



**ANNUAL REPORT
FOR HER MAJESTY'S PRISON
WAYLAND**

JUNE 2010 TO MAY 2011

Section 1

STATUTORY ROLE OF THE IMB

The Prisons Act 1952 and the Immigration and Asylum Act 1999 require every prison and IRC to be monitored by an independent Board appointed by the Home Secretary 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 concern 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 prisoners records with the exception of medical.

The Board is specifically charged to:

- (1) satisfy itself as to the humane and just treatment of those held in immigration removal centres
- (2) inform promptly the Secretary of State, or any official to whom he has delegated authority as it judges appropriate, any concern it has
- (3) **report annually to the Secretary of State on how far the immigration removal centre has met the standards and requirements placed on it and what impact these have on those held in the centre.**

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

Section 2

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Section 3

DESCRIPTION OF THE PRISON

HMP Wayland is an adult male, category C, closed training prison in South Norfolk.

The prison is now 26 years old during which time significant expansion has taken place.

The establishment has recently been awarded Level 4 status with many parts of the operation classified as 'High'.

Wayland holds convicted prisoners mainly from East Anglia and London with some from the wider UK and abroad.

Expansion began in 1985 with three additional wings and, more recently in 2008, with five quick-build accommodation blocks, segregation, kitchen and, activities and education units.

With the additional accommodation, the operational capacity of the prison is 1,017. Many prisoners still share cells originally designed for single occupancy.

During the reporting year the prison has seen an increase in Lifer and IPP prisoners who, in the main, occupy the wings vacated when vulnerable prisoners moved to HMP Bure last year.

This shift in emphasis presented the Senior Management Team at Wayland with significant problems. There was a large shift in the residential population structure and the Senior Management Team worked hard to increase the number of work spaces to combat this problem.

APRIL 2010		MAY 2011	
Number of Work Spaces	Average Not In Work	Number of Work Spaces	Average Not In Work
901	101	976	30

Wayland remains a cost effective Cat C prison and its principle function is to provide education, training and treatment. Healthcare is currently provided by SERCO, education training and skills by A4e and in addition, various resettlement providers are situated within the prison. Agencies within the prison include NACRO, CADs, Probation, CARATs, Ormiston Trust, RAPt together with prison visitors, the Samaritans, St Giles Trust and the Chaplaincy.

This report concentrates on the aspects of prison life that have a significant impact on the lives of prisoners.

EXECUTIVE SUMMARY

This has been a most challenging year for Wayland. Within this reporting year Serco took over the Healthcare contract. The complete management failure of Serco within Healthcare and the IDTS programme has greatly affected many regimes in the prison. Recently, the IDTS programme was found to be clinically unsafe. The Board fully recognises the hard work and dedication of the staff, no more than those in Healthcare, but they are put under extreme pressure because of staff shortages beyond their control and morale continues to be very low. Our 2009 report suggested that Healthcare was a major concern but we saw some improvement in 2010; however, since SERCO were awarded the new contract, services have deteriorated.

Transport still represents a problem and for many prisoners transfers nearer to home are difficult to arrange. The costs for families to visit is getting very expensive.

We now have a dedicated Segregation Governor and the Board believes she is making a real difference to the way prisoners are managed on the unit. It is no longer a case of 'kick off and I'll be moved to the Seg and then out of Wayland', because the policy ultimately will be that very few moves out of prison will be from the Seg. At last we think the prisoners seem to be getting the message.

When all VPs were finally moved to HMP Bure, E and F Wings became dedicated wings for Lifers and IPPs. The Lifer population is on the increase and staff are being trained to manage their specific needs with excellent results.

Litter, which attracts vermin, remains a problem but grilles are being fitted over windows and we believe this will resolve the issue.

Food in the establishment generates great concern due to increasing costs. The Board feels money could be saved if food was locally sourced with additional benefits to local business and the local community generally.

In conclusion, HMP Wayland remains a first rate prison due to strong management led by the Governor and his team. We do have grave concerns regarding budget cuts and how they impinge on staff recruitment, and how a safe environment can be maintained.

QUESTIONS FOR THE MINISTER

- 1 Re-offending is still reported as being at unacceptable high levels, well in excess of 50%; some reports suggest nearer 70%. What consideration will be given to post release monitoring to identify the living conditions, life-style, family relationships and health status, to a minimum?
- 2 With an increasing number of prisoners who are Cat D status why have the MOJ and the Prison Service reduced the number of Cat D establishments?
- 3 Many ISPs are failing to address their offender behaviour programmes because of the lack of provision within education and therefore remain in prison beyond the earliest release date. Would it be more cost effective for the Prison Service to increase this provision to facilitate earlier release post course completion?

