



**INDEPENDENT
MONITORING BOARD
HMYOI ROCHESTER**

**ANNUAL REPORT
2009-10**

Section 1

STATUTORY ROLE OF THE IMB

The Prisons Act 1952 requires every prison to be monitored by an independent Board appointed by the Secretary of State from members of the community in which the prison 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.

Section 2

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Section 3

DESCRIPTION OF THE PRISON

HMYOI Rochester was originally built as a prison in 1874 on a former military site above the Medway River. It was extensively rebuilt in the early years of the 20th century as the Borstal Institution, taking its title from an adjacent village. Its pioneering methods in dealing with young men and boys were used as a model for the creation of other Borstal Institutions which were given statutory authority in 1908 and lasted until their abolition in 1983, when Rochester converted to a youth custody centre.

In 1988 the prison changed its role to operate as remand centre for the Kent courts and sentenced category C and D adult males. Further changes to its role resulted in a mixed site holding immigration detainees, a resettlement unit for adult male prisoners at the end of their sentences and a remand and allocation centre for under 21 year old males. In January 2002 Rochester re-rolled to a dedicated site for sentenced young men up to the age of 21. The objectives of the prison are to hold prisoners securely and safely, and to provide a well-ordered establishment where prisoners are treated humanely and with decency and ultimately to reduce the risk of prisoners re-offending.

The accommodation is of a mixture of single and double cells contained in 3 Victorian style wings and a further 2 residential units in the “old” site, with a further 4 wings in the “new” site; there is also a Segregation Unit. The First Night Unit and Induction wing are located in the “old” site, with a resettlement unit located in the “new” site. The operational capacity rose to 756 convicted young offenders, with most serving a sentence of less than 5 years. However the closure of the First Night Unit (A wing) in mid-year reduced operational capacity to 724.

The regime at Rochester is designed to give prisoners training through a structured sentence plan. Opportunities exist for education and work placements, with the emphasis given to resettlement. Education is encouraged on a full or part time basis. Training is offered across a wide range of industries and activities. These include industrial cleaning, computing, recycling, crafts, contract services and hairdressing. The kitchen and gymnasium also run courses. Many of the activities offer recognised qualifications.

Physical well-being is catered for through physical education at a well run gymnasium, offering competitive and recreational activities.

Support for prisoners is available from the probation team, healthcare team, and chaplaincy, as well as community support from external organisations.

Section 4

EXECUTIVE SUMMARY

4.1 ISSUES REQUIRING A RESPONSE - OPERATIONAL

4.1.1 Population Turnover (the “Churn Rate”)

It is heartening to note that the average length of stay has shown a welcome increase for around 19 weeks to some 21 weeks. Despite this, the Board considers that the population turnover remains at too high a level, and continues to render it almost impossible for the Institution to meaningfully address offending behaviour for all the prisoners passing through the gates. As it has for the last three years, the Board seeks an assurance that still more will be done to reduce the rate of churn, and that other Establishments are instructed not to send prisoners to Rochester where they have fewer than a few weeks left to serve on their sentence (see section 5.7).

4.1.2 Purposeful Activity

The Board is once again extremely disappointed that it has to raise once more the issue of inadequate provision of full-time purposeful activities for all prisoners, despite highlighting the problem for a number of years. Despite the best efforts of the Institution to provide additional facilities, they remain inadequate, with prisoners being held in cells for too long. The Board once again strongly urges the Secretary of State to make a firm commitment that the Institution will be provided with the necessary resources to provide full time purposeful activity for all held prisoners at Rochester (see sections 5.6 and 5.7).

4.1.3 “Old” Site Showers and C Wing Windows

The provision of shower facilities in the old site are poor in comparison to those on the new site; in the old site, a shower head can be shared by between 12 and 18 prisoners, whilst on the new site they are at worse shared by two prisoners. The Board urges that funding to provide additional showers, with improved ventilation, be provided as a matter of priority (see section 6.1).

The windows in C wing need to be replaced with anti-ligature types (see section 6.5).

4.1.4 A Wing

This wing was closed during the year and no decision yet taken on its future. The Board considers that it offered a valuable first night capability and urges that it is either refurbished or replaced and re-opened as a first night centre as soon as possible (see sections 6.2 and 6.4).

