



Independent Monitoring Board
HMP Everthorpe
Beck Road
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Monitoring fairness and respect for people in custody

HMP EVERTHORPE

INDEPENDENT MONITORING BOARD ANNUAL REPORT

NOVEMBER 2010 TO OCTOBER 2011

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Section 1 Introduction

This Report does not attempt to give an overview of all aspects of prison life in 2010/11, or to duplicate other specialised documents.

The Annual Report is addressed formally to the Secretary of State for Justice and on his behalf to the Minister for Prisons. It is also addressed to the Director General of the Prison Service, the Area Manager of the Prison Service, the Local MP, Library and Local Newspapers.

In addition the Report is addressed to the Governor of HMP Everthorpe (HMP Everthorpe is sometimes referred to in this Report as ‘the Establishment’), and its content may well also be of interest in varying degrees to all who work at HMP Everthorpe since it comments on many of the services which they provide.

Finally it is a published document and potentially of interest to members of the public both within the vicinity of the Establishment and further afield.

Section 2 The IMB Role

2.1 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.

Every 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 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 offender and every part of the establishment and also to every offender’s records and the Prison’s record, excluding medical records.

Section 3 Description of Prison

3.1 Brief Description of HMP Everthorpe.

HMP Everthorpe is a Category C Adult Male Training Establishment with an operational capacity of 689 and certified normal accommodation (CNA) of 603. (However see Para.)

HMP Everthorpe was the first ‘complete new build’ penal establishment since Victorian times. It was originally built as a Prison although it was opened in 1958 as a Closed Borstal; in 1983 it was re-designated as a Youth Custody Centre. HMP Everthorpe continued to provide provision for young offenders until October 1991 when it was again re-designated, this time to a Category C Adult Male Training Establishment. The accommodation has been increased since 1958; a new wing was added in 1995/96 with a further two added in 2005 making a total of seven residential wings. The cells in all wings have sanitation, electricity and television.

Reception criteria: HMP Everthorpe does not accept:

- VP/Rule 45 Offenders
- Life sentences
- Escapees/attempted escapes in current sentence
- Unfit for any class of work
- Any un-stabilised medical conditions.

The ethnicity breakdown is recorded in 15 different categories. The three highest being: 84 % British White; 5% Asian; 2% Black. These percentages are very little changed from last year.

There are 19 categories in the breakdown of religion. Of these 43% describe themselves as having no religion, 27% are Church of England (Anglican), 17% Roman Catholic and 7% are Muslim and 2% Christian (denomination not specified) The 14 remaining categories are all less than 0.5% each. Again, these figures show no significant changes from last year.

The staff numbers at the Establishment are a nominal 285, a substantial decrease of 26 on last year years figure, nearly 10% of the workforce.

Voluntary and Community Sector Outside Providers

Partnerships with Voluntary and Community Sectors contributing to reducing re-offending.

Alcoholics Anonymous	Support group for those with addiction issues to alcohol	Alcoholic dependency/Drug & Alcohol
Alcohol & Drugs Service	Supporting offenders after release with alcohol issues returning to Hull	Alcohol
Careers Information and Advice Service	Provide careers advice to all offenders	Employment, education and training
Community Service Volunteers (C.S.V.)	Obtaining placements in volunteering in the community	Volunteer workers/ education, training and Employment
Compass	Substance misuse service	Alcoholic dependency/Drug & Alcohol
Credit Action	Improved skill/attitude toward managing money	Those with financial issues/ Finance Benefit and Debt
Credit Union (Hull & ER Yorks)	Opening savings accounts during sentence	Employment, finance & benefit
Cruse Bereavement Care	Support for those bereaved.	Coping with bereavement in custody/Mental & Physical Health
DIP	A community based drug intervention group to support offenders.	Coping with drugs.
DISC W & S Yorkshire	Support ex offenders into resettlement	Employment, education and training
East Yorkshire Adult and Family Learning	Keeping up with the children – Education led	Family/Children and Families of Offenders
Homestart	Support for families during sentence and preparing for an offender returning home and until youngest child reaches age of 5	Children and Families
Goodwin Trust	Community based organisation supporting disadvantaged communities	Families, ex-offenders – drugs, alcohol, health, housing.
Humberside Probation Trust	Contribution to interventions and Offender Management	All pathways
Job Centre Plus	ETE interview outcomes and advice on financial matters	Employment/Education, training and Employment Finance – grants etc/Finance Benefit and Debt
East Riding of Yorkshire Council	Literacy/education Relationships with children	Lending library/ Education, training and Employment

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Library and Information Service		Story book Dads/ Children and Families of Offenders
Lifeline	Contributing to the work of CARAT team	Drug intervention/Drugs and Alcohol
Narcotics Anonymous	Support group for those with drug problems	Drug intervention/Drugs and Alcohol
National Association of Prison Visitors	Contact for offenders not in receipt of visits – reduction of isolation	Offenders who do not receive visits/ Mental & Physical Health
Prince's Trust	Providing employment/training/placement in the community.	Supporting offenders/ex offenders up to the age of 30.
Reconnect(Everthorpe)	Not for profit social enterprise company	Employment and training opportunities
RAPT (Rehabilitation of Addicted Prisoners Trust)	Provision of tier 4 intervention	12 step drug programme/ Drugs and Alcohol
Samaritans	Support for offenders experiencing distress/difficulty coping	Offenders in distress/ Mental & Physical Health
Shelter Housing	Accommodation outcomes – acquiring or retaining homes	Accommodation/ Accommodation
Remploy	ET outcomes for education and training places	Education training and Employment
Shannon Trust	Support to offenders with literacy problems	Education, training and Employment
Veterans Agency	An agency reaching out to veterans.	Accommodation Benefit and debt advice Employment/Education, training and Employment
West Yorkshire Community Chaplaincy Project.	Provision of support to offenders discharged to West Yorkshire.	Employment/Education, training and Employment

- 3.1.1 As was highlighted last year, the lack of money to bring in the services of outside voluntary agencies and financial pressure being placed on these agencies themselves has continued to inhibit the services offered to offenders. The diversion of Lottery funding to the 2012 Olympics away from many voluntary organisations, is perceived by many in the voluntary sector as a major factor in creating this funding famine. However, it must be acknowledged that the VCS Co-ordinator has achieved a great deal within her limited budget.
- 3.1.2 The establishment of Reconnect (Everthorpe) a social enterprise trading company, is hoped will generate substantial employment and training opportunities, but this enterprise is still at a very early stage and any benefits are still in the future.
- 3.1.3 The Goodwin Trust, a local community charity, has funded a worker who supports offenders serving sentences of less than 12 months.

