



**INDEPENDENT MONITORING BOARD**

**At**

**HMP ALTCOURSE  
ANNUAL REPORT**

**FOR PRESENTATION TO THE**

**SECRETARY OF STATE**

**for the period**

**JULY 2007 – JUNE 2008**



## 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 prison's records.

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### **3. DESCRIPTION OF THE PRISON**

HMP Altcourse is a cat. B local prison operated by G4S. It was opened in 1997 as a male core local and remand prison serving the court areas of Merseyside Cheshire and North Wales. The operational capacity is 1287, accommodated in seven house blocks the seventh of which, with a capacity of 182, opened during this reporting year.

Medacs operate a Healthcare centre and Training and Education is provided by City College Manchester and by G4S in the new Foinavon wing, Aramark currently has the contract for catering and canteens.

There is a First Night Centre, a CSU unit, a Library and Chapel together with a Sports Hall.

Workshops consist of the new vocational (painting, bricklaying, plastering and carpentry on the new wing) with the existing bookshop, CD shop, engineering etc in the original buildings together with the Railtrack Project.

A permanent team employed by G4S with inputs from many faiths provides pastoral care.

### **4. EXECUTIVE SUMMARY**

#### **4.1 Issues for the Minister**

##### **ECL/HDC risk**

There appears a disparity of judgement over ECL and HDC as regards HOCs. Whilst appreciating that these protocols are the eligibility of prisoners and not the right the Board see a disturbing variation in judgements. It cannot be judged as fair if these judgements vary from establishment to establishment or even within establishments, more precise guidelines would appear to be in order.

##### **IPP and Lifer transfers.**

After promises upon promises the availability and help in transferring lifer and IPP prisoners is far below par. The ability to categorise IPPs should have been the way forward but the logjam is well back in place. The judiciary need to be made very much aware of the parameters for an IPP and the Ministry need to rethink the current lifer/IPP custodial trail with the freeing up of lifer units and the recategorisation of establishments to meet current needs. The establishment-to-establishment transfer process is not effective as we report.

##### **Core day**

A decisive decision needs to be taken as to whether and in what depths HMP Altcourse proceed with the Core Day and as to how much it will impinge on the private sector. Whilst a two-tier system would seem to be totally inappropriate the

Private Sector does need to know the intentions as regards future planning of regimes etc.

It is of concern to the Board that the Border and Immigration Agency relies heavily on Altcourse prisoners to translate contemporaneous discussions and interviews. This is not acceptable in terms of individual confidentiality but the Board commends Altcourse on providing a rapid and practical solution to a problem that really falls within the bailiwick of the BIA to overcome the lack of suitable professional translators. It is clear that the BIA must improve their resources in this area immediately. Ministerial intervention is long overdue.

### **Training for staff in Contracted Prisons**

The Chief Executive NOMS has stated his priorities as regards training in that the Public Sector will have priority and then, subject to the correct payments, the Private Sector. Does this lead to harmonisation and diversity throughout the service?

## **4.2 Issues for the Prison Service**

### **Marginalisation of the Contracted Prison.**

The delays over appointments of DOMs and the perceived attitude of the prison service still breed a perception of marginalization against the private sector. The Board has seen no improvement over the reporting year. The Chief Exec. is totally honest in his responses, for which we thank him, but they give no reason for comfort as regards a united service.

### **Unofficial but blanket policy of not accepting 'High Risk' prisoners**

HMP Preston, Wymott, Risley, Kennet and Kirkham prisons refuse to accept prisoners who have been previously classified as 'high risk' by this establishment. This precludes these prisoners from completing courses at these establishments and would appear to be a self-regulating policy without any PSO standing. The non-management of these prisoners by these establishments is totally unacceptable and the Board would wish to see this unofficial policy stopped immediately. The production of non-authorized policies by individual establishments warrants inspectorate investigation.

### **Healthcare complaints procedure**

In our last report we raised concerns about prisoner access to a complaints procedure. There is still no mechanism for prisoners to access the NHS procedure and PALS and ICAS have little role at Altcourse.

### **4.3 Issues for the Regional Offender Manager /Area Manager.**

We have been delighted to see the input of the area manager restored recently in the interregnum between area manager and DOM. The Area Manager was sorely missed by both Board and Management and we applaud his restored support. (Chairmans NB: Throughout the interregnum I was still offered help and support from the Area Manager, for which my personal thanks. Without it there would have been a great paucity of friendly contact.)

### **4.4 Issues for G4S**

#### **Exercise yards**

We once again raise the question of screening the tops of the exercise yards with mesh. The Board see this as the most effective low cost way of reducing the ingress of packages over the wall and into the yards. This coupled with a stalwart attack on the mobile phone curse would have a very marked effect on MDT figures, which continue to give cause for concern. The provision of window restrictors with associated problems of ventilation would not perhaps have been necessary had the yards been more secure.

#### **VP prisoners/Geographical Location of VP Unit**

The continued verbal abuse of VP prisoners whilst in transit between their place of work and residential unit from other prisoners continues to give the Board concerns. We would like to see a change in the geographical site of the VP within the campus to enable such prisoners to gain access to their place of work, gym, library etc with the minimum sighting to other prisoners.

### **4.5 Issues for Her Majesty's Chief Inspector of Prisons**

During the 2007 short follow-up inspection of HMP Altcourse by HMCIP, a debrief was attended by the SMT and Chairman IMB. The essence of the debrief was at substantial variance with the final report. Correspondence followed between the Board and HMCIP to no satisfactory resolution in the opinion of the Board. Surely the debrief and final report should not be contradictory?

## **5. Mandatory Areas**

### **5.1 DIVERSITY**

- The establishment continues to tackle the complexities of diversity management in a professional and enthusiastic fashion. Over the reporting period, monthly meetings, under the auspices of the Diversity Management Group (DMG) and Race Equality Action Team (REAT) have been held.
- The DMG continues to proactively engage external stakeholders in these meetings, although it appears increasingly difficult for the establishment to secure regular attendance from some of these.
- Prisoner representatives who offer valuable insight into aspects of diversity “on the landings” also attend the DMG meetings.