4.1.5 Mental Health and Healthcare Provision

Mental Health issues within prisons remain a serious concern. The fact remains that prison is an inappropriate place to hold young men with mental health issues; more appropriate facilities need to be provided to properly care for them. The Board again suggest that it would be appropriate to provide in-patient healthcare facilities within the Institution (see section 5.3).

4.1.6 Prison Funding

The Institution has suffered budget reductions in 2009-10, the impact of which were in very great part mitigated by the expansion. However the budget reductions being imposed for 2010-11, and expected in subsequent years, can only damage the regime and efforts to address offending behaviour, and are at odds with the stated purpose of the Prison Service. The Board urges that these reductions are reversed.

4.1.7 Education

Education provision has failed to show an improvement despite the move to a new provider, and has continued to see a considerable shortfall in the provision of contracted hours over the course of the year. Failure to provide the expected education level has adversely impacted on the already inadequate provision of purposeful activity. Can the Board be assured that the issues surrounding the supply of effective education services will be addressed as a priority (see section 5.2)?

4.2 ISSUES OF CONCERN OR EXCELLENCE NOT REQUIRING A RESPONSE

4.2.1 Issues of Note

The Catering Manager and staff continue to provide nutritious food for the prisoners, despite funding and staff resource issues (see section 6.3).

4.2.2 Issues of Concern

The Board is concerned about the potential impact on catering following budget reductions (see section 6.3).

The Board is concerned by the extensive delays in deaths in custody inquests taking place; there is one outstanding at Rochester from 2004. These delays can only add to the distress of relatives, who wish to bring closure (see section 5.4).

4.3 OVERALL JUDGEMENT

This report covers the period 1 April 2009 to 31 March 2010. Cell reclamation work concluded during the year, with the roll rising during the year from under 650 to over 700. However during the year A wing – the first night centre, closed temporarily, reducing CNA from 756 to 724. Uncertainty remains over its fate.

The rate of churn, whilst improving to an average stay of some 21 weeks, still remains too high and adversely impacts on the Institution's ability to address offending behaviour. Purposeful activity remains inadequate.

The Board considers that the Institution provides a generally safe and decent environment for prisoners. There has been no noticeable deterioration in regime despite the near doubling in size of the Institution, and the budget pressures it has been placed under in 2009-10. This reflects well on management and staff.

However, the Board is very concerned that the budget reductions being imposed on the Governor for 2010-11, and expected for future years, will prevent the issues raised in this report from being properly addressed and will inevitably result in regime and offending behaviour curtailment in the future, despite the best efforts of the SMT and staff to mitigate them. It is the view of the Board that these reductions are incompatible with the stated aims of the Prison Service and will mean that offending behaviour cannot be meaningfully addressed, and as such should be reversed.

Section 5

AREAS THAT MUST BE REPORTED ON

5.1 Diversity

The Race Equality Action Team (REAT) is working well, with active prisoner participation. MQPL is active, again with prisoner participation, and considers a number of issues.

The BME population, and within that the proportion of Muslims, continues to increase. The number of complaints made rose from 73 in 2008-09 to 106 in 2009-10, a rise of 45%, proportionately greater than the rise in population, although this may be addressing the reverse situation in 2008-09, as well as reflecting the increased resources allocated to drive forward the Respect agenda. In the Board's view, all complaints made are investigated promptly and with integrity. Of the 106 complaints received, 37 (35%) identified sufficient evidence to warrant them being classed as racist incidents.

5.2. Learning and Skills

The prison continues to encourage prisoners to participate in education, and to identify scope for the development of new accredited courses, which the Board welcomes and supports. The delivery of high quality tuition however remains a problem. The change of supplier during the year to Manchester College was initially welcomed, however to date there seems to have been little discernable improvement in deliver. Staff feel threatened by the consultation on redundancies, with no indication as to whether or not any will be required at Rochester. Given the uncertainty, a number of instructional staff are looking to move, with potentially negative impact, given the difficulty experienced in recruiting staff. The considerable shortfall in the provision of contracted hours in previous years has continued this year, with the same adverse impact on the already inadequate provision of purposeful activity.

A further cardio-vascular weights room opened during the year, bringing the number to three, with two of these located within the two gymnasiums. These facilities are well used, with staff providing specialist courses leading to personal trainer qualifications in addition to the more usual gymnasium based activities. The issue of a lack of showers in the "new" gymnasium remains, but has been worked-around in the main. It is disappointing that the weights room in the "new" gymnasium needs to be repaired after just 18 months of use. The "old" gymnasium is due to be refurbished during 2010, a measure the Board welcomes.

