



**HM PRISON Dovegate  
Independent Monitoring Board  
Annual Report  
For the period  
1<sup>st</sup> October 2010 to 30<sup>th</sup> September 2011**

## **Statutory Role of the IMB**

The Prisons Act 1952 and the Immigration and Asylum Act 1999 require every prison and Immigration Removal Centre to be monitored by an Independent Board appointed by the Minister of Justice 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 prisons 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 upon it, and what impact these have on those in 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.

## **Diversity Statement**

HMP Dovegate's Independent Monitoring Board is committed to an inclusive approach to diversity which encompasses and promotes greater interaction and understanding between people of different backgrounds including race, religion, gender, nationality, sexuality, marital status, disability and age.

We also recognize that a fully inclusive approach to diversity must also respond to differences that cut across social and cultural categories such as mental health, literacy and drug addiction. The Board values this approach to diversity within its recruitment and board development practices to increase its repertoire of skills and to promote awareness amongst its members of the diverse needs and perspectives of the population within HMP Dovegate.

All members of HMP Dovegate's IMB will undertake their duties in a manner that is accessible to everyone within the establishment regardless of their background or social situation. The Board will monitor to establish that the experiences and interaction between staff, prisoners, detainees and visitors is fair and without prejudice. Where this is not the case, the Board will alert appropriate authorities and individuals including the Director, the Deputy Director of Contracted Custodial Services, the Prisons' Minister and Serco.

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## 1. Description of HMP Dovegate

- 1.1 HMP Dovegate is a private prison run by Serco Civil Government and is situated on the Staffordshire/Derbyshire border. It is a Category B training prison, enlarged in 2009 to hold remand and convicted prisoners from local courts. Inside the single perimeter fence is the self-contained Therapeutic Prison (TP). The combined Certified Normal Accommodation (CNA) of the Main and TP is 1060. A requirement to overcrowd in 2010 raised its operational capacity first to 1140, then to 1180; this figure was reduced in February 2011 to 1135. A number of Category C prisoners and a smaller number of Category D prisoners are held at HMP Dovegate awaiting relocation.
- 1.2 Cells in the two original house blocks, 1 and 2, (with the exception of some 20 cells which can accommodate two prisoners), were designed for single occupancy and have an in-cell washbasin and toilet. The cells are small with poor heating and poor ventilation. Approximately 60 of these cells have a second bunk bed fitted, which are used when there is a requirement to overcrowd. **The Board has always considered these cells unfit to house two prisoners.**
- 1.3 Cells in the newer house block 3 are larger, complying with European standards, and have integral showers. Cells in the TP are single occupancy and have always had integral showers.
- 1.4 HMP Dovegate has its own kitchen and laundry.
- 1.5 **In December 2010, telephones were installed in every cell in the residential areas. The Board congratulates HMP Dovegate for this provision.**
- 1.6 ATMs (Automated Teller Machines) are installed in all residential areas, allowing prisoners to check their accounts, order their meals and access many other functions. **The Board reiterates its congratulations to HMP Dovegate for this imaginative resource.**
- 1.7 Serco Health provides the healthcare at HMP Dovegate. The Healthcare Centre has an in-patient facility for 12 prisoners and the usual range of outpatient clinics. There is an Integrated Drug Treatment Strategy (IDTS) unit on a wing in house block 3.
- 1.8 HMP Dovegate has a large Education and Training facility, Dovegate College, which is run mostly by Serco, four workshops, a newly-established recycling centre, a gymnasium, and a multi-faith centre.
- 1.9 HMP Dovegate has well-maintained and attractive gardens and productive vegetable growing areas.

## 2. Executive Summary

### 2.1 Overall Judgement

2.1.1 It is clear from the frequent comments on the Board's weekly rota reports that HMP Dovegate appears to be a safe, calm and well-run establishment, where prisoners are treated with respect and decency. The small, proactive Senior Management Team and committed and enthusiastic staff cope well with the needs of a wide range of prisoners in their care.