QUESTIONS FOR THE REGIONAL MANAGER CUSTODIAL SERVICES [RMCS]

- 1 With food inflation at a much higher level than this time last year and the prison budget staying the same for the last three years, is the budget for prisoner food being raised to avoid even further reductions in volume or quality of meals?
- 2 Last year this Board raised the issue of planning for transition when major contracts are changed to new providers. This year has seen the Healthcare provider change to SERCO, who have failed to achieve the required standard of operation across many areas, including the control and management of the IDTS operation. Is it now time to review the question raised last year to ensure that other establishments do not have to suffer the level of failure HMP Wayland has at the hands of a new provider?

HEALTHCARE

Looking back over the last 12 months it is evident that changes to the provider of Healthcare (SERCO) and related issues have been the cause of greater concern at Wayland, rather than the solution to problems previously reported. Despite the chaotic environment in which the Healthcare staff work, we believe that they have tried hard to minimise the effect on the prisoners and we commend them for their efforts.

SERCO, the new provider of Healthcare services at Wayland, are failing in their attempts to establish an efficient department. This may be partly due to re-employing the previous provider as a sub-contractor who is, in turn, tasked with providing the vast majority of clinical services.

Mental Health

This team is now established and seems to be delivering a good service. Greater support and more qualified Primary Mental Health trained nurses are essential.

Change

SERCO took over the contract in October 2010 and since then has failed to either settle the team down or drive forward improvements required to resolve many of the issues identified in last year's report. Problems in

this area are now more acute and have impacted on the care of prisoners.

Key Points Raised in Last Year's Report

DENTISTRY Waiting lists were and still are the issue in this area. The most recent figures (May 2011) indicate that the list for dental assessment stands at 62 and those waiting for treatment at 81. Waiting list numbers have reduced in recent months, but remain unacceptable, and have been the focus of the Commissioners and a recent Improvement Notice, this despite an increase in the number of surgeries per week.

PHARMACY Issuing medication in sight creates very large queues. The pharmacy has been relocated to reduce pressure on prisoners waiting to be dealt with, but the new room is too small and has created storage and workspace issues for the staff. When the new contract was activated in October, it was decided not to employ a Pharmacist but to staff the department with a Dispenser and supplement this with staff from the nursing team resulting in a further slowing down of the issuing process.

Other Areas of Concern within Healthcare

STAFFING It has taken nine months to fill vacancies for senior clinical staff to manage and support the nursing team resulting in high levels of sickness, absence and extremely poor morale.

There is no provision for maintaining the required levels of hygiene as the post of Housekeeper has been removed from the team resulting in a

number of closures due to some areas being below the required standard.

WAITING LISTS for Smoking Cessation, Sexual Health, Hep C and GUM are high and showed little sign of reducing over the last five months.

COMPLAINTS have not been answered within the agreed timescales meaning either duplicate prison Comp 1 forms being presented or IMB applications being raised.

Section 5 (b)

DRUG STRATEGY

The National drug strategy has three main themes – to reduce demand, restrict supply and build recovery in the community, including prisons. It aims to reduce illicit and other harmful drug use and increase the numbers recovering from dependence.

Wayland continues to keep the availability and use of illegal drugs in the prison at a low level. The defensive barrier against drugs includes mail and PINphone monitoring; the use of six trained drug dogs (three active and three passive) for searching cells, all areas of the prison, and also visitors and their belongings, the frequent examination of visitors vehicles in combined police and prison operations and most importantly, intelligence information gained from staff and other sources.

The percentage of positive results from random MDTs has increased and is running at a 7.2% failure against a KPT of 6.5%. A total of 619 random tests were completed, a breakdown of the positive results shows that approximately 70% of these are due to the misuse of prescribed medication, including DHC and Codeine, Buprenorphine, Methadone and Subutex.

The Board questions how rigorous is the prescribing and dispensing of medication when, despite an ongoing effort to reduce the amount of opiates used, prisoners are prepared to divert their medication for gain or as the result of bullying. This is an issue relating to Serco management of the contract.

