



HM Prison Erlestoke

**Independent Monitoring Board Annual Report
1st November 2009 to 31st October 2010**

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Cover illustration by a prisoner at HMP Erlestoke

1. THE ROLE OF THE INDEPENDENT MONITORING BOARD (IMB)

Our role is officially described as follows:

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

The Board is specifically charged to:

- 1. Satisfy itself as to the humane and just treatment of those held in custody within its prison and the range and adequacy of the programmes preparing them for release.*
- 2. Inform promptly the Secretary of State, or any official to whom he has delegated authority as it judges appropriate, any concern it has.*
- 3. Report annually to the Secretary of State on how well the prison has met the standards and requirements placed on it and what impact these have on those in its custody.*

To enable the Board to carry out these duties effectively its members have right of access to every prisoner and every part of the prison and also to the prison's records.'

The Erlestoke Independent Monitoring Board is composed of volunteer members, who are not paid, and are independent of the Prison Service and the Justice Ministry.

The IMB obtains information from many sources in the prison and this is reflected in this Annual Report:

- Informal face-to-face conversations with prisoners and staff whenever we are in the prison: not necessarily regarding complaints
- Our formal weekly rota visits which generate points for our monthly meeting with the Governor (urgent matters are escalated immediately)
- Verbal and written applications made to us by individual prisoners
- Attendance at routine meetings and formal and informal briefings by the Governor and members of his management team
- Observation of peoples' behaviour and the state of the prison

We are the only independent presence in the prison on a day-to-day basis.

2. HMP ERLESTOKE AND INTRODUCTION TO THE REPORT

2.1. Erlestoke in Perspective: the wider prison environment in England and Wales

Erlestoke is one of 139 prisons in England and Wales, with a combined population of 85,429 at the end of September 2010. The total population exceeds those of France and Germany both in per capita and absolute terms, leading to the overcrowding which has been endemic since 1994.

At the end of September 2010 there had been a further increase in the total number of life sentenced and indeterminate sentenced prisoners to over 13000. In April 2009 almost 40% of these prisoners were being held beyond their tariff expiry date, reflecting deterioration from the previous year.

The annual cost of accommodating a prisoner averages £41,000 per year, and despite the increasing prison population the annual budget for the Prison Service continues to be cut by around 3%, year on year. It is against this background that Erlestoke Prison operates, and many of its challenges are a consequence of the national situation.

2.2 HMP Erlestoke

Erlestoke is an adult male, Category 'C' closed training prison, built in the grounds of the former Erlestoke Park House. It is the only prison in Wiltshire and is situated in a rural location on the northern edge of Salisbury Plain about 7 miles from the towns of Devizes and Westbury.

(Category C prisoners are those who cannot be trusted in open conditions but who are unlikely to try to escape. Categorisation of prisoners is not, of itself, dependent on the prisoner's offence. Hence even though Erlestoke is a Cat C prison, almost a quarter of its prisoners are life and Indeterminate Public Protection sentenced).

There are seven residential units with an operational capacity of 470. There are three standard, three enhanced, and one lifer/long term prisoner residential units. All but 17 of the cells are single occupancy, most with integral sanitation. One older wing, Wren, was decommissioned in 2010, and work started on the new Silbury Wing for completion in 2011. The operational capacity has temporarily fallen to 370 in the year. It will rise again to 494 on the completion of the Silbury Unit.

Erlestoke receives adult male prisoners from much of England and Wales, and in particular from local prisons in Winchester, Bristol, Gloucester and South Wales. It does not ever receive prisoners direct from the courts immediately after sentence.

The neighbourhood image of Erlestoke has continued to improve considerably over the year. The Governor and his staff have maintained a determined campaign to keep local residents involved and informed of relevant developments, with individual letters to households, meetings and presentations in village halls, and events such as cricket matches, talks to societies and so on.

2.3 Introduction to the Erlestoke IMB Annual report 2009/2010

This IMB report is required by the Justice Ministry to cover the period from the 1st November 2009 to the 31st October 2010.

The IMB Annual report is not intended, nor does it seek, to document the year in Erlestoke Prison. Its purpose is to report on matters which have come to the Board's attention as being worthy of note, either for positive or adverse reasons.

Enquiries regarding the report should be addressed to the Chair, IMB, HMP Erlestoke, Devizes, Wilts SN10 5TU.