- 3.1.4 As reported last year, the Prince's Trust supported the Prison with a Community Cash Award for the building of the "Save a Life, Drop the Knife" garden in the Prison. Subsequent this Trust awarded the project its Community Impact Award for 2010. (See also Para. 5.6.1.)
- 3.1.5 As reported last year, the prison no longer funds the crèche in the Visits Centre. To date, no alternative arrangements have been put in place. The knock-on effect is a substantial increase in the noise levels within the Visits Centre and a greater risk of accidents with more young children running about. It is the opinion of the Board that reintroducing crèche service should be given priority by Prison management.
- 3.1.6 The small VCS budget is, at present spread quite thinly but with care, much hard work and commitment from volunteers and Prison staff alike, a great deal is being achieved. It is hoped that the current funding squeeze will ease during the coming year.

3.2 Changes during 2010/2011

- 3.2.1 The number of staff has reduced for the fourth year in succession. This year the reduction was a full 10% of the previous year's workforce
- 3.2.2 Budgetary pressures led to the introduction of a new core day in April and time spent by offenders in purposeful activity remains one hour a week below that recorded in 2009/10.
- 3.2.3 The opening of the new Health Care Centre in October 2010 has proved very beneficial to the Establishment.
- 3.2.4 The completion of the remedial work in both the kitchen and gym is welcomed.
- 3.2.5 The present Governor arrived in March 2010 after a lengthy period with the position vacant. It is unfortunate that as the reporting period ended, he announced he is taking early retirement in December 2011.
- 3.2.6 Carpets, curtains and acoustic panels have been fitted in the Visits Centre to reduce the noise levels in the main visiting room.
- 3.2.7 There have been a number of significant successes in reducing the supply of drugs and mobile phones within the prison. The use of steroids became more prevalent during the year with the usual problem of the production of homemade alcohol (hooch) particularly over the Christmas period.
- 3.2.8 During the year intelligence appeared to indicate that gambling between offenders was becoming a problem (with guessing the National Lottery

bonus ball a particular favourite). However, there is no indication that this is out of control.

- 3.2.9 Contingency plans for the prison to accept an influx of additional offenders following the summer riots but ultimately these plans were not initiated
- 3.2.10 New staff changing and locker facilities were established in an unused building right outside the prison gate.
- 3.2.11 The year has seen a continued indifferent service from the canteen contractor (DHL). However, Prison management have been proactive in identifying issues and liaising with the contractor to avoid escalation of the any problems.
- 3.2.12 The plan to transfer Young Offenders to the Establishment, reported in last year's report was eventually not taken forward.
- 3.2.13 A new development this year was the decision to re-establish the former pre-release hostel to be called the Kairos Unit. It will have accommodation for up to 12 Category D offenders, within 6 months of their release. Links are being made with local companies and employees prepared to offer employment to suitable offenders. The Unit is planned to open early in 2012.

Section 4 Executive Summary

4.1 Particular issues requiring a response from the Minister

- 4.1.1 Last year a decision was taken by Establishment management to cease funding the crèche in the Visits Centre. The knock-on effect of this has been a marked increase in noise levels within the Visits Centre, and a greater risk of an accident, with more young children running about in the room. It has also become much more difficult for Prison staff to identify suspicious behaviour, with a subsequent increased risk of successful smuggling of illegal items (This issue was highlighted in last year's Report but is raised again as in the opinion of the Board the matter is still extant.)
- 4.1.2 Dispensing of medication is now done on a once-a-week basis with supervised medication for those offenders assessed as requiring closer control. However, the incidents of abuse, bullying of offenders in possession of medication continues to be a substantial problem. More robust controls have been introduced, including random checks of medication both to protect the vulnerable and to catch the perpetrators of illicit trading and abuse, but this problem continues and a proper solution

which would not impinge on the service offered to offenders has yet to be identified. This continues to be major concern to the Board.

- 4.1.3 The chaplaincy lost its full time Roman Catholic (RC) chaplain during the year and, to date, no replacement has been recruited. Although the pastoral needs of Roman Catholic offenders are being met by part-time staff, it is the opinion of the Board that the replacement for the RC chaplain should be addressed. (This is, again, brought forward from last year).
- 4.1.4 In February 2011 an offender was admitted to SACU having been assessed by both prison staff and mental health professionals as being a risk to himself, other offenders and staff. Following a full psychiatric examination, it was agreed that he should be “sectioned” and transferred to the secure hospital at Rampton. There followed an interminable succession of visits from Rampton staff and various other consultations. Throughout this period the offender was held in SACU, his situation being formally reviewed, exceptionally, every 7 days. Fortunately he remained cooperative throughout his time in SACU and the care offered him during this period by SACU staff is to be commended. He was finally transferred to the secure hospital at Rampton on the 31 August 2011 after 6 months in SACU. Board members endorsed the offender’s continued incarceration in SACU throughout this period as it was clear that in the circumstances the decision to hold him there was reasonable, the only alternatives open to Prison management being a prison transfer or a return to a normal location within HMP Everthorpe and neither of these alternatives were deemed appropriate or sensible by the Board. However, the extended length of time taken to allocate the offender a bed at Rampton is clearly contrary to PSO 1700 and is in the opinion of the Board completely unacceptable.
- 4.1.5 It is disappointing that the number of offenders not employed or undertaking some form of training/education is currently far too high. A snapshot of those employed, taken on a working day in October 2011 revealed that 25% of the prison population were unemployed and there is every indication that this figure is representative of the situation during the reporting period. The Establishment is a training prison and in the opinion of the Board the number of offenders not gainfully employed is unacceptable and needs to be addressed by Prison management.
- 4.1.6 As in previous years the subject of property represents a substantial proportion (20%) of applications to the Board. The vast majority of these applications relate to property lost or mislaid whilst offenders are being transferred from another prison. Some two years ago it was reported to the Board that NOMS was exploring a number of options to reduce this problem. The Board wonders what progress has been made on this project.