A measure of the drug and alcohol problems facing the prison and prisoners themselves is that out of a population of 1,017, the CARATs team currently has an open caseload approaching 400 prisoners with a further 219 on suspended caseloads. These numbers include PPO, IPP and IDTS prisoners. This means that the CARATs team works with over half the prison population.

Support for prisoners with alcohol abuse problems has been lacking at Wayland, but this is being addressed with the start of a new course (REACT) to be run by CARATs to supplement ARV and Alcohol Awareness groups and fellowship of AA, that are already in place. The brewing of 'hooch' continues to be a problem and there have been several alcohol fuelled incidents, with violence in some cases, over the reporting year. An alcohol strategy is in place, giving guidance to staff on how to assess prisoners suspected of taking alcohol and to monitor the purchase of possible ingredients to identify brewers.

The IDTS service is delivered in partnership with NHS, DAAT and Wayland Prison, to provide a methadone reduction programme similar to that available in the community. The service has been up and running since August 2008. There is no cap on numbers of prisoners able to access the programme, currently running at 100 plus and a dedicated wing with a dispensing suite has been set up. Both the IDTS clinical team and CARATs are located on this wing where group facilities have also been provided. Since the set up of IDTS the emphasis at Wayland has been on reduction and eventual freedom from dependence with a target of 80% and providing a pathway to abstinence through programmes like P-ASRO and RAPt.

The joint partnership between IDTS and CARATs should ensure clinical interventions and psychological support throughout treatment and particularly at the 13 week review stage.

There are quite a number of incidents of bullying and many of these IDTS prisoner groups are vulnerable, needy and demanding and, therefore, very challenging to work with.

We have grave concerns that, with the increased numbers, the clinical team will be unable to provide the continuation of care that supports reduction and detox. Indeed, greater numbers on the IDTS programme, combined with a shortage of Healthcare staff, have resulted in 13 week reviews falling behind. A recent push to regain the 80% reduction target has resulted in prisoners being given little warning and assessments ticking boxes rather than purposeful. A lot of unrest and fights on the wings has followed and the number of ACCT documents opened is increasing.

A further concern is that added to this, there has been no officer available to watch the administration of the methadone and subutex, resulting in vulnerable prisoners being targeted and bullied into secreting their medication which is then taken from them for trading. New prisoners in particular are being bullied for their prescriptions and into claiming substance dependence.

Wayland are to be commended for keeping the supply and use of illegal drugs and alcohol at a low level and for the provision of a range of treatments. However, the prison is being let down by Healthcare and its

administration of drug dispensing and its management of IDTS provision which have both resulted in the illegal use of prescription drugs as highlighted by the increased MDT figures. The relative ease with which these drugs can be diverted has also played its part in the increase of incidents of bullying and fights, particularly on the IDTS wing.

Section 5 (c)

DIVERSITY

After several recent changes of name and emphasis, all diversity activity at Wayland is now in the hands of the Equality Action Team (EAT) following the latest Prison Service Instruction.

Previously known as the Race Equality Team and latterly as the Diversity and Race Equality Team, the change is significant in that equal weight is now given to all nine categories of potential discrimination in the prison. Instead of racial discrimination being the primary focus of diversity training and enforcement, other forms, including age, gender, disability and religion, are treated the same.

Chaired by the Deputy Governor, meetings of EAT are held monthly with prisoner and staff issues dealt with on alternate months. Feedback on equality issues through the prisoner representatives is an important feature of the prisoners meeting and often sets the agenda. All areas of the prison, as well as volunteer groups and outside organisations are represented so the range of topics covered is inevitably very wide.

The work of the EAT is constantly monitored through the Equality Action Plan, which covers all issues of discrimination across the establishment and is reviewed by senior management on a quarterly basis.

The figures for April – June 2011 show that 74% of all staff and senior management have attended 'Challenge It, Change It' training. During the same period, a total of 23 incidents of discrimination were reported, 17 of them racial.

REDUCING RE-OFFENDING

Accommodation

This continues to be provided by NACRO who work on a one to one basis with prisoners. During the last 12 months they have exceeded their target of 75% to reach 86% of prisoners discharged with accommodation. A new target of 85% has been allocated for the next 12 months.

Some of the housing associations, for financial reasons, cannot come to see the prisoners before their discharge and rely on video conferencing facilities in OMU, but this has a habit of failing to work, which can cause a problem with accommodation for the prisoner on his release.