5.3 Healthcare

Healthcare provision overall continues to be effective. However, waiting lists for dental and optician services continue to rise; but it is noted that the Healthcare manager is attempting to address these issues.

The Board raised in its last report the question of whether or not the Institution should have in-patient capabilities. Given the ongoing increase in the Institution's population, the Board remains of the view that such facilities need to be provided. In addition to reducing costs in moving prisoners to Elmley, it would provide an alternative to the use of Segregation for prisoners with mental health issues that cannot be accommodated on wings.

Mental health issues within prisons remain a serious concern; whilst not of especially significant proportions at Rochester currently, it is a real problem and likely to become worse as a result of the expansion. The Healthcare team provides an assessment to ensure that the appropriate in-reach services are provided, with care provided to high standards within the resources available. The Board feels that it has to again make the point that prison is not an

appropriate place to hold people suffering from mental health issues; more appropriate facilities need to be provided to properly care for them.

Healthcare interventions, including P-ASRO and CARATS, appear to be run effectively and look to have some success to addressing substance mis-use.

The pharmacy continues to provide dispensing services for the all prisons in the Kent Area, despite being without a head pharmacist for much of the year.

5.4 Safer Custody

The Board notes the continuing efforts to enhance safer custody throughout the Institution. ACCT procedures are well established, with use actively monitored and ACCTs appropriately reviewed. The Listeners scheme continues to work well in providing support to prisoners. The Chaplaincy continues with its work to support prisoners.

There have been no Deaths in Custody in this reporting period. However, the Board is concerned that the inquest relating to a death in custody that occurred in September 2004 has still not taken place. Such delays can only further add to the distress of the families involved, as they do not permit proper closure. The Board hopes that changes to the Coroners' Courts will allow outstanding inquests to be completed quickly and prevent such delays occurring in the future.

5.5 Segregation

The use of then Segregation unit has increased during the year, consistent with the increasing population, with a significant increase in the number of adjudications. Many of these could have been addressed by other mechanisms, and steps have been taken to remind staff of them. Staff are required to deal with a range of challenging behaviour from prisoners and handle and control the situations fairly and professionally.

PSO 1700 is generally operated in accordance with prison rules with Board members normally being notified of GOOD cases within the required time frame. GOOD reviews are held regularly and within the prescribed timeframes, although there have been difficulties at times in getting Healthcare staff attendance. Many prisoners are returned to normal accommodation before the initial 72 hour review is required. Board members attend as many reviews as possible. At reviews, prisoners are encouraged to participate and to express their views.

The new regime for prisoners held on GOOD (Own Request) introduced last year whereby extra privileges may be awarded whilst in Segregation Unit e.g. use of T.V. in the evening, has been positive in its operation.

The hygiene issues identified in the Board's last report appear to have been addressed.

5.6 Purposeful Activity

Purposeful activities for all prisoners yet again remain an issue. There is insufficient activity to occupy each prisoner on a full time basis, despite the efforts made by the Institution to increase the availability and range of purposeful activity, including the newly constructed greenhouses and polytunnels. Given the increased population at the Institution, more needs to be done to urgently address this unacceptable situation.

5.7 Population Turnover (the "Churn Rate")

As we have repeatedly reported in recent years, the Institution's prisoner population continues to turn over rapidly, with the average stay in 2009-10 being about 21 weeks. This is a welcome increase from the average 19 weeks in the previous two years. During the period of

this report, the Institution received 1772 prisoners. The establishment clearly can do very little to address offending behaviour for all prisoners with average stays this short.

An average stay of around 21 weeks means that many prisoners are in fact held for much shorter periods, with far too many prisoners arriving with just a few days or weeks of their sentence left to serve. As well as being disruptive to the prisoner, it incurs unnecessary cost at a time of increasing financial stringency. The Board once again seeks an assurance that more will be done to reduce the rate of churn. Further, it yet again asks that other Establishments are instructed not to send prisoners to Rochester where they have just a few weeks left to serve on their sentence.

