

Annual Report Template & Guidance

January 2007

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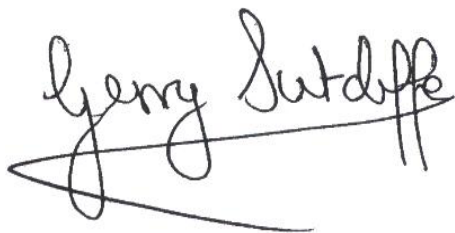
MESSAGE FROM MINISTERS

IMBs supply the only regular independent oversight of prisons and IRCs between HMI inspections. Their annual reports provide the Home Secretary, Ministers and senior managers with essential information on the treatment of prisoners and detainees and invaluable feedback on the way policies are affecting them.

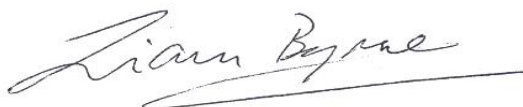
We appreciate how much time and effort Boards put into their reports and so to ensure their insights and concerns come through as clearly and persuasively as possible, we are asking all Boards to follow step by step the template and guidance set out in the following pages.

The common format will certainly give a much sharper focus to what Boards are able to tell us about the strengths and weaknesses both of individual establishments and the performance of the service as a whole. We hope Boards will also find it helpful to have a more detailed indication of the kind of reports we find particularly useful.

We are grateful to Boards for the special part they play in maintaining the highest standards in prisons and IRCs. We commend this template and guidance as a practical way of making it even more effective.

A handwritten signature in black ink that reads "Gerry Sutcliffe". The signature is written in a cursive style with a long horizontal stroke at the bottom.

Gerry Sutcliffe
Parliamentary Under-Secretary of State
Home Office

A handwritten signature in black ink that reads "Liam Byrne". The signature is written in a cursive style with a long horizontal stroke at the bottom.

Liam Byrne
Minister of State
Home Office

INTRODUCTION

The draft new Prison and Immigration Rules approved by Ministers in June 2004 require Boards “to report annually to the Secretary of State how well the prison/centre has met the standards and requirements placed on it and what impact these have had on those in its custody/held in the centre.”

This is a very broad remit and to help Boards increase the usefulness of their reports and reduce the burden on themselves, the National Council has prepared the following template and guidance. It is drafted in the light of comments made by Chairs who helped trial the document in 2004 and 2006, the good practice found in reports from many other Boards and observations from those who need the information the reports contain.

With all reports using the same format, Ministers, Prison Service, NOMS, IND management and contractors in the prison and immigration estate, will be able to see more clearly what the Board is telling them about its establishment and to make comparisons across the estate. At the same time those agencies with special interests and responsibilities such as the Learning and Skills Council, PCTs and health providers, Safer Custody Group will readily find the specialist information they require.

Additional guidance has also been included on content, style and layout, on preparing and producing the report and on contacting the media. This has also been based on the good practice of many Boards.

Forms designed to assist Boards record and collate information in the preparation of the report have also been included.

Of course, neither the template nor the guidance in any way constrains a Board’s right and duty to report to the Minister any matter which in its independent judgement it believes the Minister should know. A common format and good practice followed by all Boards will, however, help to ensure that the voice of each Board is heard more clearly and more powerfully.

TEMPLATE

The following pages show, section by section, the standard layout which should be used for all annual reports. It is designed to help make the production of each report more straightforward for the Board and easier for those that read it to grasp all the Board's concerns and to appreciate the nature and gravity of what the Board is saying.

Some differences in content may be required for IRCs and particular prisons. However, a common format for all reports will be particularly helpful for those inside and outside the Prison Service/NOMS/IND who need to read every report to form a comprehensive picture of what is being delivered across the service and for those specialists who want to follow up a single area of interest.

Section 1

STATUTORY ROLE OF THE IMB

(for inclusion in all reports)

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.

[for inclusion in prison IMB reports] 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.

[for inclusion in IRC IMB reports] 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

CONTENTS

List each section and indicate clearly what it contains.

Section 3

DESCRIPTION OF THE PRISON/IRC

This section should cover the main role of the prison/centre, the category and number of prisoner/detainees – comparing the last with the CNA and Op Cap in the prison or, in the case of IRCs, with the maximum capacity recognised by IND. It should include a brief description of the accommodation and facilities. It should identify the contractors and agencies delivering Healthcare and Education and Training and other major services, and the voluntary organisations providing assistance to prisoners/detainees with a short indication of what they do.

