



“IMBs, legally known as Boards of Visitors and Visiting Committees”

HM PRISON & YOUNG OFFENDER INSTITUTION
DONCASTER

**THE INDEPENDENT MONITORING BOARD'S
ANNUAL REPORT TO THE HOME SECRETARY**

OCTOBER 2010 TO SEPTEMBER 2011

**THE INDEPENDENT MONITORING BOARD
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Section 1

STATUTORY ROLE OF THE IMB

The Prisons Act 1952 and the Immigration and Asylum Act 1999 require every prison and IRC to be monitored by an independent Board appointed by the Home Secretary from members of the community in which the prison or centre is situated.

The Board is specifically charged to:

- 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.
- inform promptly the Secretary of State, or any official to whom he has delegated authority as it judges appropriate, any concern it has.
- 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.

The Board is specifically charged to:

- satisfy itself as to the humane and just treatment of those held in immigration removal centres.
- inform promptly the Secretary of State, or any official to whom he has delegated authority as it judges appropriate, any concern it has.
- 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.

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Section 3

3 DESCRIPTION OF THE PRISON

HM Prison and Young Offender Institution Doncaster is operated by private sector contractor Serco Limited.

The establishment opened as a Core Local Prison (Cat A) in June 1994 and underwent extensive security upgrading as per the Woodcock recommendations in March 1999. The prison downgraded to a local Category B establishment in May 2003 following operational changes within the Prison Service's High Security Estate.

The prison's operation is defined by a contract agreed between the Contractor and the Ministry of Justice. The contractor was awarded a contract to operate the prison for a further 15 years in March 2011 with a contract start date of 1 October 2011. The new contract brings with it a 'Payment by Results' element. The first in any British prison. 10% of Serco's revenue is at risk if they do not reduce reoffending rates by 5%. The PbR contract is being run initially as a pilot for 2 years and begins on 1 October 2011.

Other key changes to the contract include:

- Introduction of in cell technology for prisoners including telephones and computers.
- An Alliance approach to the management of offender management services – Serco have formed an alliance with two charities, Catch 22 and Turning Point who together will provide the offender management services for the prison.
- Changes to current suppliers in retail, food, uniforms and utilities – the new contract stipulates that MOJ suppliers must now be used.
- Education and Healthcare provisions are now externally commissioned (Healthcare services with Nottingham PCT and the provision of Education with Manchester City College). Although concerns remain around the level of education provision to be provided under the new contract. Discussions are ongoing with NOMS.

The Prison's Role

The prison has custodial responsibility to detain people remanded into custody by the local Courts and also to detain convicted and sentenced prisoners. Typically around 70% of the establishment's prisoners are convicted and sentenced with around 20% on remand. The remainder (10%) is made up of foreign national detainees held under the Immigration Act and those convicted but yet to be sentenced.

Management

The management and control arrangement at the establishment is governed by Prison Service Orders as in the public sector prisons. However there are some services which are unique to a private prison such as the role of the Controller to monitor the contract.

The Director

The Governing Governor of the establishment is referred to as a Director in the private sector and is appointed under the terms of the Criminal Justice Act 1991, subject to his certification as a Prisoner Custody Officer under Sections 85 and 89, and Schedule 10 to the Act.

The Controller

Observation of the day-to-day running of the establishment and close monitoring of the operating contract is undertaken by a Crown Servant appointed by the Ministry of Justice known as the Controller.

Contract Operation and Measurement

A form of performance measurement for the operating contract exists, which uses a two-tier system of fixed penalty points for specific categorised performance failures. One tier contains measures to be monitored and appraised quarterly and the other is monitored monthly but appraised and finalised annually. It is a system that quite clearly shows the performance of the prison and the contract month to month, such as the number of serious assaults and positive random drugs tests. However, from 1 October 2011 this will change with commencement of the new contract and reduced number of Contract Delivery Indicators, 11 in total. The prison will be measured on only 3 owing to its involvement in the Payment by Results (PbR) pilot with the others being shadow measures only. PbR involvement allows the prison to target the most suitable areas to achieve the required results, entailing certain relaxing of commitment to several national Key Performance Targets, with MoJ approval. This will be reflected in the prison's standing on the Prison Rating System (PRS).