Section 6

OTHER AREAS OF THE PRISON REGIME ON WHICH THE BOARD HAS ISSUES / OBSERVATIONS TO REPORT

6.1 “Old” Site Showers

In comparison to the provision of hygiene facilities in the new accommodation wings, with showers in all cells, those in the old wings (B, C, D and E) are poor. All the old wings have communal showers, with between 6 and 8 shower heads shared by over 100 prisoners, with each shower being shared by at least 12 prisoners, and as many as 18. This means that the showers are in almost constant use during periods of association, with often inadequate ventilation. Poor ventilation results in the fabric of the facilities deteriorating. More showers, with improved ventilation and other facilities need to be provided in the old wings.

6.2 A Wing

A wing was taken out of use during the year, removing the valuable first night centre it provided (see 6.4 below). A considerable amount of management time has been wasted in addressing requirements from NOMS centre for business cases to support renovation or replacement of the wing, with the number of beds ranging from 32 to 80. To date no decision has been taken on the fate of this wing.

6.3 Kitchen/Catering

The Catering Manager and team have continued to provide a menu that is well balanced with healthy options, despite budgetary and resource pressures. Good dietary provision continued to be made for the different cultural needs and religious festivals throughout the year within the prison. The Board considers the food provided to be of a high standard overall. There have been difficulties in recruiting staff, with a significant reliance on agency staff. It remains to be seen if the current high standards can be maintained in the future as budgetary pressures mount.

6.4 Induction & Reception

With the closure in-year of A wing, E wing took on the combined role of first night centre and induction wing. This is not ideal, as the wing is large and has very limited single cell accommodation. It also places heavy demands on wing staff, who are not ideally resourced to undertake both tasks.

Reception continues to work well, even with the increase in numbers of receptions and discharges passing through. The Board notes the effectiveness of “peer induction” introduced to assist new arrivals.

6.5 Expansion and Accommodation

The new site buildings were installed with an expected life of 30 years, but are already starting to suffer from noticeable wear and tear. The amount of remedial work required on the new wings, for example with the heating systems, is significantly greater than would be expected in buildings that are just 18 months old.

Cell reclamation in the old wings has generally been straightforward, but that undertaken in C wing, with the construction of a new mezzanine floor has resulted in the creation of “blind spots”.

The visits booking system has not kept pace with the expansion of the prison, which can result in significant delays in people being to book visits. Consideration needs to be given to methods to improve the visits booking system.

In general, efforts made to equalise the regime between the old and new sites have been successful, although there has been a noticeable tension between the two sites at times. The relative success of these endeavours is all the more commendable given the comparatively poor conditions of the old wings compared to the new.

The windows in C wing remain the old non anti-ligature type, and need to be replaced with anti-ligature units.

6.6 Security

Security continues to be accorded the highest priority by staff. The Board notes that the gang culture continues to exist, despite efforts to reduce it. Of greater concern is the apparent polarisation of the Institution into two parts, with tensions existing between the occupants of the “old” and “new” sites. Effective use of intelligence has allowed measures to be taken to prevent most, but not all, planned violent incidents between the two “sites”. Contraband still finds its way into the Institution, with the main source thought to be visitors.

6.7 P-NOMIS

P-NOMIS was introduced to the Institution at the beginning of March. This required a considerable amount of effort by all staff in both learning the new system and converting data, mostly manually, from LIDDS to P-NOMIS. The response to P-NOMIS has not been universally positive; whilst in part this can be attributed to the introduction of change, it is apparent that as well as benefits, certain areas for P-NOMIS are not as flexible or useful as those they have replaced, such as the need to access a PC to obtain information or update a record, or the quick and easy access to information on prisoners’ monies and the like.

6.8 Personal Officer Scheme

The Board is pleased to note that a review of the Personal Officer scheme was undertaken during the year, as it was clearly not operating consistently and effectively throughout the Institution. The scheme has just been re-launched, but it is too soon to determine with it addresses the deficiencies of the earlier scheme.

6.9 Foreign National Prisoners

The number of prisoners being detained by the UK Border Agency (UKBA) at the end of their sentence has increased during the year. The Board notes the efforts of the Institution to have such prisoners moved to more appropriate establishments such as Immigration Removal Centres as soon as possible after expiry of sentence.

The Board notes that the UKBA still appear to reach decisions on the fate of foreign national prisoners at the last minute, despite the fact that in many cases they have years to review individual cases and reach decisions in good time.