Section 4

EXECUTIVE SUMMARY

This section will be the most widely studied and influential part of the report. Most readers will go on to read the rest only if an item in this section catches their attention. It is likely to contain up to 3 subsections as the Board judges necessary.

(a) **Particular issues requiring a response** . *These should be grouped according to whether they raise a **policy** matter on which a reply from the Minister is sought or an **operational** matter requiring a response prepared or commissioned by the Prison Service, IND or, for privately managed prisons, the Commissioners Support Bureau. These will, where necessary, secure answers from the YJB, NOMS, contractors and specialist health and education providers for inclusion in the full operational response to the Board. Ministers require that all such operational responses are also forwarded promptly to them.*

Those matters which are the responsibility of the Secretariat should continue to be directed there for reply.

(b) **Other issues of concern or excellence not requiring a response**. *These are matters which have been covered later in the report but to which the Board is not seeking a reply.*

(c) **Overall judgement**. *This subsection should be included if the Board has formed views about the prison/centre and its overall performance which do not fully emerge under the specific headings later in the report, but which the Board believe should be drawn to the attention of the Minister and senior management. Such matters might cover the relationship between staff and prisoners/detainees or whether the range and adequacy of the programmes available to prisoners/detainees meet the needs of all sections of the prison's/centre's population.*

Clear cross referencing to the body of the report is vital. It is there that the Minister and senior management will see fully set out the factual evidence for a concern, the effect it is having on the fair treatment of prisoners/detainees and/or their prospects for resettlement.

For each concern a concise indication of when, with whom and with what response the Board has previously raised the matter should be given in the main body of the report.

Section 5

AREAS THAT MUST BE REPORTED ON

Every annual report should carry a section under each of the following headings:

- *Diversity*
- *Learning and Skills*
- *Healthcare and Mental Health*
- *Safer Custody*
- *Segregation/Separation & Care Units*

These sections will be read and noted by those with responsibility for service delivery in these areas such as Education and Health providers and their sponsoring agencies and departments, the Safer Custody Group and others with specialist interests as well as senior prison/IND management. They will use what is reported to build a prison service/IRC estate wide perspective as to how these important matters are being managed in each establishment and the way they are being monitored by IMBs.

See Guidance B, paragraph B.2: 'Style, Layout and Content' for an indication of the kind of information the particular authorities would like to know. The IMB Reference Book, AMIMB guide to monitoring, HMIP Expectations and, in the case of IRCs, the IND operating standard, will also be of use.

Section 6

OTHER AREAS OF THE PRISON/IRC REGIME ON WHICH THE BOARD HAS ISSUES TO REPORT, FOR EXAMPLE...

- *Adjudications*
- *Catering and Kitchens*
- *Induction*

Only concerns or examples of excellence should be documented with evidence of the impact on prisoners/detainees of those concerns and good practices.

Report in alphabetical order using as far as possible the headings listed in B3 of the Guidance.

Indicate where each concern has already been raised and with what result.

Section 7

THE WORK OF THE INDEPENDENT MONITORING BOARD

This section should describe how the Board has gone about its work by way of rota visits, hearing applications, segregation reviews, surgeries, questionnaires, meetings as observers, letters raising issues with Ministers or senior management. The following template should be used for recording the key statistical data.

BOARD STATISTICS	
Recommended Complement of Board Members	
Number of Board members at the start of the reporting period	
Number of Board members at the end of the reporting period	
Number of new members joining within the reporting period	
Number of members leaving within reporting period	
Total number of Board meetings during reporting period	
Average number of attendances at Board meetings during reporting period	
Number of attendances at meetings other than Board meetings	
Total number of visits to the prison/IRC (including all meetings)	
Total number of applications received	
Total number of segregation reviews held	
Total number of segregation reviews attended	

Section 7 (cont.)

There should always be a full set of statistics on Applications in the form of the template below. These together with the Board's comments will be of assistance to the Ombudsman and management generally.