- 4.1.7 Much of the establishment's OCA (Observation, Classification and Allocation) function is now being carried out by the OCA, HMP Hull. The justification for this *arrangement* is understood and accepted by the Board but it does remove from HMP Everthorpe direct control regarding who is transferred to the prison and only works with close liaison between the two establishments. At times during the year this liaison has seemed at best weak and sometimes non-existent. In particular, a substantial number of short sentence offenders have been transferred to the prison, often with only weeks to serve. The Board cannot understand the rationale of sending such offenders to a training prison. It would appear to the Board that the prison is being used as a warehouse for such offender which in our view is unacceptable.
- 4.1.8 The matter of what property can be held by an offender continues to cause friction because although an area Facilities List now exists, this is not recognised nationally. This often means what an offender can keep in his possession in one prison he is not allowed in another. The introduction of a national, standard, Facilities List, common to all prisons of a particular type (e.g. all training prisons) seems the sensible solution and is supported by the Board.
- 4.1.9 The Establishment presently sets offender wage levels in accordance with IEP status. Thus, two offenders employed in the same workshop can find themselves on different wage rates. Although the Board accepts that this is not contrary to prison rules, the view is that this is fundamentally unfair and the system should be altered or amended as necessary.

4.2 Other issues of concern or excellence not requiring a response

- 4.2.1 The continued improvement of facilities available to offenders is worthy of note. A good example of this is the supply of a microwave, toasters and sandwich makers to every Wing.
- 4.2.2 There have been no Serious Incidents during the reporting period which, in the opinion of the Board, accurately reflects the professionalism and hard work of prison management and staff (and perhaps just a touch of luck).
- 4.2.3 The “Parenting Day” scheme, in which offenders could spend a full day with their children, was suspended during the year because of a lack of staff volunteers. It is hoped that this valuable scheme can be reinstated in 2012.
- 4.2.4 The IDTS service is now capped at 105 (15% of the prison population is anticipated this number will be reached in January 2012. As reported last year, some Board members have serious doubts regarding this service and although 66% of patients are currently on a detox programme the Board view that this percentage should be much higher and the percentage of offenders on a maintenance regime further reduced.
- 4.2.5 The planned bespoke training for the Board, to cover basic computer skills and P-Nomis training, which had been offered by the Prison, did not materialise due to budgetary restraints. This training is considered essential if the Board is to have full access to all Prison records, as is their right.
- 4.2.6 Clinical nursing staff is now employed by Humber NHS Foundation Trust following yet another TUPE process in April 2011. However, as reported last year, the two administrative staff continue are still employed by the Establishment. This situation is not seen as satisfactory and should be addressed.
- 4.2.7 The much reduced induction process, now centred on C Wing is now well established and has bedded in well. Notwithstanding concerns outlined in last year’s report, the Board are now broadly happy with the induction process in the Establishment.
- 4.2.8 The success of the “Save a Life, Drop the Knife garden built at the Royal Horticultural Show, Tatton Park was very impressive. The project, led by Glen Jackson, the head gardener, achieved Gold in the Best Show Garden category and the Board is full of praise for this outstanding achievement and congratulates all those involved, both staff and offenders alike.

- 4.2.9 Although the Establishment continues to ensure all racial incidents are investigated thoroughly it is now no longer mandatory for the Diversity Race Equality Action Team (DREAT) to meet quarterly and recently this meeting has been postponed, on a number of occasions The Board believes these important meetings should be held quarterly notwithstanding whether they mandatory or not.
- 4.2.10 For some three years, until October 2011, the Safer Custody programme in the prison has been co-ordinated most effectively by Officer Ian Rae. His dedication, empathy and sheer hard work has been much in evidence The Board wishes to record their appreciation of the role he has played in ensuring HMP Everthorpe is a Safe prison.
- 4.2.11 During the year catering staff have regularly visited wings during the service of meals. This allowed any queries from offenders to be addressed and was seen as a very positive initiative by the Board
- 4.2.12 The Listeners and Safe Inside offender Representatives are well trained and supported by volunteers from the Samaritans. They take their responsibilities very seriously and there is a pleasing camaraderie amongst them.
- 4.2.13 The Board values the monthly reports that the Governor and other managers provide for the IMB monthly Board meetings.
- 4.2.14 The Board acknowledge the acceptance and understanding of the IMB role by senior management and staff. Their support, advice, help and patience while dealing with our concerns and queries does enable any local issues that are raised to be resolved. The Board are encouraged to contact staff with enquiries and the courtesy and respect in which they are dealt with does give confidence that the issues raised are dealt with.
- 4.2.15 The support of the establishment with the facilities provided for the Board to carry out its duties is very much appreciated.
- 4.2.16 The Board express their appreciation to the Board's Clerk for her commitment and work for the Board.
- 4.2.17 Healthcare Partnership Board meetings are scheduled to be held quarterly but during the reporting period only two meetings have taken place, the other meetings having been cancelled. The Partnership meeting is seen as being crucial to the appropriate delivery of healthcare as the Governor and the Trust are jointly responsible for the provision of this service in the prison. It is therefore strongly recommended that quarterly Partnership meetings be reinstated.
- 4.2.18 The planned bespoke training for the Board, to cover basic computer skills and P-NOMIS training, which had been offered by the

Establishment, has yet to materialise. This training is considered essential if the Board is to have full access to all Prison records, as is their right.

4.3 Overall Judgment

- 4.3.1 The IMB is satisfied that HMP Everthorpe continues to be well managed and that offenders are treated with dignity and respect. The contact and communication between the Board's Clerk and Board is good and where any issues are raised that are within the control of the management/staff at HMP Everthorpe, they are resolved.
- 4.3.2 The Governor and all the staff should be congratulated on their efforts and commitment in dealing with the changes that have again continued throughout the year.
- 4.3.3 The Board is impressed as in previous years with the care shown by the Governor, senior management, officers and staff towards all offenders in the Establishment.

Section 5 Specific Area Reports

5.1 Healthcare

- 5.1.1 The nursing team were at full complement at the beginning of the reporting period with staffing numbers reducing over summer 2011 due to maternity leave and long-term sickness. Of particular note is the long term absence of the Clinical Care Manager (since August 2011) which has added to the workload of the Head of Healthcare.
- 5.1.2 The skill-mix of general/mental health nurses and healthcare support staff appears satisfactory. However, in April 2011, the loss of a mental health post as a part of a cost "improvement" programme, led to the primary care mental health team generating a waiting list of up to 30/40 offenders referred to them. The waiting list had been reduced by September with the introduction of a nurse led mental health, triage, assessment clinic but the reduction of mental health staff is a concern to the Board.
- 5.1.3 The Head of Healthcare post was downgraded to a lower managerial level in December 2010 but without any significant reduction to her responsibilities. On the contrary, with the integration of primary care mental health staff and the Mental Health In-reach Team (MHIRT) she now manages the MHIRT across both prisons they provide a service to.
- 5.1.4 Clinical nursing staffs are now employed by Humber NHS Foundation Trust following yet another TUPE process in April 2011. However, as

reported last year, the two administrative staff continue are still employed by the Establishment. This situation is not seen as satisfactory and should be addressed.

