



**Independent Monitoring  
Board**

**HMP Bure**

**Annual Report**

**2009 – 2010**

**For the reporting period: 1<sup>st</sup> August 2009 to 31<sup>st</sup> July 2010**

## Prison operational from 30 November 2009

# SECTION 1

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## **SECTION 2**

### **STATUTORY STATEMENTS**

#### **INDEPENDENT MONITORING BOARD**

##### **HMP BURE**

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 a right of access to every prisoner and every part of the prison and also to the prison's records

# **INDEPENDENT MONITORING BOARD**

## **HMP BURE**

### **Diversity Statement**

The Independent Monitoring Board at HMP Bure is committed to an inclusive approach to diversity which encompasses and promotes greater interaction and understanding between people of differences including but not limited to race, religion, gender, nationality, sexuality, disability, age. We recognize that a fully inclusive approach to diversity must respond to differences that cut across social and cultural categories such as mental health, literacy and substance misuse.

The Board values this approach to diversity within its recruitment and Board Development practices to increase the repertoire of skills and awareness amongst its members of the diverse needs and perspectives of the population within HMP Bure.

All members of the Independent Monitoring Board at HMP Bure will undertake their duties in a manner that is accessible to everyone within the establishment. The Board will monitor to establish that the experiences and interaction between staff, prisoners and visitors is fair and without prejudice. Engaging diversity should enable all individuals to express their values, perspectives and beliefs without disrespecting or discriminating against others and that opportunities are open to all. Where this is not the case, the Board will alert appropriate authorities and individuals including the Governor, Senior Management, Area Manager and the Prisons Minister.

## **SECTION 3**

### **DESCRIPTION OF HMP BURE**

HMP Bure is a Category C prison accepting sentenced male sex offenders over the age of 21. The prison opened on the 30<sup>th</sup> November 2009. Operational Capacity is 523 as of the 22<sup>nd</sup> March 2010.

**The site consists of: -**

- A – F wing (six residential units)
- Healthcare Centre
- Segregation Unit
- Multifunction Building including gymnasium, programme delivery, and World Faith Room
- Learning Resources Centre

**Accommodation: -**

Comprises of mostly single cells however there are 4 cells in each of five of the residential suites that can be used as doubles. There is also 1 easy access cell on E and F wings. There are also Compact Based Drug Testing suites on each wing.

**Reception Criteria: -**

Normal reception arrangements apply. HMP Bure accepts adult male sex offenders – sentenced (Category C). Priority is given to East of England offenders although this cannot be guaranteed. Prior to April 2010 HMP Bure was unable to accept offenders IDTS/Methadone programmes.

**Regime: -**

The regime provides all those in the care of HMP Bure access to the following facilities: -

**Education: -**

Education is staffed by 14 full-time and 4 part-time teachers, through a well managed external contract. Within the establishment the education provision reflects an emphasis on basic Skills (Literacy and Numeracy), Key Work Skills, Social and Life Skills and IT. Other available courses include ESOL, Basic Food Hygiene, Basic First Aid, Health and Safety, NVQ Catering, Art and Craft and pre-release work programme.

**Workshops and Programmes: -**

HMP Bure provides vocational courses in multiskills, plumbing and electrics, industrial cleaning, painting and decorating, catering, horticulture and waste management. From April 2010 the delivery of accredited offender behaviour programmes commenced and these include Thinking skills Programme (TSP) and cognitive Skills Booster (CSB), as well as programmes specific to the offender population.

**Healthcare: -**

HMP Bure has a Type 2 Healthcare Centre status, covering 7 days a week between 08:00 and 20:00 Monday to Thursday and 08:00 to 17:00 Friday to Sunday. There is out of hour's medical support and an on call Healthcare manager system. Further details appear later in this report.

**Gymnasium and Sports: -**

HMP Bure has one gymnasium with programmes being staffed by a Senior Officer and initially 4 PE Officers which increased to 6 in April 2010. The gymnasium offers a range of accredited and recreational programmes.

**Faith and Religion: -**

Regarding Chaplaincy, the following groups have ministers/representation: Anglican, Roman Catholic, Jewish, Buddhist and Pagan religions. There is one large multi-faith room which is located in the Multifunction Building, which was opened in March 2010. Services are held as follows:

Friday – Muslim prayers; Saturday – RC Mass; Sunday – C of E / Free service; Thursdays' – Buddhist meeting and a monthly Pagan and Sikh meeting.

**Drug Strategy: -**

Offenders with a drug problem are identified at various stages – at the initial healthcare screening; on the induction programme; by CARAT assessment; by random mandatory drug testing; by self referral; or on receipt of previous medical records.

Arrangements can be made for detoxification, drug rehabilitation, treatment, education, CARAT assessment and Blood Borne Virus (BBV) advice and support. Places are funded utilising the CBDT programmes (available across the establishment).