- During the reporting year, the DMG was attended by the NW Area Prison Service Manager (Diversity), who expressed his general satisfaction with the current operational strategy within Altcourse.
- The DMG has explored a number of key prison service issues over the year, particularly the implementation of Prison Service Order 2800 and the impact of the ever increasing foreign national population (particularly prisoners held under IS91 immigration detention form issued by the Border and Immigration Agency (BIA)).
- The board is pleased to note the continued efforts of the establishment in supporting the BIA with interviews and enquiries; it is of concern however, that the BIA relies heavily on Altcourse prisoners to translate contemporaneous discussions and interviews. This is not acceptable in terms of individual confidentiality but the board commends Altcourse on providing a rapid and practical solution to a problem that really falls within the bailiwick of the BIA to overcome the lack of suitable professional translators. It is clear that the BIA must improve their resources in this area immediately.
- The collation, analysis and investigation of racist incident reports (RIRFs) continue to be thorough and auditable (in accordance with PSO1300 and PSI45/2002). All incidents are open to anonymised discussions during the DMG/REAT meetings and it is encouraging to note that staff will often seek further information or clarifications on the outcomes of investigations.
- The IMB continues to provide an external audit of a sample of investigations conducted by the prison in line with PSO 2800.
- Ironically, HMP Altcourse is a local prison for North Wales yet is located beyond the boundaries of the principality. This presents the establishment with significantly different challenges to similar Cat B locals. Resettlement, for example, has developed well as a result of funding via the Welsh Assembly to provide specialist interventions for Welsh prisoners.
- A number of other initiatives have now been embedded into the regime, the provision of welsh language texts in the library, as well as prisoner induction books and welsh speaking chaplaincy services. The establishment has also provided, free of charge, welsh language-training courses for staff; sadly “take up” has been relatively low.
- The new vocational training wing at the establishment (Foinavon Wing) is equipped to cater for a number of disabled prisoners.
- Altcourse has demonstrated a very active programme of race, nationality and religious awareness during the reporting period and this has emerged through Black Awareness Week, Welsh Day, LGBT week and the up-coming Anne Frank Prison Project which attempts to challenge and enhance prisoners' awareness and perceptions of religious tolerance.
- The Chaplaincy continues to play a very active role in supporting diversity within Altcourse, and have provided excellent support to prisoners and staff during the reporting period.
- The proportion of staff working at Altcourse from BME groups continues to be low. A number of initiatives have been discussed and implemented but these have had little impact. The IMB is satisfied with the attempts that the establishment has made to overcome this, and that this may be a symptom of matters beyond its control.
- The Board receives very few complaints/applications concerning the management of diversity within the prison. This is evidence that suggests that the establishment is and continues to take these issues very seriously indeed.

## 5.2 LEARNING AND SKILLS

### Wings

- All units in the prison have education provided in Literacy, Numeracy, Drug and Alcohol Awareness. This is provided by the way of outside tutors.
- Courses are from 9-12 noon. With the added incentive of additional payment if they wish to attend during the afternoon
- The achievement rate is high with certificates being gained in OCR. (Oxford Cambridge RSA). This has been found to increase the morale of prisoners who are then keen to continue their studies once they are released.
- In Melling Blue, there are a large number of Chinese and Vietnamese prisoners and the services of other prisoners acting as interpreters are used.

### College

- Courses available included: - Literacy, Numeracy, ICT, Key skills: This consisted of the making of a storybook on CD with sound being added for effect for the prisoners' families.
- Since January 14th 2008 outside agencies, i.e. The Tate Gallery, The Maritime Museum, The National Gallery and Customs and Excise will visit on a monthly basis to lecture on various topics to prisoners.

### Library

- Three computers are available in the Library. Prisoners can book a one-hour session up to twice a week. This operates on a first come first serve basis.
- The Librarian visits the vulnerable prisoner wing and Healthcare once a week. Music and poetry lessons are also held for all those wishing to attend.

### Foinavon Vocational Unit

- There are places for 182 prisoners and courses in: - Carpentry, Joinery, Bricklaying, Plastering, Painting and Decorating, and The Kit Car Project.
- Criteria for a place on this wing: -  
Minimum of 8 months left to serve  
Enhanced status  
Drug free  
Adjudication free for 2 months.  
No Managers warnings for 2 months.
- All the courses are twenty weeks long.

### Railtrack Project

- Ten week course for those prisoners who have at least twelve weeks to serve.
- Prisoners are drug tested as part of the course.
- Prisoners gain a level 2 in Permanent Way and more importantly a qualification in Personal Track Safety.
- Funded by the Learning and Skills Council and delivered by an external provider.
- All participating prisoners screened by security prior to course.
- Excellent job prospects with equally good salary.

### Kit car project

- Adults and Young Persons are able to attend this popular course, with vehicles being provided by Merseyside Police Network.

- The prisoners are very enthusiastic and work well together and indicating that they prefer to gain a qualification in this field; some are even discussing taking their qualification to a higher level.

### **Workshops**

- Within the establishment there are five workshops. Consisting of an engineering workshop, two book workshops, a CD workshop and a laundry workshop.
- Prisoners are paid £28 per week to attend the workshops.

### **Wings with little or no education**

- Education is not available on Furlong Green or Red as these are Induction Wings. The majority of prisoners on these wings are not drug free and therefore not suitable, but once they became drug free are able to attend The College.

### **Sports Hall**

- The prisoners have the use of the gym on a daily basis. The most popular sport being football, although other activities such as Basketball, Badminton and Weightlifting are also available.
- By way of contrast the Sports Block at Foinavon was very impressive and somewhat different with running, rowing and weightlifting machines. This seemed better organised, in that, a maximum of 20 prisoners were allowed in the gym at any one time.
- G4S are able to provide some 35000 hours of Education a year for the whole of the prison.

## **5.3 HEALTHCARE AND MENTAL HEALTH**

- This reporting year has shown a greater measure of stability for Healthcare and its staff as Medacs, who took over healthcare provision at the end of 2006, has proved to be more supportive of both staff and healthcare issues and are engaging with Liverpool PCT to ensure that appropriate services are delivered and targets met.
- Contracted prisons are not bound by the new Prison Health Performance Indicators but Altcourse voluntarily subscribes to this assessment tool and is working hard to turn all 'Red' targets to 'Green' under the traffic lights assessment system. The last audit under Standard 22 achieved 83% despite the lack of appropriate Detox. Facilities.
- The Board has welcomed the appointment by G4S in November 2007 of Emma Bradley as Head of Medical Services for the company. We have discussed our common concerns (which are listed below) and accept the company's assurance that they are committed to improving health services for offenders, to developing the primary care function of the Healthcare Unit, and to giving the physical environment of the Unit a major uplift.
- The Senior Doctor left to take up another post in March. GP cover remains good as the services of the newly appointed Doctor are secured for three days per week, with another GP covering two days. Both doctors also provide out of hours cover. However both GPs are seconded to work at Altcourse and there are some concerns about who is taking overall clinical responsibility.
- The Healthcare Department is desperately short of office, storage and treatment space – a problem highlighted by the Inspectorate when they made an unannounced visit in Sept 07. Waiting times for all outpatient clinics (always a source of pride to Healthcare at Altcourse) have inevitably been extended by an increasing population and staff shortages.
- Mental Health issues are well served at Altcourse both by the outreach team who deal mainly with the primary care of prisoners, and by the in-reach team (funded by

the PCT) who cater for the secondary care and discharge needs of the population. The outreach team manage most prisoners at Altcourse very effectively on the residential units and the Senior RMN attends the majority of Segregation Review Boards to give a clinical opinion.