Population

The prison has a Certified Normal Accommodation (CNA) of 771, meaning that it was built initially to accommodate 771 prisoners. However owing to the pressure on prison places across the prison estate its official Operational Capacity, at the time of writing, is 1145. In terms of prisoner accommodation, the prison incorporates 3 Houseblocks each having 4 separate two-level wings based on a design common in prisons in the United States, a two-floor Healthcare Centre and a Segregation Unit. It should be noted that the accommodation space in the Segregation Unit and half of that in the Healthcare Centre is not included in the Certified Normal Accommodation or the Operational Capacity figures.

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4 EXECUTIVE SUMMARY

HMP Doncaster is an efficiently run establishment and steps continue to be taken to address many of the problems revealed in the last report of HM Inspector of Prisons.

MATTERS OF CONCERN TO THE BOARD

Particular Issues Requiring a Response: from the Secretary of State

The Board has grave concerns regarding Doctors stopping patient's pain relief and offering methadone as a substitute; this is also causing concern for the patients and their families.

There are also concerns about clinics starting late and Doctors not keeping appointment times.

In general, during this reporting period, there have been a number of complaints raised by patients about the Doctors within the prison. Upon receipt these concerns are relayed to Nottinghamshire NHS Trust and hopefully, with regular meetings now being held with the Trust, many of the problems experienced by patients will improve.

As with last year, medication and pharmacy supplies continue to be a problem. Medication is more often than not unavailable from the prison pharmacy and it can be weeks before it is delivered into the prison leaving some patients with life threatening conditions very vulnerable. Again, is this problem due to the Pharmacy or the Healthcare's failure to re-order supplies?

Although not a current concern when the new contract starts the funding for education is not as high as originally envisaged for a prison holding over 1100 prisoners therefore the Board will monitor the situation over the next 12 months.

Particular Issues Requiring a Response : from the Regional Custodial Manager

Other than the above issues raised for the Secretary of State, no further concerns are noted.

Section 5

5.1 DIVERSITY

The Diversity team comprises 3 permanent members of staff and 9 members of staff on a voluntary basis covering all aspects of diversity. Over the past year the team has gained expertise and a greater understanding of discrimination issues within the prison environment.

In October 2010 the Equality Act came into force, which now requires the Prison Service to follow new legislation within that Act.

Whilst race is still included in the new Act, there are now 9 protected characteristics in total within equality and all covered by law.

- Race
- Religion/belief
- Sex
- Sexual Orientation
- Disability
- Age
- Gender Reassignment
- Marriage & Civil Partnership
- Pregnancy & Maternity

Monthly meetings are no longer a mandatory requirement, however it has been agreed that meetings still need to take place with the inclusion of all relevant characteristics and can be chaired by an Assistant Director or a Senior Manager. An IMB member is always more than welcome at these meetings.

Doncaster has been asked to be part of a pilot scheme for an interpreting service of where it is hoped that interpreting will take place via a video link.

Doncaster continues to be part of the Yorkshire & Humberside Scrutiny Panels with Lindholme and Moorland and meet on a quarterly basis. In line with the new Act the group has been re-named and is now the Discrimination Incident Scrutiny Panel and includes all strands of equality complaints.

Manchester University are carrying out research study for the Ministry of Justice on all new reception prisoners aged 50 years and over based on their perception of prison life and will be producing a report on their findings after a year of study.

An older prisoners' support group is now taking place every Thursday afternoon and is well attended. At the time of preparing this report Doncaster has a population of 50 prisoners who are aged 50 years and over. All prisoners in this age group are interviewed upon initial reception so that the prison can meet any specific need to support them during custody.

The Cultural Support Group continues to be popular and is well attended.

At the end of the reporting period Doncaster prison was holding 101 foreign nationals including 10 detainees. The Immigration authority continues to visit the prison and hold surgeries on a monthly basis interviewing approximately 30 people. Immigration has also

conducted, throughout the year, specific surgeries for specific nationalities, i.e. Vietnamese as the prison currently has a population of 14 Vietnamese prisoners.