- 5.1.5 Partnership Board meetings are scheduled to be held quarterly but during the reporting period only two meetings have taken place, the other meetings having been cancelled. The Partnership meeting is seen as being crucial to the appropriate delivery of healthcare as the Governor and the Trust are jointly responsible for the provision of this service in the prison. It is therefore strongly recommended that quarterly Partnership meetings be reinstated.
- 5.1.6 Dispensing of medication is now done on a once-a-week basis with supervised medication for those offenders assessed as requiring closer control. However, the incidents of abuse, bullying of offenders in possession of medication continues to be a substantial problem. More robust controls have been introduced, including random checks of medication both to protect the vulnerable and to catch the perpetrators of illicit trading and abuse, but this problem continues and a solution which would not impinge on the service offered to offenders has yet to be identified. It is understood that Royal College of General Practitioners have recently issued guidance entitled Safer Prescribing in Prisons. The recommendations contained in this document should be studied and implemented were deemed appropriate.
- 5.1.7 In May 2011 healthcare complaints were removed from the Establishment system and subject to a separate, NHS based, process. Although each service provider is required to respond to complaints, coordination of the complaints system falls on the primary care nursing team.
- 5.1.8 Healthcare Performance Indicators for the current year are as follows;

GREEN: 23 (22 in 2010)

AMBER: 7 (12 in 2010)

RED: 1 (1 in 2010)

5.1.9 The IDTS service is now capped at 105 (15% of the prison population is anticipated this number will be reached in January 2012. As reported last year, some Board members have serious doubts regarding this service and although 66% of patients are currently on a detox programme the Board view that this percentage should be much higher and the percentage of offenders on a maintenance further reduced.

5.1.10 A health fair was held in March 2011 and, as in previous years, was supported by a number of community health providers as well as several prison departments. Nearly 75% of the prison population attended and the every offender was given a new toothbrush. The whole day was a huge success and the Board commends the Prison management and the Healthcare department in particular, for organising this very worthwhile event.

5.1.11 The healthcare team have enjoyed the new Healthcare Centre for just over a year. The new facility offers a much improved environment for both staff and patients and Did Not Attend (DNA) rates have fallen.

5.2 Catering

- 5.2.1 The repairs to the kitchen floor were finally completed in March 2011. The repairs had taken 13 months and during this period a large, portable kitchen was utilised. This created many challenges for the catering team, both staff and offenders alike. Not least of these challenges were the extremely low temperatures in during November/December 2010. The Board commends the kitchen staff for the way they coped with these difficult conditions.
- 5.2.2 Even during the disruption created by the building work, the kitchen continued to provide good quality food. It is only rarely that the Board receive complaints regarding the quality of food.
- 5.2.3 Catering arrangements for the Muslim festival of Ramadan were well organised with the Muslim Chaplain fully involved in all aspects of the arrangements.
- 5.2.4 Staffing problems in the kitchen have been dealt with quickly and it is clear to the Board that Establishment management is well aware of the importance of food in a prison environment.
- 5.2.5 A separate kitchen serves the staff mess and provides good quality varied dishes and a wide range of snacks and drinks are available from the canteen in the Visits Centre.

5.3 Induction

- 5.3.1 The much reduced induction process, now centred on C Wing is now established and has bedded in well. Notwithstanding concerns outlined in last year's report, the Board are now broadly happy with the induction process in the establishment.
- 5.3.2 Record number of receptions, particularly in the early months of 2011, placed extreme pressure on the Induction function. In particular, the Careers Advisory Service found it difficult to meet their target of interviewing all new arrivals with their first week in the Establishment.
- 5.3.3 A review of Induction and Safer Custody was commenced in July and reported in September. The implications of this review were still being discussed by prison management at the end of the reporting period.
- 5.3.4 The Board continue to have a regular input into the Induction programme. Attendance at the weekly IMB briefing session, held in the library has averaged 90%. In addition, information on the role of the IMB is included in the introductory pack supplied to all offenders. An article on the IMB also appeared in the "Inside Everthorpe" magazine produce for and by offenders.

5.4 Separation and Care Unit

- 5.4.1 The Separation and Care Unit (SACU) has performed very well during the reporting period and in the opinion of the Board the care and attention provided to offenders has been very satisfactory.
- 5.4.2 Notification to the Board of new arrivals into SACU and other incidents has been generally good. On the small number of occasions when there has been communication problems, these have been quickly dealt with by Prison management.
- 5.4.3 Applications and complaints to the Board from offenders on the Unit continue to be extremely rare with most problems brought to our attention usually solved very quickly.
- 5.4.4 The Board consider the Adjudications and Reviews they attend to be fair and well managed by Governors and staff. The Board has introduced their own system to record the number of Reviews held and now very few are not attended by a member of the Board.
- 5.4.5 The Independent Adjudicator attends every three/four weeks and Board members attend these if they are available.
- 5.4.6 In February 2011 an offender was admitted to SACU having been assessed by both prison staff and a mental health professional as being a risk to himself, other offenders and staff. Following a full psychiatric examination, it was established that he should be “sectioned” and transferred to the secure hospital at Rampton. There followed an interminable succession of visits from Rampton staff and various other consultations. Throughout this period the offender was held in SACU, his situation being formally reviewed, exceptionally, every 7 days. Fortunately he remained cooperative throughout his time in SACU and the care offered him during this period by SACU staff is to be commended. He was finally transferred to the secure hospital at Rampton on the 31 August 2011 after 6 months in SACU.
- 5.4.7 IMB members endorsed the offender’s continued incarceration in SACU throughout this period as it was clear that in the circumstances the decision to hold him there was reasonable, the only alternatives open to Prison management being a prison transfer or a return to a normal location within HMP Everthorpe and neither of these alternatives were deemed appropriate or sensible by the Board. However, the extended length of time taken to allocate the offender a bed at Rampton is contrary to PSO 1700 and is in the opinion of the Board completely unacceptable.