- The in-reach team, comprising a Clinical Manager, two clinical practitioners (all RMNs) and a Practice Co-ordinator accept referrals from the doctors, the Primary Care Mental Health team and Probation Services. A typical caseload would be 95 prisoners at any one time. Transfers under the Mental Health Act during this period number twenty-eight. It is proposed to expand the service by employing the services of a sessional Cognitive Behavioural Therapist and a Psychiatrist. Both teams are involved in the training of prisoner carers and delivering Mental Health Awareness Training to Prison Custody Officers and the CARAT team.
- Pressures on the inpatient facility have been increased by the numbers of prisoners being held in Healthcare on open ACCT forms. This practice does not conform to Healthcare Standards. Qualified healthcare professionals are being required to monitor prisoners who have no particular clinical need as, except on rare occasions, discipline staff are not deployed on the ward.
- The Board logged contact on 75 occasions with prisoners on ACCT forms in Healthcare in the first five months of this reporting period. An average of 3-4 prisoners was held on ACCT at any one time. During the period Dec-Jan there appear to have been few prisoners held on ACCTs but there have been 40 contacts since Feb 08.
- The Head of Medical Services for G4S is now able to accept complaints relating to healthcare provision and those of a clinical nature can be addressed to the Health Ombudsman. The Board has received 127 complaints about healthcare matters over the reporting period, an increase of over 50% on last year.
- We are pleased to report that the equipment has now been provided, and funding agreed, for Altcourse to provide IDTS treatment to addicted prisoners. This subject has been the source of many applications to the Board over this year and threats of litigation have been made, as at present, Altcourse is unable to provide a methadone regime to prisoners, even those who are transferred from other establishments already on a programme.
- The Board has attended all PCT/Prison Partnership meetings held over the year and found them very productive and informative. Overall the Board feels that the Healthcare Department are doing a good job and that the commitment and dedication of staff is to be applauded. We do, however, look forward to future developments over the next year which will enhance the services on offer for prisoners.
- The prison does not have a full-time chartered psychologist at this time. This would be a welcome addition to the existing team working in programmes. Although it is pleasing to see that one of the staff is pursuing master's level study with the intention of seeking chartership shortly.

#### **5.4 SAFER CUSTODY**

- In the early stages of transfer from 20/52SH (+ Form A's) to ACCT system the numbers of prisoners placed on an ACCT booklet were higher than previously. However, as the system has bedded in and become more familiar – the numbers are comparable. Interestingly, the fluctuations in numbers continue, with the 'highs' often explained by multiple incidents involving one prisoner
- The incidences of Suicide and Self Harm are shown on the attached Graph Appendix A. The total number of monthly incidents varies from 11 to 30 (with an average of 20). However the graph clearly illustrates the level of preventative work undertaken via ACCT to achieve this result – and ACCT is just one of the many

procedures/initiatives in place to assist the establishment in discharging its most important duty of care to prisoners

### **First Night Centre**

- Staff observed all prisoners housed on this unit every 30 minutes and this is recorded on a locally produced sheet. However, during the inspection the prison was taking in an increased number of admissions to fill the newly opened unit. This had resulted in some overspill with those who had been transferred from other establishments and those who had recently been at Altcourse being accommodated on the Induction rather than the First Night Centre.
- Given the consistently high numbers and the difficulty of allocating prisoners speedily to the most appropriate location, prisoners are not always moved out of the FNC after one night. However, every attempt is being made for the FNC to be just that, a First Night Centre. Two Carers are located on the FNC from 18.30 each evening. A designated manager has been provided from July 2008.

### **Assessment Care in Custody and Teamwork (ACCT)**

- When any reduction in quality is identified an action plan is formulated. A meeting is arranged and training is delivered to redress the balance.
- In addition, the new 'The ACCT Approach' handbook for managers and staff will be issued for reference, ideas and direction
- Assessors are providing excellent quality assessments
- When a prisoner, subject to ACCT, is released ongoing support is provided by way of the departure review and care map.

### **Safer Custody Team**

- The Board is impressed by the way in which the Safer Custody team undertake their duties. They are proactive, constructively self critical and keen to ensure that the duty of care, with which they are charged, is fully implemented
- Add to this a member of the senior management team, with direct responsibility for Safer Prisons and we are looking at a very 'tight ship' indeed
- There is a Safer Prisons meeting, chaired by the member of the senior management team with direct responsibility, held on a monthly basis
- All relevant persons are present, including a Samaritans representative, Prisoner Carers (for the part of the meeting relevant to them) and the IMB.

### **Safer Custody Strategies**

- The appointment of a carefully selected, highly committed member of the senior management team with overall responsibility for Safer Prisons
- Existence of a Violence Reduction manager
- Existence of a Suicide Prevention Co-ordinator
- Issue to all staff of an additional small, explanatory leaflet 'Guidance for staff in recognising groups of prisoners at high risk of suicide/self harm'
- Existence of a robust Anti-Social & Bullying Behaviour Monitoring Scheme
- 'Challenging Anti-Social Behaviour' – new 4 session programme introduced 11.06.2008 in conjunction with Programmes Department
- More Anti-Bullying booklets opened from May 08 to 30 June 08 than in any other of the 3 preceding years
- A team of prisoner Carers – between 12/16 (under the direction of the Suicide Prevention Co-ordinator)
- Easy access for prisoners to the Samaritans
- A Carer located on the Vulnerable Prisoner wing and for the CSU

- Robust Cell Sharing Risk Assessment
- Positive activity to promote a 'healthier prison' which in turn leads to a safer prison.

### **Use of Safer Cells**

- The observation cell in healthcare has been used 9 times during this reporting year
- The care suite in healthcare has been used 32 times during this reporting year

### **Violence Reduction**

- This important area is managed separately by the Violence Reduction manager
- Fully comprehensive statistics are maintained and used as base information in support of initiatives
- The trend for the total number of indiscipline incidents is upwards in terms of reported incidents overall. Within that figure, reported assaults on staff are up and reported assaults on prisoners are down.
- Serious assaults are above the KPT 3%, with an average of 4.95% for the KPT reporting year to date. For comparison purposes this figure was 5.25% in 2007 and 5.56% in 2006
- A full internal Violence Reduction Standard 53 Audit was conducted in September 2007 - this achieved 83%. Subject to re-audit (01.08) result 92%
- The results of an extensive prisoner survey on the subject of 'safer prisons' is presently with senior management for evaluation
- The Board is pleased to evidence a high profile poster campaign for both prisoners and visitors, giving contact names and telephone numbers should any prisoners find themselves subject to bullying – or any visitor have concerns regarding the prisoner they have visited. Contact details are also shown on Visiting Orders

### **Deaths in Custody**

- Despite the best efforts of the establishment there have been 2 deaths in custody during this reporting year. Both are subject to full investigation by the Police, the Ombudsman and the Prison Service team – these investigations are still ongoing. The Board extends its sincere condolences to the families of the deceased.
- The Board was fully involved in the monitoring of these very sad deaths and continues to monitor the ongoing enquiries.