There continues to be a good number of Foreign National prisoners opting to leave the country on the Facilitated Return Scheme even though the cash incentive has now dropped to £1500/£750 and is given in the form of a cash card to be used in the country of origin.

There has been a steady increase in the number of identified Gypsy and Travellers as all new receptions are asked upon initial reception if they are of Gypsy and Traveller status. The library over this reporting period has increased its number of publications available to Gypsy and Traveller prisoners to over 70. In cell TV also have DVD's available on the Ethnic minority channel.

The Chaplaincy team continues to provide an excellent service to all the prisoners in Doncaster HMP & YOI; they are always on hand and available to help, guide, teach and advise and provide a point of contact for all religious groups. Throughout the year there has been a number of religious festivals been held.

Monitoring of Protected Characteristics **Minority Ethnic Population**

Month	Minority Ethnic population	Gypsy & Traveller population
Oct 2010	20.4%	10
Nov 2010	19.4%	11
Dec 2010	20.6%	11
Jan 2010	21/1%	12
Feb 2010	20.9%	13
Mar 2010	20.1%	14
Apr 2010	19.1%	12
May 2010	18.2%	12
Jun 2010	19.5%	9
Jul 2010	22.5%	8
Aug 2010	22.8%	9
Sep 2010	22.4%	9

5.2 LEARNING AND SKILLS

The education provision at HMP YOI Doncaster is contracted to Serco. However Manchester College will take over the education provision from 1st October 2011.

The current Education Manager has been in post since April 2010 and is seconded to Serco from The Manchester College and will take up the post as the Education Manager for Manchester College from October 2011 onwards.

The Learning and Skills provision was inspected by Ofsted in November 2010 and was awarded a satisfactory for Learning and Skills provision; the prison is due to be re-inspected in the spring of 2012.

The contacted hours awarded from the Skills Funding Agency for the education provision from October 2011 will be 23,594. This is a slight increase from the current provision but

not the expected increase so as to be in line with other similar local establishments. The provision will therefore not be expanded as expected but, the curriculum will change to meet the learner needs.

The new curriculum will provide courses in Literacy, Numeracy, Esol (English as second language), Information Technology qualification, Catering and Industrial Cleaning. All education spaces will be on a part time half day basis to meet the needs of the daily regime and the prison's core day. Outreach support will also be provided for workers wishing to continue learning to Level 2.

The prison will have a full IT refresh as part of the new funding which will include promethean boards in each classroom and 13 computers for the virtual campus facility.

Delivery of out of scope learning will continue to be provided by Serco through providers such as n-ergy. There are also plans to engage additional outside agencies to deliver further education to learners within the prison.

5.3 HEALTHCARE AND MENTAL HEALTH

Healthcare at HMP & YOI Doncaster has seen significant changes over the reporting period, Nottinghamshire NHS Trust were the successful service provider for Primary care, Mental Health, Substance Misuse and the CARATS services.

The mobilisation of this significant change in service delivery was challenging however through close partnership working of Serco and Nottinghamshire NHS Trust it was mostly uneventful.

Policies and procedures for service delivery have been reviewed, underpinned by NICE (National Institute of Clinical Excellence) guidelines and approved through various governance boards.

KPI targets have been agreed and implemented which to date have demonstrated hard work and commitment from the Healthcare team in improving waiting times to see the GP/Specialists, waiting times in Reception to see Healthcare Professional, and Mental Health assessments for patients located on the Reorientation Unit. There have been difficulties meeting mental health assessment targets due to resource issues however the mental health team have improved this service considerably from 100% non-compliance in April 2011 to 17.6% non-compliance and there is an expectation to reduce this to 0% before the end of 2011.

A Healthcare Forum is held once a month to provide an open meeting for patient feedback and participation in having their voice heard for any proposed developments although feedback from Healthcare is not always provided to the Board and there is no evidence to show that problems are being addressed.

The service has seen many audits to ensure the care provided is of a high standard. The audits have been completed by independent auditors with favourable results particularly in Infection Control. Serco has worked really hard ensuring the work required on the environment has been completed in a timely manner demonstrating a joint commitment from both Serco and Nottinghamshire NHS Trust ensuring the care received is delivered in a suitable environment.