An area strategy has been devised so that HMP Bure has outgoing transfer arrangements (with HMP Norwich) for those offenders who require detoxification or inpatient care. Norfolk Community Health & Care (NCH&C) is contracted to provide health promotion around the harm minimisation agenda (BBV). The establishment is represented on the local Drugs Alcohol Action Team (DAAT) and is also involved in community work. Community drugs agencies such as the Drug Intervention Programmes (DIP) in Norfolk and Suffolk are part of the Drug Strategy Team.

## **SECTION 4**

### **EXECUTIVE SUMMARY**

#### **ITEMS REQUIRING RESPONSES**

##### **FROM THE MINISTER: -**

Elderly / disabled offenders

Given the designated status of HMP Bure there are a very significant number of elderly and disabled offenders. The Board is concerned that in-cell and other facilities for such offenders is inappropriate in many cases, and asks the Minister to look carefully at such provision with a view to some urgent improvements, particularly in the area of shower facilities where accidents have occurred.

##### **FROM THE DIRECTOR OF OFFENDER MANAGEMENT: -**

Proposed new accommodation facility for 100+ new offenders

Given the concerns over elderly / disabled offenders highlighted to the Minister, the Board asks that improved facilities are provided in this new accommodation to reflect the significant number of such offenders at HMP Bure.

##### **FROM THE GOVERNOR: -**

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### (i) Prisoner Mail

Apart from property issues the Board has received more applications on prisoner mail than on any other single matter.

There has often been considerable delay within the prison over mail delivery and, given the importance of letters from families to offenders, the Board asks that efforts are made to reduce delays wherever possible.

### (ii) Education Provision

The Board asks that consideration be given to the provision of more courses above Level 2, given that many offenders have the intellectual capacity to tackle and succeed in more advanced programmes.

### (iii) Healthcare

Whilst the Board is not asking the Governor for action at this stage, it is to be hoped that the new provider (Serco) will maintain and improve existing provision.

## **SECTION 5**

### **AREAS THAT MUST BE REPORTED ON**

#### **5.1 DIVERSITY**

Thus far issues of Diversity have been actioned and monitored through the Race Equality Action Team.

All staff are being made aware of their responsibilities with regard to race equality, ensuring compliance with all relevant instructions, Orders and Standards. REAT oversees the handling of any racist incident report forms and relevant complaints; monitors data, including areas covered by KPT's, collates and disseminates good practice from both the wider Prison Service and external organisations, and ensures that staff and offenders are appropriately trained in diversity issues.

#### **5.2 LEARNING AND SKILLS**

The provision and quality of learning programmes has been very encouraging in the first few months of the arrival of offenders in the prison.

A wide range of curriculum choice is already available and on the whole offenders' perceptions and attitudes are very positive. When visiting the Education Resource Centre it is pleasing to note the professionalism and

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commitment of the staff and their interaction with offenders. The Library facilities are very good and well used, with good use being made of wide-ranging IT hardware and software. Talking with offenders reveals generally positive responses and, even though some find the work challenging, most seem keen to make the best use of the opportunities on offer.

Vocational opportunities are being given a high priority by the Head of Learning & Skills and his teams. Here the provision of a fully equipped hair salon is particularly worthy of note, and the inevitable close physical contact between offenders and staff is managed with mutual respect by all concerned.

The PE department have taken on the Toe by Toe reading programme and progress here has been very encouraging. A good number of committed mentors have come forward to work with mentees to follow the scheme which has moved forward.

Forthcoming budgetary constraints may well impact on some aspects of service delivery. However courses should not be affected although a potential freeze on recruitment of specialists may cause some difficulties. Where offenders' needs can not be met fully at HMP Bure it is planned to transfer them to establishments where that will be possible, although that is not by any means an ideal solution.

Having seen the successful and well developed programmes on offer in a long established similar prison, it is pleasing to record the progress made at HMP Bure in a few short months, although there is a need to create more opportunities for learning and employment so that all offenders have the chance to become involved.

Hopefully the inspection of provision in September 2010 will support the progress made, and it will be interesting to report hopefully continued development despite certain budgetary constraints, in the next Annual Report.

### **5.3 HEALTHCARE AND MENTAL HEALTH**

HMP Bure has Type 2 Healthcare funded by the Norfolk Primary Care Trust covering 7 days a week between 08:00 and 20:00 Monday to Thursday and 08:00 to 17:30 Friday to Sunday. There is also 'out of hours' medical support and an on call Healthcare manager.

The current Healthcare staff are: -

- \* 1.0 wte Head of Healthcare

- \* 1.0 wte Band 7 Nurse (Primary care)
- \* 4.0 wte Band 6 Nurses
- \* 2.0 wte Band 5 Nurses
- \* 3.0 wte Healthcare Assistants
- \* 0.4 wte Band 7 Pharmacist
- \* 2.0 wte Band 4 Pharmacy Technicians
- \* 1.0 PA / Office Manager
- \* 1 wte Administration Support Member

- There are weekly sessions provided by the Community Dental team.
- Monthly sessions are provided by the Optician and GUM Service, with Chiropody also available as required.
- A Physiotherapist comes in every two weeks.
- HMP Bure has a GP Service for 3 sessions a week.
- The prison has its own pharmacy although medication is supplied from HMP Norwich.

