



INDEPENDENT MONITORING BOARD

FOR

HM PRISON FULL SUTTON

ANNUAL REPORT

FOR THE YEAR

ENDING 30th NOVEMBER 2010

Section 1

STATUTORY ROLE OF THE IMB

1.1 The Prisons Act 1952 and the Immigration and Asylum Act 1999 require every prison and Immigration Reception Centre (IRC) to be monitored by an independent Board appointed by Ministry of Justice from members of the community in which the prison or centre is situated.

1.2 The Board is specifically charged to:

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

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

1.4 This formal IMB responsibility has been translated into the following local Full Sutton interpretation:

- The primary duty of Full Sutton's IMB is to keep a watchful eye on all that happens in the prison affecting the prisoners and, where appropriate, to express concern about any aspect.
- The Board recognises that in fulfilling its role of monitoring the treatment of prisoners, it must take into account the constraints and pressures within which the Prison staff carry out their duties.
- Report annually to the Secretary of State for Justice on all aspects of the Prison's operation.

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Section 3

DESCRIPTION OF THE PRISON

3.1 General HMP Full Sutton is a purpose-built, high security prison for Category A and Category B male offenders, situated 11 miles from the city of York. The prison was opened in 1987 with two further wings added at a later date. The prison has a Certified Normal Accommodation (CNA) of 595, all in individual cells; an in-use CNA total of 600 with an operational capacity of 607. The prison comprises three wings for main wing prisoners and three wings for vulnerable prisoners. The prison also includes a Segregation Unit and a Special Secure Unit (SSU) for Exceptional Risk Category A offenders which remained closed during the period of this report in 2010.

3.2 Purpose and Vision The primary purpose of HMP Full Sutton is at all times to contribute to the Prison Service objectives to:

- protect the public by holding those committed by the courts in a safe, decent and healthy environment;
- reduce crime by providing constructive regimes which address offending behaviour, improve educational and working skills, and promote law abiding behaviour in custody and after release.

In support of that purpose, HMP Full Sutton's vision is to provide a positive regime focussed on changing behaviour, offering opportunity and helping offenders realise their potential in a safe and secure environment.

3.3 Prison Population At the end of the reporting year on 30 November 2010, the total population of the prison was 596 (CNA of 600) consisting of 1% High Risk Category A, 26% Standard Risk Category A and 73% Category B offenders. 56% of offenders are classified as vulnerable for a variety of reasons including the categorisation of some as sex offenders and the threat of violence from main location offenders because of the nature of the vulnerable prisoners' offences. This means that their accommodation, education and work are separate from the remaining 44% main location offenders.

- 64% of the prisoners are lifers, 18% of which are Indeterminate Public Protection sentences. 36% have determinate sentences ranging from 4 to 30 years. Of this latter category, 38% are sentences of between 4 and 10 years, 57% between 11 and 20 years, 4% between 21 and 30 years and 1% with over 30 years to serve. The age range is from 20 to 81 years. 25% of the population are between 21 and 29 years, 27% 30 to 39, 23% 40 to 49, 16% 50 to 59. The remaining 9% are officially retired and not obliged to attend work or education with 7% 60 to 69 and 2% aged 70 and over.
- 63% of the population is classified as White and 37% of the population are from ethnic groups of which 15% are Black, 9% are Asian, 7% are White Irish, 3% are Mixed, 1% are classified as Chinese or other ethnic group with 2% not stated. 11% of the population are Foreign Nationals.
- All the prisoners are accommodated in single cells and the great majority of prisoners are on the six wings (A to F). Four of these wings are in one area and built over two levels in a square configuration whilst the remaining two wings and the Segregation

Unit are built to a traditional, open-landing configuration over two levels. G wing has been converted to an Induction Unit. The plan was that the other portion of G wing was to be converted to an Integrated Drug Treatment Service (IDTS). That has been halted in that Healthcare is to receive a custom-built fabricated unit, to be complete by April 2011, which will allow the IDTS to be housed in the existing secure portion of the Healthcare Centre (HCC). Additional cells will therefore be available for the Induction unit.

3.4 Agencies in Support of Full Sutton Agencies in support of HMP Full Sutton are listed below:

3.4.1 Security

- Humberside Police (Police Liaison Officer)
- Humberside Special Branch

3.4.2 Learning and Skills Providers

- Offender Learning and Skills Service (OLASS) – The Manchester College
- OLASS – East Riding College
- OLASS – Working Links (Careers Information & Advice Service (CIAS))
- Offender Employment & Skills Service (OESS)
- Hull City Council
- East Riding Library Service

3.4.3 Primary Care Trust (PCT)

- East Riding of Yorkshire PCT

3.4.4 Telemedicine Facility

- Airedale Hospital Trust

3.4.5 Provisions and Canteen

- DHL Booker

3.4.6 Diversity

- Humberside Diversity Panel

3.4.7 Offender Management

- Langley House Trust
- Shannon Trust

3.4.8 Charities

- Royal National Institute for the Blind (RNIB) – Braille Workshop
- Samaritans - Support to vulnerable prisoners
- Alcoholics Anonymous (AA)
- Age Concern