Training has been an ongoing theme throughout the reporting period and remains at the forefront of ongoing improvements to care. There has been a huge investment in emergency care to update emergency equipment and all clinicians have received training in emergency response.

A great deal of work has been around the workforce profile, which highlighted the need for a management structure and additional staff resources to deliver quality care. This has been addressed and recruitment is ongoing.

This has been a year of many changes and challenges that the healthcare team have worked through with many more to come, hopefully with continued partnership working and commitment, the Healthcare Service will strive to deliver quality care to the patients.

5.4 SAFER CUSTODY

Serious assaults have been one of the main focuses during the period and it was pleasing to remain just under the Key Performance Target of 2.5%. Violence across the prison remained low for the first three quarter periods of the year but the last quarter saw an increase in fights and assaults. Positive liaison with the Police resulted in some positive outcomes with successful prosecutions; 1 prisoner receiving a sentence of 6 years.

Safer custody has had an exceptionally busy period in the reporting period with 940 ACCT plans opened. Of these 126 ACCT plans were reopened. Over half the ACCT plans were opened due to risk indicators and 471 being opened as a result of prisoners attempting suicide and due to acts of self harm. There have been 4 recorded deaths in custody that have been as a result of prisoners taking their own life. These are at various stages of investigation by the PPO office. There have been a further 4 deaths within the prison that were not a result of suicide and these also are at various stages of PPO investigation.

Doncaster is currently working with other Serco contracts under the chairmanship of the company Senior Investigation Officer who meet quarterly with the aim of sharing good practice and driving forward the quality and consistency of care.

5.5 SEGREGATION (REORIENTATION)

The Reorientation (segregation) Unit has 22 cells, with 1 dirty protest cell and 2 unfurnished special cells. The Unit is a well-managed and clean area. All cells are maintained and cleaned on a daily basis and to a good standard.

Over the reporting period the Reorientation unit has completed over 1005 adjudications.

Since the last Annual Report the unit has continued to grow in strength with the replacement of some staff in order for new ideas to come to the fore.

The unit received Area of the Month during this time and an Officer received the Employee of the Month for his dedication and commitment. The unit has also won the Director's annual award for fostering a better environment and another Officer won a Director's annual award for bringing out the best in people.

During the last HMCIP the staff and the unit were commended by the Chief Inspector:

'We saw excellent staff-prisoner relationships in the segregation unit where some of the most challenging and troubled prisoners were held.'

'The Think It Over workbook was a creative approach to improving prisoner behaviour.'

The 'Think it Over' workbook was introduced in 2009 and has gone from strength to strength with the introduction later this year with a voice over version for prisoners who find it difficult to read or write.

The unit has introduced in-cell education this year and the cells are now been fitted with electricity which will enable prisoners to have access to an in-cell phone and a television.

IMB members continue to be invited to the SMARG and adjudication review meetings as well as the GOoD reviews that routinely happen on the unit.

The level of security on the unit is high and there are no causes for concern.

Section 6

6.1 RECORDS/DISCIPLINE OFFICE

The Records/Discipline office is one of the most under-recognised departments within the prison undertaking some of the most detailed and crucial work within the prison. The office very rarely makes mistakes and the last 3 sentence calculation audits bear testament to this by scoring 100% each time. Sentence calculation is not only crucial to ensuring a prisoner's rights are not breached but if wrong the prison attracts negative publicity and financial penalties. The same can also be said for the work they carry out on the Home Detention Curfew process, which is equally complex.

6.2 PUBLIC PROTECTION UNIT (PPU)

This department is one of the most essential and crucial areas within the prison in protecting the lives and safety of vulnerable adults and children within our communities. The information and detailed case summaries PPU staff are exposed to can often be very disturbing but despite this the team conduct their daily duties and contact with perpetrators in a dignified and professional manner. More recently they have faced challenges with the progression of in-cell telephony having to find innovative ways to ensure monitoring processes are maintained. The staff adopted a new working rota to cover more hours each day without objection to ensure their duty to public safety remained unchanged. The department is an inspiration to all staff and the IMB recognise the dedication of staff.