2.1.2 The Board wishes to commend HMP Dovegate on the following examples of good practice it has observed during the year:

- The serious importance it attaches to all aspects of diversity (see para.3.1.1)
- The management of the workshops and the quality of work produced (see para. 3.2.3)
- The reduction in occupancy of the Care and Separation Unit, and the management of that unit (see para. 3.5)
- The establishment of the Multi Agency Safety and Health (MASH) programme for dealing with particularly challenging prisoners (see para. 4.14.6)
- The attention given to importance of Health and Safety (see para. 4.8)
- The expansion of activities concerned with resettlement, in particular the links forged with the local community (see para. 4.15)
- The handling of Census 2011 (see para. 4.2)
- The consistently excellent appearance of the grounds (see para. 4.1.2)

2.1.3 The Board has observed a significant improvement in the management of **Healthcare** during the reporting year and the number of applications relating to healthcare matters has dropped (see para. 3.3.4, para. 4.12.3 and Appendix C). The relocation of seriously mentally ill prisoners to secure units, regrettably, still takes a long time (see below, para. 3.3.6).

2.1.4 Matters of concern raised during the year with HMP Dovegate are:

- The state of the drains in the kitchen, which have required urgent attention for much of the reporting period (see para. 4.4)
- The breakdown and non-repair of kitchen equipment, some of which has been out of commission for more than two years (see para. 4.4)
- The flaking of floor-covering in the showers on some wings (see para. 4.1.1)
- The repeated cancellation of the Supply Reduction Meeting (para. 4.7.2) and poor attendance at the Health and Safety Meeting (para. 4.8.2)

2.1.5 The Board is grateful for the courteous co-operation of management and staff, which enables it effectively to carry out its monitoring role throughout the year. The Board is supported by a very efficient Clerk, provided by Serco.

## **2.2 Issues for the Minister (all raised previously in 2009-10)**

- 2.2.1 The potential for reactivation of doubling up in single cells (see para. 1.2).
- 2.2.2 Transfer of prisoners with severe mental health problems to more suitable units (para. 3.3.6)
- 2.2.3 Transfer of Categories C and D prisoners (see para. 1.1)
- 2.2.4 Foreign nationals who are held after completion of sentences (para. 3.1.2)

## **2.3 Issues for NOMS**

Prisoners' property often does not follow them from other establishments (para. 4.12.2)

## **2.4 Issues for HMP Dovegate**

- 2.4.1 The state of the drains in the kitchen, which have required urgent attention for much of the reporting period (see para. 4.4) *This problem was finally solved in November 2011, after considerable effort by the prison.*
- 2.4.2 The breakdown and non-repair of kitchen equipment, some of which has been out of commission for more than two years (see para. 4.4)
- 2.4.3 The flaking of floor-covering in the showers on some wings (see para. 4.1.1) *The Board recognises the difficulty of maintaining the showers, which were refurbished in 2009-10.*
- 2.4.4 The reactivation of the Supply Reduction Meeting (see para. 4.7.2).

### **3. Areas that must be reported on**

#### **3.1 Diversity**

3.1.1 HMP Dovegate has adopted a rigorous approach to Diversity and staff and prisoners have adopted the Director's inspirational approach with enthusiasm. The various strands (which include Foreign Nationals) have their own regular meetings some of which are run by prisoners and overseen by staff. The findings from these meetings feed into a monthly Equalities Governance Meeting. IMB members have taken turns to attend the latter and members have also attended the meetings of particular strands. The Board applauds HMP Dovegate's innovative approach to this subject.

3.1.2 For much of the reporting year, two foreign nationals were held at HMP Dovegate for many months beyond their sentence expiry date. The Board deplores the continued incarceration of such individuals.

#### **3.2 Purposeful Activity**

##### **3.2.1 Overview**

3.2.1.1 Purposeful Activity consists of 27 out of cell activities, centred mainly on Education and Industries.

3.2.1.2 Purposeful Activity at the end of September was 34 hours per week, (cf. 32 hours last year), whilst time unlocked averaged 10 hours per day.

##### **3.2.2 Education**

3.2.2.1 Education is provided mainly by Serco, assisted by Nergy, who deliver NVQs in Industries and the Kitchen, and Rotary who deliver English and Mathematics on one afternoon a week.