Section 4

EXECUTIVE SUMMARY

4.1 Particular Issues Requiring a Response

4.1.1 For the Attention of the Secretary of State for Justice:

- Last year the Board expressed concern about the introduction of the Integrated Drug Treatment System (IDTS) into Full Sutton, a High Security prison where 64% of the prisoners are currently lifers. The Board had real concerns about the long term effect of a stabilisation and maintenance drugs on those long-term prisoners' behaviour. The Board fully supported the Governor's strong detoxification rather than soft stabilisation approach for Full Sutton. The Secretary of State should note the Board's support of the recent Government's Drug Strategy 2010 which, whilst offering a complete range of support in tackling the drug problem, does emphasise the requirement to reduce the demand for drugs and not simply treat the symptoms of drug misuse. This more closely fits the policy which is relevant to and adopted by Full Sutton (Para 5.3.4).
- The Secretary of State for Justice is asked to note the Board's concern over the continuing year-on-year financial savings and their adverse effect on the operation of Full Sutton. Full Sutton has done well to identify and implement the savings from previous years. However, during the next four years of the Government's Comprehensive Spending Review, manpower is likely to be a target and this will inevitably impact on the prisoners' core day involving education, purposeful activity and association time with other prisoners. These activities add to the normality of the prisoner's regime and if reduced significantly might give rise to an adverse reaction in the prisoners' behaviour. This in turn could wipe out all the well-intentioned savings already made. There is a difficult balance to be made (Para 6.4).
- The Secretary of State for Justice is asked to note the Board's continuing concern over the protracted process of replacing the prison's boiler which was condemned some four years ago. The interim boiler solution costs an additional substantial sum each year to run and because of the last two severe winters, the maintenance bill relating to numerous pipe bursts and an associated inadequate hot air system has increased substantially. The installation of the replacement boiler system has just commenced and from energy efficiency, cost and decency considerations, it is essential that the current installation schedule is not delayed further (Para 6.10).

4.1.2 For the Attention of the Chief Executive:

- The Chief Executive is asked to note the Board's continuing concern over the funding of the Offender Learning and Skills Service (OLASS) Careers Information & Advice Service (CIAS). Working Links, the prison's CIAS provider, is now limited to working only 3.5 days per week which severely limits the extent of this vital service for prisoners due for release (Para 5.2.7).
- The Chief Executive is asked to note the Board's concern over the lack of a response from NOMS/DH Offender Health Director to the Governor's and the Chief Executive East Riding of Yorkshire Primary Care Trust (PCT)'s joint letter requesting assistance in unblocking the recruitment process when staff shortages were seriously affecting

healthcare's function in the prison. A letter was sent in July 2010 and no response had been received by the end of the year. In the end the problem had to be resolved largely through the efforts of the prison's Healthcare Manager (Para 5.3.3). [Afternote: After the letter was sent again, copy to Director General NOMS and the Director of Personnel, a response was finally received from the Director of Personnel in January 2011. Although the response was appreciated, it was too late to be able to assist in resolving this specific critical shortfall in a timely fashion].

- The Chief Executive is asked to note that, notwithstanding the uncertainty about the commissioning of prison healthcare in the future, the working relationship between the PCT has been largely positive during the year. The PCT assisted in filling some of Pharmacy's manpower shortages and in supporting the requirement for the new healthcare build which will allow the Integrated Drug Treatment System (IDTS) to be incorporated into the Healthcare Centre (HCC) (Para 5.3.2).
- The Chief Executive is asked to note the Board's continuing concern over the delays to the commissioning of the Dialysis Treatment Centre at Full Sutton. Staff shortages have prevented nurses being spared to undertake the training at the York District Hospital (YDH). This initiative was a relatively modest spend-to-save measure for the cost of sending two prisoners out to the YDH for almost daily treatment has ensured that the 'Escort and Bed Watch' budget has been grossly overspent. There must also be considerable savings to be made by ensuring that a greater number of High Security prisoners requiring dialysis treatment are based at Full Sutton (Para 5.3.5).
- The Chief Executive is asked to note the Board's concern over the Healthcare complaints procedure in which the Healthcare Manager at Full Sutton has to deal with over 90% of all complaints without any intermediate PCT assistance before the final option of referral to the NHS Healthcare Ombudsman. When some of those complaints go to litigation (5%), the Manager is dealing with the complaints at every level including the prisoner's solicitor. In the latter cases, where the replies also need to be referred to the Treasury Solicitor, the workload and personal pressure increase dramatically. Ideally, the Healthcare Manager's workload should be eased by having more ready medical and administrative support at a level below that of the NHS Healthcare Ombudsman (Para 5.3.6).
- The Chief Executive is asked to note the continuing limitations of the Airedale Hospital telemedicine's link to Full Sutton. This was a bold initiative when introduced in 2006 and its regular use has undoubtedly justified its initial capital outlay. However, medical continuity is lost when the patients are subsequently referred to the prison's local hospital, the YDH. Unfortunately the YDH is reluctant to invest in such a facility and so this innovation cannot be fully exploited (Para 5.3.8).
- The Chief Executive is asked to note the fact that a body belt was used in the Segregation unit to prevent two prisoners from breaking up their cells and subsequently embarking on dirty protests. Clearance for its use was correctly authorised and fully supported by the Board as being 'reasonable'. There is no doubt that the decision contributed quite dramatically to the two prisoners' return to relatively normal behaviour (Para 5.5.3).
- The Chief Executive is asked to note the Board's concern about a small number of prisoners who were initially held in the Segregation unit on strong collaborative intelligence that they were ringleaders in certain acts of violence or concerted