## **5.5 CARE AND SEPARATION UNIT**

- Segregation, now re-titled the 'Care and Separation Unit' as from the 30<sup>th</sup> June 2008, has been a much-constipated unit throughout the year. The review boards held bi-weekly and attended by the Board have much benefited from the presence of the newly appointed Head of Safer Custody. He has made inroads into the stagnation of prisoners held awaiting the outcome of police and internal investigations. We have been impressed with his effects.
- The Board continues to press for written and therefore auditable reports from OCA, Security and the P.I.O.s to be presented at reviews concerning the progress of these investigations and the allied progress of transfers to other establishments.
- G4S by way of the opt-out unit are attempting to free-off the first night centre and the CSU from the prisoners awaiting VP spaces who become ever more numerous. The Board are pleased to see the progress being made in this respect and will be enthusiastically supporting further measures in this line to clear the CSU of the prisoner who refuses to return to normal regime for whatever reason.
- The blocking of the CSU with IPP and Lifer prisoners who refuse to accept normal regimes, because of a lack of suitable programmes in a 'local' for the lifer and IPP

prisoner, but who are almost impossible to transfer to lifer centres because of lack of places is a great concern of the Board.

- The provision of several cells with television for the OI Rule 45/49 prisoner, who is not on any discipline charge, has not happened despite several years of concerns of the Board. The regime in the CSU is too sparse for such prisoners; however we look to further advancements on the new opt-out unit.
- The external arbiter's presence, a senior District Judge, continues to work extremely well. The current areas of concern are well known to this Judge and both sentencing and mitigating circumstances produce a well-tempered and empathetic result for both parties.
- The Board have monitored the adjudications being newly performed by the G4S senior management team and after an initial period of adjustments as regards co parity across the team, the system is working well and is well accepted by the prisoners.
- Despite repeated requests from the Board education continues to be, at best, spasmodic and minimal. There is a reticence on behalf of education to embark on a cutting edge programme to give prisoners some meaningful education whilst on the CSU.
- Long-term refusals by prisoners to leave the CSU are now being referred to the external arbiter as all other measures have failed with the obstinate core. The success of these measures is at present imprecise.
- The special cell has not been used during the reporting period.
- Prisoners allocated to the CSU have been required to wear a unique uniform since June 1<sup>st</sup> 2008.
- All new documentation is in place re: PSO 1700 and is working well. The observation sheets are well liked by the Board as an adjunct to safer custody.
- Cellular confinement is monitored regularly by the Board as part of the monitoring of the CSU and by the monitoring of adjudications
- Instances when the Board feel that a prisoner has been held 'over long' awaiting the results of investigations by either the Police or internal departments within the establishment, are dealt with robustly by the Board at the CSU weekly reviews.
- Special accommodation has not been used during this reporting year
- Cellular confinement is monitored regularly by the Board as part of the monitoring of the CSU and by the monitoring of adjudications.
- The highest cellular confinement awards apply to L/R, IPP and Lifer prisoners found guilty of receiving significant unauthorised articles (i.e. drugs and/or mobile phones) or guilty of a failed MDT. These offences would normally attract additional days via the visiting District Judge, but cannot be referred because of the nature of the sentence.
- All prisoners on leaving the CSU are now subject to a cell-sharing risk assessment.

## **6. Areas of Good Practice and Areas of Concern**

### **6.1 CATERING and KITCHENS**

- More fresh food is now being used.
- Kitchen areas including toilets are clean and tidy.
- Servery meetings are held on a monthly basis, with servery representatives from all wings and issues raised at these meetings are taken seriously and resolutions sought.

- During the past year the Board has monitored the catering arrangements closely. In the latter half of 2007 there were complaints about the quality, quantity and choice of food. The Board does not receive a great number of applications about food, but many complaints are received when members are carrying out rotas and other duties around the prison.
- There has been an improvement in the food, but there are still inconsistencies. The complaint about quantity is felt to be one of portion control, as all the trolleys are checked before leaving the kitchen. However, the catering staff will supply extra food if alerted to shortages. However, this takes time, leading to delays in returning to work (if at lunchtime) and the food supplied may not be of the original choices.
- There are now food comments books on wings. Regular monthly meetings are held between the Catering Manager and staff, and all servery workers from the residential units. There are occasions when 'frivolous' complaints are made.
- In September 2007, a new residential unit came on stream, and the kitchen now caters for up to 1300 prisoners. Extensions/alterations were carried out to the kitchen areas and new equipment was installed.
- As a Board, we do not receive many complaints re: the Aramark shop (canteen). The shop is well organised and well stocked.
- There are facilities in place for kitchen workers to undertake NVQ Levels 1 and 2. However, despite efforts to improve the take-up of these qualifications it is quite low. The transient population is also a factor in the low numbers undertaking the courses. Currently 8 out of 54 kitchen staff are undertaking their NVQ. Obtaining such a qualification may assist prisoners in obtaining employment in the catering, hospitality and leisure industry, on release from prison.
- One area of concern is that no health testing of new kitchen staff is carried out. The honesty of the prisoners is relied upon, in declaring that they have no illnesses or bacterial infections. PSO5000 refers to testing for infections – campylobacter – a virus – which is highly contagious, and to other food poisoning bacteria, particularly E.coli. These viral and bacterial infections may not always be apparent or obvious.
- The staff mess continues to disappoint and can be a source of embarrassment when visitors attend. The food is unimaginative and poorly cooked. Improvements happen and then deterioration is quick to follow.

## 6.2 DRUG STRATEGY

- Drug Strategy programmes have continued to run at a good success rate building on figures of previous years.
- **CARATS** programme 494 initial assessments exceeding the yearly KPT by 44
- **SDP** programme 240 starters equalling the yearly KPT, 168 completions exceeding the yearly KPT by 12.
- **STOP** programme 96 starters exceeding the yearly KPT by 24, 52 completions exceeding the yearly KPT by 4.
- It is pertinent to point out that there is no complacency among the staff delivering these programmes; in fact they are continually looking for tweaks that would enhance delivery.
- **MDT & VDT** programmes are again proving their worth with drug finds marginally higher than the last reported year, but this again must be balanced against the higher population of the prison, together with the determined and innovative ways attempts are made to import drugs.
- There will be an **IDTS** Programme up and running before the end of the year. The enhanced staff morale factor was evident at a recent presentation of the project and

the plan for implementation. There can be little doubt that the prisoners' reaction will be positive, as and when the programme is rolled out.