3.2.2.2 Unemployment is around 10% and includes those on remand, induction and those awaiting courses. Increased efficiency and a full complement of tutors would ease the number of prisoners locked up during the day.

3.2.2.3 Although only just over halfway through the prison year, the Education Department is optimistic of meeting all its Key Performance Targets.

3.2.2.4 The places available for Education, Industries and other activities at the moment exceed the maximum daily demand which fluctuates due to sickness, those retired and remand prisoners who have the choice of participation.

3.2.2.5 Tutor shortages cause problems from time to time (five short at the moment). Tutor recruitment is an on-going process.

- 3.2.2.6 There are ten modules per week, five each morning and afternoon. Prisoners are required to be in work or education for nine modules with the tenth being a 'domestic session' without work or education. This allows time for library or reception visits, as well as the prisoners' own domestic activities.
- 3.2.2.7 Classes include Maths, English, Key Skills, Literacy, Numeracy, Life and Social Skills, Computer and Open University courses.
- 3.2.2.8 Vulnerable prisoners have their own classroom facilities, and outreach is available to less mobile prisoners. However, vulnerable prisoners who have given a good reason not to attend education in the VP facility now have to do their education behind locked cell doors. This makes it impossible for learning support workers to do their job and adds to in-cell hours.
- 3.2.2.9 Prisoners have their educational needs assessed in Induction, and are allocated classes accordingly, including any Offender Behaviour requirements.

### **3.2.3 Industries**

- 3.2.3.1 Industries comprise four workshops, a laundry and an environmental party group who look after the new impressive recycling facility as well as the excellently-maintained grounds. One of the workshops is used by vulnerable prisoners.
- 3.2.3.2 The two main customer contracts are for lighting equipment and pallet making. Prisoners gain manufacturing disciplines and improve their financial status, whilst also having the opportunity to gain NVQs.
- 3.2.3.3 The workshops were generally busy throughout the year, but on occasions were hampered by the lack of incoming materials. It was noted that the workshops were well run by the staff which resulted in good quality products with few rejects. It was a matter of concern however that on some visits it was reported that prisoners producing pallets were not wearing ear-defenders. It was also noted that the toilets in the workshops sometimes were not as clean as the Board would like.
- 3.2.3.4 In spite of a difficult economic climate HMP Dovegate retained the contracts from its two main customers in the lighting and pallet making sectors, testimony to the quality of work carried out on a consistent basis.

### **3.2.4 Library**

- 3.2.4.1 The library has over 17,000 items of books, digital media and periodicals with a yearly rotation of 25%. There is a selection of Islamic material available which has been approved by the Imam.

3.2.4.2 The delivery system that was put in place to process material to Upper K wing for those in cellular confinement, the CSU and Healthcare is working well.

### **3.2.5 Gymnasium**

3.2.5.1 The enlarged gym area has improved facilities and two all-weather sports pitches.

3.2.5.2 The gymnasium and associated areas are open 7 days a week and activities include football, badminton, basketball, weights as well as cardio-vascular equipment.

3.2.5.3 Staff are always seeking to add to the gymnasium curriculum through dialogue with the prisoners.

### **3.2.6 Offending Behaviour Programmes (OBPs)**

3.2.6.1 The prison offers three accredited OBPs, Therapeutic Prison, Thinking Skills and Controlling Anger and Learning to Manage it (CALM). Victim Awareness, Social and Life Skills and Stress and Anger Management are delivered but are not accredited programmes. The lack of OBPs is seen as a significant concern to the prison.

3.2.6.2 Waiting lists cause frustration amongst prisoners wanting to progress, causing difficulties for the programming team who need to balance oral hearings/parole dates and risk and need. Prisoners are given an approximate date for course commencement but slippage does occur.

## **3.3 Healthcare and Mental Health**

3.3.1 Healthcare at HMP Dovegate is the responsibility of Serco Health. Support for clinical governance and some mental health services are provided by the local Primary Care Trust. Applications from prisoners with issues about healthcare have always been first or second in our annual analysis of complaints.

