



The Annual Report of

THE INDEPENDENT MONITORING BOARD

HMP FEATHERSTONE

1st November 2010 – 31st October 2011

HMP FEATHERSTONE
NEW ROAD
WOLVERHAMPTON
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Section 1

STATUTORY ROLE OF THE BOARD

The Prisons Act 1952 and the Immigration Act 1999 require each prison and IRC to be monitored by an independent board appointed by the Secretary of State for Justice and Lord Chancellor from members of the community within which the establishment is located.

The Board is specifically charged with:

- Satisfying itself as to the humane and just treatment of those held in custody in the prison and the range and adequacy of programmes preparing them for release.
- Informing promptly the Secretary of State for Justice or any official to whom he has delegated authority and judged to be appropriate of any concerns it has.
- Reporting annually to the Secretary of State on how well the prison has met the standards and requirements placed upon it and what impact this has on those in its custody.

To enable the board to carry out these duties effectively its members have right of access to every prisoner, every part of the prison and to prison records.

Section 2

HMP FEATHERSTONE

HMP Featherstone is an adult male Category C prison located approximately 8 miles north of Wolverhampton. The main section of Houses 1,2,3,4 was built in 1976 as was House 6 and occupies part of the same land complex as HMYO Brinsford. Houses 5 and 7 are later additions. A new prison, HMP Oakwood, is being built on land immediately adjacent with a completion date of mid 2012.

HMP Featherstone has a nominal operational capacity of 687. It holds only convicted prisoners and is served by local prisons including HMP Birmingham and HMP Hewell as well as other Category C prisons. Prisoners are either released directly or transferred to Category D prisons while very occasionally a prisoner may go to a Category B prison. The majority of prisoners are aged between 21 and 29 years usually serving sentences of between 4 to 10 years for a variety of offences but a number of older prisoners have arrived and the effect of this is noted in various parts of the report. The prison also houses a small number of lifer and IPP prisoners in the latter stages of their sentences.

HMP Featherstone is primarily a working prison with well equipped workshops but there is also an Education Department, a library, gymnasium and an all weather sports pitch. The Healthcare Department provides daytime cover but there are no in patient facilities and those requiring them are either transferred to prisons where they are available or to hospital as appropriate. The chaplaincy provides spiritual and moral care for all prisoners.

The appearance of and atmosphere in the prison is often commented on favourably by visitors.

Section 3

EXECUTIVE SUMMARY

- 3.1 This report covers the period 1st November 2010 – 31st October 2011.
- 3.2 HMP Featherstone continues to achieve a good performance in the Prison rating System (PRS) which assesses the whole prison estate in England on 34 performance indicators. It is now a category 4 prison and is the first to introduce a full working week in all activity areas.
- 3.3 Directed by Governor Deborah Butler the prison continues to exhibit a clear sense of direction and purpose.
- 3.4 The Governor and her Senior Management Team continue to work hard on the Decency Agenda and on Safer Custody. The Board considers that the personal officer scheme continues to perform effectively, although prisoners do not always follow this route before applying to the Board.
- 3.5 The improvements in the performance of the Healthcare Department noted in our previous report have continued, with all medication now being dispensed on the houses. The staffing situation has generally been good but vacancies and sickness absence do sometimes create problems. The Board is still monitoring the availability of dental appointments but there have been improvements and the standard of care available receives attention at the top level. Applications to the Board on medical matters continue as one of the main categories, but it is often the case that the matter raised is outside the Board's remit.
- 3.6 The Board continues to monitor the time spent by some prisoners on the Care and Segregation Unit but as reported later the combined efforts of the Safer Custody Team, CSU staff and Senior Managers have achieved results with even obdurate prisoners. However, the Board recognises that some prisoners cannot easily be returned to normal location either for their own or others safety.
- 3.8 The Board is still concerned that the property of some prisoners transferred to Featherstone is still going astray which seemed to occur quite regularly mid-way through the reporting period. Recently the situation seems to have improved.

Section 4

DIVERSITY AND EQUALITY

- 4.1 Throughout the year until September the Diversity Team has been led by Governor Steel and she has promoted the equality agenda with great enthusiasm and commitment.
- 4.2 Typically at least 30 per cent of prisoners at Featherstone are from a Minority Ethnic Background in any given month. As of 1st September 2011 this was 37 per cent. The number of BME staff is 5.9% which

exceeds the target of 5.3% but seems low for such a multi-cultural area. There were 82 prisoners within the establishment at that time that had self-certified as having a disability. There were 60 foreign national prisoners. There is no recorded figure for older (i.e. 50 plus) prisoners but they are a growing group. The prison does not record figures for sexual orientation at present but a lot of work is done by Healthcare, the Functional Manager for that Protected Characteristic and the Prisoner Representatives to make sure that there is plenty of help and advice available.