3 ANNUAL REPORT SUMMARY AND ISSUES

Last year we commented that Erlestoke was a better place to be for the majority of prisoners and staff, than previous years. This improvement has been maintained in 2009/2010 despite ongoing resource constraints and the challenge of significant changes to the physical structure of the prison.

3.1 General Introduction

2009/2010 has been an encouraging but very challenging year for Erlestoke. As a community and prison the work of the two previous years has been extended with many more local initiatives. Significant change and improvements in the environment and operational processes have continued to benefit prisoners and staff alike, and the closure of Wren wing provided a major boost to morale.

Such major local changes have been well handled, despite the potential disruption to the lives of many prisoners, and the Board commends both the staff and prisoners for their patience and good humour throughout.

At the same time, daily life has continued normally for the majority of prisoners, and where there have been the occasional incidents these have been dealt with within the prison and without recourse to outside support. The Board is pleased to note that, for another 12 months, neither prisoners nor officers have sustained injuries when Control and Restraint procedures have had to be used.

Erlestoke has been very much subjected to 'external' financial and development pressures, and it is pleasing to note that these have been met without serious impact on the prisoner population. It should also be noted that the Prison Service makes no extra resource provision to facilitate the actual changes, which have been carried through by the existing staff in addition to their regular duties.

It is perhaps a measure of Erlestoke's success in a difficult environment that HRH Princess Anne visited the establishment in December 2009, meeting prisoners, staff and members of the IMB.

3.2 Issues for the Minister and Prison Service HQ, Regional Offender Manager, and the Governor

Respondent	Issue	Action Required	Ref
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Minister/ Prison Service HQ	Proportion of BME prisoners in Erlestoke is twice that in national population.	Explanation as to why Erlestoke level is out of proportion, and confirmation that this reflects the total BME prison population.	Section 4.1
Minister/ Prison Service HQ	Concern about education and training opportunities becoming more limited due to cuts in funding.	Confirmation that funding levels for education and training will be maintained.	Section 4.2
Minister/ Prison Service HQ	The IPP sentence is not working effectively due to the judiciary using it for short sentences, and the shortfall in provision of prerequisite behavioural courses. The consequence is that a significant number of such prisoners are in Erlestoke and over their tariff, suffering destabilising uncertainty as to their release date.	Ministry of Justice to guide the judiciary so as to avoid the use of IPP sentences for short periods. Further enhancement of courses etc for IPP prisoners at Erlestoke, or more even allocation of IPP prisoners across the Region.	Section 4.6
Minister/ Prison Service HQ	Concern about the mental health of prisoners in the Care & Separation Unit and the adequacy of facilities for dealing with them.	Further enhancement of mental health services in this and other prisons. Increased training for staff in mental health matters.	Section 4.5
Minister/ Prison Service HQ	Ongoing failure by Prison Service contractors to deliver their construction projects on time and to specification, without continuous problems going forward. These problems go way beyond normal 'teething troubles' and result in significant waste of local Erlestoke estates resources and money.	A serious attempt by the Prison Service to improve the performance of its central procurement and estates departments to a level, which would be accepted in any commercial organisation. An explanation of improvement measures taken and their effectiveness would be helpful.	Section 4.11
Governor	Concern that funding for the part-time Barnados professional based in the Visitor Centre may be withdrawn. This service and the Visitor Centre itself are particularly important due to the remote location of Erlestoke.	Reassurance that Regional NOMS will financially support this vital role.	Section 4.8
Governor	Bullying records on individual prisoners increased by 30% over previous year.	Effective implementation of the new strategy that the prison is now developing, and end-to-end operation of the full process.	Section 4.4