5.5 Chaplaincy

- 5.5.1 Under the leadership of the co-ordinating chaplain, Alamgeer Choudhury, the extensive pastoral role of this multi-faith chaplaincy has flourished this year. Communication with the Board is excellent with Board members involved and attending such events as the Christmas carol service and Easter service.
- 5.5.2 The chaplaincy lost its full time Roman Catholic (RC) chaplain last year and, to date, no replacement has been recruited. Although the pastoral needs of Roman Catholic offenders are being met by part-time staff, a full-time RC chaplain is seen as essential by the Board. (This comment was also made in last year's report.)

5.6 Learning and Skills (Including Workshops)

- 5.6.1 Following the success of the “Save a Life, Drop the Knife” garden designed and built by prison staff and offenders within the prison grounds last year, further sponsorship was successfully sought from commercial sources to enable a similar garden to be built at the Royal Horticultural Show, Tatton Park in July 2011. The garden is an innovative way to raise awareness of the issues relating to knife crime and the devastation knife crime causes. The project, led by Glen Jackson, the head gardener, achieved a “Gold Best Show Garden” and the Board is full of praise for this outstanding achievement and congratulates all those involved, both staff and offenders alike.
- 5.6.2 Manchester College are the primary providers of education, learning and skills and have at present some 60 staff, full and part-time work within the Establishment. The liaison between Establishment and college staff appears very satisfactory.
- 5.6.3 Improvements in identifying offenders with learning difficulties have been made during the reporting period and some work has been done in developing appropriate methods of meeting their needs. Access to Life Skills (literacy and numeracy) has been somewhat inhibited by a shortage of qualified tutors in this area.
- 5.6.4 A new multi-skills (maintenance operations) workshop opened in March 2011. The course covers the disciplines of bricklaying, plastering, plumbing, painting and decorating and roofing. Completing results in a Level 2 qualification.
- 5.6.5 In January the Establishment commenced installing a “virtual campus” This is a monitored, internet system which allows offenders access to job searches, undertake on-line exams and email offender managers.

Although there have been some considerable difficulties with the broadband connections, these appear to have been now overcome.

- 5.6.6 It was pleasing to note that when converting a workshop to new use, offenders were utilised to carry out the work.
- 5.6.7 Contract work in various workshops has been maintained and in some areas increased. This has ranged from carpentry/wood milling to envelope packaging.
- 5.6.8 It is disappointing that the number of offenders not employed or undertaking some form of training/education is currently far too high. A snapshot of those employed, taken on a working day in October 2011 revealed that 25% of the Prison population were unemployed and there is every indication that this figure is representative of the situation during the reporting period. The Establishment is a training prison and in the opinion of the Board the number of offenders not gainfully employed is unacceptable and needs to be addressed by Prison management.
- 5.6.9 The library continues to offer a good service to offenders and the numbers using the facility have marginally increased on last year.
- 5.6.10 It is pleasing to report that funding has been secured to continue the “writer in residence” scheme which had looked under threat. Working from the library and among other projects, he edits the prison magazine “Inside Everthorpe”.
- 5.6.11 Many of the induction briefings now take place in the library including that delivered by the Board. Library staff have taken this new responsibility in their stride and are to be commended for this

5.7 Residential Wings

- 5.7.1 F Wing is now the primary IDTS Wing with some IDTS offenders also housed on the adjacent G Wing. A decision was made early in the year to designate D Wing the dedicated pre-release resettlement wing for shorter sentence offenders, the number of such offenders having markedly increased during the year (see Para.5.8.2). Progress in this conversion has been somewhat slow. Progress has been made in further improving facilities on E Wing reflecting its status the IEP enhanced wing.
- 5.7.2 The matter of what property can be held by an offender continues to cause friction because although an area Facilities List now exists, this is not recognised nationally. This often means what an offender can keep in his possession in one prison he is not allowed in another. The introduction of a national, standard Facilities List, common to all prisons of a particular type

(e.g. all training prisons) seems the sensible solution and is supported by the Board.

- 5.7.3 During the year catering staff have regularly visited wings during the service of meals. This allowed any queries from offenders to be addressed and was seen as a very positive initiative by the Board
- 5.7.4 The new national complaints procedure was piloted in the Establishment from May 2011 and was deemed a success. The simplified procedures have now been rolled out nationally.
- 5.7.5 The number of offenders with “mental health” issues continues to put a strain on resources within residency with a number of examples of staff offering exceptional support to offenders in some very challenging circumstances. The Board commends Prison staff for this but it does beggar the question whether prison is the correct environment to house these often sad and troubled individuals. (This comment was also included in last year’s report but is still very much extant.)
- 5.7.6 IEP breakdown at the end of the reporting period was:
Enhanced - 384 Standard - 259; Basic – 14
- 5.7.7 The Establishment presently sets offender wage levels in accordance with IEP status. Thus, two offenders employed in the same workshop can find themselves on different wage rates. Although the Board accepts that this is not contrary to prison rules, the view is that this is fundamentally unfair and the system should be altered and amended as necessary.
- 5.7.8 Time and time again during the reporting period Board members have been impressed by wing staffs. Good communication between staff and offenders is in ample evidence and plays a major driver in the overall sense of calmness and good order found in all areas of the Prison.

5.8 Reception

- 5.8.1 Reception possesses a high-quality team who have been fully employed during the reporting period there have been 1363 new arrivals during the reporting period. It is, however, very seldom for the Board to receive any complaints regarding this area.
- 5.8.2 Much of the Establishment’s OCA (Observation, Classification and Allocation) function is now being carried out by the OCA, HMP Hull. The justification for this *arrangement* is understood and accepted by the Board but it does remove from HMP Everthorpe direct control regarding who is transferred to the prison and only works with close liaison between the two establishments. At times during the year this liaison has seemed at best weak

and sometimes non-existent. In particular, a substantial number of short sentence offenders have been transferred to the prison, often with only weeks to serve. The Board cannot understand the logic of sending such offenders to a training prison where most available courses require at least 6 months to complete. It would appear to the Board that the prison is being used as a warehouse for such offenders which in our view is unacceptable

5.9 Training

- 5.9.1 There has been a close liaison during the year with the Learning and Development department which, on paper, furnishes a full and varied programme. However, on a number of occasions sessions have been cancelled, sometimes at very short notice. Reasons given vary from lack of response from staff of a facilitator and sometimes a suitable venue. The underlying reason for this does appear to be the pressure on staff's time reflecting the financial cuts imposed on the Establishment. That being said, Board members who have attended courses have been very satisfied by the content and quality of instruction.
- 5.9.2 The BDO arranges for speakers from various departments, to speak to the Board every other month before Board meetings. These have been consistently of a high quality..
- 5.9.3 The planned bespoke training for the Board, to cover basic computer skills and P-NOMIS training, which had been offered by the Establishment, has yet to materialise. This training is considered essential if the Board is to have full access to all Prison records, as is their right.