- 4.3 A member of the Board attends the monthly Equality meetings as does a wide range of staff, plus outside agencies and prisoners. There are Prisoner Equality Representatives plus an open invitation for any prisoner to attend these meetings. All the statistical data for the preceding month – e.g. population breakdown, number of prisoners with declared disabilities, SMART figures etc. are presented and discussed. All the Discrimination Incident Reporting Forms (DIRFs) that have been submitted are discussed (anonymously) with updates on the outcome or progress of ongoing investigations. DIRFs are also randomly evaluated by a team of external scrutineers. The Board is satisfied that the systems are transparent, robust and accessible to prisoners
- 4.4 On June 1st 2011 the RIRF system was replaced with DIRF system and all the 9 protected characteristics contained within the Equality Act 2010 with a Functional Manager as lead. There is a Prisoner Representative for each characteristic. The Board was concerned that the change in system might dilute the excellent work done by these prisoners as there would no longer be a single manager for them to report to, with the role of Diversity Manager being phased out. So far the system seems to be working well – the Prisoner Representatives having built good relationships with the relevant manager and they have an AO grade as a focal point.
- 4.5 The Board would like particularly to commend the work that has been done to motivate the Prisoner Representatives. They are given a lot of responsibility – they have to keep records, minute their own meetings, produce reports, which they present with growing confidence at the Equality meeting, listen to prisoners' concerns and suggestions and bring these forward whilst promoting the Equality Agenda. They do all this and more (e.g. organising charity fund-raisers) with great enthusiasm and are a credit to Featherstone.

Section 5

LEARNING AND SKILLS

- 5.1 The Prisoner Development Department (PDD) continues the practice of producing a full and detailed list of the education and training courses and programmes that are available to prisoners. It is updated regularly and publicised throughout the prison. The range and diversity of provision is impressive with PDD managers seeking to extend the provision to meet changing needs. A number of new courses have

been introduced since the last report. Dudley College is providing courses in Employability, BTEC Music, and BTEC Level 2 Horticulture; and Stoke College is looking for a new tutor in Tiling.

- 5.2 Prisoners are able to choose from a good range of vocational training programmes. Those offering the best prospects of leading to employment after release are the most popular with courses such as painting & decorating, woodwork, bricklaying, plastering and, added in 2011, hard landscaping and horticulture, attracting most applications. Places on the motor vehicle maintenance programme also continue to be much sought after. There were some problems in finding a suitably qualified tutor to make a long term commitment to the hairdressing/barber training salon but, happily, this difficulty appears to have been resolved.
- 5.3 PDD senior staff continue to hold regular meetings with the colleges, private companies and agencies, which are sub-contracted to provide education and vocational training for prisoners. The main providers are The Manchester College (TMC), Stoke College, Dudley College and JHP Group Ltd, under the aegis of the Skills Funding Agency. The business of liaising, monitoring and reviewing is done well, but it is also complex and continues to be very time consuming. The observation made in last year's report that 'keeping track of a transient prisoner population, taught by tutors and instructors responsible to several employers, raises issues about the management of information and confidentiality that needs careful handling' is still apposite.
- 5.4 The Education Department provides a range of courses to complement the vocational offering in the prison. Programmes in basic literacy and numeracy as well as information and communications technology are available. Those prisoners who have difficulties with reading and writing are well catered for.
- 5.5 HMP Featherstone's record as an institution that offers an appropriate educational and training programme is a good one. Senior managers of the PDD continue to be very proactive in seeking opportunities to extend the range of training and educational courses that the prison offers to meet changing prisoner needs. Changes to the prisoners' working day will test the skills and ingenuity of PDD staff as the prison enters a new period of development.
- 5.6 External to the Education department there is an effective Toe by Toe reading plan and the popular "Storybook Dads" scheme where prisoners put onto CD a story to be played to their children.
- 5.7 Board members regularly visit classes and visit the Prisoner development department and rota reports confirm that the prison achieves an excellent standard of provision.