Generally the offenders feel that they are provided with a good level of healthcare when questioned in a questionnaire. However there are some small problems. Most of these were during the initial setting up period and most of these have been resolved.

There is still a long wait to see the dentist, optician, physiotherapist, and smoking cessation. There has also been a delay in the provision of medication, because of a problem with the supplier.

Because of the late decision that HMP Bure should be a prison for sex offenders and the lack of recognition that this category of offender would be older than the rest of the prison population there is scant provision for the significant number of elderly men. Three cells for the disabled is inadequate, the showers are totally unsuitable and unsafe for people with mobility problems with high steps, poor grips and a lack of drainage for water.

## **5.4 SAFER CUSTODY**

There are two interrelated parts of 'Safer Custody,' namely 'Suicide Prevention' and 'Violence Reduction.'

The purpose of the former is: -

- To reduce the risk of suicide or self-harm within the prison environment, and to learn from any such incidents should they occur.
- To contribute to the promotion of a safe and healthy prison environment for all who live and work here.

- To promote and uphold the National Policy on Suicide Prevention.
- To promote multi-disciplinary and multi-agency information sharing approaches to the reduction of self-harm and the management of individuals who self-harm while in custody.
- To establish offender representatives perceptions on safer custody issues.

The purpose of the latter is: -

- To promote a safe and healthy prison environment.
- To foster a culture of non-violence.
- To contribute to a safe society to establish offender representative's perspectives on the safety of those held within the establishment.

During the time that the prison has been open the aims of both have been met, as evidenced by the relatively low incidence of self harm; the number of ACCT documents opened and the very low use of 'Perpetrator Intervention Plans' and 'Victim Support Packs.' It also has to be noted the Care and Separation Unit is used fairly infrequently.

On release from HMP Bure 44 Offenders completed a violence reduction survey and 66% felt that there was less bullying at HMP Bure than other prisons they had been to with 18% feeling that it was the same as other prisons.

## **5.5 CARE AND SEPARATION UNIT**

The Care and Separation Unit [also known as the Segregation Unit or colloquially "The Seg'"] is governed and run under the rules contained in Prison Service Order [PSO] 1700, which has recently been rewritten and makes clear: -

'Prisoners are only held in the segregation unit under the proper authority: -

- Prison Rule 45 (Young Offenders Institution (YOI) Rule 49) – Good Order Or Discipline
- Prison Rule 45 (YOI Rule 49) – Own Protection (Own Interest)
- Prison Rule 46 – Close Supervision Centre of a prison
- Prison Rule 53(4) (YOI Rule 58(4)) – Prisoner awaiting adjudication
- Prison Rule 55(e) (YOI Rule 60(f)) – Cellular confinement (not permitted for juvenile trainees).

The given purpose is that: 'Prisoners are only segregated for reasons of Good

Order or Discipline when there are reasonable grounds for believing that the prisoner's behaviour is likely to be so disruptive or cause disruption that keeping the prisoner on ordinary location is unsafe'.

In a paper written in July 2009, [*A Prison within a Prison*], which was derived from a review of the segregation sections of the 25 IMB Annual Reports submitted from prisons with segregation units between January and March 2009, the main findings related to: -

1. Staffing and Security in the Segregation Units
2. Cellular Confinement, special accommodation and mechanical restraint
3. Boards not being informed within 24 hours of admission of a prisoner
4. Whether Boards are able to communicate freely with each prisoner
5. The fair conduct of Reviews

At HMP Bure the situation relating to these five criteria are: -

1. The staff in the CSU are exemplary and the Unit is well managed by professional and dedicated staff who relate appropriately and humanely to the needs of the offenders, with the aim of returning them to their normal location at the earliest possible opportunity.
2. The cellular confinement is used sparingly and during the period covered by this report neither special accommodation nor mechanical restraints have been used.
3. The Board has always been informed within the timeframe of an offenders move to the CSU and also of the imminent review, usually via the IMB Clerk.
4. The Board has always been able to communicate freely with all offenders held in the CSU, whether there for cellular confinement or awaiting adjudication.
5. The reviews are carried out in accordance with the laid down procedures, with all parties in attendance and all paperwork correctly completed.

During the period covered by this report [1<sup>st</sup> November 2009 to 31<sup>st</sup> July 2010] there have been approximately 210 adjudications, of which approximately 120 have been adjourned for either the presence of the Reporting Officer or for the offender to obtain legal advice. [It is not possible to give exact figures for this year because of the method of 'capturing' the data has altered during the period]. However, in the light of these figures it can be seen that the

offenders on adjudication have every opportunity for a fair hearing, also borne out by the very few appeals to outside agencies and the very low number of successful appeals.

Although there have been approximately 210 adjudications, over 20% can be attributed to only approximately 5 offenders.

During the reporting period the CSU has, by comparison with other establishments, been used fairly infrequently. However it is noticeable that during the final quarter covered by this report that the usage has risen, in line with the rise in the establishment population.