5.10 Physical Education

- 5.10.1 The department exceeded its planned purposeful activities hours by some 2% an excellent result considering that a number of hours were lost because of enforced closure to facilitate repair work.
- 5.10.2 As reported last year, changing facilities in the sports hall have been severely restricted due to defects in the flooring. Corrective work has now been completed.
- 5.10.3 The lighting in the sports hall was assessed as inadequate in 2009 by the Health and Safety Officer. An upgrade to increase the overall illumination is required. This work is still not currently programmed.
- 5.10.4 The small outdoor football pitch is at present unusable due to flints working their way through the soil base. A bid has been passed to the SMT to install an all weather playing surface. With the present financial climate it is not expected that this bid will be successful.

- 5.10.5 The Health Trainer Champions initiative continues to thrive, a joint project involving the Probation Service and the PCT.
- 5.10.6 The PE department appears to have had a very productive year overall. The employed PE course provision has been particularly successful and the department is seen by the Board as one of the strongest departments within the prison.

Section 6 Areas of Interest

6.1 Resettlement and Offender Management

- 6.1.1 During the year the Establishment has seen an increased number of offenders serving less than 12 months arriving at its door. As a training prison, it is not equipped to deal with this “revolving door” system of incarceration. To their credit, the prison management have not ignored this situation and are making every effort to adjusting existing procedures and resources to meet this new requirement. In particular, the transformation of D Wing into a resettlement wing for shorter term offenders is worthy of note.
- 6.1.2 A number of voluntary agencies are involved in supporting prison staff in resettlement issues. In particular, the Goodwin Trust, a local community, charity has given the Establishment a paid employee (at no cost to the prison) who deals solely with offenders serving short sentences.
- 6.1.3 Recently, a dialogue has started with offenders regarding how to strengthen family links with the aim of involving families with CARATS teams in planning and implementing training and behaviour programmes on release. This scheme is welcomed by the Board.
- 6.1.4 Intervention programmes for offenders available in the Establishment included the Thinking Skills Programme (TSP) and the Anger Management Programme (CALM). Both programmes gained excellent external audit scores in September 2011.
- 6.1.5 A new development this year was the to re-establish the former pre-release hostel to be called the Kairos Unit. It will have accommodation for up to 12 Category D offenders within 6 months of their release. Links are being made with local companies and employees prepared to offer employment to suitable offenders. The Unit is planned to open early in 2012.

6.2 Drug and Substance Abuse

- 6.2.1 Drug, alcohol and substance abuse is a major problem which is endemic throughout the prison population. Prison management are fighting a constant battle to stem the flow of drugs into the Establishment and have had some successes during the year. During the year, the use of steroid appears to have grown within the prison population.
- 6.2.2 A drug intervention and counselling service is provided by means of a dedicated team of officers through the CARATS
- 6.2.3 The above service is now well established in the Establishment and takes referrals from a number of primary sources e.g. Healthcare Wings, Education along with referrals from O.M.U. and as a consequence of VDT, and MDT programmes.
- 6.2.4 Suitable offenders are allocated on to one of two intervention programmes currently running:
- | | |
|-------------------------|--------------|
| Low level intervention | C.A.R.A.T.S. |
| High Level intervention | RAPt |
- 6.2.5 The intermediate level intervention programme, PASRO was discontinued in April 2010 and it is clear this has left a gap in the drug programmes offered in the Establishment
- 6.2.6 The IDTS programme is currently capped at 105.
- 6.2.7 In addition to the drug intervention programmes the Establishment also offers an alcohol abuse course.
- 6.2.8 The Establishment has a drug strategy group which brings together the various internal teams and external service providers which meets regularly to discuss and develop strategy, co-ordinate activity and programmes and monitor performance.
- 6.2.9 The Establishment has a Drug and Alcohol Group recently set up as part of the 'Reducing Re-offending Pathways team.

6.3 Safer Prisons

- 6.3.1 As reported last year the Board continues to be pleased by the high degree of care and consideration offered to offenders in this important operational function. This is evidenced by the total lack of serious incidents or deaths in custody during the reporting year.
- 6.3.2 The Listeners and Safe Inside offender Representatives are well trained and supported by volunteers from the Samaritans.
- 6.3.3 The Safer custody group meet monthly and are usually attended by a member of the Board. All relevant Prison departments are included plus Listeners and Free Inside representatives.
- 6.3.4 Statistics now being produced from these monthly meetings are very detailed and much appreciated by the Board.
- 6.3.5 For some three years, until October 2011, the Safer Custody programme in the prison has been co-ordinated most effectively by Officer Ian Rae. His dedication, empathy and sheer hard work has been much in evidence. The Board wishes to record their appreciation of the role he has played in ensuring HMP Everthorpe is a Safe prison.
- 6.3.6 The number of ACCT documents commenced during the year was 99, broadly in line with last year's figure

6.4 Diversity

- 6.4.1 The Board is committed to an inclusive approach to equality and diversity which encompasses and promotes greater interaction and understanding between people of different backgrounds including race, religion, gender, nationality, sexuality, marital status, disability, age etc. The Board recognise 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's Diversity statement is as follows;

All members of the HMP Everthorpe Board 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, offenders and visitors is fair and without prejudice. Where this is not the case the Board will alert appropriate authorities and individuals including the Governor, senior Management, Area Manager and the Prisons Minister

- 6.4.2 Although the Establishment continues to ensure all racial incidents are investigated thoroughly it is now no longer mandatory for the Diversity Race Equality Action Team (DREAT) to meet quarterly and recently this meeting has been postponed on a number of occasions The Board believes these important meetings should be held quarterly notwithstanding whether they are mandatory or not.
- 6.4.3 The Establishment has a Disability Liaison Officer and a Gay and Lesbian in the Prison Service (GALIPS) representative.
- 6.4.4 A scrutiny panel meets quarterly. The panel is chaired by the Deputy Governor and in addition to other staff two offenders also attend. The scrutiny panel reviews 5 random complaints at each meeting. In addition to this the Area Diversity Manager and Humberside Diversity Panel also review complaints each year.
- 6.4.5 Ethnic monitoring figures for a wide range of aspects within the Establishment are regularly scrutinised and any trends occurring are discussed and monitored. The use of the SMART statistics is very useful and all offenders are made aware of this IT tool and the results it produces.
- 6.4.6 Good procedures are in place for collating information on all incidents of violence.