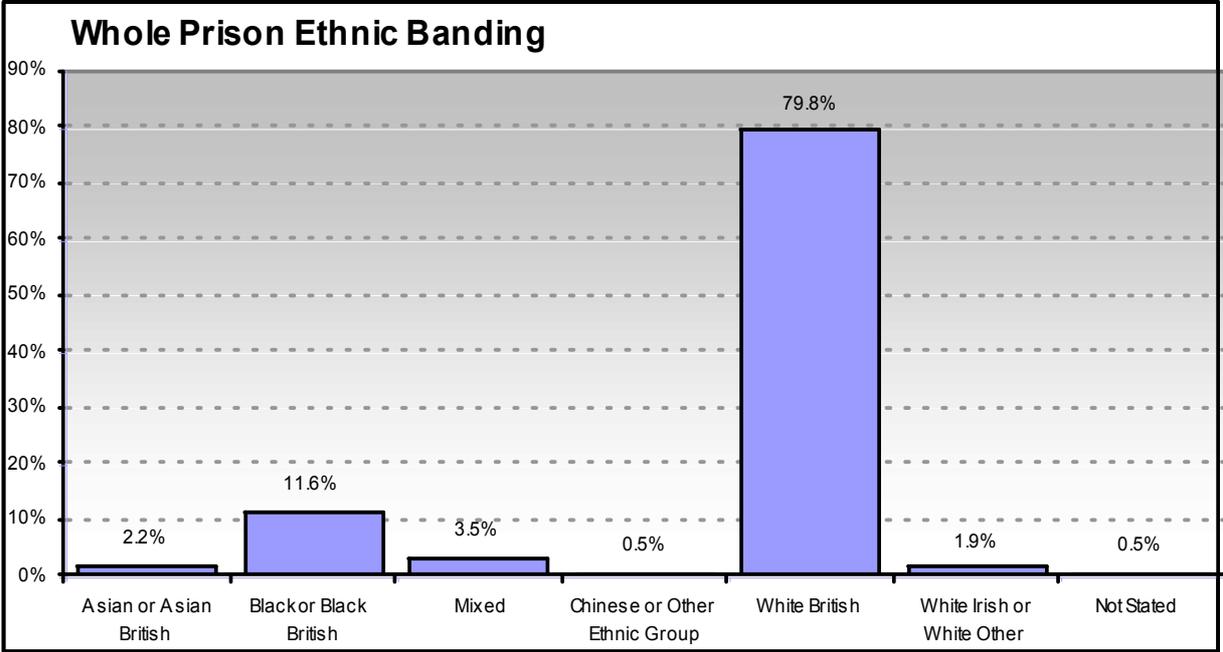
4 MANDATORY* AND OTHER REPORTS: THE PRISON REGIME AND TREATMENT OF PRISONERS

4.1 Diversity / Race Equality/ Disability*

Diversity/Race Equality

The county of Wiltshire has, at 3%, a low level of people who are from Black, Minority, Ethnic (BME) groups. As at October 2010 the current BME prisoner population at Erlestoke was 20.2%, which was down on the October 2009 figure of 23.75%.

The current ethnic mix of the prisoner population at HMP Erlestoke is as follows:



The discrepancy between the prison and the Wiltshire BME populations is explained by reference to Erlestoke’s role as a training prison rather than a local prison. As such, it takes prisoners from all over the South West, as well as a good percentage from elsewhere in the country.

Nevertheless, the Board is still seriously concerned that 20.2% of Erlestoke prisoners are from a BME background. Given that less than 10% of the population are in this category, it appears that the Criminal Justice System is delivering at least three times as many BME as non BME prisoners to Erlestoke as are represented in the national population.

A total of 81 alleged racist incidents were reported in the period of this annual report, which is a decrease of 22 compared to the same period last year. 54% of the complainants came from a BME background, 33% from a non-BME background with the remaining 13% not stating their ethnicity. Of these complaints:

- 14% were prisoners reporting other prisoners
- 4% were prisoners reporting staff
- 75% were staff reporting prisoners
- 7% were staff reporting staff

Of the 81 alleged incidents, 91% were dismissed, 5% were withdrawn, 2% are ongoing and only 4% were proven. The prison has continued in its efforts to facilitate the reporting of racist incidents through improved access, induction training and Governor’s communications.

Disability

Erlestoke's Disability Liaison Officer retired in September 2009 and the role was transferred to the Race Equality Officer (REO). The prison currently has a number of prisoners who have declared that they have a disability; the REO has worked closely with these prisoners to ensure that their needs are adequately addressed.

Erlestoke currently has a number of prisoners who have declared that they have a disability. The Race Equality Officer has worked closely with these prisoners to ensure that their needs are adequately addressed. Unfortunately, the facilities in Erlestoke are not currently adequate to properly accommodate disabled prisoners, particularly those in wheelchairs. Cell doors in the induction unit are too narrow and there is no wheelchair access into the education block. Showers are not fitted with handles and space in the standard cells makes manoeuvrability extremely difficult. Some modifications have been made and there will be disabled accommodation in the new Silbury unit,

It is important to note, that the staff at Erlestoke have worked hard to ensure that these prisoners are cared for and helped as much as is possible, in spite of the limitations of their accommodation and facilities. However, the Board is concerned about the absence of a dedicated Disability Officer for part of the year.