Code	Subject	2005/6	2006/7	2007/8	2008/9
A	Accommodation				
B	Adjudications				
C	Diversity related				
D	Education/employment/training				
E	Family/visits				
F	Food/kitchen related				
G	Health related				
H	Property				
I	Sentence related				
J	Staff/prisoner/detainee related				
K	Transfers				
L	Miscellaneous				
	Total number of applications				

There will be other prison/centre statistics which the Board may want to include – adjudications, self harm and assaults etc. However, the Ministers and prison/centre authorities already have these figures (unlike applications) so only when they help to identify an issue of concern or good practice should they be included in the appropriate section of the report and then only to the extent necessary to demonstrate the point and its importance.

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	HCC Health Care Centre
ABS Anti-Bullying System	HDC Home Detention Curfew – the Tag
ACCT Assessment, Care in Custody & Teamwork – replacement for F2052SH	HDCED Earliest Date of Release on HDC
ACR Automatic Conditional Release	HEO Higher Executive Officer
AO Administrative Officer	HMCIP Her Majesty’s Chief Inspector of Prisons
ARD Automatic Release Date	ICA1/2 Initial Categorisation & Classification Forms for Adults/YOs
ATOS Company responsible for assessing long-term sick	IDU Inmate Development Unit
BCU Briefing and Casework Unit – PS unit handling adjudication appeals	IEP Incentives and Earned Privileges – Prisoners can be on Basic, Standard or Enhanced
BME Black & Minority Ethnic	IG Instruction to Governors
BOV Board of Visitors – now IMB	IMB Independent Monitoring Board
C & R Control & Restraint	IND Immigration & Nationality Department
C2W, CTW Custody to Work – pre-release focus on housing, employment and lifestyle issues	IRC Immigration Removal/Reception Centre
CARATS Counselling, Assessment, Referral, Advice & Throughcare Scheme – drug & alcohol team	JSA Job-Seekers Allowance
CC Cellular Confinement – a punishment	JSAC Job Simulation & Assessment Centre (for officers seeking promotion to SO)
CCD Criminal Casework Department (Croydon)	KPI/KPT Key Performance Indicator/Target
CLAIT Computer Literacy and Information Technology	LDR Latest Date of Release
CCT Criminal Casework Team (part of Home Office Immigration & Nationalities Dept)	LED Licence Expiry Date
CMU Case Management Unit – work on sentence planning & progress	LIDS Local Inmate Database System – IMB can use this to check location, dates, etc.
CNA Certified Normal Accommodation	LSC Learning & Skills Council
CRD Conditional Release Date	MAPPA Multi-Agency Public Protection Arrangements
CSH Contracted Service Hours (pre-agreed paid overtime)	MDT Mandatory Drugs Testing
CSU Commissioning Support Unit	MSL Minimum Staffing Level
DASU Drug And Alcohol Support Unit	MQPL Measuring the Quality of Prison Life
DH Dog Handler	NACRO National Association for Care & Resettlement of Offenders
EDR Earliest Date of Release	NC The National Council for IMBs
EMU Estates Management Unit	NEC National Exchange Centre- building between VTC & Boiler Ho. used for ETE
EO Executive Officer	NOMS National Offender Manager Service – amalgamation of the Prison & Probation Services
EPDG Estates Planning & Development Group	OASYS Offender Assessment System – computerised risk & needs assessment
EGP Ex Gratia Payment	OBP Offending Behaviour Programme
ETA Employment & Training Allocation	OCA Observation, Classification & Allocations – a Reception task
ETE Employment/Training/Education	OLASS Offender Learning and Skills Service (part of LSC)
ETS Enhanced Thinking Skills – an OBP	OSG Operational Support Grade
F2050 Prisoner’s basic record	OI/OR/OP Own Interests/Request/Protection – Segregation under Rule 45/49
F2052A Prisoner’s wing record	PASRO Prisons Addressing Substance-Related Offending – an OBP
F2052SH Record for prisoner currently at risk of self-harm	PCO Prison Custody Officer
FLED Facility Licence Eligibility Date (when prisoner may be considered for ROTL)	PCT Primary Care Trust – National Health component responsible for healthcare
FOCUS Financial Outstations and Central Unified Systems – the PS accounting system	PEI/O Physical Education Instructor/Officer
GOOD Good Order or Discipline – Segregation under Rule 45/49 (historically GOAD)	

PER Prisoner Escort Record
PESO/PEPO Physical Education Senior/Principal Officer
PIN Prisoner Information Notice
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 – see 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
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
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
SPDR Staff Performance & 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
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

GLOSSARY OF IRC-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.