## **SECTION 6**

### **OTHER AREAS OF THE PRISON**

#### **6.1 ADJUDICATIONS**

- The Board has regularly monitored Governors' and Independent Adjudications.
- Procedures have been correctly followed and the outcomes have been fair and appropriate
- The Adjudicating Governors meet quarterly to review tariffs, the system, and to monitor diversity trends.

#### **6.2 ASSOCIATION**

- The Board was concerned that there have been a few occasions when association has had to be delayed due to reconciliation of offender numbers taking far longer than was deemed appropriate. These problems now seem to have been rectified.

## **6.3 AUDIT DEPARTMENT**

A full report under this heading will be included in the next Annual Report.

## **6.4 CANTEEN**

- The Board has attended the quarterly meetings of the Canteen and Facilities group meetings and received minutes
- The Board has been disappointed that there have been many contractual issues with the supplier DHL/Booker
- Refunds from DHL/Booker are giving cause for concern, but the staff are continuously working to resolve issues

## **6.5 CHAPLAINCY**

The chaplaincy team at HMP Bure are now fully operational and currently comprise there are six Chaplains representing the following denominations:

-

Anglican Chaplain + Co-ordinating Chaplain  
Catholic Chaplain + Deputy Co-ordinating Chaplain  
Anglican Chaplain  
Buddhist Chaplain  
Jewish Chaplain  
Pagan Chaplain  
Quaker Chaplain

An Imam is in the course of being appointed and there will be a Sikh Chaplain appointed as soon as possible.

The Chaplaincy Team is now operating in the 'Drop-in Centre' between 11:30 and 12:00 each Monday and Thursday.

For the current year the budget for the Chaplaincy is 'very limited and challenging.' There is a shortage of one full time member of staff.

Finally, more Prison Visitors are needed and one of the Chaplaincy team will contact the local churches – especially in North Walsham.

## **6.6 CLOTHING EXCHANGE**

The Board has no concerns in this area.

## **6.7 CORRESPONDENCE**

All mail is handled at Newton House which is located a short distance from the actual prison.

There have been numerous complaints from offenders regarding the delay with both incoming and outgoing mail.

At weekends, the staff that normally work in the mailroom are often required to help supervise visits hence at the beginning of the week there is a backlog.

Earlier in the year all offenders were given a new identification number which caused some temporary delays whilst letters were still being addressed using the old numbers and new numbers had to be “look up” before any security checks could be done.

At the end of the reporting year there are plans to move the mailroom to a building immediately outside the prison main gate as the Senior Management Team felt that the situation would improve if managers paid more regular visits.

## **6.8 DRUG STRATEGY**

This area will be covered in detail in the next Annual Report and will cover: -

IDTS  
CARATS  
Substance Misuse  
Drug Supply Reduction

## **6.9 FOREIGN NATIONALS**

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The Board have no concerns regarding this area of reporting.

## **6.10 GYMNASIUM**

The gymnasium staff seem to be enthusiastic about their role in improving the health of the offenders at HMP Bure. Apart from the regular gymnasium and exercise sessions in a well equipped gymnasium, they have developed for those that are overweight and unfit with a 'Walking Club' (a quarter of a mile around the exercise area). There is also an 'Over 60's Club' recently established where the offenders taking part can do anything from playing cards to indoor bowls on indoor mats. Provision of exercise for all abilities is a role which is continuing to be developed in other areas for those with disabilities.

## **6.11 HEALTH AND SAFETY**

In the early months of the prisons' operations there have been 35 reported accidents (24 staff and 11 offenders) ranging from minor cuts to bruising.

Hand cleansing stations are being installed and first aid training is being increased.

Audits for Health and Safety are being undertaken, leading to development of appropriate action plans.

## **6.12 INCENTIVES AND EARNED PRIVILEGES (IEP)**

The Board has no concerns about IEP reviews

## **6.13 KITCHEN**

- The organisation, standard and delivery of food has been generally good. A five week menu cycle is in operation and prisoners are offered a choice of six meals at both lunch time and for the evening meal. The menu choice has been varied and has reflected the cultural diversity of the prison population. Healthy options, Halal and vegetarian meals have been clearly indicated on the pre-select menu

- The food comment books available for prisoners on all of the serveries in the six wings have contained many comments. These comments, in the main, have been positive and it has been noted that all comments receive replies from the catering staff.
- Board members regularly sample the food and find it to be of good quality
- Food produced during Ramadan, Eid Celebrations and over Christmas and New Year was of a good standard.
- Special thermos containers were provided for Muslims breaking fast when the serveries were closed
- The Board is concerned that prisoners are required to eat meals in a cell containing a toilet [in common with most other establishments).

## **6.14 MAINTENANCE DEPARTMENT**

The Maintenance Department is mainly concerned with 'righting wrongs' left by the contractors in April 2010 when 'Phase 2' was completed, as well as undertaking the day to day maintenance defects that arise.