Section 6

HEALTHCARE

- 6.1 The Healthcare Department has operated under the aegis of the South Staffordshire Primary Care Trust (PCT) though changes to the arrangements for providing health care will affect this.
- 6.2. The management arrangements put in place in the last reporting year have provided a much improved level of cover and department performance has improved in consequence. Board members find a warmer welcome in the department and managers are always willing to take time to provide updates.
- 6.3 Staffing had been a significant concern but the situation is now much better although inevitably vacancies occur from time to time.
- 6.4 Mental health is now better catered for with nurses available with mental health training. The In-Reach team from Stafford are also still available.
- 6.5 Waiting times for dental treatment have been of concern in the past. Waiting times vary but emergency treatment is available. The prison is making considerable efforts to see that the level of care available matches as far as possible that available in the community.
- 6.6 The distribution of medication via dispensaries on the House units has brought about considerable improvements. Staff are able to familiarise themselves with prisoners and their needs and are better able to deal with queries and give advice.

Section 7

SAFER CUSTODY

- 7.1 The Safer Custody Team monitors and supports vulnerable prisoners with the assistance of the Peer Support Group, Listeners and Insiders. The number of those on re-integration regimes has reduced with the longer working day directing them to education where possible.
- 7.2 Listeners and Insiders play a valuable role in the area of mental health despite turnover caused by transfers and releases. Fortunately there appears to be an adequate number volunteering to be trained. Violence Reduction (VR) was introduced during the year, with prisoners helping to identify abuse and violent behaviour. VR documents, similar to ACCT documents, monitor activities with penalties schemed to fit the offence. This provides staff with an additional tool to monitor prisoner behaviour.
- 7.3 Insiders are also invaluable during Induction, so much so that some of those with ROTL have been on loan to the local Young Offenders Institution (YOI) with Featherstone staff escorts.

- 7.4 The Safer Custody Team has continued its efforts to get those in the CSU to return to normal location. This requires patience and success has been achieved in some cases with apparently intransigent prisoners. A first Safer Custody newsletter was issued in August and was well received.
- 7.5 A Suicide Prevention Day was held in September and was well supported by prisoners. The Board was also represented.

Section 8

CARE AND SEPARATION UNIT (CSU)

- 8.1 In the year to November 2010 prisoners were moved to the CSU on a total of 289 occasions, a return to previous levels after a dip in the previous year, though a significant minority of prisoners appeared more than once. All were seen regularly by members of the Board who were able question them about their treatment by staff and the likely outcome in respect of their stay in the unit.
- 8.2 Board members routinely attend CSU reviews as observers and are required to signify their acceptance or otherwise of the process. Reviews were always conducted in a fair and professional manner as were adjudications and cases put before the Independent Adjudicator, both of which members attended with reasonable frequency.
- 8.3 The more robust regime introduced at the end of the last reporting period is now operating with consistency and prisoners have come to accept it. Some do still regard the CSU as a means to a transfer, but the refusal to countenance this together with work of the Safer Custody team, is proving effective with even the most difficult eventually returning to normal location. Occasionally a prisoner close to release will sit out his time but this is exceptional.
- 8.4 While managing the CSU is not an easy task the Board wishes to record its appreciation of the professionalism of the staff in helping prisoners and assisting members of the Board.

Section 9

ACCOMMODATION

- 9.1 At HMP Featherstone a total of 686 prisoners were accommodated in 7 house units. Houses 1-4 each have a CNA (Certified Normal Accommodation) of 120 prisoners and there is a Voluntary Testing Unit (VTU) situated on House 1. House 5, the Induction Unit, houses 100 prisoners and House 6 (35 prisoners) is for enhanced regime prisoners. House 7 (72 prisoners) is a healthy lifestyle unit.
- 9.2 Single cell occupancy is the norm, with the exception of House 5 where there are 2 prisoners to each cell. There is also a small number of double cells on houses 1, 4 and 7. Every cell has integral sanitation, power points and a light switch.

- 9.3 Houses 3 and 4 had experienced problems with behaviour because of gang culture and also concentrated numbers of younger prisoners. The efforts of residential staff have brought about improvements especially on House 4.
- 9.4 House 6 has a mix of young prisoners and IPP and Lifers. All seem to get on well and behaviour is to the expected standard.
- 9.5 House 7, under the care and guidance of very experienced and dedicated officers, continues to offer prisoners, many of them enhanced status, a place where they can improve their outlook on life during their time in prison. With several disabled prisoners on this House, able bodied prisoners voluntarily take on extra work in looking after those less able than themselves, thus giving them a sense of purpose and realisation that they can make a useful contribution while in prison. Members of the Board are always impressed by the humour and goodwill apparent in this House.