ACDT Assessment, Care in Detention & Teamwork	R & C Requests & Complaints
AMIMB Association of Members of Independent Monitoring Boards	RC Removal Centre
CM Contract Monitor/Centre Manager (see context)	RD's Removal Directions
CIO Chief Immigration Officer	RCU Residual Case Unit
C&R Control and Restraint	RFA Removal from Association
CRALO Cultural and Race Relations Officer (see also RRO)	RRLO Race Relations Liaison Officer
CRALT Cultural and Race Relations Team	RRMT Race Relations Management Team (see CRALT)
DC Detention Centre	ReSCU Removal Supervision Co-ordination Unit
DDU Detainee Departure Unit	SASH Suicide and Self – Harm
DCO Detention Custody Officer	SDCO Senior Detention Custody Officer
DSO Detention Services Order	SFT Superfast Track Appeals
DoH Department of Health	STANA Superfast Track & Non-Suspension Appeal
DEPMU Detention, Escorting, Population Management Unit (Immigration)	TC Temporary Confinement
DPA Data Protection Act	TR Triennial Review of members by Chair
DSPU Detention Services Policy Unit (Imm)	VC Visiting Committee (previous name for IRC's)
EOO Equal Opportunities Officer	Gold Commander Headquarters controller for serious incidents
GP General Practitioner	Silver Commander Person in the establishment in charge of serious incidents
HMCIP Her Majesty's Chief Inspector of Prisons	Bronze Commander Local sub commander for serious incidents
IAA Immigration Appellate Authority	Operation Tornado System to provide extra staff and resources for serious incidents
IO Immigration Officer	
ILO Immigration Liaison Officer	
IS Immigration Service	
IAS Immigration Advisory Service	
ICD Integrated Caseworking Directorate (Immigration)	
IND Immigration National Department	
IMB Independent Monitoring Board (new name for BoV and VC's)	
IRC Immigration Removal Centre (new name for Detention Centres)	
KPI/KPT Key Performance Indicators/Targets	
LCD Lord Chancellors Department	
LEO Local Enforcement Office (Immigration)	
LPI Loss Prevention International (Company employed by IS to manage difficult removals)	
MO Medical Officer	
MODCU Management of Detained Case Unit (Imm)	
NAC National Advisory Council	
NASS National Asylum Support Service	
NC National Council	
NHS National Health Service	
NIA Nationality Immigration & Asylum	
NRF National Refugee Council	
NSA Non Suspensive Appeals	
NSPCC National Society for the Prevention of Cruelty to Children	
OSG Operational Support Grade	
PE Physical Education	
PSO Prison Service Order	

Guidance A – General

A.1 Reporting by exception

As a rule reporting should be by exception which means raising only those matters that give Boards concern and need to be addressed or are examples of such excellence that they ought to be commended and perhaps replicated elsewhere. The Report will not therefore be a chronicle of the year painting a rounded picture of the establishment, but a business-like statement of significant issues that have arisen and about which the Ministers should be told.

A.2 Areas that must be reported on

However, there are some important aspects of the regime – Diversity, Learning and Skills, Healthcare and Mental Health, Safer Custody, and Segregation/Care and Separation Units – for which outside agencies have responsibilities or which bear closely on the ‘humanity and justice’ with which prisoners/detainees are treated, especially the most vulnerable. These should always be the subject of a report even if the Board has no particular criticism or commendation to make. They are of special interest to those inside and outside the Prison Service/NOMS/IND who have responsibility for forming a Prison Service/NOMS/IND wide view of the way prisons/IRCs manage these sensitive matters and Boards monitor them. See paragraph B.2 for further guidance.

A.3 Avoid raising concerns in the report that haven’t previously been raised with management

Every issue of concern reported should already have been raised with the governor/director/centre manager who should always have the opportunity to read the full report in draft, to check for factual accuracy and offer comment. No criticism should come as a surprise to the governor/director/centre manager and it should always be made clear in the report whether and what response had been previously received in each case and whether the matter has been satisfactorily settled or there remains continuing cause for concern.

A.4 Be clear and unambiguous about your concerns

Raising a concern is not to apportion blame. The Board’s duty is to report objectively “how well the prison/centre has met the standards and requirements placed on it” not to say who is responsible for shortcomings (though the nature of the concern may often suggest where responsibilities might lie). The Board should therefore never “aim off” or mute its criticism because the governor/centre manager has no authority to resolve a problem or the budget or permitted staffing level is inadequate for him to do so or, indeed, because it had previously been raised with the Minister.