4.2 Learning and Skills

The Prison education departments should be commended for continuing to provide a wide range of ever more meaningful courses, even though the 'pot' of available hours from the Learning & Skills Council has remained the same. This has been achieved by a sharper focus on the effective use of available hours to meet the needs of the learners, and by re-arranging provision to facilitate and increase in fulltime vocational courses.

The Education Department considers that all providers have delivered to a good standard and the Board is happy to endorse this view. The providers include:

- Directly managed areas including Farms and Gardens, Physical Education, and Industrial Workshops.
- Strode College delivering English, Maths, IT vocational training, Industrial Cleaning up to NVQ level as well as the toe by toe reading programme.
- A4E delivering courses relating to the Arts as well as Personal Development, and other social and life skills related learning

Positive Developments

There have been a lot of encouraging developments during the year, and the Board has taken particular note of the following:

- The level of prisoner engagement in PE has risen by almost 50% from 43% to 64%, strongly helped by new initiatives for 'over 40' and 'over 50' prisoners and a Healthy Lifestyle course.

- Increased community involvement including PE activity sessions for the Ashton Street Centre, (based in Trowbridge for individuals with learning difficulties/disabilities), as well as the introduction of the Community Sports Leader Award course. HMP Erlestoke was a winner in the 'Action to Reduce Health Inequalities' category at the Wiltshire Health and Wellbeing partnership Awards. Furthermore, a citizenship event, which included parliamentary candidates, was held successfully.
- Further awards were won by Industrial Cleaning in their first ever attempt at the Annual 2010 Team Clean Challenge, and the Radio production Course was praised for its early work at the Prison Radio Association Event .
- The importance of resettlement support to prisoners on release has been recognised by the appointment of an A4E Resettlement Coordinator. This role is very wide ranging and covers all resettlement aspects.
- The new appointments of brickwork and plastering trade tutors.
- The Library, run by Wiltshire Council, continues to go from strength to strength, with increased attendance, steady issues of books, and increasing issues of CDs and DVDs. Initiatives such as the Reading Group, Storybook Dads and visiting authors continue to be well supported, and the Board wishes to express its appreciation for the work of the Wiltshire Library staff.
- Although the closure of the Farms and Gardens in its current form in the summer concerned the Board, it has been reassured by the commitment to use this area to provide fresh crops for use by the prison itself.

Education Concerns

In the current economic climate it is inevitable that there are concerns around the funding and resourcing of this vital area. However, Erlestoke has secured a small increase in hours for next year, and is hopeful that by working even more closely with their education partners the resettlement needs of our prisoners will be met and waiting lists for courses reduced. e.g. the Healthy Relationships Programme

Successful and effective relationships have been established with all the education providers and it is hoped that any re-organisation or restructuring of services will not dilute or impact negatively on the effectiveness of the service at Erlestoke.

4.3 Healthcare and Mental Health*

Healthcare at Erlestoke has been provided through an onsite Health Centre managed through the local PCT. The Unit has run smoothly due to the dedication and hard work of the staff, including a full time Mental Health Nurse and visiting Psychiatrist.

Facilities have been improved by the removal of an internal wall, which has enlarged the patient waiting area.

Although, since the closure of Wren, the number of prisoners has reduced by appropriately 20%, there has been no corresponding drop in appointments. However there is concern that a significant number of prisoners do not to attend appointments at the last minute.

4.4 Safer Custody*

The Safer Custody team exists to ensure the wellbeing and safety of the prisoner population. They do this through a variety of approaches and the Board would like to note the following:

- A new standalone safer custody unit was created in June and is developing an “Anti Social Behaviour Policy” for roll out in 2011. The Board recognises the importance of prisoner safety and applauds all initiatives that avoid unnecessary suffering or deaths within the prison system.
- Prisoner Listener Programme
This is a group of 15 Samaritan trained prisoners who provide listening services to their peers. Each Listener also takes it in turn to do an introduction to new prisoners during the induction process, and any troubled prisoner can spend the night with two listeners in the listener Suite based in Alfred Wing if required
- 98 (Assessment, Care in Custody Teamwork) ACCT documents were opened during the year for those prisoners who were believed to be at risk of self-harm or suicide. 20 of these were opened and closed within 24 hours. Only 18 remained open longer than 14 days, and 3 for more than a month. The Board continues to be impressed by the sympathetic way in which the staff handles prisoners in these types of situations.
- The Board has noted that there has been an improvement in the anti-bullying strategy (ABS), but is still concerned that individual bullying incidents are not followed up thoroughly enough. These are recorded in ‘booklets’ (records on individuals considered to be either bullies or victims) of which 209 were issued during the year, which is an increase of approximately 30% on last year. However, there have been several progressions from stage 1 of the ABS and some meaningful interventions tailored to meet the needs of bullies and victims. This is improving and a new ‘evidence based’ violence reduction policy is being introduced in 2011, which will include training for all staff to ensure thorough embedment.