## **6.15 MANDATORY DRUG TESTING (MDT)**

This area will be covered in detail in the next Annual Report.

## **6.16 OFFENDER MANAGEMENT UNIT (OMU)**

This area will be covered in detail in the next Annual Report.

## **6.17 OBSERVATION, CLASSIFICATION & ALLOCATION (OCA)**

This area will be covered in detail in the next Annual Report.

## **6.18 OFFENDER ASSESSMENT SYSTEM (OASys)**

This area will be covered in detail in the next Annual Report.

## **6.19 OFFENDER COMPLAINTS**

- As a 'first port of call' many offenders are now using the 'Drop in Centre' which is in the Multifunction Building. This is open during association time and offenders are able to have their complaints and concerns dealt with in a short space of time.
- The Board is pleased to note that the complaint system has been generally well used. However, some offenders have been reluctant to use the system, preferring to approach the Board in the first instance. Where this has happened the offenders have been asked to go through the correct procedure to give the prison a chance to deal with the complaint.
- There does not seem to be any reluctance by offenders in using the complaints procedure.

## **6.20 OFFENDERS' PROPERTY**

- The Board received 43 applications concerning property during the reporting period.
- Complaints about property have, in many instances, been related to other establishments

## **6.21 OFFENDER REPRESENTATIVE FORUMS**

These provide both staff and offenders with a structured group in which to discuss issues which affect all who live and work within the prison. Discussions take place in a relaxed and proactive manner, thus contributing to a safe and orderly environment. These groups are proving very useful in resolving many issues, thereby avoiding the need for offenders to use the complaints and applications process.

Within Healthcare the Offender Forum is developing well and is now firmly embedded. Offenders involved are a stable group; they communicate well and are prepared to develop their role as Health Advisors. Apart from the waiting times for some services and facilities, they appreciate the standard of healthcare they receive and feel that they can instigate changes for the better.

## **6.22 POLICE INTELLIGENCE OFFICER (PIO)**

This area will be covered in detail in the next Annual Report.

## **6.23 PROBATION**

This area will be covered in detail in the next Annual Report.

## **6.24 PUBLIC PROTECTION**

This area will be covered in detail in the next Annual Report.

## **6.25 RECEPTION**

- During the period of reporting the Reception staff have been working to capacity. The prison opened on the 30<sup>th</sup> November 2009 and between then and the end of April 2010 saw the arrival of 523 offenders.
- Since the end of April there have been a number of moves both in and out of the prison, but by and large the population is now stable.

## **6.26 RESETTLEMENT**

This committee is chaired by the Head of Offender Management and is attended by representatives from the following departments: -

Head of Learning & Skills' Senior Probation Officer, Drug Strategy Manager, Resettlement Co-ordinator, NACRO Housing Worker, Mental Health Team, CARATS Manager, PE Senior Manager, Co-ordinating Chaplain, Ormiston Centre Manager, CAB and IMB.

This is a dedicated committee, which places a great deal of importance and considerable commitment to the resettlement process.

To the end of the reporting year 63 offenders have been released.

During the same period 63 offenders have been released into accommodation, which equates to 100% of the target.

Resettlement into education and training: the target to ensure that offenders have been discharged into education and training on release is 20%. To the end of the reporting year 4 have been released into education and training equating to 6.25% of the target.

Resettlement into employment: the target to ensure that offenders have been discharged into employment on release is 15%. To the end of the reporting year 2 have been released into employment equating to 3.17% of the target.

All members of the committee appear to work hard to improve the education / training / employment statistics. However, because of the nature of the offences of offenders at HMP Bure, there have been problems with releasing offenders into employment, despite Offender management Unit (OMU) involvement in providing training courses relevant to the local area.

A further impact on releasing offenders into education / training / employment is caused because of the higher risk of re-offending, which requires a greater level of surveillance required on discharge.

## **6.27 SECURITY**

- Prisoner movement around the prison is by freeform, this has so far proved successful, and is popular with staff and offenders.

- Intelligence staff: -

  - 1 Executive Officer

  - 2 Senior Officers

  - 1 Pin Phone Clerk

  - 3 dog handlers

- Monthly meetings are chaired by the Deputy Governor.

- At Reception offenders are searched initially by dog and wand then followed by a full search including the Bos chair which will alert staff to mobile telephones or SIM cards being attempted to be smuggled into the prison internally.

- Visitors are searched by wand, rub down and dog. Problems of the dogs actually coming into contact with visitors are being resolved. There have been a small number of dog indications on visitors, but nothing found.

- Many initial security issues were resolved when the contractors left the site, however with the prospect of new building work possibly starting in the future it is likely that they will again pose a problem for the security team.

- A consistent high number of Security Intelligence Reports (SIR's) are received – about 200 a month, showing a security aware staff, most of these concerning correspondence or pin phone issues.
- There have been no escape attempts during this period of reporting.
- Cell searching is performed on a rota per wing with 14 cells searched each month. This has resulted in 1 drug find and several “hooch” finds the latter being in association areas or showers and not cells. 2 mobile phones / SIM cards have been found during cell searches.
- During the reporting period there were 102 offenders on full monitoring of post and telephone calls and this high number is stretching staff resources.