A.5 Keep the report focused

If the Ministers, and Prison Service/NOMS/IND management/contractors for the prison and immigration estates and other agencies are to respond to the Board’s concerns, those concerns must not be lost in extraneous material which is in the report simply because the prison/centre staff would like to see it there. Nor should the Board include any matter just because it would be informative to the public. The criterion for any item in the report must always be that it is a matter on which the Ministers, prison/IND authorities and other responsible agencies need to be informed. Nevertheless the General Performance Overview and the Executive Summary (section 4) are likely to be of real interest to the public although in practice what the public sees will seldom be the report itself, but whatever story the media makes of it. The press release must therefore contain the key messages from the report which the Board wants to bring to public attention (see Guidance D).

A.6 Explain the impact and effect of the concern/good practice reported

It is also essential that each point at issue should come over clearly and there is enough evidence to show the Minister and others why the Board is seriously concerned or particularly impressed. It is no good for example saying that “staffing restrictions are having an impact on the regime”. It must be made plain what that impact is and how it is either affecting the humane treatment of prisoners/detainees or the quality of programmes preparing them for resettlement. Nor is it helpful to say that the “prison/centre is committed to good race relations” without explaining how this commitment has been translated into action and what evidence the Board has for its effectiveness. Care must also be taken not to conceal serious concerns in a desire to acknowledge the good intentions of those involved as in “the staff in Reception/Admissions are making every effort to cope with the effects of overcrowding”. The report must show what the effects are, how staff are trying to cope and with what success.

A.7 Regard each Annual Report as part of a series

As the Inspectorate will generally visit prison establishments every five years and IRCs every 18 months, the Board's report will often provide the only comprehensive check on the prison/centre during the intervening period. Each report should therefore be written as part of a series which will show the Minister the progress (or lack of progress) of the establishment from year to year.

Guidance B – Style, Layout and Content

B.1 Style and layout

Because Boards will be reporting by exception, their reports will vary considerably in length and subject matter but they will have features in common:

- Clear, plain English
- Numbered paragraphs which make it easy to find and refer to key issues
- A coherent style.

B.2 Areas which must be reported on

In Section 5 of the Template five areas are listed on which there should always be a report. The following notes highlight some aspects of each on which the particular service providers, sponsoring departments and agencies and other specialists would especially value Boards' opinions.

- Diversity

This is a very broad area to monitor as it requires the Board to assess the impact of differences such as age, disability and sexual orientation, as well as religion and race, on prisoners/detainees. It also calls for an understanding of how needs and differences, such as those to do with mental health, literacy and drug addiction, cut across social and cultural categories. Thus of particular interest will be the Board's views on:

- how far the prison/centre is alert to diversity in the fullest sense of the word and has the strategies and skills in place to recognise and address problems whenever and wherever they arise,
- and *most importantly*, whether prisoners/detainees feel safe and respected, and are able to access regimes and facilities equally.

The evidence is likely to come from personal observations; conversations; the minutes of relevant meetings; Measuring the Quality of Prison Life; Racist Incident Reports; Security Information Reports; Request & Complaints; Canteen Lists; Segregation, Monitoring and Review Group reports; Applications and Rota Visit reports.

- Learning & Skills

It is not the role of the IMB to evaluate the content of courses nor the professional skills of the teachers, but the Minister and Learning and Skills Council will be interested in the Board's commonsense opinions as to how well the education provided in the prison is meeting the needs of prisoners, and in its independent view of the needs, wishes and experiences of offender learners.

Specifically they would like to know

- whether prisoners have been properly assessed on their basic literacy and numeracy skills and other educational needs;
- whether their requirements have been incorporated into their sentence plans;
- whether the range of courses is available to enable these plans to be followed.

It will be important to check and comment on

- whether there are enough places on courses to accommodate the prisoners who need them;
- whether prisoners are failing to attend courses they ought to follow because they prefer to do better paid work;
- issues, both regime and provider driven, which may limit the learning and skills opportunities available for offenders (eg is the prison too short of staff to escort them to their classes or are they released or transferred before they can complete or even start the course);
- any views of offenders about the contribution that learning and skills can/may make to their future prospects of employment, and their 'unfiltered' view of learning and skills provision;
- the offender view of education and skills training in prison compared with their experience of such provision outside.