4.5 Care and Separation Unit (CSU)

As noted in previous IMB Reports prisoners going into CSU broadly fall into two categories; self protection and disciplinary. The Governor’s previously stated policy of dealing with difficult prisoners internally has continued.

The Board has consistently found the unit to be managed to a very high standard both in terms of cleanliness and in the way prisoners are treated.

The CSU operational environment

Unlike previous reports there are few if any discernable trends. The weekly rota reports show an average of between 6 and 7 inmates in the CSU, although this average has tailed away since the close of Wren Wing in August to an average of 4.

The themes that do stand out all point to a generally improving picture with some 24 weeks where Board Members found no issues whilst those issues that did arise mostly concerned the length of stay in the CSU, transport and mental health. In addition in the early part of the reporting period, the Board was concerned that the CSU was not fully staffed on many occasions due to temporary assignment of staff to other duties.

The Board continues to be concerned about the mental health of some of the prisoners who are found in the CSU, and the adequacy of suitable facilities for dealing with such prisoners in prison surroundings.

Most of those prisoners who enter the CSU are returned to normal regime, rather than being removed to another prison. As in past years, both pastoral and medical teams have been on hand to help to achieve successful outcomes.

CSU Staff

Whilst there seems to have been a decrease in the number of challenging incidents, there has been no slippage in the standards that the staff set themselves, and invariably on entering the CSU, Board Members find the staff cheerful and very accommodating to any requests that are made. When challenging situations do arise the staff handle them with tact, skill and restraint, and the liaison between staff and prisoners is to be much admired.

In line with other improvements within the prison it is pleasing to note that on most occasions when a prisoner is moved to the CSU members of the Board are kept informed.

Summary

The Board commends the dedication of the staff working within the CSU, but has some concern that too often officers are detailed off to do other duties within the prison leaving the CSU under manned.

4.6 Indeterminate Public Protection Sentenced Prisoners (IPP)

The IPP sentence was originally conceived to deal with very serious offences but has been frequently used for less serious offences, resulting in sentences of 3 years and less. Given the shortfall in suitable rehabilitation and training programmes it is almost impossible for such prisoners to complete their offending behaviour work/training by the end of their tariff. This in turn means they are unable to meet the requirements of the Parole Board, and are therefore unable to secure their release.

Erlestoke holds approximately 50 Indeterminate Public Protection (IPP) sentenced prisoners, far more than any other prison in the South West Area of the Prison

Service. Many of these prisoners have passed their tariff date and are still in prison, reflecting the national trend.

The Board has major concerns regarding these prisoners. We have asked previously that the Justice Ministry actively encourages the courts to use the IPP sentence more appropriately, and we ask the Minister to further increase the resources available to meet the needs of IPP sentenced prisoners without adverse impact on other members of this prison's population.

4.7 Resettlement

A key factor in preventing released prisoners re-offending and returning to Prison is the maintenance of links with their families and communities together with adequate planning and provision for both accommodation and employment on release.

The Head of Community took over full responsibility for Resettlement during the year and has driven forward many initiatives ensuring that all Departments within the Prison now play a full part. The large number of outside agencies with whom Erlestoke have contact has grown, all of whom now enthusiastically meet on a regular basis.

Mention should be made of a highly successful Resettlement Fair, which the majority of prisoners attended. In all there were over 20 stands highlighting the resettlement work of various internal Departments as well as a large number of outside agencies. Planning is now in place for a still larger event in 2011.

A co-ordinating member of staff is now in place for the VICS (Veterans in Custody Scheme). The Royal British Legion and SSAFA (Soldiers Sailors and Airmen Families Association) make regular visits to Erlestoke and this has raised the profile of this Scheme significantly in the year. Considerable help is available to these ex-servicemen and the excellent work done in this area is to be commended.