## 6.28 SENIOR MANAGEMENT TEAM

- The Senior Management Team comprises: -

Governor	Deputy Governor
Head of Interventions	Head of Resettlement
Head of Indeterminate Sentences	Head of Learning and Skills
Education Manager	Head of Security and Operations
Head of Intelligence	Head of Residential
Head of Business Performance	Head of business Change
Finance Business Partner	Head of Estates
Head of healthcare	

- The SMT has remained constant, with many of the team responsible for the devising and setting up of the layout and working practices of the prison from its inception.

## 6.29 STAFF TRAINING AND HUMAN RESOURCES

- Before the opening of the prison a great deal of training of all staff took place, which placed a great burden on the Training and Human Resources staff. It was fortunate that they had the use of a number of the old Royal Air Force buildings to use for training purposes.

## 6.30 VISITS

The Visitor Centre at HMP Bure is run by the Ormiston Trust.

Up to 40 visits can take place during each session.

When the prison first opened, social visits were only allowed on Saturdays and Sundays but recently visits have started to take place on Fridays, a direct result of the increase in offender numbers which has now reached its Operational Capacity .

Refreshments can only be obtained from vending machines, which have led to many complaints. There are no 'Healthy Options,' only chocolate, crisps and sweets available whereas many visitors would prefer sandwiches and fresh fruit.

The vending machines often run out, leaving visitors no way of purchasing a drink.

Drinks from the machines are expensive, taste dreadful and sometimes come out cold even when they are supposed to be hot.

There are 46 seats available for visitors in the visitor centre and an area for children to play. Lockers are provided for secure storage of valuables whilst a visitor is inside the prison. More seating would be ideal because at busy times a lot of visitors have to stand while waiting to be called into the prison.

Plenty of leaflets and posters are displayed in the visitor centre giving information on every aspect of visiting somebody in prison. The staff and volunteers are also extremely helpful and friendly.

The new system for the issue of Visits Orders (VO's) is causing some confusion with offenders not understanding the procedure for making sure their visitors receive the VO's in time to book a visit. Much has been done inside the prison to educate offenders as to the time scales involved in the new system.

Legal visits take place in the main visits hall rather than in the privacy of small individual rooms. Offenders feel that conversations between themselves and their solicitor can be overheard by other offenders who also have a legal visit as well as staff on duty in the hall.

## **SECTION 7**

### **THE WORK OF THE IMB**

An initial Board was established, with an appointed Chair and Vice-Chair, from experienced members at HMP's Norwich, Wayland and Littlehey. Regular meetings were held during the months before the prison was opened, and the Board was given regular updates during the building process.

Since that time further members have been recruited, including some who have transferred from other prisons.

This initial report is essentially 'work in progress,' given that the first offenders did not arrive until the 30<sup>th</sup> November 2009, and it is the Boards intention to report in greater depth in its next report towards the end of 2011.

## **7.1 RECRUITMENT & BOARD DEVELOPMENT**

The Board is pleased to report:

- The Board interviewed five candidates in June 2009 and made recommendations to the Minister. Four were appointed in September 2009. Two of those members regrettably had to leave the Board for health and personal reasons and the other two are due to complete their probation period in December 2010.
- During the year four members attended the 'Foundation Course' training
- The Board Development Officer attended a BDO's course in December 2009
- Five members of the Board went on a visit to HMP Whatton and came away with many suggestions of best practice and ideas for ensuring better monitoring at our own establishment.
- The Annual Team Performance Review is not due to be conducted until February 2011.
- Currently there are 9 Board members. A recruitment campaign will have to be undertaken in the coming months.

## **7.2 BOARD STATISTICS**

**2009/10**

*Monitoring fairness and respect for people in custody*

Recommended Complement of Board Members	<b>12</b>
Number of Board members at the start of the reporting period	<b>6</b>
Number of Board members at the end of the reporting period	<b>9</b>
Number of new members joining within the reporting period	<b>6</b>
Number of members leaving within reporting period	<b>3</b>
Total number of Board meetings during the reporting period	<b>13</b>
Average number of attendances at Board Meetings during the reporting period	<b>8</b>
Number of attendances at meetings other than Board meetings	<b>56</b>
Total number of visits to the prison (including all meetings)	<b>326</b>
Total number of applications received	<b>215</b>
Total number of segregation reviews held	<b>9</b>
Total number of segregation reviews attended	<b>6</b>

## **APPLICATIONS**

## RECEIVED BY THE IMB ANNUALLY

Code	Subject	2009/10	2010/11	2011/12	2012/13
A	Accommodation	01			
B	Adjudications	03			
C	Diversity related	00			
D	Education/employment/training	05			
E	Family/visits	11			
F	Food/kitchen related	09			
G	Health related	13			
H	Property	43			
I	Sentence related	00			
J	Staff/offender/detainee related	00			
K	Transfers	08			
L	Miscellaneous	42			
	Bullying	05			
	Correspondence	20			
	Employment	12			
	IEP	13			
	Housing	03			
	Immigration	02			
	Legal	04			
	Other prisons	09			
	Recategorisation	03			
	Regime	02			
	Smoking	00			
	Telephones	07			
	<b>Total number of applications</b>	<b>215</b>			

- The small number of applications relating to 'Accommodation' reflects the new build. Where these have been received they have related to unsuitable

because an offenders specific problem e.g. Too tall for the fixed bed, necessitating work to be carried out by the maintenance department.