6.3 SPORTS ACADEMY

The Sports Academy has pioneered the way in which sport is used as a vehicle to engage offenders in a healthy lifestyle with the aim of reducing re-offending.

The Academy has been named as such because that is the exact outcome it aspires and achieves to be. As a centre of excellence the Academy continues attracting partners like Doncaster Rovers Football Club, Featherstone Rovers Rugby Club, Sheffield Sharks and Danum Eagles Basketball Club. These key partners are very much part of life at Doncaster and can be seen daily/weekly in the Academy engaging with prisoners in their respective sports.

One outcome this year resulted in ROTL (release on temporary licence) opportunities for prisoners who acted as volunteer officials at the British Open Para Table Tennis Championships held at the English Institute of Sport. In addition, the football academy played several home matches against a number of football clubs from the region. As the academy continues to develop, plans are firmly in place to expand its function outside of the prison walls, thus providing serving prisoners with opportunities to positively engage with our partners in the community.

6.4 ARTS AND MEDIA

Since the last report the Arts and Media department has become a Social Enterprise within the prison and now known as Second Shot. It employs a combination of serving prisoners, ex-offenders and other highly trained staff to deliver a range of commercial services for film-making and graphic design through to drama and arts projects in custodial and non-custodial settings.

As a Social Enterprise all profit is invested back into Second Shot. This concept in a prison will be interesting for the IMB to follow.

Prisoners employed in this area are all working towards a BTEC in Creative Media and Silver Arts Award; this is a first in a prison environment. Paid employment is also provided for ex-offenders upon release. Second Shot was successful in sending one ex-offender on placement to the BBC and supported another in the setting up of his own wedding film company.

Second Shot from its inception 18 months ago is an area that is moving forward in strength.

The work being done in the prison can be seen at www.hmpdoncaster.com/artsandmedia

Section 7

7 THE WORK OF THE INDEPENDENT MONITORING BOARD

Board Meetings are held on the third Tuesday of every month in the afternoon. The Board welcome the regular attendance at its meetings of the Director and Controller so that problems and achievements in the prison can be fully discussed, and to allow the Board to understand fully the current management constraints within the prison and beyond.

BOARD STATISTICS	
Recommended Complement of Board Members	13
Number of Board members at the start of the reporting period	6
Number of Board members at the end of the reporting period	7
Number of new members joining within the reporting period	3
Number of members leaving within reporting period	2
Number of attendances at meetings other than Board meetings	48
Total number of visits to the prison (including all meetings)	284
Total number of applications received	555
Total number of segregation reviews held	No figures available from Segregation
Total number of segregation reviews attended	45

7.1 APPLICATIONS

The number of applications submitted to the Board has significantly increased during the year from 322 to 555.

Prisoners are able to post applications in dedicated IMB locked post boxes on all 3 Houseblocks, the Re-Orientation Unit, Upper and Lower Healthcare with only the IMB having a key in order to empty them. Applications are always dealt with by having a face-to-face interview with the prisoner.

Code	Subject	2008/09	2009/10	2010/11
A	Accommodation	4	18	36
B	Adjudications	0	3	3
C	Diversity related	2	2	1
D	Education/employment/training	28	13	26
E	Family/visits	27	19	23
F	Food/kitchen related	4	5	4
G	Health related	61	75	141
H	Property	55	44	62
I	Sentence related	13	14	30
J	Staff/prisoner/detainee related	22	16	28
K	Transfers	11	12	27
L	Miscellaneous	148	101	174
	Total number of applications	375	322	555

7.2 CONCLUSION

The IMB are happy with the day to day running of the prison although staff have voiced their concerns to the Board about the staffing levels. The Board have raised this with Senior Management and are happy that the contracted staffing levels are being adhered to.

There are some concerns regarding the housekeeping of the prison. There seems to be a mice epidemic and even though pest control regularly visits the prison, the situation does not seem to be improving. Exercise yards could be cleaned more often as this does not help matters.