Section 10

ENVIRONMENT IN THE PRISON

- 10.1 As the Prison endeavours to cut the cost of maintenance, utilities, waste, etc members of the Board have taken an interest in the working of environment Issues at HMP Featherstone. Much work is being done to grow fruit, vegetables, provide allotments, and introduce trees and wildlife areas within the prison. A dedicated Governor and his team are providing work for prisoners and giving them added skills which will help them on release. They also aim to provide sufficient fruit and vegetables for the prison in the next year or so. Together with introducing savings in the utilities used in the prison by comparatively simple methods and managing the recycling and waste reduction more carefully, there should be considerable reductions in Prison costs.

Section 11

RISK REDUCTION

- 11.1 Risk reduction figures in many aspects of prison life, such as work placement and category D review boards, but Pathway 7 (Attitudes, Thinking and Behaviour) is key, with interventions the major element.
- 11.2 The Accredited Programmes e.g. PASRO (Prisoners Addressing Substance Related Offending), TSP (Thinking Skills Programme) and CALM (Controlling Anger and Learning to Manage it) have run with sufficient frequency to meet targets, though with the recruitment freeze in place the loss of one member of staff has caused some difficulty with CALM delivery.
- 11.3 Area Approved Programmes (Being a parent, Time 4 Families, Coping Skills and Confronting Crime) are all being effectively delivered, but changes are being made to the Alcohol Awareness Programme

- 11.4 Staff turn over caused by young professionals looking for career progression is still a matter of concern as level 3 interventions are a key part of prisoner rehabilitation. The Board will continue careful monitoring.
- 11.5 The changes brought about by some responsibilities moving to region have not caused the difficulties that were feared, with one to one work is still done by programme staff. Probation staff deliver the Victim Awareness Programme.

Section 12

CHAPLAINCY

- 12.1 Led by a full time Imam supported by a Church of England Chaplain and part time Priests and Ministers from other denominations, every prisoner has the opportunity to see and talk to someone in the Chaplaincy at any time during their time in Featherstone. Services are held on a very regular basis for all faiths and prisoners have every opportunity to attend.
- 12.2 This year has seen a group of musicians and singers formed and their performance at the Carol Service, together with other prisoners taking part with readings, shows how forward thinking the Chaplaincy Team is in providing extra support and encouragement to prisoners.
- 12.3 Many extra support classes and help groups are run by the Chaplaincy Team and daily visits to most areas of the prison are carried out.
- 12.4 The Board members, on their regular visits, are always welcomed into the Chapel by members of the Chaplaincy Team who are on duty.

Section 13

CATERING AND KITCHEN

- 13.1 The kitchen produces lunch and dinner for every prisoner daily as well as a breakfast pack, a total just short of 713,000 meals every year.
- 13.2 The department works on a budget of only £2.10 for each prisoner per day but is still able to offer a wide choice with an emphasis on healthy eating, including 5 portions of fruit and vegetables each day. Healthy eating information is displayed on each house, in the library and gymnasium in a number of different languages.
- 13.3 The Kitchen celebrates diversity by contributing to Christmas, Chinese New Year, Ramadan, Eid, Sikh festivals and British Pride Week.
- 13.4 Board members taste the food in the course of rota visits and check House comments books which are also regularly checked by staff. Prisoner views about the food offered are also dealt with by the Food Catering Committee which meets regularly and where prisoners' views are given proper weight.

Section 14

APPLICATIONS TO THE BOARD

Analysis of Applications 1st November 2010 to 31st October 2011

There were 159 Applications in the period -
1st November 2010 to 31st October 2011

Break Down of Applications by Houses is as Follows -

| | |
|--------------|------------|
| House 1 | 33 |
| House 2 | 34 |
| House 3 | 31 |
| House 4 | 21 |
| House 5 | 27 |
| House 6 | Nil |
| House 7 | Nil |
| CSU | 13 |
| TOTAL | 159 |