- The figure for 'Bullying' is accounted for by one offender who had many mental health issues and is no longer at HMP Bure.
- The 'Property' issues mainly relate to property 'lost' at other establishments. There have been a number of applications relating to items in 'stored property' not being allowed as 'in-cell' property. These issues have, in the main now been clarified.
- The applications relating to 'Telephones' concerns 'pin numbers' and the telephone numbers stored. In a number of cases, because of the nature of the offence some numbers previously recorded were not allowed on transfer to HMP Bure.

### RECEIVED BY THE IMB MONTHLY FOR 2009/10

Month	No. of Applications
August	00
September	00
October	00
November	00
December	08
January	24
February	35
March	14
April	23
May	12
June	56
July	43
<b>TOTAL</b>	<b>215</b>

- The higher figures for the last few months reflect the final transfers into HMP Bure and it is expected that these will once again reduce in the coming months.

## SECTION 8

### GLOSSARY OF PRISON RELATED ACRONYMS USED

AA	Administration Assistant
AA	Alcoholics Anonymous
ABH	Actual Bodily Harm
ACCT	Assessment, Care in Custody Teamwork Programme
ACR	Automatic Conditional Release
AFC	Accommodation Fabric Check
AO	Administration Officer
APD	Approved Parole Date
ARD	Automatic Release Date
ART	Anger Replacement Therapy
AWOL	Absent Without Leave
B/F	Brought Forward
BME	Black and Minority Ethnic
BP	Business Plan
C&R	Control and Restraint
CALM	Anger/Emotional Management Course
CARATs	Counselling, Assessment, Referral, Advice and Through-Care Services
CBT	Computer Based Training
CC	Cellular Confinement
CCTV	Closed Circuit Television
CED	Custody End Date
CES	Clothing Exchange Store
CHIS	Covert Human Intelligence Source
CID	Critical Incident Debrief
CJA	Criminal Justice Act
CJIP	Criminal Justice Interventions Programme
CJS	Criminal Justice System
CNA	Certified Nominal Accommodation
COACD	Court of Appeal Criminal Division
Comms	Communications Room
COSHH	Control of Substances Hazardous to Health
CPS	Crown Prosecution Service
CQF	Competency and Qualities Framework
CRD	Conditional Release Date
CRE	Commission for Racial Equality
CSRA	Cell Sharing Risk Assessment

CSU	Care and Separation Unit
DAT	Drug Action Team
DCR	Discretionary Conditional Release
DFB1	Discharge Report Forms
DG	Director General
DIP	Drug Intervention Programme
DLO	Disability Liaison Officer
DOM	Director of Offender Management
DSU	Drug Strategy Unit
DTO	Detention and Training Order
DWP	Department for Work and pensions
E List	Escape List
ECHR	European Commission for Human Rights
ECL	Early Conditional Release
ECR	Emergency Control Room
EDP	Establishment Delivery Plan
EDS	Supplier of Prison Service Computers and IT support
EMM	Executive Management Meeting
EO	Executive Officer
ERRS	Early Release and Recall section
ERS	Early Removal Scheme
ESPP	Extended Sentence for Public Protection
ETE	Employment Training Education
ETS	Enhanced Thinking Skills
FFE	Fixtures Fittings and Equipment
FMB	Functional Mailbox
FNP	Foreign National Prisoner
FTC	Foundation Training Company
FTR	Fixed Term Recall
GALIPS	Gay, Lesbian, Bisexual and Transgender Support Group for Staff
GBH	Grievous Bodily Harm
GNTS	Governors Notice to Staff
GO	Governors Order
GOOD	Good Order Or Discipline
H&S	Health and Safety
HDC	Home Detention Curfew
HMCIP	Her Majesty's Chief Inspector of Prisons
HONs	Home Office Notices
HR	Human Resources
HRBP	Human Resource Business Partner
HSE	Health and Safety Executive
HSMTPA	Harassment Measures Apply
I/C	In Charge

