs have issues with other YPs and therefore have got to be kept apart. This often becomes more and more difficult and again involves many staff to resolve the issue.

One useful piece of news is that from April 4th all YPs coming in from court should arrive with a Police National Computer check. This will help enormously when it comes to cell sharing issues.

The contract for court escorts from the South West has been awarded to a new company GEO. The new company may look to picking up YPs in the afternoon if the courts are not expecting them early in the day. Perhaps this might also mean that YPs will not be transported back from court at a late hour, which raises many concerns.

Now that the key vend has been installed and is up and running feedback from staff is positive with few issues reported. There has been one reported episode involving keys. All need to be vigilant making sure that they do return their keys before leaving the prison. An engineer has adjusted the sensor to avoid further incidents.

Staff are clearly feeling stretched with the calibre of the YPs in their care. The clientele are of a far more seriously criminal nature and damaged young people. This often means the YPs create an incident not for any particular reason, rather because the opportunity is there to be exploited. This clearly has a knock on effect on staff.

6.6 Transport

There was a period during the year when the arrival figures for YPs were not available. However, the figures now being produced show that there have been fewer very late arrivals than in the recent past. Nevertheless, in June two YPs who were ready for departure from Court at 16:31 and 16:32 respectively, did not depart from Court until 18:24 and 19:58 with both arriving at Ashfield at 00:50. This is not acceptable.

6.7 Visits

During the reporting period a total of 4,463 family visits and 4,362 legal visits were made.

Family visits have increased by 249 this year and legal visits have increased by 672. The increase in the number of visits reflects the increase in the population and the fact that more families seem able to visit.

It may be that the ATM machines on the wings enable YPs to book visits on the wing now rather than families having to use the busy visits telephone line.

Family visits on a Friday afternoon are no longer available, so visits have to be booked Monday – Thursday or at weekends.

Both the Visits Bungalow (Reception) and Visits room for families and legal representatives are well furnished, bright and cheery places. Staff are helpful and courteous.

7 THE WORK OF THE INDEPENDENT MONITORING BOARD

BOARD STATISTICS	
Recommended Complement of Board Members	13
Number of Board members at the start of the reporting period	8
Number of Board members at the end of the reporting period	11
Number of new members joining within the reporting period	4
Number of members leaving within the reporting period	2
Number of attendances at meetings other than Board meetings	40
Total number of visits to the prison	350
Total number of applications received	37
Total number of segregation reviews held	93
Total number of segregation reviews attended	93

During the reporting period one of our members moved out of the area. Four new members have been appointed and are currently in their probationary year, bringing the membership to 11.

The Board meets once a month (attended by the Director and Controller) and duties are carried out on a rota basis. Each week a member carries out a rota visit: four statutory areas – Segregation, Residential Wings, Kitchen and Healthcare – are visited every week; other areas of the prison are visited on a regular basis. Members' observations, in report form, are given to the Director for his comments.

A member of the IMB attends the twice weekly Review Boards to discuss the continued segregation of YPs. A member deals weekly with the IMB applications made by the YPs and speaks to them on the induction programme.

The Ashfield Chairman attends National meetings with other IMB Chairmen from contracted/SLA prisons and South West Regional IMB Chairmen's meetings. He also attends meetings organised by the National Council representative for juveniles with the relevant IMB Chairmen, the Prison Service and the YJB, in order to cover all juvenile related issues. David Crawford was appointed Chairman in January 2009.

Local training

The Board Development Officer arranges local training, including the induction of new Board members and short training sessions before Board meetings, as well as ensuring that Board members are aware of the opportunities for attending staff training.

This year the focus has largely been on reviewing our key duties and on inducting four new Board Members, who began their duties in December 2010. Two of the board training slots have been used for the normal purpose of keeping the whole Board up to date with the work of the prison. Sessions this year have covered the Brunel Unit and the Chaplaincy.

The Board is very grateful to members of Ashfield staff who have contributed to IMB training whether by delivering Board training slots, by welcoming us to staff training sessions or by making time to explain their role to individual Board members.

National training

All of our new Board members attended a New Members course, and two Board members went to the IMB Annual Conference.

Prison staff induction

The IMB continues to have a slot on all custodial and non-custodial staff training courses to introduce the role of the IMB.

Applications to the IMB

Code	Subject	2010/11	2009/10	2008/9
A	Accommodation	4	0	5
B	Adjudications	2	1	0
C	Diversity related	0	1	4
D	Education/training/employment/IEP	4	2	1
E	Family/visits/resettlement/phone	2	2	3
F	Food/kitchen related	0	2	1
G	Health related	0	2	0
H	Property/canteen	3	5	7
I	Sentence related	0	0	0
J	Staff/prisoner related	10	17	25
K	Transfers	1	0	3
L	Miscellaneous	4	5	18
	Total number of applications	30	37	67

Few Applications have been made to the Board despite the rise in the number of YPs and the more problematical nature of the population. The greatest numbers of Applications are Staff/prisoner related, but these are lower than last year which perhaps is indicative of the good work done by the staff.

**Independent Monitoring Board
HMP / YOI Ashfield**

8. APPENDIX A – GENERAL STATISTICS

Population	343 at 30/06/11	257 at 30/06/10	337 at 30/06/09	395at 30/06/08
Average Population	319	258	349	383
Segregation Authorisations				
GOOD (Good Order or Discipline)	220	159	194	116
Own Interest/Own Protection	4	7	7	4
<i>Total</i>	224	166	201	120
Special cell use	0	0	0	1
No of YPs held in Medical Restraints	0	0	0	0
Use of Control and Restraint/Use of Force	597	310	494	485
Adjudications	2862	1689	2436	3393
Assaults	487	218	356	353
Self Harm	68	50	27	39
No of YPs involved	50	38	25	29
Request and Complaints				
Property	76	63	95	113
Allegations against Staff	156	96	165	212
Confidential Access	99	97	132	
Other	412	167	297	496
<i>Total</i>	743	423	689	821

9. APPENDIX B – GLOSSARY OF PRISON RELATED ABBREVIATIONS

ACCT Assessment, Care in Custody & Teamwork (record for a prisoner currently considered to be at risk)

BIA The UK Borders Agency

CAMHS Child and Adolescent Mental Health Service

DTO Detention and Training Order

GOOD Good Order or Discipline – Segregation under rule 45/49 (historically GOAD)

HMCIP Her Majesty's Chief Inspector of Prisons

OI/OR/OP Own Interests/Request/Protection – Segregation under Rule 45/49

IMB Independent Monitoring Board

IRC Immigration Removal Centre (new name for Detention Centres)

NHS National Health Service

PHPQI Prison Health Performance and Quality Indicator

PSO Prison Service Order – see

<http://www.hmprisonservice.gov.uk/resourcecentre/psispsos/listpsos>

REAT Race Equality Action Team

RIRF Racial Incident Report Form

ROTL Release on Temporary Licence - e.g. to work, town visits, home leave

SIR Security Information Report

SLA Service Level Agreement

SMS Substance Misuse Service

VDT Voluntary Drugs Testing

YJB Youth Justice Board

YOT Youth Offender Team

YP Young Person