Break Down of Applications by Categories is as Follows -

| | |
|----------------------------------|------------|
| Cat D | 12 |
| Food | 2 |
| HDC | Nil |
| ROTL | Nil |
| Medical | 24 |
| Parole | 1 |
| Regime | 59 |
| R & C | 18 |
| Staff Relations | Nil |
| Transfers | 21 |
| Visits | 12 |
| Miscellaneous | 9 |
| Racial Discrimination Accusation | 1 |
| TOTAL | 159 |

- 14.1 Every week a member of the Board visits the prison to deal with applications made by prisoners. Every effort is made to resolve these as quickly as possible and to provide as complete an answer as possible. The nature of the applications, common theme or trends and any unusual issues, are discussed by the Board at its monthly meetings.
- 14.2 During the reporting period, members dealt with 159 applications compared with 145 the previous year, a very slight increase. It is difficult to know why this was as the Personal Officer scheme is working well, as is the Requests and Complaints Procedure.
- 14.3 There were 24 applications on medical matters, the same as last year, 21 relating to transfers compared to 17 last year, 12 relating to visits

compared to 14 last year, 12 relating to Category D compared to 8 last year. None of these figures raise any major concerns.

- 14.4 The failure of some prisons to correctly transfer property continues to concern the Board as prisoners understandably find this very frustrating. It is rarely possible to locate the missing items and the prisoners have to claim compensation for their missing items.
- 14.5 There was a welcome slight reduction relating to visits. Where closed visits featured, the Board found in all cases that these had been authorised correctly usually because of suspicion, or proof of drug or contraband smuggling. Although some distress is caused to prisoners and visitors, closed visits are necessary and the regular reviews that are held are helpful.
- 14.6 Within the Miscellaneous category the number of applications dropped considerably from 55 the previous year to 9 this year. This could be because of a more in depth system of analysis.
- 14.7 Applications from Houses 1, 2, 3 were considerably higher than the previous year but House 4 was considerably lower. House 5 was considerably lower and Houses 6 and 7 had no applications at all. Applications from the CSU were considerable higher from 2 the previous year to 13 this year. Most of these related to transfers.

Section 15

GYMNASIUM AND SPORTS FACILITIES

- 15.1 The gymnasium continues to be one of the most intensively used areas of the prison, with many prisoners appreciating the opportunity to keep fit and to work off stress and tension. The staff provide a wide range of physical education classes, including weight training, kinetic lifting and first aid (usually as part of prisoners' induction) as well as activities for those who want to improve their fitness and well-being..
- 15.2 Competitions are held over bank holiday weekends with "Mr Featherstone" bodybuilding and the annual half marathon featuring.
- 15.3 Prisoners are able to work towards qualifications in weightlifting development, first aid, football, rugby and badminton. There are matches against local teams in rugby, basketball and volleyball.
- 15.4 Board members visiting the gym have been impressed by the enthusiasm and commitment of PE staff and the response this generates from prisoners.

Section 16

WORKSHOPS

- 16.1 Featherstone is a working prison where prisoners are able to gain practical skills to help them in their return to life in the community and

earn money to purchase canteen items. It is pleasing to report the progress which has been made within the prison by the introduction of a revised working week. The challenges within the Green Paper relating to the preparation of prisoners for work following release have been successfully met by the cumulative skills of management and staff, as well as the attitude of prisoners themselves.

- 16.2 The workshops undertake a wide range of activities from the traditional (engineering and textile manufacture) to the more up to date (vehicle maintenance, carpentry, bricklaying and plastering and fork lift truck driving) and a course in Industrial Cleaning. Qualified civilian instructors supervise the work. Comments with regard to available qualifications have been made in Section 5 above under Learning and Skills.
- 16.3 The prison is constantly looking for new work opportunities and continues to develop contacts with external employers with the dual aim of keeping prisoners actively engaged and providing work opportunities on release.
- 16.4 Complaints following the elimination of incentive pay have subsided but there are occasional grumbles particularly when the cost of canteen items is being discussed.

Section 17

HEALTH AND SAFETY

- 17.1 The board have noted with pleasure that the appointment of a new Health and Safety Advisor has galvanised activity in this previously somewhat neglected area. Fire exercises have been successfully undertaken, Risk Assessments reviewed and COSHH (Control of Substances Hazardous to Health) data updated. Accident statistics are reviewed monthly and appropriate actions undertaken.
- 17.2 Staff have been heavily involved in monitoring the work to remove asbestos and heavy metals prior to the rewiring of the establishment.