Education, Training and Employment

Wayland has continued in the good work it has provided in the past but cuts in the budget will mean that the Education department will be stretched to maintain the targets set by the Government. Last year the target of 28% released with employment was exceeded and reached a total of 35%, but the current employment situation may be a problem in finding employment for those being discharged. To increase the target to 30% seems unrealistic.

A lot of hard work was done in finding training courses for prisoners on their discharge which hit 43% against a target of 25%, but the Government's push for people who are unemployed to take up training courses may stop HMP Wayland hitting its new target of 30%.

Finance, Benefits and Debts

The Board has concerns regarding the debt agency that comes into the establishment and it is uncertain whether the Government is going to fund another year.

Children and Families of Offenders

The Ormiston Trust has responsibility for this area but its contract runs out this coming year and the Board has serious doubts about who will win the contract. We fear that the expertise and all the good work that Ormiston has achieved will be lost just to save money.

Section 5 (e)

ATTITUDES, THINKING AND BEHAVIOUR

The Psychology department's targets for the next year are being looked at. A recruitment campaign is ongoing to recruit five psychological assistances. The psychological service has been moved to a separate function with a new manager and a new pathway scheme has started with a designated manager for each step.

The Thinking Skills and Living Skills targets are to be raised. We will have to wait and see if the new targets are achievable.

One problem at Wayland with so many outside agencies involved is communication, but the Head of Re-Offending is ensuring that all departments do talk to each other and this has contributed to the success of Wayland not only hitting its targets, but exceeding them.

The video conference suit in the OMU is continually being booked for interviews for all aspects to help prisoners for their ROTL, HDC and Parole by trying to sort out housing and probation reports.

The majority of prisoners in Wayland come from the London area and due to cut backs in funding for the probation services, some officers are not allowed to travel to Wayland. They would like to use the video conference suite, but the system is so out of date it is incompatible with a lot of the systems used in other agencies.

LEARNING AND SKILLS

The provision of educational and vocational training continues to be contracted to A4e headed by a full time resident OLAS Manager. Training facilities currently not managed by A4e are Contracts, DHL, HOPE and Waste Management. A4e employ a staff of 60 instructors/teachers, both part time and full time, to deliver the training. To maintain staff for this specialist work on a continuous basis has proved difficult and although surplus capacity is catered for within the contract, rarely has this been available. Inevitably, some timetabled specific classes have not taken place.

Mandatory special courses are often identified within the prisoner's Sentence Plan. Times of these can coincide with prisoner's commitments to vocational and educational training, causing unoccupied spaces. Difficult though it is, any process that could recognise these requirements and be programmed into the overall system, would be welcomed.

Labour banding was another area identified by the Board as having had a negative impact on the allocation of prisoners jobs and course selection. In many cases classes were not filled. The prison management were asked by the Board if the policy could be revisited. This was accepted and a comprehensive review was carried out in early 2011. Changes made have given the Course Allocation Clerks much broader training and job opportunities.

'Meaningful work' statistics indicate targets are being met. However, the Board will continue to monitor training programmes to ensure they are delivered as intended, not fragmented and allowing maximum efficiency to be achieved.

Section 5 (g)

SAFER CUSTODY

The primary role of the Safer Custody team at Wayland is to address suicide, self-harm and bullying issues among the prison population. Safer Custody, however, in its broader remit, encompasses all those who have dealings with Wayland, including staff, partnership agencies and visitors. All parties have a right to feel safe and supported within the establishment.

At the beginning of the reporting year the management structure consisted of a full time Safer Custody Manager together with a full time Officer. However, for a large part of the year the one full time Officer has taken the role of Acting Safer Custody Manager with some part time help when available. It is due to his dedication that this department has performed as well as it has. During the reporting period it has achieved an amber/green rating at external audit.

ACCT

Wayland operates within the parameters laid down within the ACCT Plan and quality compliance is accessible via the quality assessment that forms the introduction to a completed plan.

A full time Officer who has complete ownership of ACCT document accuracy examines each ACCT plan, on closure. It is their responsibility

to check thoroughly, highlight any inadequacies and feed these back to the individual(s) responsible.

At each Safer Custody Meeting examples of good and poor reporting are shared.

Statistics

During the reporting year, 176 ACCT documents were opened with 18 transferred in, 13 transferred out and two discharged on sentence completion.

Section 5 (h)

VIOLENCE

To counter threats of violence, Wayland has in place an intelligence network stretching from the sharp end of residential areas up to a focused security team that monitors constantly for signs of unrest.