Section 7 The work of the Independent Monitoring Board

7.1 Work of the Board

- 7.1.1 The Board meets formally every month throughout the year. Prior to the meeting the Board receives the Governor's written report for the month which contains details from functional heads. The Governor attends the meetings and expands on the report and also responds to questions and concerns of Board members. The Board values the information contained in these reports and appreciates the time given by staff in their compilation.
- 7.1.2 Two members of the Board are on Rota duties each week. This enables regular visits to the Establishment which enhances the credibility of the Board and creates a good relationship which is of benefit to staff, offenders and the Board members. In accordance with the IMB reference

requirements the Separation and Care Unit, Healthcare and the Kitchen are visited at least weekly, all other areas are visited but on a less frequent basis. One Board member makes a weekend, Rota visit twice every month. A written Rota report which is presented at the monthly meeting is provided to all members and also to the Governor for comment and feedback.

- 7.1.3 Applications are dealt with as part of the Rota visits. The use of written applications is encouraged to enable the Board to accurately maintain a record and monitor the effectiveness and type of complaint.
- 7.1.4 The Board carries out a weekly induction briefing of offenders new to the Establishment in order to explain the ways in which the Board performs its function, to make clear that it is independent and to give an assurance that the concerns of offenders will be treated seriously by the Board.
- 7.1.5 Members of the Board observe and participate in some Establishment committees on a regular basis and reports are given at the monthly meetings.
- 7.1.6 Board members attend 'SACU Review Boards' and have been absent on only a very few occasions during the reporting period,
- 7.1.7 Board members regularly attend adjudications carried out by the Governor or the Independent Judge.
- 7.1.8 Two members of the Board attended the IMB National Conference.
- 7.1.9 Training sessions for Board members are held bi-monthly prior to Board meetings when members of the Establishment's staff are invited to speak on a variety of topics. This has proved as previous years to be very informative and worthwhile.
- 7.1.10 Board Members are allocated various aspects of the Establishment to monitor under the term 'Areas of Responsibility'.
- 7.1.11 During the reporting period presentations from the Hull Coroner and the Prisons and Probation Ombudsman have been arranged. For both events our colleagues from the adjacent HMP Wolds Board were invited.

7.2 Board Statistics for November 2010 to October 2011

BOARD STATISTICS	Number
Recommended Complement of Board Members	15
Number of Board members at the start of the reporting period	14
Number of Board members at the end of the reporting period	14
Number of new members joining within the reporting period	0
Number of members leaving within reporting period	0
Number of attendances at meetings other than Board meetings	21
Total number of visits to the Establishment (including all meetings)	442
Total number of applications received by IMB	262
OTHER STATISTICS	
Total number of segregation reviews held	140
Total number of segregation reviews attended	126
Request/Complaints to Establishment.	1686
Total Number of Adjudications	1353
Adjudications: --- appeals	25
--- successful appeals	8
--- outstanding decisions	1
ACCT's opened	99
Bullying, Fights and assaults	118
Assaults on Staff	6
ABS (Anti Bullying System) Documents and Other	206

7.3 Applications

Applications					
Code	Subject	2008	2009	2010	2011
A	Accommodation	4	7	-	2
B	Adjudications and Separation and Care	4	8	6	-
C	Diversity	1	1	2	3
D	Education, Employment and Regimes Home Leave	31	28	23	31
E	Family and Visits Work/Education	34	22	25	18
F	Food and Kitchen Related	2	5	4	5
G	Health Related	17	16	19	24
H	Property	31	37	46	51
I	Sentence Related	31	24	17	28
J	Staff/Offender/Detainee related	10	14	8	6
K	Transfers	40	35	36	40
L	Miscellaneous	42	41	50	54
Total number of applications		267	253	247	262

- 7.3.1 A minimal number of applications are dealt with ‘on-the-hoof’ but in most cases documentation is raised by Board members in retrospect and a copy of the reply passed to the offender.
- 7.3.2 The total number of requests/complaints to the prison, for the year November 2011 is broadly in line with the previous year and no real trends in the subject of complaints have been identified
- 7.3.3 As in previous years the subject of property represents a substantial proportion (20%) of applications to the Board. The vast majority of these applications relate to property lost or mislaid whilst offenders are being transferred from another prison. The capacity of the Prison Service to “lose” offenders’ property in transit and their subsequent tardiness in tracing the missing property is a huge source of frustration to the Board. It is understood that the Prison Service has been examining various options to improve this situation but, to date, no proposals have been put forward. The issue of lost property creates much additional work for prison staff. The Board’s opinion is that a solution utilising modern technology should be sought and that any capital outlay would be offset

by the time and resources now being expended by the Prison Service on this matter.

- 7.3.4 The number of applications to the Board regarding healthcare matters has increased this year but an analysis of these applications indicated no real particular problem.

Glossary of Prison-Related Abbreviations Used

The following abbreviations are either used within the Report or are applicable to the Prison Service. (Note -All reference to ‘prisoner’ in the Report)