### **6.3 INDUCTION AND FIRST NIGHT**

#### **Admissions**

- Transport was found to be operating in accordance with required standards of security and comfort i.e. audio contact between drivers and escort; comfort breaks which must be taken at Magistrates' Court, Crown Court or Police station. Emergency escape hatches operable. Basic protocol for VP's whereby they are put on the vehicle first before other prisoners are allowed near the vehicle.

#### **Reception procedures**

- The standard of the procedures were observed to be working well in line with the excellent performance noted in the previous report of 17.1.08. The only criticism is that the shower unit needs some attention.

#### **Visitors centre**

- The current Visitors' Centre is a large bright space located opposite the front gate. Booking in arrangements were carried out quickly and politely by staff, but the waiting area was functional and lacking any facilities to engage visitors and there was no adequate children's play area. Refreshments were provided by vending machines, but we were told that two out of three had been out of order for some time.

#### **Barringer machine**

- On the counter of the door which accesses the Barringer machine for visitors there is clear and specific information for all to see. This together with the staff's input represents a full and well-collated source of information for all visitors. Taking into account that it is random testing it is well portrayed and eruditely offered.

#### **Booking for visits**

- Very busy and efficient department; on the day of inspection there were 55 legal visits and 145 family visits, a total of 200 visits. Altcourse has an excellent reputation for co-operation and facilitation of visits for legal, Probation and domestic visits.

### **6.4 OFFENDING BEHAVIOUR PROGRAMMES.**

- All Lifers and IPP prisoners were brought into OASys in January 2008 and therefore now have individual sentence plans and are subject to regular assessment and review.
- There is a backlog in assessing all eligible offenders through OASys. Considerable efforts are being made by the prison to eliminate this backlog and significant progress has been made.
- All high risk and prolific offenders and offenders classified as high risk with sentences of over twelve months and IPP offenders, have been allocated an Offender manager and Offender Supervisor
- The highest concern of offenders at the present time is re-categorisation. It has been confirmed that all offenders will have their category regularly reviewed. These reviews will take place on completion of their first OASys (usually within the first four months of sentence) and then either every six months or twelve months depending upon the length of their sentence.
- The Violent and Sexual Offenders Register (ViSOR) is now available to staff working within public protection. This has proved to be a valuable tool in assisting staff in identifying appropriate offenders.

- A Substance Treatment Offending Programme (STOP) is seen to have been very successful and appears to have been well received by those offenders who completed it.
- Staff have been trained to deliver the Restorative Justice course (SORI) and a pilot course has recently been completed. Offenders who participated in the course indicated the significant impact it had had on them.
- There has been an increase in the number of prisoners requesting OI/YP status, which has increased the pressure on the First Night Centre (FNC). The Board has expressed concern that this has reduced the accommodation available on the FNC because of OI/YP prisoners having to be accommodated on the FNC for a longer period than one night due the unavailability of suitable accommodation elsewhere in the prison. This situation has now been alleviated by establishing a gated area of cells on one of the residential units to house these additional OI/YP prisoners.

## **6.5 PREPARATION FOR RELEASE AND RESETTLEMENT**

- The resettlement team was established in July 2003 to assist the group of prisoners sentenced to less than 12 months and who therefore receive no support or supervision from the National Probation Service after release.
- The team at Altcourse have just received the 'Volunteer and Justice Award 2007' from the North Wales Criminal Justice Board.
- 100% of all pre-discharges and 100% of all admissions within the parameters are seen by the team even the short-notice ECLs.
- Prisoners are allowed resettlement release licences to attend housing interviews.
- A representative from NW Area Office commissioned by the Area Manager has attended Altcourse to look at the ID card system. HMPS (London Area) HMP Parc and DWPs in the Sheffield and Cardiff areas have also visited with a view to instigating their own systems.
- The resettlement team have accepted the offer of a seat at the NW Area Accommodation Meeting from the Area Manager. We thank him for this and for his sincere approaches to encompass Altcourse and other contracted establishments within his area since the restructuring.
- The Strategic Meeting for the NW Area will be held at Altcourse in September 2008.
- The Altcourse model for the ID card system is used a case study in the NOMS brochure and held up as an example of good practice.
- The Job Search Plus service for the imminent discharge is exactly the same as in the local office on the outside.
- Prisoners are invited two to three weeks before discharge for a job and benefit teach-in and then invited back to link with the national Job Centre web a day or two before release.
- The vocational workshops are targetted for the Job Club; it is therefore unfortunate that the laptops used for the job search will not operate in the new vocational training wing where they are of most use.
- The lack of a direct line for Job Centre Plus is also highlighted.
- The Parole Board meets in the resettlement unit also National Probation Service, SHELTER (Cymru), MAPPA, CAB, and allied agencies.
- The team warmly welcomed a visit from Yvonne Thomas, the DOM for Wales

## **6.6 Property**

The property systems are working well. It is an established protocol that needs no fine-tuning. Observed staff working efficiently and respectfully, with prisoners, in a number of ways i.e. dealing with monies and personal effects. One change since

last review is that if prisoner loses his personal ID card he receives a manager's warning.

## **6.7 INDUSTRIES**

- All work areas remain busy with high numbers of prisoners employed.
- Audio and Visual media processing is higher than in 2007 with an annual weight forecast in excess of 1600 tonnes.
- The Laundry, despite the loss of the Acorn business in 2007, remains active with a developing new contract from Mersey Towel Company. The laundering work has recently been supplemented with some gas valve assembly work for Delta Fluid Products Ltd of St Helens.
- Book Processing volumes are very high and G4S are operating at full capacity in line with their output volumes for 2007, forecast 5 million + books in 2008.
- Engineering has prospered this year with the fabrication work secured from The Cartwright Group. This looks as though it will develop into a mutually beneficial long-term partnership. Other external work and G4S work is keeping the shop operating at full capacity.
- The ASET Engineering qualification will restart in August / September once the industries staffing is back up to full compliment.
- Two Office Furniture Assembly shops are now operational producing filing cabinets for DAMS International. (750 units / week)
- Qualifications (NVQ in Performing Manufacturing Operations) are being offered in both workshops.
- Foinavon Vocational Training is progressing well and the first City and Guilds passes were recently achieved (40+ students)
- A staff re-profiling exercise is ongoing for Foinavon that will, once complete; give us a better balance and a greater range of teaching provision.
- The final phase of the Tate Project will commence in September and will involve the production of a full-scale sculpture that will be permanently sited within the prison.
- CCM Education continues to deliver Key Skills to a high number of prisoners.
- A recent audit / assessment has graded G4S' delivery of ECDL as an "A" standard.
- The Art dept continues to flourish with many ongoing and exciting projects, Veterans Day, Community Spirit and Holocaust Remembrance Day to name but three.