Individuals, be they victims or perpetrators, can be and are relocated within the prison or transferred out; in the former case for their own protection and in the latter to dilute the potential for violence in those remaining prisoners. When violent events do occur, they are dealt with promptly and professionally.

Types of victim violence during the reporting year:

- Unknown Violence
- Threatened
- Assaulted
- In Debt
- Bullied
- Bullied (Medication)
- Bullied (Canteen)
- Property damage

Total Victims for this Period = 134

Types of perpetrator violence during the reporting year:

- Sexual Threats
- Threats (Weapon)
- Alleged Assault

- Assault
- Verbal Bullying
- Arson Attack
- Bullying

Total perpetrators for this period = 185

Section 5 (i)

CATERING

A Board member attends the Food Forum bi-monthly where the prisoner Wing Reps air their views on food and discuss menu options with catering staff.

One concern is the daily feeding rate of £2.10 and the advent of food price inflation. It is felt that this and the fact that the Prison Service is tied to one supplier places an increasingly unacceptable burden on the catering staff.

The daily feeding rate should be kept under constant review so that potential shortfalls in the adequacy of the prisoners diet can be monitored.

The Board is receiving an increasing number of applications concerning portion control and the size of the meals. Anecdotal evidence is that if the prison catering staff were allowed to purchase locally, then considerable savings on certain items could be made.

Section 5 (j)

LIFERS and ISPs

The number of life sentence prisoners has remained unchanged at 92.

The ISP population has decreased from 92 last year to 78.

The concentration of ISPs on E and F Wings is proving a success benefiting from a strengthened team with focus on offender management.

Despite the progress, the proportion of IPPs beyond their tariff is still high at 78% (55) this year against 72% (68) last year, some up to four years beyond their earliest release date. In addition to those unwilling to engage in their Offender Management Programme some are waiting to join courses that have waiting lists of over two years, eg Healthy Relationships.

Sixteen ISPs at Wayland are Cat D status but because of a lack of accommodation within the estate they are unable to progress to open prison status (in addition there are 43 determinate sentence Cat D prisoners at Wayland).

Section 6 (a)

STATISTICS

Applications

During the reporting period there were a total of 704 applications to the Board, a slight reduction on last year's figure of 722.

Prisoner complaints were recorded at 4,821, markedly higher than last year. This is in part due to the reinforcement by Governor's Notice to Prisoners to make prisoners use the prison complaints system to resolve their issues. Nevertheless, the Board continues to receive applications which we feel could have been sorted out at wing level.

Property loss and ensuing possible compensation claims continue to make up a considerable proportion of applications, of note are the rising numbers for Healthcare, sentence queries and visits.

Last year's observations concerning the limits on transporting prisoners property by the prisoner movement contractor remain as, any property in excess of two bags can be excluded.

SUBJECT	2010/11	2009/10	2008/09
(A) Accommodation	17	28	0
(B) Adjudications	22	9	12
(C) Diversity Related	3	9	8
(D) Education / Employment / Training	38	35	31
(E) Family / Visits	22	24	21
(F) Food / Kitchen Related	12	8	2
(G) Health Related	78	72	35
(H) Property	119	117	116
(I) Sentence Related	102	73	195
(J) Staff / Prisoner / Detainee Related	10	3	7
(K) Transfers	23	79	40
(L) Miscellaneous	274	265	197
TOTALS	704	722	664

Segregation Unit

Essential repairs were carried out to the Segregation Unit during the reporting period necessitating a return to the old accommodation, but it has been back in use since November.

There are ongoing problems with the material and build quality and these will not go away in the foreseeable future.

The holding cell has been damaged and at the time of this report, one cell is out of commission.

On a more positive note, an exercise bike is now provided and the introduction of exercise mats is planned, subject to security.

As reported in previous years, the Segregation Unit is considered a 'quick' way to effect a transfer, but Governors are holding a rigorous line on this to reduce this method of transfer.

The No Smoking regime has now bedded in well.

Board members attended 79% of segregation reviews and all paperwork for reviews that the Board were unable to attend were signed off during rota visits.

A Board member attends the SMARG meeting held bi-monthly.

The Board believes that the unit works well due to the efforts of segregation staff.

Segregation Unit monitoring statistics for the reporting period:

- Rule 45 O/I 46
- Rule 45 GOOD 107
- CC 54
- Special Accommodation 5
- Rule 53 46

Use of Force

The Use of Force was used on 195 occasions. Copies of the documentation are sent to the Board for recording.