<p>AA Administrative Assistant</p> <p>ABS Anti-Bullying System</p> <p>ACCT Assessment, Care in Custody & Teamwork – replacement for F2052SH</p> <p>ACR Automatic Conditional Release</p> <p>AO Administrative Officer</p> <p>ARD Automatic Release Date</p> <p>ATOS Company responsible for assessing long-term sick</p> <p>BCU Briefing and Casework Unit – PS unit handling adjudication appeals</p> <p>BME Black & Minority Ethnic</p> <p>BOSS Body orifice security scanner</p> <p>BOV Board of Visitors – now IMB</p> <p>C & R Control & Restraint</p> <p>C2W, CTW Custody to Work – pre-release focus on housing, employment and lifestyle issues</p> <p>CARATS Counselling, Assessment, Referral, Advice & Through care Service – drug & alcohol team</p> <p>CC Cellular Confinement – a punishment</p> <p>CCD Criminal Casework Department (Croydon)</p> <p>CLAIT Computer Literacy and Information Technology</p> <p>CCT Criminal Casework Team (part of Home Office Immigration & Nationalities Dept)</p> <p>CMU Case Management Unit – work on sentence planning & progress</p> <p>CNA Certified Normal Accommodation</p> <p>CRD Conditional Release Date</p> <p>CSH Contracted Service Hours (pre-agreed paid overtime)</p> <p>CSU Commissioning Support Unit</p> <p>DASU Drug And Alcohol Support Unit</p> <p>DH Dog Handler</p> <p>EDR Earliest Date of Release</p> <p>EMU Estates Management Unit</p> <p>EO Executive Officer</p> <p>EPDG Estates Planning & Development Group</p>	<p>ETE Employment/Training/Education</p> <p>ETS Enhanced Thinking Skills – an OBP</p> <p>F2050 Prisoner’s basic record</p> <p>F2052A Prisoner’s wing record</p> <p>F2052SH Record for prisoner currently at risk of self-harm</p> <p>FLED Facility Licence Eligibility Date (when prisoner may be considered for ROTL)</p> <p>FOCUS Financial Outstations and Central Unified Systems – the PS accounting system</p> <p>GOOD Good Order or Discipline – Segregation under Rule 45/49 (historically GOAD)</p> <p>HCC Health Care Centre</p> <p>HDC Home Detention Curfew – the Tag</p> <p>HDCED Earliest Date of Release on HDC</p> <p>HEO Higher Executive Officer</p> <p>HMCIP Her Majesty’s Chief Inspector of Prisons</p> <p>ICA1/2 Initial Categorisation & Classification Forms for Adults/YOs</p> <p>IDTS Integrated Drug Treatment System</p> <p>IDU Inmate Development Unit</p> <p>IEP Incentives and Earned Privileges – Prisoners can be on Basic, Standard or Enhanced</p> <p>IG Instruction to Governors</p> <p>IMB Independent Monitoring Board</p> <p>IND Immigration & Nationality Department</p> <p>IRC Immigration Removal/Reception Centre</p> <p>JSA Job-Seekers Allowance</p> <p>JSAC Job Simulation & Assessment Centre (for officers seeking promotion to SO)</p> <p>KPI/KPT Key Performance Indicator/Target</p> <p>LDR Latest Date of Release</p> <p>LED Licence Expiry Date</p> <p>LIDS Local Inmate Database System – IMB can use this to check location, dates, etc.</p>
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<p>LSC Learning & Skills Council</p> <p>MAPPA Multi-Agency Public Protection Arrangements</p> <p>MDT Mandatory Drugs Testing</p> <p>MSL Minimum Staffing Level</p> <p>MQPL Measuring the Quality of Prison Life</p> <p>NACRO National Association for Care & Resettlement of Offenders</p> <p>NC The National Council for IMBs</p> <p>NEC National Exchange Centre- building between VTC & Boiler Ho. used for ETE</p> <p>NOMS National Offender Manager Service – amalgamation of the Prison & Probation Services</p> <p>OASYS Offender Assessment System – computerised risk & needs assessment</p> <p>OBP Offending Behavior Programme</p> <p>OCA Observation, Classification & Allocations – a Reception task</p> <p>OLASS Offender Learning and Skills Service (part of LSC)</p> <p>OSG Operational Support Grade</p> <p>OI/OR/OP Own Interests/Request/Protection – Segregation under Rule 45/49</p> <p>PASRO Prisons Addressing Substance-Related Offending – an OBP</p> <p>PCO Prison Custody Officer</p> <p>PCT Primary Care Trust – National Health component responsible for healthcare</p> <p>PEI/O Physical Education Instructor/Officer</p> <p>PER Prisoner Escort Record</p> <p>PESO/PEPO Physical education Senior/Principal Officer</p> <p>PIN Prisoner Information Notice</p> <p>PMU Population Management Unit (central)</p> <p>PO Principal Officer</p> <p>POA Prison Officers’ Association – the main trade union</p> <p>POELT Prison Officer Entry Level Trainee</p> <p>POPO Prolific and Other Priority Offender</p> <p>PPO Prisons and Probation Ombudsman</p> <p>PPOs Persistent and Other Priority Offenders.</p> <p>PPP Public Protection Panel</p> <p>PS Prison Service</p> <p>PSI Prison Service Instruction</p> <p>PSO Prison Service Order – see www.hmprisonservice.gov.uk/resourcecentre/psispsos/listpsos</p> <p>RAPt Rehabilitation for Addicted Prisoners tru</p> <p>RFW Removal from Wing – a punishment</p> <p>ROM Regional Offender Manager</p>	<p>ROR Restoration of Remission – now ROAD; Risk of reconviction;</p> <p>ROTL Release on Temporary Licence – e.g. to work in mess; town visits; home leave</p> <p>ROWD Review of Works Departments (may involve privatisation/ civilianisation)</p> <p>RRA Assistant to the RRLO</p> <p>RRLO Race Relations Liaison Officer</p> <p>SAU Standards Audit Unit</p> <p>SCG Safer Custody Group</p> <p>SED Sentence Expiry Date</p> <p>SIN Staff Information Notice</p> <p>SIR Security Information Report</p> <p>SLA Service Level Agreement</p> <p>SMARG Segregation and Monitoring Review Group</p> <p>SMART Systematic Monitoring & Analysis of Race Equality Team</p> <p>SMT Senior Management Team</p> <p>SO Senior Officer</p> <p>SPDR Staff Performance & Development Record – reviewed annually</p> <p>TOIL Time Off in Lieu (of payment)</p> <p>TSU Technical Support Unit – part of PS responsible for repairs/installations (“works”)</p> <p>TUPE Transfer of Undertakings (Protection of Employment) – staff transfer</p> <p>VCS Voluntary and Community Sectors</p> <p>VDT Voluntary Drugs Testing</p> <p>VO Visiting Order – sent out by prisoners, allows named people to visit.</p> <p>VTC Vocational Training Centre</p> <p>Gold Commander Headquarters controller for serious incidents.</p> <p>Silver Commander Person in the Establishment in charge of serious incidents</p> <p>Bronze Commander Local Sub Commander for serious incidents.</p> <p>Operation Tornado System to provide extra staff and resources for serious incidents</p>
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