## **6.8 SECURITY**

On analysing the security information over the previous 12 months the area of concern at HMP Altcourse as in the majority of establishments throughout the estate, has been the increase in mobile phone accessibility, which has sequentially seen a raise in drug activity and associated incidents.

To combat this, the following measures have been introduced during 2008 in an attempt to reduce the supply of both mobile phones and drugs into the establishment.

- Restricting brackets have been fitted to all windows overlooking vulnerable exercise yards to hinder the ingress of packages etc.
- B.O.S.S chair and very-sensitive HHMD (hand held metal detectors) to be used by target search teams have been ordered to detect mobile phones on offenders.
- Unit searches - targeting prominent nominals.
- Industries, gym, & education buildings searches including target full body searches of offenders if indicated on by drug dog.
- Target night searches regarding mobile phone activity.

- Increase of full staff searches on entry & exit to the establishment with passive drugs dog.
- Random passive drug dog searching of prisoners during admission process.
- Monthly meetings introduced between Security department and Heads of Residence to identify prominent nominals for competitive analysis.
- Monthly meeting with local police force Inspector & Superintendent to discuss combating drug supply & local protocols.
- External van patrols put into place prior to exercise for at-risk yards.
- Additional training for selected staff on the use of searching techniques and specialist equipment, also in the preservation of evidence
- New procedure implemented to authorise the stoppage of monies sent out to suspect addresses.
- The Prison service has recently announced that feasibility exercises are being conducted at present on the deployment of mobile phones blockers and if successful will install throughout the estate, this would provide the service with the only realistic means of tackling the current problem effectively in its entirety.

## **6.9 RADIO ALTCOURSE AND DRAMA GROUP**

- These innovative projects were the brainchild of a Programmes Officer who began the Drama Group in 2004 in his own time. This rewarding activity has given up to 100 prisoners the chance of acting classes, the confidence to perform four Christmas plays and raise money for local charities, and to perform a challenging production entitled 'Choose Life' on many occasions to groups of 'at-risk' children with the aim of diverting them from a life of crime. The value of this work has been recognised by Senior Management and the Officer has been given the title of Drama and Media Co-ordinator and now works full-time in this role.
- Out of these beginnings Radio Altcourse was born which operates from a studio, equipped with the help of a grant from the Learning & Skills Council, on a 24 hour loop available through in-cell televisions, giving information and entertainment to prisoners. Additionally a Radio Club is held which encourages prisoners to produce CD's for their children and produces a 'soap opera' on CD entitled *Rollercoaster*, a cautionary tale of life in prison, written by prisoners and acted by the Drama Group. This CD has been submitted for a Koestler Award. The Group also produce a monthly newsletter for prisoners entitled 'the Altcourse Bugle'.
- The Board has been so impressed by the work done by this Officer, and the positive benefits it has engendered, that they have nominated him for this year's Butler Trust Awards. We sincerely hope that he is successful.

- **7. THE WORK OF THE INDEPENDENT MONITORING BOARD**

| <b>BOARD STATISTICS</b>                                       |     |
|---|-----|
| Recommended Complement of Board Members                       | 20  |
| Number of Board members at the start of the reporting period  | 13  |
| Number of Board members at the end of the reporting period    | 13  |
| Number of new members joining within the reporting period     | 3   |
| Number of members leaving within reporting period             | 3   |
| Total number of Board Meetings during reporting period        | 12  |
| Average number of attendances at Board Meetings               | 10  |
| Total number of visits to the prison (including all meetings) | 718 |
| Total number of applications received                         | 962 |
| Total number of segregation reviews held                      | 101 |
| Total number of segregation reviews attended                  | 96  |
| Number of attendances other than Board meetings               | 598 |

**One member is currently on twelve-month sabbatical leave as from 30<sup>th</sup> June.**

**Two members have only been appointed to the Board during the last six months.**

## Summary of Applications to Board:

| CODE                                | SUBJECT                         | 2005/6 | 2006/7 | 2007/8 |
|-------------------------------------|---------------------------------|--------|--------|--------|
| A                                   | Accommodation                   | 14     | 24     | 18     |
| B                                   | Adjudications                   | 12     | 13     | 16     |
| C                                   | Diversity related               | 11     | 2      | 3      |
| D                                   | Education/employment/training   | 21     | 46     | 20     |
| E                                   | Family/visits                   | 40     | 69     | 55     |
| F                                   | Food/kitchen related            | 7      | 16     | 25     |
| G                                   | Health related                  | 41     | 84     | 127    |
| H                                   | Property                        | 54     | 66     | 126    |
| I                                   | Sentence related                | 70     | 139    | 249    |
| J                                   | Staff/prisoner/detainee related | 38     | 57     | 65     |
| K                                   | Transfers                       | 33     | 34     | 58     |
| L                                   | Miscellaneous                   | 24     | 15     | 200    |
| <b>Total number of applications</b> |                                 | 365    | 565    | 962    |
| <b>Average per month</b>            |                                 | 30     | 47     | 80     |

- The volume of Applications received by the Board continues to give some cause for concern with the current year-end showing a 70% increase over 2006/07 and 163% over 2005/06.
- A culture has been developed by residential unit staff to encourage prisoners to refer routine queries to the IMB rather than through the normal 'Managers Applications or the more formal Complaints and Request' process.
- Ironically, in the majority of cases, staff have to provide the basic background information in order for the IMB to be able to respond to individual applications.
- The effort required to investigation Applications is taking up a considerable amount of Boards time which reduces the effective time available for other duties required to monitor the prison.
- The current over use of the IMB Application system by prisoners is impacting on the more genuine confidential issues, which cannot be resolved through the normal process.

## **Board Learning, Development & Effectiveness:**

- A comprehensive programme of learning was delivered during the year and an evaluation of the range of sessions indicates this has had a positive impact in supporting the Boards development.
- Three new members joined the Altcourse Board during the reporting year. A comprehensive induction programme was in place to provide appropriate support coupled with mentoring by experienced members. Whilst training was progressing well, one member resigned after only a couple months of service and second member has unfortunately had to take a 12-month sabbatical due to personal reasons.
- Recruitment of potential new members is currently taking place with interview dates having been firmed up to progress the situation.
- An annual team performance review was held in May to assess our effectiveness, which resulted in a number of satisfactory outcomes and challenging objectives to take forward and progress during the next reporting year.
- Notwithstanding the Applications issues, the Board have nevertheless exceeded all their mandatory obligations and responsibilities over the last 12 months.
- The Board Development Officer continues to serve on the IMB National Training Strategy.