- Healthcare including Mental Health

Though it is not for the Board to make judgements on the clinical decisions of medical staff, its observations as needed on the following will be of great value:

- whether healthcare is available equally to all prisoners/detainees with medical examinations within 24 hours of reception;
 - whether outpatient care, including dentistry, is staffed and organised to ensure patients are seen and, if necessary, treated within a reasonable time and prescriptions are obtained without undue delay;
 - whether in-patient care is available according to clinical need (including escorts and bed watches for outside hospitals);
 - whether medical services are provided in suitable accommodation with courtesy and appropriate privacy;
 - whether prisoners or detainees with mental health problems have regular and sufficient professional care and support and those who cannot be suitably treated in the establishment are transferred out within a reasonable time limit;
 - whether counselling and psychological support services are generally available to prisoners/detainees who need them;
 - the range and adequacy of the prison's/centre's efforts to promote the physical and mental health of prisoners/detainees;
 - relationships with the PCT and health providers;
 - *most importantly*, prisoners'/detainees' opinions of the standard of care and treatment they receive and whether they have access to any information about NHS or other complaints procedures.
- Safer Custody – ACCT (previously F2052SH);ACDT (detention); Suicide Awareness; Self Harm; Violence Reduction
The Board's general evaluation of the prison's/centre's record in respect of violence, self harm and bullying. The Board's assessment of:
 - ACCT/2052SH or ACDT procedures in operation and how effectively they are used in terms of accurate records, care plans and regularly and suitably attended case reviews;
 - the way the Safer Custody Team does its job in terms of meetings (Are Listeners and IMBs included?) and accurate minutes but, most particularly, in terms of thorough and effective follow through;
 - the prison's/centre's safer custody strategies such as peer support and Listener schemes and the use of Safer cells and First Night Centres;
 - how well victims of bullying are supported and the perpetrators challenged.

In addition all deaths in custody/detention should be listed. No name or identifying details should be recorded, nor an opinion expressed on cause of death [NB the term suicide should never be used unless established at an inquest]. The report should also indicate how satisfactorily each situation has been handled – notification of next of kin, family liaison officer and support of any affected prisoners/detainees or staff. In no case, of course, should an individual prisoner/detainee ever be identified. **If in doubt about this section take advice from the governor, director, centre manager or the Communications Team in the Secretariat.**

All inquests should also be reported highlighting any concerns raised by the coroner regarding the prison/centre with any resulting actions taken.

Record outstanding inquests and note particularly if they are delayed.

- Segregation & Separation Units

It will be important to know how far the Board is satisfied:

- with the conditions, facilities, regime (for OI and GOOD prisoners), staffing and security in the unit; whether paper work, including daily log, authorisations, history file, algorithms, statistics, adjudication records have been properly kept and are up to date;
- that the Board was informed within 24 hours of moves to segregation and a Board member has been able to see and speak freely with each prisoner weekly or in the case of detainees as needed;
- that review panels have been properly conducted with the requisite specialists in attendance, the necessary information available and opportunity for the prisoner to make representations in person;

- that the Board regularly received timely notice of panels and the steps it took if it felt on any occasion that procedures had not been properly followed;
- with the way cellular confinement, special accommodation and mechanical restraints have been used or any dirty protest handled;
- with the way SMARG dealt with the problem of long stayers, mentally disordered prisoners who ought to be elsewhere and other issues of concern and with the Board's regular representation at SMARG meetings.

B.3 Other areas reported

Section 6 of the report Template provides for other areas on which the Board should report if it has matters of concern or commendation to raise. Below is a list of such areas. It is not exhaustive and there will be others depending on the type of prison or centre or simply arising from the Board's monitoring.

Accommodation

Adjudications

Bullying

Catering & Kitchens

Complaints Procedures – internal, Ombudsman, NHS

Deportees

Drugs

Escorting

Gym and Physical Education

HMCIP Healthy Prisons

- held in safety
- treated with respect
- expected to improve themselves
- given opportunity to engage in purposeful activity
- helped to reduce the likelihood of reoffending

Incentives & Earned Privileges

Induction and First Night

IT- OASys, C-Nomis

Lifers

Offending Behaviour Programmes

Personal Officer Scheme

Preparation for Release and Resettlement

Prisoner/detainee-Staff relations

Property

Reception

Remands

Removals (generally IRCs)

Regimes and Activities

Security

Sentence Planning

Transfers

Transport

Visitors & Visitor Centres

Vulnerable Prisoners/detainees

NB. Issues which it would be inappropriate to include in a public document should not form part of the report, nor should any prisoner or detainee be named or described in a way which makes identification possible. Any such matters on which the Board wishes to comment should be the subject of a separate letter to the Minister.