The initiative to utilise space on Avebury Unit for those prisoners working outside of the prison on short-term licences has rather disappointingly not continued. It is hoped that with the completion of the new Silbury Unit and a re-role of the Sarum Unit, it will be easier to accommodate these prisoners and thus enable this work to expand.

4.8 Visits

Visitor Centre

The Centre, which is located outside the prison gate at the entrance to Erlestoke, continues to provide an invaluable service to prisoner's families and friends. Many travel long distances and are unsure what to expect when they arrive: the centre provides them with somewhere to wait, have refreshments and ask questions about the prison or their visit.

Prison staff and Barnados run the centre with volunteers who give up their time to make drinks, talk to visitors and entertain the children. Staff can signpost visitors to relevant organisations in their home areas and also assist in filling in assisted Prison Visit Forms and offer any help that they may need in many other areas of family life.

There have been issues with the visits process throughout the year. Visitors have often had to stand outside the prison gates for long periods in sometimes quite bad weather. The prison has now introduced a system, yet to be proven, and the IMB are still getting feedback from prisoners that their visitors have to wait for unacceptable periods of time. There have also been issues with the visits booking system, in that visitors could only book visits during a small time window in the evening. This should be alleviated in the future by the introduction of an email booking service.

The Centre is open on Tuesdays and Thursdays from 11.30am – 5.30pm but will be open every other weekend from 2011.

The Board are pleased to note that a playground adjacent to the Visitor Centre is currently being planned for the next financial year, funded by the PCT.

A part time professional from Barnados is currently based in the Visitor Centre and provides invaluable services to prisoners and their families. There is concern that the prison budget cannot fund this individual going forward. Removal of this role would have a serious detrimental effect on prisoners and families.

Visits Hall

Once in the prison, visitors meet with the offenders in the large Visits Hall. Age specific toys and activities are now available to encourage interaction between the offenders and their children at the visits table.

It was reported last year that the Visits Hall suffers from a major acoustic problem. This problem remains: it is very difficult to hear what people are saying in the Hall, particularly for the elderly or hard of hearing. This is not conducive to a positive experience for visitors, but it is recognised that any solution to this problem would be costly.

4.9 Chaplaincy

The Erlestoke Chaplaincy continues to serve people of all faiths and provides a listening ear to troubled individuals throughout the prison. Led by one full time co-ordinating Chaplain, who sits on the Governor's management board, the team has a full compliment of part time faith chaplains: Free Church, Church of England, Roman Catholic, Quaker, Sikh, Muslim, Buddhist, Hindu, Jewish, Pagan, Mormon and Jehovah's Witness. There are also nine Chaplaincy volunteers.

In the reporting period there have been 4 weddings, 3 baptisms, 4 confirmations, and 2 memorial services in the prison chapel.

The Board continues to be impressed with the Chaplaincy timetable, which is full and innovative and includes instructive as well as recreational sessions. There are regular bible study sessions, Islamic studies, Muslim Prayers, Buddhist meditation,

Roman Catholic Mass, Christianity courses, and Church of England/Free Church Holy Communion. Other activities include guitar/keyboard lessons, band practice (there are two prison bands), resettlement sessions for older prisoners, Veterans in Custody group, travellers and gypsy forums, courses in relationships, lifer days, prisoner diversity consultative group meetings and various special events including concerts, quiz nights and arts events.

The Chaplaincy team also plays a key role in resettlement, linking prisoners with accommodation, mentors and churches.

4.10 Estates and Environment (including Accommodation)

The Board is very pleased to report that the long awaited closure of Wren Unit took place in the year. The building of a new unit, Silbury, commenced with completion now expected by mid 2011. This will house 128 prisoners as well as extensive intervention facilities.

The decision to close Wren was widely welcomed, not least by the Board, which has pressed for almost 8 years to bring the degrading conditions of this accommodation block to an end.

There have been a number of other strategic investments in the estate which include:

- New roofs on Avebury, the boiler house and the security building
- A new summer boiler in the boiler house
- Significant upgrade to the external lighting on Marlborough, main kitchen and Avebury units
- Installation of new energy saving and emergency lighting in Alfred and Wessex units

Once again, the Board regrets the necessity to comment adversely on the way the Prison Service centrally manages the procurement and commissioning of new facilities. In commercial life such inefficiency and consequent waste of resources would not be tolerated.