Section 7

THE WORK OF THE INDEPENDENT MONITORING BOARD

The Board, which has a complement capped at 20 members, began and ended the year with 15 members. A recruitment campaign resulted in four new members being appointed. Unfortunately, during the year three members resigned and one transferred to another Board.

All statutory visits and visits to Areas of Special Interest (ASI) have been undertaken and reports made to the Board. Each member has areas of responsibility, and is encouraged to attend committees on a regular or 'as and when basis', and to provide reports on their areas.

The Board Development Officer arranged a number of in-house training sessions prior to the monthly Board meeting. Members have attended Institution run training, as required, to support their role. One member attended the Annual Conference in September. Also, the Board visited HMYOI Cookham Wood.

The Board's relationship with the staff and Senior Management Team remains good. We would like to express our gratitude for their support, as without it our job would be much more difficult to undertake.

BOARD STATISTICS	
Number of Board meetings held	12
Recommended Complement of Board Members	20
Number of Board members at the start of the reporting period	15
Number of Board members at the end of the reporting period	15
Number of new members joining within the reporting period	4
Number of members leaving within the reporting period	4
Number of attendances at meetings other than Board meetings	33
Total number of (c. half day equivalent) visits to the prison (including meetings)	492
Total number of applications received	282
Total Number of GOOD and OR segregations (IMB figures)	107
Total number of segregation GOOD & OR reviews held* (IMB figures)	109
Total number of segregation GOOD & OR reviews attended by IMB (IMB figures)	71

* not all GOOD or OR segregations result in a review, whilst a number had more than one review.

Applications Statistics

Code	Subject	2008-09	2009-10	change	% change
A	Accommodation	6	14	+8	+133%
B	Adjudications	3	10	+7	+233%
C	Diversity related	3	7	+6	+200%
D	Education/employment/training	16	30	+14	+88%

E	Family/visits	11	18	+7	+64%
F	Food/kitchen related	14	2	-12	-86%
G	Health related	9	14	+5	+56%
H	Property	43	73	+30	+70%
I	Sentence related	64	70	+6	+9%
J	Staff/prisoner related	31	13	-18	-58%
K	Transfers	10	18	+8	+80%
L	Miscellaneous	23	38	+15	+65%
	Total number of application categories	233	307	+74	+32%

(Note: the figure of 307 application categories quoted here is greater than the number of applications received (282), as a number of applications covered more than one category).

With the continuing increase in population, the number of applications to the Board has increased compared to last year, from 199 to 282. The rise, at 42%, is higher than the increase in the population, which has increased by about 20% overall. The reason for this is unclear, but it may be a correction to the previous year, where the rate of growth in the number of applications was significantly lower than the increase in the population. By means of comparison, the number of complaints made via the internal prison system rose from 701 in 2008-09 to 1496 in 2009-10, a rise of 113%; a rate of increase some 2.5 times greater than the increase in applications to the IMB.

The specific issues raised within the applications rose by 32%, up to 307 from 233. Percentage variances of 50% or more, upwards and downwards, are universal, except for Sentence related, where the increase was 9%. In absolute terms however the increases in many categories were modest, with seven out of twelve categories showing single figure increases. The most significant increase related to Property, although the majority of the issues were not directly related to the Institution, but to previous establishments. Almost the entire Sentence category relates to licence recall and HDC issues. It is heartening to see the reduction in applications in relation to Food/kitchen and Staff/prisoner related. It should be noted that in the view of the Board, many of the applications received by the Board were of a type that could have, and should have, been addressed by personal officers.

On behalf of the Board.

James Williamson
Chairman
June 2010

Section 8

GLOSSARY OF PRISON-RELATED ABBREVIATIONS USED

(Note – not all terms have been used in this report)