Guidance C – Producing the Report

C.1 Who should prepare the report?

At the start of the reporting year the Board under the Chair's guidance will need to make arrangements, suited to the skills and interests of its members, for preparing the report. It might be that the Chair undertakes to write the report him or herself or alternatively the task may be delegated to another member or a group of members. Again each member may be asked to prepare and write a section. This last approach particularly can lead to a collection of disconnected essays, so it will always be essential for one person to edit the final draft as ruthlessly as necessary before it is submitted to the Board for adoption.

Final responsibility for seeing the report is properly produced must always remain with the Chair and it is essential he/she ensures that the necessary planning starts at the beginning of the year. On no account should this be left until just before the report is written, obliging Board members to rush around the prison/centre asking staff to bring them up to date about what has been happening in their departments.

C.2 Timing and electronic copy

It is also the Chair's responsibility to make certain that the report is produced on time as this will help to avoid bottlenecks in the system and consequent delays in responses.

Similarly the Chair must ensure that a copy of the report is supplied to the Secretariat in electronic form as this will enable it to be disseminated to those who need to respond and other interested parties with minimum difficulty and delay.

C.3 Planning the Report

To make sure the report is its own thoroughly considered judgement, the Board should meet early in the reporting year to decide the way the report will be produced and how the year will be used to ensure that the contents do justice to the issues that need to be reported. To make certain it has the background against which to monitor and report, the Board will also need to be familiar with the prison's/centre's business plan/contract and, in future, the SLA with the ROM.

C.4 Measuring the prison's/centre's progress

It will help the Board to chart the prison's/centre's progress against its objectives if the Board keeps up to date with the external biennial audit report and the prison's/centre's own regular self-audits. The weighted score cards will also give useful warning of improvement or deterioration in particular aspects of the regime.

The Board's own observations and insights are of course the most crucial. It should keep in mind concerns it raised in previous reports so it can continue to check progress. It will certainly want to ensure that there is a record of applications, rota reports and management responses readily retrievable which will form the basic material for the report at the end of the year.

To assist in this record keeping, standardised Application and Rota forms have been devised which, when filled in throughout the year, will contain relevant information that should readily transfer to Annual Reports (see Guidance E).

C.5 Assessing the quality of the regime

There is a natural temptation to concentrate on matters that can readily be demonstrated numerically but the Board has the very important duty of assessing the quality of the regime and prisoners'/detainees' experience of it. Nevertheless for this essential task the statistical pointers in the Prisoner Satisfaction Survey (MQPL), now conducted biennially in every prison, are useful, as is the parallel Staff Satisfaction Survey and similar IND data.

In assessing these more intangible but important qualitative aspects of the regime and how they are affecting prisoners/detainees, the suggestions contained in the booklet "Humanity in Prisons" are extremely helpful. It was written by Professor Andrew Coyle, a former prison governor and now Director of the International Centre for Prison Studies at Kings College, with IMBs and others with responsibility for the oversight of prisons in mind. Copies were circulated to Boards in 2004 but further copies can be obtained from the International Centre for Prison Studies (www.prisonstudies.org telephone: 0207 848 1922).

C.6 Are standards being met?

At intervals it can be helpful to go through the list in Paragraph B.3 to check the standards the prison/centre should be meeting under each heading and whether it is in fact doing so. Appropriate sections of the IMB Reference Book, AMIMB guide and the HMIP's Expectations will provide useful pointers as will the IND Operating Standards for IRCs. Where it has doubts about particular aspects of the regime the Board should make enquiries to satisfy itself that the prison is performing as it should and, where it still has concerns, to look into them more fully. As the Board has only limited resources of time and there are likely to be a number of issues needing further investigation the Board, under the Chair's guidance, should set realistic priorities and a timetable and then share the work between its members.