3.3.2 Healthcare always seems to be very busy: beds in the hospital are usually occupied by prisoners with multiple problems including mental health and our rota visits report many weeks when the occupancy rate was high, and many weeks when the number of prisoners on open ACCTs was also high, placing additional burdens on staff. There were numerous occasions when some prisoners were on Constant Watch or Observations and at least one occasion when a prisoner was on Suicide Watch. Appointments at the local district hospital need trained staff to provide escort duties and this can prove difficult at times.

- 3.3.3 On the days when the Doctor, Dentist or Optician is on duty the department seems a hive of activity. Healthcare was generally clean and tidy although on occasions the waiting room toilet was not as clean as it should be.
- 3.3.4 Although the number of applications concerning healthcare is still high, the IMB believe that the situation is much improved. Following the departure of the Healthcare Manager in March, a new Assistant Director was appointed. At the same time, more prison custody staff were assigned to the centre. Nursing staff are given responsibility for a specific house block and the dispensing of medication on each house block is closely monitored. Staff are better organised and are supported by primary care staff where necessary. The administration staff provide a good service and are always willing to help the IMB members with queries and complaints from prisoners. An IMB member attends the Clinical Governance meetings and this helps us to better understand the diversity of issues that the staff have to deal with.
- 3.3.5 The remand prisoners create a big demand for treatment for drug problems.
- 3.3.6 It still takes a long time to obtain a place in a special unit for prisoners with severe mental health problems.
- 3.3.7 However, the IMB feel confident that the centre has improved dramatically over the last twelve months. We still receive applications about the time it takes to get an appointment at the centre but most are organisational rather than medical. We welcome the efforts being made to give prisoners more information about how to get the best treatment for healthcare issues.

## **3.4 Safer Custody**

### **3.4.1 Meetings**

Safer Custody Meetings continue to be held every month. An IMB member is always in attendance and Peer Support Workers (PSW) attend the first part of the meeting.

### **3.4.2 Assessment, Care in Custody and Teamwork (ACCT documents)**

At the end of each meeting three or four random ACCT documents are checked in detail by those present. The process is very thorough and any points discovered are discussed in detail and lessons learnt.

### **3.4.3 Self-harm Incidents**

There was a reduction in self-harm incidents during the reporting year; 332 compared with 482 in the previous year. Very few of the self-harm incidents have required hospital treatment and many were very minor cuts which are considered to be only marginally reportable.

#### **3.4.4 Violence Reduction**

There were 22 assaults on staff, little changed from 22 and 21 in the previous two years. 16 weapons were found and there were 70 prisoner-on-prisoner assaults compared with 103 in the previous year. Prisoner-on-prisoner assaults continue to be mostly of a fairly minor nature with very few requiring medical treatment.

#### **3.4.5 Anti-Bullying Strategy**

The prison continues to operate a zero tolerance policy and there seems to be few incidents of bullying. The Peer Support Workers, however, have expressed concerns about a perceived increase of bullying and anti-social behaviour on the wings. They are also concerned that it seems that often it is the victim, rather than the bully, who is moved. Prison Managers refute both accusations, and in particular the latter – where there is no proof, they say they have to move both prisoners involved, but in known cases, only the bully is moved.

#### **3.4.6 Peer Support Worker (PSW) Scheme**

The PSW scheme continues to work well. The Samaritans have again come to the prison and are re-introducing the Listener scheme. Any prisoner, however, who wishes to become a Listener may not also be a PSW.

#### **3.4.7 Summary**

Overall HMP Dovegate continues to be a relatively safe place for both staff and prisoners. All the statistics show an improvement on last year.

### **3.5 Segregation**

- 3.5.1 The Care and Separation Unit (CSU) is a separate building away from the main prison and contains 20 cells: 18 normal, one special, and one which has been converted into a fitness suite. One of the 18 normal cells is in the process of being converted into a gated cell and should be available for use early in the next reporting year.
- 3.5.2 The Purposeful Activity programme which was introduced last year consists of origami, creative writing, art therapy and education. CSU inmates are actively encouraged to participate in these activities. However the courses in origami, creative writing and art do not seem to be popular with inmates. Education has a greater uptake but is still well below 50%.
- 3.5.3 In August 2011 the CSU received a “Green Flag” award when it achieved 100% compliancy from the Dovegate Performance Unit during an internal audit.