ABS Anti-Bullying System	NOMS National Offender Manager Service – amalgamation of the Prison & Probation Services
ACCT Assessment, Care in Custody & Teamwork – replacement for F2052SH	OASYS Offender Assessment System – computerised risk & needs assessment
ACR Automatic Conditional Release	OBP Offending Behaviour Programme
ARD Automatic Release Date	OCA Observation, Classification & Allocations – a Reception task
ATOS Company responsible for assessing long-term sick	OLASS Offender Learning and Skills Service (part of LSC)
BCU Briefing and Casework Unit – PS unit handling adjudication appeals	OSG Operational Support Grade
BME Black & Minority Ethnic	OI/OR/OP Own Interests/Request/Protection – Segregation under Rule 45/49
C & R Control & Restraint	PASRO Prisons Addressing Substance-Related Offending – an OBP
C2W, CTW Custody to Work – pre-release focus on housing, employment and lifestyle issues	PCT Primary Care Trust – National Health component responsible for healthcare
CARATS Counselling, Assessment, Referral, Advice & Throughcare Scheme – drug & alcohol team	PEI/O Physical Education Instructor/Officer
CC Cellular Confinement – a punishment	PESO/PEPO Physical Education Senior/Principal Officer
CCD Criminal Casework Department (Croydon)	PIN Prisoner Information Notice
CLAIT Computer Literacy and Information Technology	PMU Population Management Unit (central)
CCT Criminal Casework Team (part of Home Office Immigration & Nationalities Dept)	PO Principal Officer
CMU Case Management Unit – work on sentence planning & progress	POA Prison Officers’ Association – the main trade union
CNA Certified Normal Accommodation	POELT Prison Officer Entry Level Trainee
CRD Conditional Release Date	POPO Prolific and Other Priority Offender
CSH Contracted Service Hours (pre-agreed paid overtime)	PPO Prisons and Probation Ombudsman
CSU Commissioning Support Unit	PPP Public Protection Panel
DASU Drug And Alcohol Support Unit	PS Prison Service
DH Dog Handler	PSI Prison Service Instruction
EDR Earliest Date of Release	PSO Prison Service Order – see hmprisonservice.gov.uk/resourcecentre/psispsos/listpsos
EMU Estates Management Unit	RFW Removal from Wing – a punishment
EPDG Estates Planning & Development Group	ROAD Remission of Added Days (up to 50%)
EGP Ex Gratia Payment	ROM Regional Offender Manager
ETA Employment & Training Allocation	ROR Restoration of Remission – now ROAD; Risk of Reconviction
ETE Employment/Training/Education	ROTL Release on Temporary Licence e.g. to work in mess; town visits; home leave

ETS Enhanced Thinking Skills – an OBP	RRA Assistant to the RRLO
F2050 Prisoner’s basic record	RRLO Race Relations Liaison officer
F2052A Prisoner’s wing record	SAU Standards Audit Unit
FLED Facility Licence Eligibility Date (when prisoner may be considered for ROTL)	SCG Safer Custody Group
FOCUS Financial Outstations and Central Unified Systems – the PS accounting system	SED Sentence Expiry Date
GOOD Good Order or Discipline – Segregation under Rule 45/49 (historically GOAD)	SIN Staff Information Notice
HCC Health Care Centre	SIR Security Information Report
HDC Home Detention Curfew – the Tag	SLA Service Level Agreement
HDCED Earliest Date of Release on HDC	SMARG Segregation and Monitoring Review Group
HMCIP Her Majesty’s Chief Inspector of Prisons	SMT Senior Management Team
IDU Inmate Development Unit	SO Senior Officer
IEP Incentives and Earned Privileges – Prisoners can be on Basic, Standard or Enhanced	TCF Temporary Custodial Facility
IG Instruction to Governors	TOIL Time Off in Lieu (of payment)
IMB Independent Monitoring Board	TSU Technical Support Unit – part of PS responsible for repairs/installation (“Works”)
IND Immigration & Nationality Directorate (part of the Home Office)	VDT Voluntary Drugs Testing
JSA Job-Seekers Allowance	VO Visiting Order – sent out by prisoners; allows named people to visit
KPI/KPT Key Performance Indicator/Target	VTC Vocational Training Centre
LDR Latest Date of Release	
LED Licence Expiry Date	
LIDS Local Inmate Database System – IMB can use this to check location, dates, etc.	
LSC Learning & Skills Council	
MAPPA Multi-Agency Public Protection Arrangements	Gold Commander – Headquarters controller for serious incidents
MDT Mandatory Drugs Testing	Silver Commander – Person in establishment in charge of serious incidents
MSL Minimum Staffing Level	Bronze Commander – Local Sub Commander for serious incidents
MQPL Measuring the Quality of Prison Life	Operation Tornado – System to provide extra staff and resources for serious incidents