### **Board duties include**

Attendance at the Care and Separation Review Board on a twice-weekly basis  
Presentation of an induction programme to new prisoners four times weekly  
Presentation to the initial training courses for new staff  
Weekly applications surgeries  
Weekly rota visits  
Attendance with the external arbiter on a fortnightly basis  
Observation of adjudications  
Attendance as observers at establishment committees (see list below)  
Attendance at the Coroner's Court  
Sentence Planning Boards  
HDC Boards

### **Meetings attended by the Board on a regular basis:**

Resettlement  
Security  
Safer prisons  
Sash Review  
Drug Strategy  
Health and Safety

Separation Management and Review Group  
Quality Improvement Group  
Violence Reduction  
Public Protection Meeting`  
Diversity Group  
Reducing Re-offending Pathways  
AMIMB  
Northern Area Local Conference  
IMB Annual Conference  
PCT Partnership Meeting

**The Chairman or the Deputy also attend:**

Weekly meeting with the Director  
North West Chairmen's Meeting with the North West Area National Council Representative  
North West Chairmen's Meeting with the North West Area Manager  
Contracted Prisons' Chairmen's Meeting with Assistant Director Contracted Prisons  
Contracted Prisons' Chairmen's Meeting with National Council Representative for Contracted Prisons.  
Re-categorisation boards.

**Chairman's comments:**

This has been a year of change at Altcourse. The new Foinavon wing, due to be opened by HRH The Princess Royal in July 2008, has been on line for nine months, 182 single cells with associated vocational workshops. Overall, the wing and workshops have been an excellent move forward for Altcourse where vocational training had been a weak spot. We applaud G4S on its integration of the new unit and the undoubted success of the training, prisoners' enthusiasm is very apparent.

Vocational training in the shape of the Railtrack project and workshops in the new wing has markedly advanced, adults have been admitted to the Kit car project and industries have continued their dynamic progress.

The core day and appreciable cut backs have loomed throughout; however I am able to report a dynamic and excellent year. G4S have appreciated the shortcomings of the First Night Centre and the lack of movement in the CSU and initiated the Opt-out Unit which is working well at the time of writing with resultant return of the first night centre and CSU to their designated roles.

It is most heartening to find that, at long last after repeated lobbying, by the Board as well as many other interested parties, that Altcourse is to have a mobile phone deviator/blocker. The intransigence of the Prison Service coupled with their delaying tactics over this issue have been unbelievable and impossible to condone. The more timely supply of this piece of technology would have diminished the problem of the organised importation of drugs, with associated taxing and threats to families over many years. At last the holistic approach to drugs' importation appears to have dawned and the huge staff and resultant financial drain employed in attempting to stem the flow of drugs will be bolstered to a realistic extent. A pity that we could not

have had this apparatus some years ago during which time Altcourse staff have fought an uneven, but never tiring, fight against the importation of drugs and the allied problems of taxing, assaults, bullying etc. The Board hopes that the distribution of the apparatus will be done fairly and equally throughout the Public and Private sectors.

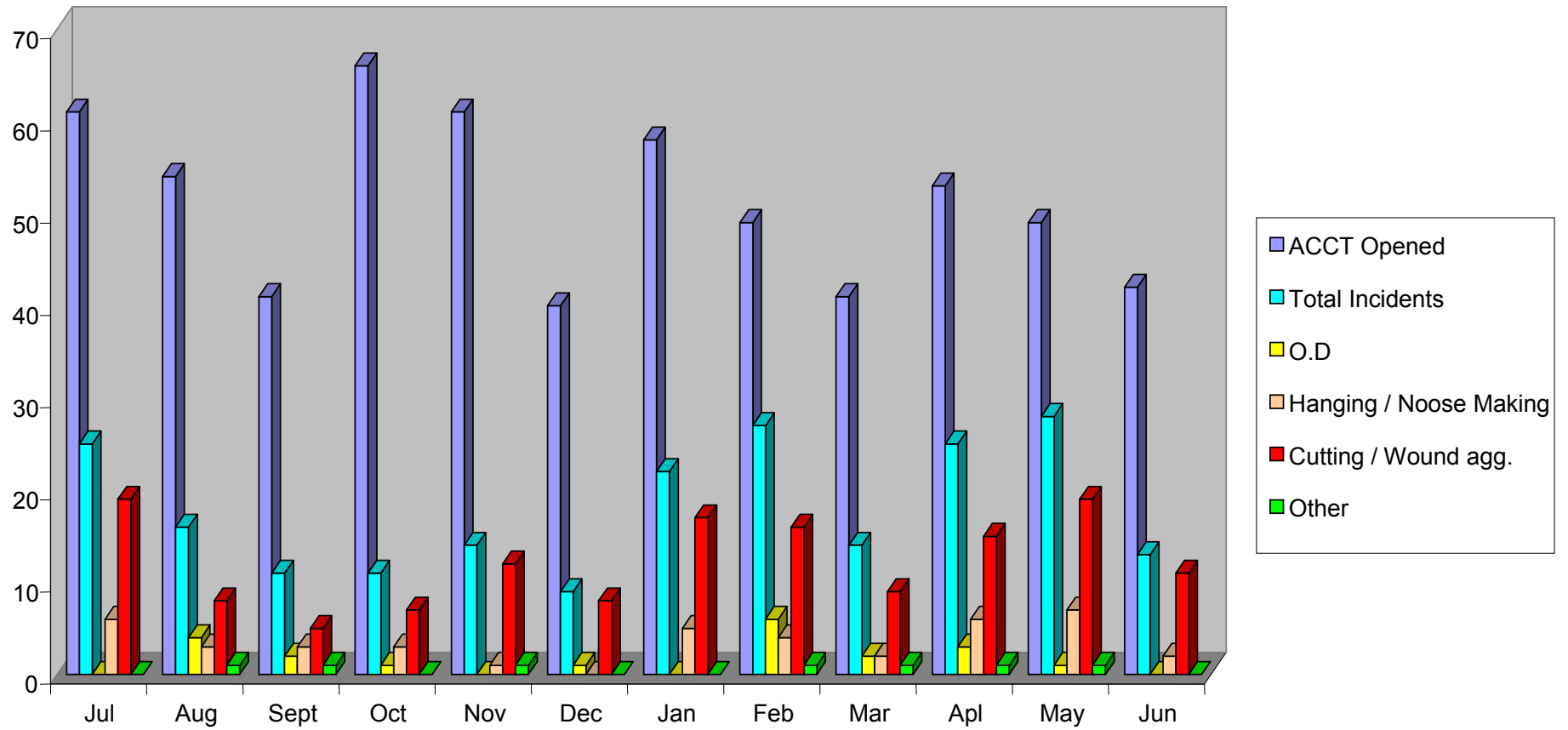
Overall I offer my personal congratulations to G4S on an excellent year's progress both in the maintenance of regimes, advancement of resettlement projects and the vocational training workshops. My brickbats are reserved for the Prison service with its continued marginalization of the contracted sector despite the *naissance* of NOMS, and for the Ministry with its intransigence and lack of tangible support over Lifer/IPP transfers.