C.7 Evaluating the evidence on a regular basis

The Board ought to have a process for regularly evaluating the raw evidence – statistical, factual and anecdotal – it has accumulated, putting it together and asking itself what these many disparate pieces of information are telling them about the strengths and weaknesses of the prison/centre and its regime and how well it is measuring up to accepted standards. It should also, as the explanatory note published with the draft new prison/centre rule exhorts, step back from time to time and “look with clear and fresh eyes at the prisoner's or detainee's total experience of custody or detention ... and express, where it judges necessary or desirable, its commonsense opinion on the humanity and utility of the policies the establishment is obliged to follow.”

Guidance D – Dealing with the Media

D.1 Preparation of press release

- Decide the major story in the report which you want to highlight and which you feel will interest the public. Explain it simply and briefly in one paragraph. Give it an eye-catching headline and indicate where more detailed information can be found in the report.
- In subsequent paragraphs you can make a number of other short points which you believe will engage general readers, but try not to take more than one side of A4 for the entire release.
- *Most importantly*, at the end give the name and telephone number of a Board member who can be reached without delay for further information and the answers to questions.
- To emphasise IMB identity, use the IMB news release letter heading which can be downloaded from the IMB website.

D.2 Distribution

Draw up in advance a media circulation list with addresses (postal and e-mail) and telephone numbers for:

- Local press (including free sheets)
- Local radio
- Regional TV
- Magazines published locally and of a kind which might take up items in the release

Also remember to send the release and report to:

- Local MP and, where appropriate, local Assembly Member
- Public libraries

D.3 Press conference

If you have an item of news of exceptional importance and wide interest, you might consider calling a press conference. If you do, decide on a place convenient to the press at which to hold it, ensure timing fits in with media deadlines and give as much notice as possible. Have your press release ready for instant despatch to those that do not turn up.

NB. Remember that a press release and even more a press conference will lead to questions for your spokesman to answer, often on other issues relating to the prison/centre but not referred to in your report or press release.

D.4 Practical tips when invited to comment by media

The following suggestions may be useful when contacted, often at short notice, by the media, particularly radio or television.

- If called by the media, take a contact number that you can call back on or arrange a mutually convenient time for them to call back. Try to avoid ‘going straight into an interview’ – a little preparation time is invaluable and will certainly make you feel more comfortable.
- Make a few notes, with up to three main points YOU wish to include in the interview. These may amplify the main subject e.g. observations within your Annual Report, or they may be more general e.g. The role of the IMB is...
- Ensure you have a copy of the relevant document(s) to hand e.g. Annual Report.
- Think about the more contentious material within your report or items which have been in the news recently – they may not be relevant to the establishment you are monitoring but it will not stop the media asking you for comment anyway!

- Decide on any subjects/individual items which you are not prepared to speak about – usually because they are outside the IMB role or may be sensitive such as security matters, or concern a named individual. It would be appropriate to make the interviewer aware of these boundaries prior to recording the interview. If the questions should be directed to someone else, e.g. Governor, Director, Centre Manager, it would be helpful to have their contact details to hand.
- Keep to your own subject and your own boundaries, do not stray.
- Shorter rather than long answers are usually better and will lead you down fewer blind alleys.
- Take a deep breath, relax and make a start!
- When finished, check when and where the item is to be broadcast or published.

D.5 Further advice

For further advice call the Communications Team in the Secretariat on 0207 035 2265.

Guidance E – Forms To Assist The Recording & Collation of Information

This section contains model forms that, if completed throughout the year, will assist with the compilation of the Annual Report. Some Boards will have devised their own forms and if these continue to be used, they should be adjusted as necessary to ensure that all the information on the recommended forms is collected.

APPLICATIONS

Form (A) is devised to standardise the information recorded when taking applications. Its purpose is:

- to ensure prisoners/detainees easily recognise IMB forms wherever they are moved in the system;
- to assist in the preparation of the Annual Reports by categorising each application by means of the IMB national code set out in the accompanying matrix form (B);
- to identify diversity issues;
- to build a numerical file and create an audit trail.

Good Practice Usage

- When taking an application, record the details on the form (A) after speaking with the prisoner/detainee.
- File in numerical order on completion (date order may be impractical as some applications take a longer time to complete than others).
- Have a book to record name alphabetically and number (and/or wing location, code) to enable other members to identify if the prisoner/detainee has already contacted the IMB.
- Date, initial and put the reference number on the original application and file.
- Photocopy any written response and file.
- Update the matrix form (B) monthly so that trends by type of application become quickly apparent and the data can readily be incorporated in the Annual Report at the end of the year.