Use of Special Accommodation

The special accommodation was used on five occasions.

Use of Mechanical Restraints

Mechanical restraints were used on 71 occasions. It should be noted that this is mandatory when prisoners are moved to the Segregation Unit across open ground.

Adjudications

The breakdown of adjudications during the reporting period was as follows:

Fights, assaults and abusive behaviour:

Fights	109	(67)
Assaults	99	(97)
Threat and Abusive Behaviour	258	(265)

(Last reporting period figures in brackets.)

There were eleven racist offences in the Threats and Abusive Behaviour.

IEP Matters

A Board member regularly attends the IEP meetings at which prisoner wing representatives put their issues for consideration.

Section 7

CHAIR'S SUMMARY

Like all IMBs, our role is to monitor the prison to ensure that people in custody are treated fairly and humanely. Whilst our report focuses mainly on our concerns, particularly problem areas in the prison, I am keen to highlight some of the many facets of prison life which seldom surface in the public domain and yet can have a real impact on a prisoner's life.

One particular service offered by the libraries at Wayland is called 'Story Book Dads', which was re-launched at Wayland in April 2011. To date 76 prisoners have completed a story book with favourable responses from them. For those who are not familiar with the programme, it allows the prisoners to record a children's story, chosen from a range of books in the library. A recording is sent to HMP Dartmoor where it is edited, music added and then sent back on a disc. Once it is returned the prisoner is invited to listen to the story and then the library sends it to the family. This service allows prisoners to keep in contact with their children where, perhaps through location or a breakdown in relationships, this may not otherwise happen.

Ormiston Trust also deserves a mention here as their staff and volunteers work with such enthusiasm. They organise family days, providing nursery care for little ones in order that partners can have time to themselves during the visit. In addition they provide much needed support to families in many other ways.

There are doubtless other organisations which perhaps equally deserve equal mention, but the Board recognises that without such dedication prisoners' lives would be the poorer.

Our thanks to our Clerk who works tirelessly on our behalf. I would also like to record my thanks to all Board members for giving me their 100% support in what has been a difficult year.

SHEILA AMEY

Chair

BOARD STATISTICS	2010/11	2009/10	2008/09
Recommended complement of Board Members	20	20	20
Number of Board members at the start of the reporting period	15	16	16
Number of Board members at the end of the reporting period	18	19	16
Number of new members joining during the reporting period	3	5	2
Number of members leaving during the reporting period	1	2	2
Number of attendances at meetings other than Board meetings	95	90	90
Total number of visits to the prison including all meetings	355	420	420
Total number of applications received	704	722	664
Total number of segregation reviews held	N/A	N/A	168
Total segregation reviews attended	238	250	120

Section 8

GLOSSARY OF PRISON-RELATED ABBREVIATIONS USED

To ensure that all readers understand the abbreviations used in the report, the list below should be added to or subtracted from as required.