- 3.5.4 The Board can report that the unit nowadays is rarely fully occupied and only exceptionally is a prisoner held there for longer than three weeks.
- 3.5.5 The CSU oversees those prisoners on K Wing who are subject to Cellular Confinement. The Board keeps a close watch on this wing, and monitors those who are on Cellular Confinement.

## **4. Other Areas of Prison Regime**

### **4.1 Residential accommodation and grounds**

- 4.1.1 The Board reported last year that a thorough and satisfactory refurbishment of the showers in HB1 and HB2 had taken place. Unfortunately problems have started to reappear with the flaking of floor-covering in the showers in some wings. Rota visits to all the wings did not reveal any other major issues; generally speaking the wings were clean and tidy and any minor issues were soon resolved. The Board however was a little frustrated by the fact that on numerous occasions there was a lack of IMB application forms on some of the wings.
- 4.1.2 The condition of the grounds all through the year has been excellent. During the summer months the flowers and gardens were a picture to see, and the vegetable plots in the TP were extremely well managed, with good quality vegetables being available in considerable quantity for the prison kitchen. The HMP Dovegate team responsible for maintaining the grounds are to be congratulated for giving the prison such a lovely environment for both staff and prisoners to enjoy.

### **4.2 Census Day (28<sup>th</sup> March 2011)**

This is the first census to have been conducted since HMP Dovegate was opened. A member of the Board came into the prison early to observe the proceedings. Prisoners were well briefed about the requirements of the survey, staff gave assistance in a non-provocative way when required, and forms in other languages were obtained without difficulty on request. The exercise was considered a success.

### **4.3 Adjudications**

- 4.3.1 Since the implementation of a new Director's Rule on 1<sup>st</sup> January 2011 concerning the introduction of the new prisoner non-attendance procedure, the data shows that during quarter four of 2010 the average percentage number of prisoners not attending was 43%. This fell to 25% during quarter one of 2011, and 22% in quarter two. The figure for quarter three was 20%.
- 4.3.2 On looking at the total number of Adjudications for the year October 2010 – September 2011 as against the total number of Adjudications for the year October 2009 – September 2010, in every month apart from October and December 2010 there has been a fall in the total number of Adjudications.

4.3.3 See Appendix B for details.

## **4.4 Catering and Kitchen**

The kitchen over the year has seen a lot of problems concerning the breakdown and non-repair of equipment, some of which has been out of commission for more than two years. There is also the continuing problem of the smelly drains. Board members have been told on numerous occasions when on Rota that the problem is being addressed, but as yet we are still waiting for the matter to be resolved. By contrast, we must stress that, on balance, the kitchen does a very good job in producing excellent meals in spite of the equipment problems. This is borne out by the fact that rota visits over the year produced good reports on the quality of food with relatively few complaints.

## **4.5 Deaths in Custody**

Sadly, there were two deaths in custody during the course of the year, occurring in October 2010 and July 2011. The inquest into the first of these deaths was held on 15<sup>th</sup> March, 2011, and the jury returned a verdict of death by natural causes. The inquest into the second death and inquests into three deaths which occurred in 2009 are still outstanding.

## **4.6 Multi Faith Centre**

4.6.1 The multi faith centre continues to be the focus of the spiritual and pastoral life of the prison. Its staff are enthusiastic and committed to the wellbeing of inmates and prison staff in equal measure and are supported by many volunteers who attend from outside the prison on a regular basis.

4.6.2 As well as the regular services of worship, the centre hosts many special events of a religious and secular nature throughout the year, which are always very well attended and appreciated by the inmates. A great sense of community is always evident at these events.

## **4.7 Drugs**

4.7.1 A member of the IMB has attended each of the monthly Harm Reduction meetings. Attendance by prison staff has declined this year, but the work seems to be as effective. Both CARATS and IDTS staff have attended every meeting.