As this will be my last Annual Report, I offer my heartfelt thanks to all my Board Members who, during my tenure of office, have laboured incessantly to monitor at the relevant levels, who have cajoled me and have suggested their concerns to me and who have just plain laboured. The recognition of ministers, four of whom I have addressed, of any of this work, in the form of acting on some of our concerns, would have lightened my load and theirs considerably over the years, my thanks to GSL/G4S in the form of their on-site Director, John McLaughlin, their SMT and staff who have done an appreciable amount to lessen this *opus* and who have always listened to me.

Dr John D Schofield  
Chairman  
Independent Monitoring Board  
HMP Altcourse

**HMP ALTCOURSE  
Suicide & Self-Harm Statistics  
July 2007 - June 2008**

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## Section 8

### GLOSSARY OF PRISON-RELATED ABBREVIATIONS USED

|  |   |
|--|---|
| <b>AA</b> Administrative Assistant   | <b>HCC</b> Health Care Centre   |
| <b>ABS</b> Anti-Bullying System  | <b>HDC</b> Home Detention Curfew – the Tag  |
| <b>ACCT</b> Assessment, Care in Custody & Teamwork – replacement for F2052SH                       | <b>HDCED</b> Earliest Date of Release on HDC  |
| <b>ACR</b> Automatic Conditional Release   | <b>HMCIP</b> Her Majesty's Chief Inspector of Prisons   |
| <b>ARD</b> Automatic Release Date  | <b>ICA1/2</b> Initial Categorisation & Classification Forms for Adults/YOs                      |
| <b>BCU</b> Briefing and Casework Unit – PS unit handling adjudication appeals                      | <b>IDTS</b> Integrated Drug Treatment Scheme  |
| <b>BME</b> Black & Minority Ethnic   | <b>IEP</b> Incentives and Earned Privileges – Prisoners can be on Basic, Standard or Enhanced   |
| <b>BOSS</b> Body Orifice Security Scanner  | <b>IG</b> Instruction to Governors  |
| <b>C &amp; R</b> Control & Restraint   | <b>IMB</b> Independent Monitoring Board   |
| <b>C2W, CTW</b> Custody to Work – pre-release focus on housing, employment and lifestyle issues    | <b>IND</b> Immigration & Nationality Department   |
| <b>CARATS</b> Counselling, Assessment, Referral, Advice & Throughcare Scheme – drug & alcohol team | <b>IRC</b> Immigration Removal/Reception Centre   |
| <b>CC</b> Cellular Confinement – a punishment  | <b>JSA</b> Job-Seekers Allowance  |
| <b>CCD</b> Criminal Casework Department (Croydon)  | <b>JSAC</b> Job Simulation & Assessment Centre (for officers seeking promotion to SO)           |
| <b>CCT</b> Criminal Casework Team (part of Home Office Immigration & Nationalities Dept)           | <b>KPI/KPT</b> Key Performance Indicator/Target   |
| <b>CMU</b> Case Management Unit – work on sentence planning & progress                             | <b>LDR</b> Latest Date of Release   |
| <b>CNA</b> Certified Normal Accommodation  | <b>LED</b> Licence Expiry Date  |
| <b>CRD</b> Conditional Release Date  | <b>LIDS</b> Local Inmate Database System – IMB can use this to check location, dates, etc.      |
| <b>CSU</b> Commissioning Support Unit  | <b>LSC</b> Learning & Skills Council  |
| <b>DASU</b> Drug And Alcohol Support Unit  | <b>MAPP</b> Multi-Agency Public Protection Arrangements   |
| <b>DH</b> Dog Handler  | <b>MDT</b> Mandatory Drugs Testing  |
| <b>ECL</b> End of Custody Licence  | <b>MSL</b> Minimum Staffing Level   |
| <b>EDR</b> Earliest Date of Release  | <b>MQPL</b> Measuring the Quality of Prison Life  |
| <b>EO</b> Executive Officer  | <b>NACRO</b> National Association for Care & Resettlement of Offenders                          |
| <b>EGP</b> Ex Gratia Payment   | <b>NC</b> The National Council for IMB  |
| <b>ETE</b> Employment/Training/Education   | <b>NOMS</b> National Offender Manager Service – amalgamation of the Prison & Probation Services |
| <b>ETS</b> Enhanced Thinking Skills – an OBP   | <b>OASYS</b> Offender Assessment System – computerised risk & needs assessment                  |
| <b>F2050</b> Prisoner's basic record   | <b>OBP</b> Offending Behaviour Programme  |
| <b>F2052A</b> Prisoner's wing record   | <b>OCA</b> Observation, Classification & Allocations – a Reception task                         |
| <b>F2052SH</b> Record for prisoner currently at risk of self-harm                                  | <b>OLASS</b> Offender Learning and Skills Service (part of LSC)                                 |
| <b>FLED</b> Facility Licence Eligibility Date (when prisoner may be <b>considered</b> for ROTL)    | <b>OI/OR/OP</b> Own Interests/Request/Protection – Segregation under Rule 45/49                 |
| <b>GOOD</b> Good Order or Discipline – Segregation under Rule 45/49 (historically GOAD)            | <b>PASRO</b> Prisons Addressing Substance-Related Offending – an OBP                            |
|  | <b>PCO</b> Prison Custody Officer   |
|  | <b>PCT</b> Primary Care Trust – National Health component responsible for healthcare            |

**PER** Prisoner Escort Record  
**PIN** Prisoner Information Notice  
**PMU** Population Management Unit (central)

**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 – see [www.hmprisonservice.gov.uk/resourcecentre/psispsos/listpsos](http://www.hmprisonservice.gov.uk/resourcecentre/psispsos/listpsos)

**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 – e.g. to work in mess; town visits; home leave

**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

**SIN** Staff Information Notice

**SIR** Security Information Report

**SLA** Service Level Agreement

**SMARG** Segregation and Monitoring Review Group

**SMT** Senior Management Team

**SPDR** Staff Performance & Development Record – reviewed annually

**TOIL** Time Off in Lieu (of payment)

**VDT** Voluntary Drugs Testing

**VO** Visiting Order – sent out by prisoners, allows named people to visit

**VTC** Vocational Training Centre

**Gold Commander** Headquarters controller for serious incidents

**Silver Commander** Person in establishment in charge of serious incidents

**Bronze Commander** Local Sub Commander for serious incidents

**Operation Tornado** System to provide extra staff and resources for serious incidents