Section 18

VISITS AND THE VISITORS CENTRE

- 18.1 The John Sandy Visitors Centre, which is outside the prison itself, continues to be managed and operated by Halow (Birmingham). The manager and deputy along with some sessional workers and a small group of volunteers continue to provide a courteous, friendly and helpful reception for those visiting prisoners. Although the average age of volunteers remains high five new recruits have joined in the past year.
- 18.2 During the year approximately 24,000 visitors passed through the Visitor Centre, including 6300 children, compared with 24700 (6300 of whom were children) in the previous year. This slight reduction may have been affected by the severe weather at the end of 2010.

Community transport continue to provide a bus service to Featherstone and Brinsford on Wednesdays, Saturdays and Sundays with pick ups at New Street, Birmingham and Wolverhampton stations though continued funding is always uncertain as only 6-7% of visitors use this service. It may be that the opening of HMP Oakwood will help to boost numbers and ensure continuity.

- 18.3 Family days have again proved attractive. A number of religious and other festivals have been marked in the Centre and during school holidays activities for children have been provided. A Visits Centre Forum meets every 3 months to review the services provided and to provide a vital link between the prison, the John Sandy Trust and community organisations.
- 18.4 In September 2011 bookings for visits were transferred the central APVU (Assisted Prison Visits Unit). This initially caused a great deal of confusion and frustration but improvements were put in hand and the situation has improved with complaints much reduced.
- 18.5 The Visits room in the main prison building retains a cheerful and relaxed atmosphere. The Board accepts that careful, properly conducted searching is necessary to prevent drugs entering the prison, with the use of drug detection dogs and CCTV surveillance as back up. There is also judicious use of closed visits, though these sometimes are the subject of applications to the Board.

Section 19

DRUGS AND DRUG TESTING

- 19.1 At Featherstone mandatory drug testing (MDT) may take place at reception or as part of random, suspicion based or risk assessment testing. There is also voluntary drug testing as appropriate. The random testing Key Performance Target (KPT) is 9% and, although monthly figures varied during the reporting year, a satisfactory level of 6% was achieved. During the year 1,100 tests were carried out with only 94 failures.
- 19.2 During the reception process all prisoners are assessed by Healthcare staff. If a prisoner admits to or shows signs of substance misuse immediate symptomatic relief can be given as appropriate and a referral made to the CARATS team (Care, Assessment Referral, Advice and Through Care Service). Carats staff provide daily support for prisoners receiving treatment as does a Featherstone peer drug support group.
- 19.3 The Integrated Drug Treatment System (IDTS) is well established and provides prisoners with substitutes such as methadone and buprorphine.
- 19.4 The board applauds the efforts of the Governor and staff to prevent the entry into the prison of drugs and other contraband but material does still get through despite careful searches and the use of

dogs to screen visitors. This creates some problems as it is a cause of prisoners getting into debt, some of whom do end up in the CSU for their own protection.

Section 20

THE WORK OF THE BOARD

- 20.1 The Board started the year with 10 members but 1 member resigned during the year, leaving the board with 6 vacancies. Following the loss of another member a recruitment effort was put in hand. This raised the membership to 13 (assisted by a transfer from HMP Birmingham and the addition of 1 member previously on the Board there). One new member resigned shortly afterwards but the Board considered numbers were adequate to cover our duties. This situation may well change with the opening of HMP Oakwood as 3 members have volunteered to double up and may move to that Board permanently.
- 20.2 The Board meets on the second Friday of each month. Each week one member makes a rota visit or visits while another deals with applications and CSU reviews. All members devote significant amounts of time to their Board duties which also include attending some of the prison committees and taking additional training when the need arises.
- 20.3 At the annual "Board Development Meeting" the Board reviewed its own performance, discussed working patterns and future strategies. This was very useful in keeping the board focussed and maximising its performance.
- 20.4 The Board is very mindful of the diverse population in its local area which is reflected in the prison population but having lost its last BME member regrets that it still has difficulty in recruiting from minority ethnic groups.
- 20.5 The Board appreciates the good relationship it has with Governor Butler, her senior management team and the prison staff generally whose cooperation makes our task easier.
- 20.6 As chair I wish to thank my colleagues for their support and assistance and to commend the work done by our indefatigable clerk, Mrs Lucinda Betts, who at the end of the reporting period moved to other duties. A suitable replacement clerk and deputy have been found who have made a very commendable start.

John McPheat
Chair IMB
HMP Featherstone