4.7.2 By contrast, the monthly Supply Reduction meeting has hardly ever taken place.

## **4.8 Health and Safety**

- 4.8.1 This year has seen the continued dedication of the Health and Safety Officer to this very important area of work, particularly so, as the Corporate Manslaughter Act now affects the whole of the Prison Estate.
- 4.8.2 The prison wisely opted for the continuation of monthly (as opposed to quarterly) meetings, which has helped drive the message home of the relevance and importance of Health and Safety and everyone's duty to comply. Poor attendance at some of these meetings has been of concern although there is recognition that rostering time-off detail can be difficult.
- 4.8.3 A Fire Training day is planned for early New Year.
- 4.8.4 The Board congratulates the Health and Safety Officer and his team for the work they have done.

## **4.9 Life Sentenced Prisoners**

- 4.9.1 When the Probation Offender Supervisors first took the responsibility for the lifer prisoners at HMP Dovegate, they were understaffed and consequently found it difficult to have all reports and relevant paperwork completed on time. However within the last few months they have a full complement of staff consisting of six full time and three part time Probation Officers.
- 4.9.2 Each full time officer is responsible for approximately 65 lifer prisoners of whom up to half could be Indeterminate Sentence Public Protection prisoners (ISPPs). As some of the ISPP prisoners are only on short tariffs it is proving most difficult to find and complete the courses needed for their release at the expiry of their tariff.
- 4.9.3 The Probation team are now responsible for the transfer of the lifer prisoners. In HMP Dovegate there are 208 lifers and 204 ISPPs in the main prison and 82 lifers and 82 ISPPs in TP - 33 are Foreign Nationals and 60 prisoners are currently over tariff.

## **4.10 PRIAC (Prisoners and Residents Information and Activities Committee)**

An IMB member attends when possible. The meetings are well attended, well run and constructive.

## **4.11 Reception**

- 4.11.1 Reception functions well, even at peak times.
- 4.11.2 Towards the end of the reporting year, a new contractor took over prisoner escorts. At first this change caused some problems for reception staff as

vans often did not arrive when expected. The Board has reacted with surprise that the brand new specially-designed vans lack adequate space for prisoners' property.

## **4.12 Applications**

- 4.12.1 It is pleasing to report a small reduction in the number of Applications received this year. A total of 373, compared with 404 in the previous year, with the prison population in the two periods being very similar.
- 4.12.2 In common with many other establishments, property generates the greatest number of applications, usually relating to losses when prisoners are moved between establishments.
- 4.12.3 The second highest total at HMP Dovegate relates to Healthcare issues. However it is pleasing to note that improvements have been seen, with the total this year being down by 28.3% on the previous year.
- 4.12.4 Looking at applications by location, the highest number comes from Remand Wing L.
- 4.12.5 Figures for this year reflect the more settled atmosphere around the establishment.
- 4.12.6 Detailed data and graphs can be seen in Appendix C.

## **4.13 Security**

As is to be expected, all aspects of security are taken very seriously at HMP Dovegate. Monthly meetings take place, and an IMB member attends when possible.

## **4.14 Therapeutic Prison (TP)**

- 4.14.1 The TP continues to perform well, with resident numbers above the required threshold. There was a change of senior management in January 2011 when the Director of the TP moved over to main prison to take over the Director's role there. At this stage the Assistant Director for Therapy took on the lead role in TP.
- 4.14.2 Continued effort has gone in to the management of a resettlement wing in TP, where those de-selected or opting out of therapy are housed along with those who have completed their therapy. This wing is unrecognisable from its state two years ago. The main problem now is moving residents on within the overcrowded national prison system, either back to their sending establishments for those de-selected, or to lower category establishments for those who have completed their therapy.