This, combined with continuing remedial work on the two-year-old Marlborough wing, including work on flooring, boilers and gabions, has imposed an added and unnecessary workload on the Estates Department staff.

In addition to supporting such major developments, the prison also has to undertake its own refurbishment programmes, and maintain the day-to-day fabric and services to support a community of over five hundred people. That this work has been undertaken despite a 25% shortfall in staffing in the Estates Department is to their credit.

In parallel the prison has maintained the focus on environmental issues, which began the previous year, and has shown significant savings in energy and water use. The Board commends this work.

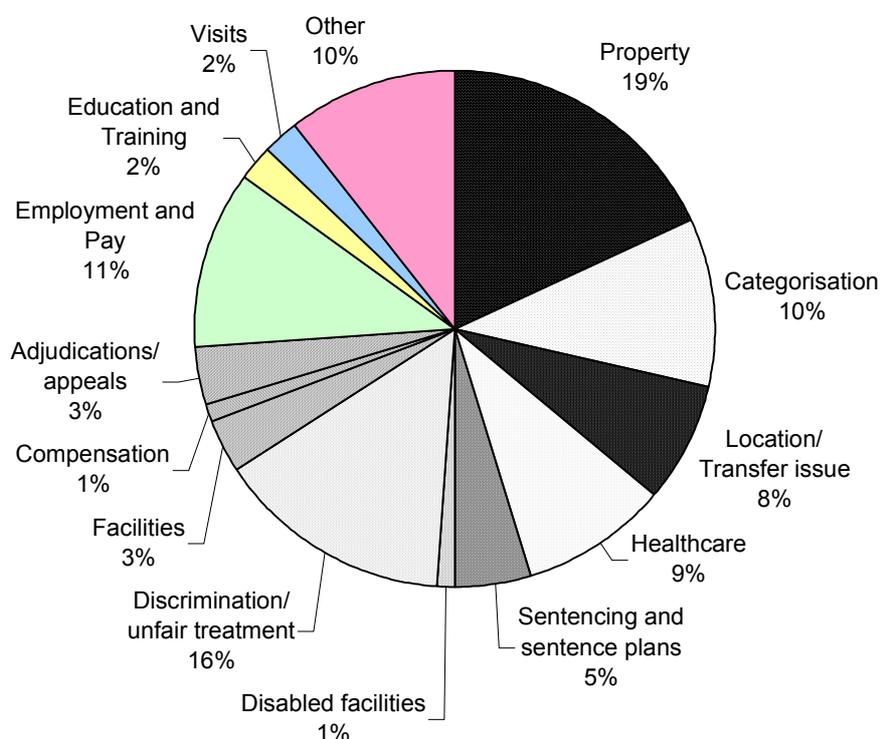
5 THE WORK OF THE BOARD

5.1 Board Activities and Profile

During the year the number of Board members dropped to nine, which considerably extended the Board in what is a complex environment. By the end of the year and following a successful recruitment campaign numbers again stood at twelve, with the new members starting to become effective. Sadly the Chair had to step down during the year due to ill health, and the Board drafted in a past chair as her replacement.

Applications

This year the Board received 172 applications from prisoners. The percentage of applications according to category is as shown below:



Around 19% of the applications concerned lost property. Personal property is very important to individual prisoners and tracing lost property is difficult and time consuming for both prison staff and Board members. Much of it is never found. The Board continues to be concerned at the disappearance of personal property. It should be noted that this problem is universal throughout the prison estate and that the official volumetric controls on prisoner's property are often not adhered to.

Rotas are completed every week on unannounced days and a Board member is always present at prisoner Induction. Applications are dealt with on a weekly basis.

All Board members regularly attend Board and Prison meetings and each member focuses on areas of special interest reporting back to the full Board as required.

5.2 Board Training and Development

The Board has had the benefit of a training session for an hour, before most monthly Board meetings. Members have attended appropriate national training sessions (including Foundation courses, observers at Control and Restraint advanced training, media workshop and the IMB national conference) plus internal training sessions, as and when these have been available (ACCT, Challenge It, Change It, Personal Protection). All members are also now trained on the National Offender Management Information System. Several Board members also made a visit to Eastwood Park prison during January 2010.

6 CONCLUDING COMMENT

The Board would like to note that even in the severely challenging financial climate, the prison management and staff at Erlestoke have continued to deliver and improve a sympathetic but disciplined regime for the prisoners in their care. The Board considers that this is not sufficiently recognised in the public arena.