IAG	Information, Advice and Guidance
IDS	Intensive Development Scheme
IDTS	Integrated Drug Treatment System
IEP	Incentive and Earned Privilege Scheme
iiP	Investors in People
IIS	Inmate Information System
ILP	Individual Learning Plan
IMB	Independent Monitoring Board (used to be BOV)
IMR	Inmates Medical Record
IOCCO	Interception of Communications Commissioners Office
IPP	Imprisonment for Public Protection
IPV	Inter Prison Visit
IRMT	Interdepartmental Risk Management Team
IRS	Incident Reporting System
ISP	Initial Sentence Plan
ISPP	Indeterminate Sentence for Public Protection
JC+	Job Centre Plus
JIRPA	Joint Industrial Relations Procedural Agreement
JSAC	Job Simulation Assessment Centre
KPI	Key Performance Indicator
KPT	Key Performance Target
LBBs	Locks Bolts and Bars
LED	Licence Expiry Date
LIDS	Local Inmate Database System
LLS	Local Learning Suite
LOA	Loss of Association
LR	Licence Recall
LSP	Life Sentence Plan
LSS	Local Security Strategy
MALRAP	Multi-Agency Lifer Risk Assessment panel
MAPPA	Multi - Agency Public Protection Arrangements
MDT	Mandatory Drug Testing
MIS	Mercury Intelligence System
MISaR	Managing Indeterminate Sentences and Risk
MOE	Method of Entry
MOJ	Ministry of Justice
MQPL	Managing Quality of Prisoner's Life
MSL	Minimum Staffing Levels
MSSU	Management Selection and Succession Unit
NACRO	National Association for the Care and Resettlement of Offenders
NAOPV	National Association of Prison Visitors
NAU	National Audits Unit
NDPDU	National Drug Programme Delivery Unit

NFA	No Fixed Abode
NFR	Not for Release
NOMS	National Offender Management System
NOMSMB	National Offender Manager Service Management Board
NPD	Non Parole date
NSF	National Security Framework
NTRG	National Tactical Response Group
NTS	Notice to staff
NVQ	National Vocational Qualification
O/S	Outside
OASLOR	OASys Level of Risk
OASys	Offender Assessment System
OBP	Offending Behaviour Programme
OCA	Observation, Categorisation and Allocation
OMU	Offender Management Unit
Op. Cap	Operational Capacity
OSG	Operational Support Grade
PABX	Private Automatic Branch Exchange (IT and Telephony server room)
PACE	Police and Criminal Evidence Act 1984
PAI	Performance Against Improvement
PAS	Performance Against Standard
P-ASRO	Prisoner Addressing Substance Related Offending Behaviour Programme
PAT	Performance Against Target
PAT	Portable Appliance Testing
PCS	Public and Commercial Services Union
PCSPS	Principal Civil Service Pension Scheme
PCT	Primary Care Trust
PE	Physical Education
PED	Parole Eligibility Date
PEI	Physical Education Instructor
PEP	Performance and Efficiency Programme
PER	Prisoner Escort Record
PGA	Prison Governors Association
PIDS	Perimeter Intruder Detection System
PIP	Performance Improvement Planning
PLO	Police Liaison Officer
P-NOMIS	Prison National Offender Management Information System
PO	Principal Officer
POA	Prison Officers Association
POELT	Prison Officer Entry Level Training
PP	Public Protection
PPO	Persistent and Prolific Offender
PPR	Post Programme Report

Pre-cons	Previous Convictions
PRRD	Post Recall Release date
PSI	Prison Service Instruction
Psimon	Prison Service Information Monitoring System
PSJ	Prison Service Journal
PSMB	Prison Service Management Board
PSN	Prison Service News
PSO	Prison Service Order
PSR	Pre Sentence Report
PSTUS	Prison Service Trade Union Side
QPC	Quantum Principal Contact
R2CHA	Risk to Children
RAPt	Rehabilitation for Addicted Prisoners trust
REAT	Race Equality Action Team
REO	Race Equality Officer
RFI	Request for Information
RO	Reporting Officer
ROM	Regional Offender Manager
ROTL	Release on Temporary Licence
RRLO	Race Relations Liaison Officer
SAU	Standard Audits Unit
SBC	Specification Benchmarking and Costing
SDA	Service Delivery Agreement
SDP	Short Duration (Drug Treatment) Programme
SED	Sentence Expiry Date
SIR	Security Information Report
SLA	Service Level Agreement
SMART	Specific, Measurable, Achievable, Realistic, Time bound
SMT	Senior Management Team
SO	Senior Officer
SOR	Sex Offenders Register
SOREG	Sex Offender Register
SOTP	Sex Offender Treatment Programme
SPAR	Staff Planning and Records
SPDR	Staff Performance and Development Record
SPG	Strategy and Performance Group
SPO	Senior Probation Officer
SSC	Shared Service Centre
STORM	Skills Training on Suicide Risk Management
T&D	Training and Development
T&S	Travel and Subsistence
TADA	Taking and Driving Away
TOIL	Time Off In Lieu

TSS	Technical Support Services
TWOC	Taking Without Owners Consent
UAL	Unlawfully at Large
VDT	Voluntary Drug Testing
ViSOR	Violent and Sex Offender Register
VO	Visiting Order
VPN	Virtual Private Network
WfM	Workforce Modernisation
WRVS	Women's Royal Voluntary Service
YO	Young Offender
YOI	Young Offender Institution