- 4.14.3 The benefit of the improved Resettlement wing is a more stable regime being in operation on the wings where group and individual therapy is key, without the influence of the mal-contents who really found the going too tough.
- 4.14.4 During the summer months the two weeks of Res-Art were a great success, with interesting workshops and conferences planned for later in the year.
- 4.14.5 It is interesting to note that the number of Applications to the Board from TP residents is quite low and suggests that the majority of issues are being dealt with within the community groups (see Appendix C.)
- 4.14.6 HMP Dovegate has its fair share of very difficult and damaged prisoners; here again it has reacted with its customary innovative approach by setting up a multi-agency intervention programme for such challenging individuals (the MASH programme) which runs from within the TP and is working well. The Board congratulates HMP Dovegate on this initiative and on the continuing success of the TP.

## **4.15 Resettlement**

- 4.15.1 When HMP Dovegate was opened in 2001, as a training prison which catered largely for prisoners serving long sentences, resettlement needs were not a high priority. Experience has shown however that some long-sentenced prisoners do not progress to lower categorisation and this, together with the intake of short-sentenced prisoners from local courts in 2009, has resulted in greater attention to Resettlement, and the establishment of a strong team to deliver the Resettlement Strategy.
- 4.15.2 Negotiations have taken place to establish various possibilities for prisoners to be employed on release, and links with many agencies to assist such prisoners have been forged.
- 4.15.3 High Risk Pre-Release Meetings now concentrate on the prisoners about to be released, who are deemed to be 'high risk'. The monthly meetings are always very well attended.
- 4.15.4 All the offender supervisors are there to bring all the relevant information as to the conditions on which the prisoner being reviewed is to be released, e.g. on licence. Worryingly many of these very risky prisoners are being returned to the community with no licence conditions, having come to the end of their sentences, and having made little progress whilst in prison.
- 4.15.5 New to this meeting is the introduction of telephone conferences with outside Probation case workers. Occasionally outside Probation Officers are present at the review to discuss the work still needed upon release.
- 4.15.6 A Board member observes these meetings, which are regarded as both very important and well organized.