AA Administrative Assistant	GOoD Good Order or Discipline – Segregation under Rule 45/49 (historically GOAD)
ABS Anti-Bullying System	HCC Healthcare Centre
ACCT Assessment, Care in Custody & Teamwork – replacement for F2052SH	HDC Home Detention Curfew – the tag
ACR Automatic Conditional Release	HDCED Earliest Date of Release on HDC
AO Administrative Officer	HEO Higher Executive Officer
ARD Automatic Release Date	HMCIP Her Majesty’s Chief Inspector of Prisons
ATOS Company responsible for assessing long-term sick	ICA1/2 Initial Categorisation and Classification Forms for Adults/YOIs
BCU Briefing and Casework Unit – PS unit handling adjudication appeals	ICM Intensive Case Management
BME Black and Minority Ethnic	IDTS Integrated Drug Treatment System
BOV Board of Visitors – now IMB	IDU Inmate Development Unit
Bronze Commander Local Sub Commander for serious incidents	IEP Incentive and Earned Privileges – Prisoners can be on Basic, Standard or Enhanced
C & R Control and Restraint	IG Instruction to Governors
C2W, CTW Custody to Work – pre-release focus on housing, employment and lifestyle issues	IMB Independent Monitoring Board
CADS Community Alcohol and Drug Service	IND Immigration and Nationality Department
CARATs Counselling, Assessment, Referral, Advice and Throughcare Scheme – drug and alcohol team	IPP Indeterminate detention for Public Protection
CC Cellular Confinement – a punishment	IRC Immigration Removal/Reception Centre
CCD Criminal Casework Department (Croydon)	ISMG Interventions and Substance Misuse Group
CLAIT Computer Literacy and Information Technology	JSA Job Seekers Allowance
CCT Criminal Casework Team (part of Home Office Immigration and Nationalities Department)	JSAC Job Simulation and Assessment Centre (for officers seeking promotion to SO)
CMU Case Management Unit – work on sentence planning and progress	KPI/KPT Key Performance Indicator/Target
CAN Certified Normal Accommodation	LDR Latest Date of Release
CRD Conditional Release Date	LED Licence Expiry Date
CSB Cognitive Skills Booster	LIDS Local Inmate Database System – IMB can use this to check location, dates etc
CSH Contracted Service Hours (pre-agreed paid overtime)	LSC Learning and Skills Council
CSU Commissioning Support Unit	MAPPA Multi-Agency Public Protection Arrangements
DAAT Drug and Alcohol Action Team	MDT Mandatory Drugs Testing
DASU Drug and Alcohol Support Unit	MSL Minimum Staffing Level
DH Dog Handler	MQPL Measuring Quality of Prison Life
DIP Drug Intervention Programme	NACRO National Association for Care and Resettlement of Offenders
DPSM Developing Prison Service Manager	NC The National Council for IMBs
EDR Earliest Date of Release	NEC National Exchange Centre – building between VTC and Boiler House used for ETE
EMU Estates Management Unit	NOMS National Offender Manager Service – amalgamation of the Prison and Probation Services
EO Executive Officer	OASys Offender Assessment System – computerised risk and needs assessment
EPDG Estates Planning and Development Group	OBP Offending Behaviour Programme
EGP Ex Gratia Payment	OCA Observation, Classification and Allocations – a Reception task
ETA Employment and Training Allocation	OLASS Offender Learning and Skills Service (part of LSC)
ETE Employment / Training / Education	Operation Tornado System to provide extra staff and resources for serious incidents
ETS Enhanced Thinking Skills – an OBP	P-ASRO Prisons Addressing Substance-Related Offending – an OBP
F2050 Prisoner’s basic record	PCO Prison Custody Officer
F2050A Prisoner’s wing record	PCT Primary Care Trust – National Health component responsible for Healthcare
FLED Facility Licence Eligibility Date (when prisoner may be considered for ROTL)	PEI/O Physical Education Instructor / Officer
FOCUS Financial Outstations and Central Unified Systems – the PS accounting system	PER Prisoner Escort Record
GUM Genitourinary Medicine	
Gold Commander Headquarters controller for serious incidents	

PESO/PEPO Physical Education Senior/Principal Officer
PHOF Prison Health Operational Forum
PHPB Prison Health Partnership Board
PIN Personal Identification Number
PMU Population Management Unit (central)
PO Principal Officer
POA Prison Officers' Association – the main trade union
POELT Prison Officer Entry Level Trainee
POPO Prolific and Other Priority Offender
PPO Prisons and Probation Ombudsman
PPP Public Protection Panel
PS Prison Service
PSI Prison Service Instruction
PSO Prison Service Order
RAPt Rehabilitation for Addicted Prisoners trust
RFW Removal from wing – a punishment
ROAD Remission Of Added Days (up to 50%)
ROM Regional Offender Manager
ROR Restoration of Remission – now ROAD; Risk of Reconviction
ROTL Release on Temporary Licence – eg to work in Mess, town visits, home leave
ROWD Review of Works Departments (may involve privatisation / civilianisation)
RRA Assistant to the RRLO
RRLO Race Relations Liaison Officer
SAU Standards Audit Unit
SCG Safer Custody Group
SED Sentence Expiry Date
SEO Senior Executive Officer
Silver Commander Person in establishment in charge of serious incidents
SIN Staff Information Notice
SIR Security Information Report
SLA Service Level Agreement
SMARG Segregation and Monitoring Review Group
SMT Senior Management Team
SO Senior Officer
SOTP Sex Offender Treatment Programme
SPDR Staff Performance and Development Record – reviewed annually
TOIL Time Off In Lieu (of payment)
TSU Technical Support Unit – part of PS responsible for repairs/installations (Works)
TUPE Transfer of Undertakings (Protection of Employment) – staff transfer
VDT Voluntary Drugs Testing
VO Visiting Order – sent out by prisoners, allows named people to visit
VTC Vocational Training Centre