The Re-orientation Unit is an exceptional Unit with a team of dedicated staff, it is well maintained and the Think it Over workbooks continues to go from strength to strength.

Improvements have been made to the menu choices for prisoners; a healthier menu was created and this has proved to be very popular. The kitchen is inspected weekly by the Board and never fails to impress with its cleanliness and daily routines. The prisoners who work in there are happy and enjoy their work.

There are still a number of issues relating to Healthcare which cause the Board concern; Nottinghamshire NHS Trust has acknowledged these concerns and is working towards a solution. There is a long way to go before improvements are made but the Board will continue to monitor this area closely.

The number of applications received has increased; with 25% of these relating to Healthcare/IDTS issues.

The prison has received a number of awards throughout the reporting period; this highlights the excellent work carried out by staff.

Staff at HMP & YOI Doncaster show a true duty of care towards prisoners and each other and their sheer professionalism and dedication is outstanding.

The Director and Deputy Director have an open door policy for the IMB and attend the monthly meetings. Even though the Board has a good working relationship with them, the IMB remains fiercely independent.

Section 8

GLOSSARY OF PRISON-RELATED ABBREVIATIONS USED

AA Administrative Assistant	HDC Home Detention Curfew – the Tag
ABS Anti-Bullying System	HDCED Earliest Date of Release on HDC
ACCT Assessment, Care in Custody & Teamwork – replacement for F2052SH	HEO Higher Executive Officer
ACR Automatic Conditional Release	HMCIP Her Majesty's Chief Inspector of Prisons
AO Administrative Officer	ICA1/2 Initial Categorisation & Classification Forms for Adults/YOs
ARD Automatic Release Date	IDU Inmate Development Unit
ATM Automatic Transaction Machine	IEP Incentives and Earned Privileges – Prisoners can be on Basic, Standard or Enhanced
ATOS Company responsible for assessing long-term sick	IG Instruction to Governors
BCU Briefing and Casework Unit – PS unit handling adjudication appeals	IMB Independent Monitoring Board
BME Black & Minority Ethnic	IND Immigration & Nationality Department
BOV Board of Visitors – now IMB	IRC Immigration Removal/Reception Centre
C & R Control & Restraint	JSA Job-Seekers Allowance
C2W, CTW Custody to Work – pre-release focus on housing, employment and lifestyle issues	JSAC Job Simulation & Assessment Centre (for officers seeking promotion to SO)
CARATS Counselling, Assessment, Referral, Advice & Throughcare Scheme – drug & alcohol team	KPI/KPT Key Performance Indicator/Target
CC Cellular Confinement – a punishment	LDR Latest Date of Release
CCD Criminal Casework Department (Croydon)	LED Licence Expiry Date
CLAIT Computer Literacy and Information Technology	LIDS Local Inmate Database System – IMB can use this to check location, dates, etc.
CCT Criminal Casework Team (part of Ministry of Justice Immigration & Nationalities Dept)	LSC Learning & Skills Council
CMU Case Management Unit – work on sentence planning & progress	MAPPA Multi-Agency Public Protection Arrangements
CNA Certified Normal Accommodation	MDT Mandatory Drugs Testing
CRD Conditional Release Date	MSL Minimum Staffing Level
CSH Contracted Service Hours (pre-agreed paid overtime)	MQPL Measuring the Quality of Prison Life
CSU Commissioning Support Unit	NACRO National Association for Care & Resettlement of Offenders
DASU Drug And Alcohol Support Unit	NC The National Council for IMBs
DH Dog Handler	NEC National Exchange Centre- building between VTC & Boiler Ho. used for ETE
EDR Earliest Date of Release	NHS National Health Service
EMU Estates Management Unit	NICE National Institute of Clinical Excellence
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	PBR Payment by Results
FLED Facility Licence Eligibility Date (when prisoner may be considered for ROTL)	PCO Prison Custody Officer
FOCUS Financial Outstations and Central Unified Systems – the PS accounting system	PCT Primary Care Trust – National Health component responsible for healthcare
GOOD Good Order or Discipline – Segregation under Rule 45/49 (historically GOAD)	PEI/O Physical Education Instructor/Officer
HCC Health Care Centre	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