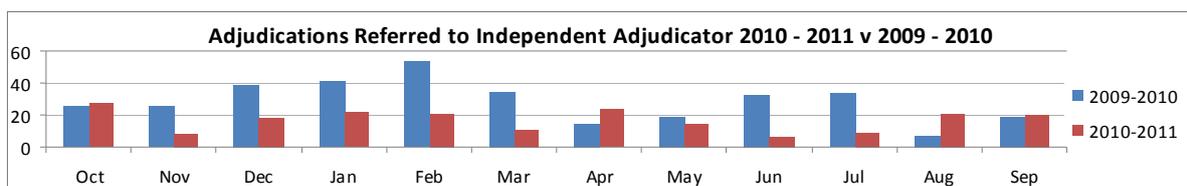
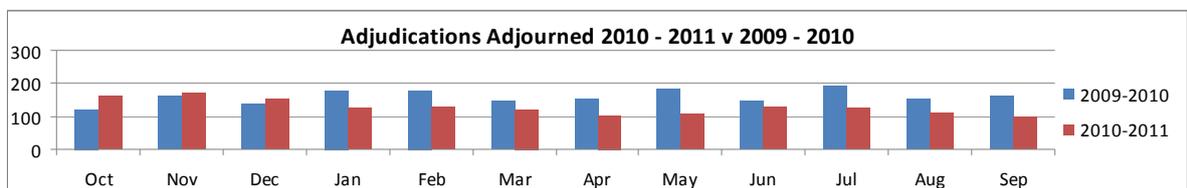
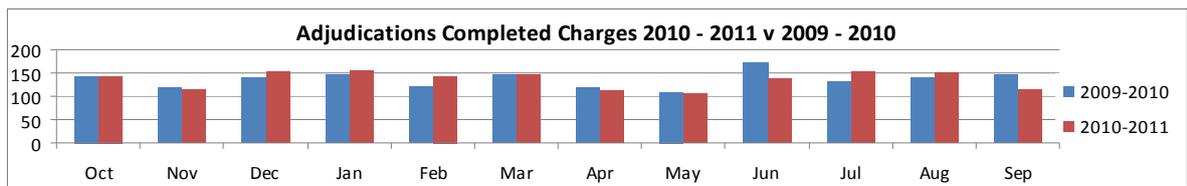
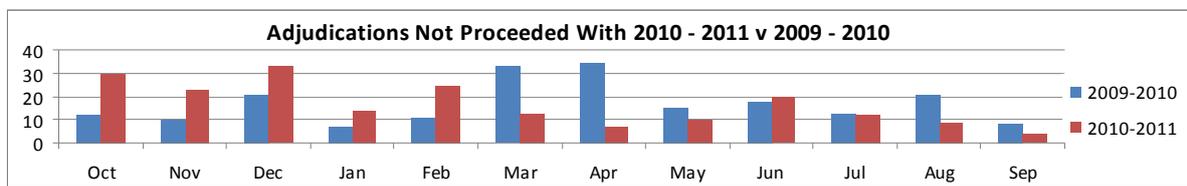
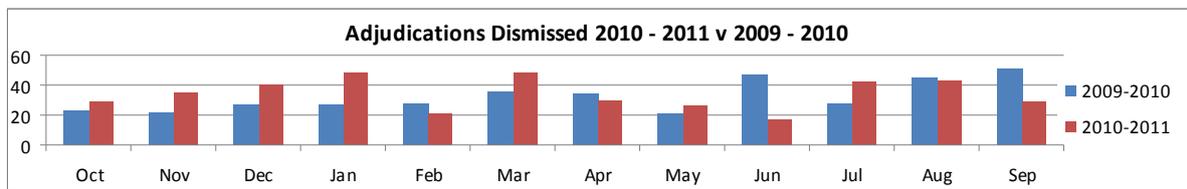
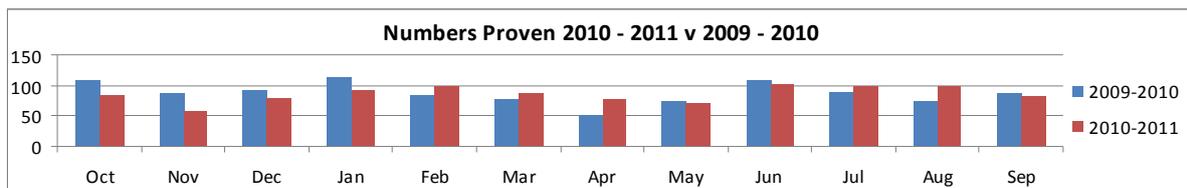
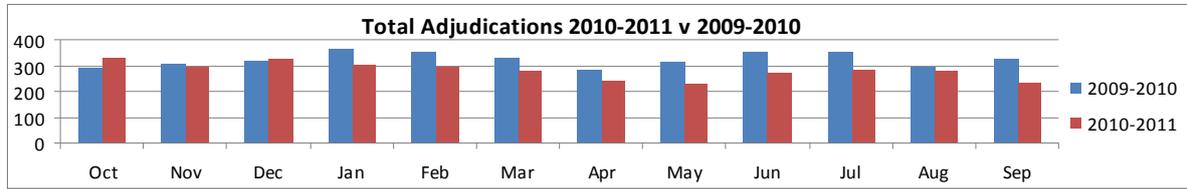
## **5. The Work of the Board**

- 5.1 The Board now numbers 12 established members and three members in their probationary year.
- 5.2 The Board frequently has half-hourly training sessions before the monthly Board meetings.
- 5.3 In January 2011 the Board held a training day to consider its working practices. As a result it introduced a new method of rota visits and rota reports.
- 5.4 Members of the Board have hosted visits from the IMBs at HMP Hewell Grange and HMP Nottingham.
- 5.5 The Chair and Vice-Chair have attended the biannual meetings of Area Chairs; the Chair attended the only Contracted-out Chairs' meeting to be held in the period.

### **Appendix A** **Board Statistics**

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	0
Number of members leaving within reporting period	0
Total number of Board meetings during reporting period	12
Average number of attendances at Board meetings during reporting period	11
Number of attendances at meetings other than Board meetings	62
Total number of visits to the prison/IRC (including all meetings)	576
Total number of applications received	373
Total number of segregation reviews held	97

**Appendix B**  
**Adjudications**



## Appendix C Applications