indiscipline. Although the Board found no direct evidence, in a few cases, the Board felt that the follow-on investigations and risk assessments were delayed unnecessarily in order to reduce the adverse influence of those ringleaders. Although these incarcerations in the Segregation unit generally had the desired effect, the Board felt that real diligence is required in order to avoid the possibility of abuse of the Rule 45 procedures (Para 5.5.6).

- The Chief Executive is asked to note the Board's strong support of the use of the Induction wing as a half-way house in the returning certain prisoners back to a normal prison location. Its use in this way provides flexibility and further options. This recommendation is still upheld even though the draft HMCIP report says that the Induction unit should not be used in this way (Para 6.5).
- The Chief Executive is asked to note the Board's concern over the limitations of the staff 'rostering' system, 'My Detail', which aims to provide standardisation across the whole prison estate. The prison continues to run its own staff 'rostering' package, which was developed at Full Sutton, in parallel with the development of the new system, since it has many additional and helpful features which 'My Detail' lacks. Hopefully, the shortcomings of 'My Detail' will be resolved by the time it 'goes live' locally in 2011(Para 6.12).

4.2 Other Issues of Concern or Excellence not Requiring a Response Other issues of excellence or concern not requiring a response are:

- Areas of Excellence:
 - Representatives from the Humberside Criminal Justice Diversity Panel have now been integrated into every level of the prison's Diversity structure. Initially this was a difficult process for there was suspicion on both sides. However, the partnership is now proving beneficial to both parties and it is undoubtedly raising the Diversity standards within the prison (Para 5.1.2.3).
 - Development of the Disability Data has been improved especially with detail relating to prisoners with learning difficulties and the method by which the information can be gathered effectively. In the Prisoner Support Worker (PSW) scheme, prisoners who are willing to assist disabled prisoners, are identified and paired off with individuals. This is a very positive step and capitalises on the camaraderie between prisoners (Para 5.1.4).
 - The Family Learning Courses which promote parenting skills have been very popular and successful this year. The finale to these courses is a Family Learning Day when the prisoner's family comes into the prison and the prisoners can show off their new found skills and bond closely with their children in particular (Para 5.2.3.4).
 - Two Healthy Champions courses have been run which aim to promote a healthy lifestyle by identifying prisoners who can act as ambassadors amongst the other prisoners. Ambassadors have already found further client prisoners to promote the scheme further (Para 5.2.3.5).
 - A scheme entitled 'Talking Shop' has been set up in which the medium of literature, poetry and films is used as a platform for discussing issues such as friendship, abuse, violence and relationships. Prisoner responses have been very positive (Para 5.2.3.6).

- After negotiation, the prison has been accepted into the Prison Reading Group scheme with funding until the end of 2011. After reading selected books, these are analysed and discussed within the prisoner group; this undoubtedly promotes confidence and self-esteem (Para 5.2.3.7).
- The Braille Workshop was awarded the overall Elton Trophy last year. This attracted further funding and so a whole new Braille Workshop has been formed with new computers and up-to-date software. The new Braille Workshop achieved the High Security Elton Trophy accolade this year as a result of this development. This facility provides a particularly challenging, profitable and worthwhile activity for the prisoners (Para 5.2.4.1).
- The L&S staff have introduced an awards ceremony which recognises achievement in the L&S department. This year there was an innovative category in which the prisoners themselves nominated other prisoners for various prizes. This is a sensible and inclusive proposal and it does much to improve the confidence and self-esteem of the winners (Para 5.2.8).
- The forthcoming new healthcare build will allow the IDTS and Counselling, Assessment, Referral, Advice & Throughcare Scheme (CARATS) staff to be co-located under the sole responsibility of the Healthcare Manager. This development will allow the whole spectrum of drugs abuse to be tackled more effectively. It will also provide for various other healthcare benefits by freeing up additional space for waiting rooms and consultancy rooms (Para 5.3.4).
- Despite staff shortages in the Pharmacy and the continuing abuse of prescribed medicines, pharmacy standards have been largely maintained. One innovative scheme to prevent bullying of vulnerable prisoners for their prescribed medicines is by providing individual lockable medicines' cabinets outside the wing office. The keys for these cabinets are all held securely in the wing office and can only be requested by the prisoner himself (Para 5.3.7).
- The production of a fully-equipped Palliative Care suite in the Healthcare Centre is an excellent new facility especially as the number of prisoners of retirement age is increasing each year (Para 5.3.9.1).
- The re-opening of the Walk-in medical clinic situated in the Workshops area has reduced the number of prisoners reporting special sick by 80%. This ensures that the prisoners do not miss their purposeful activity and the nursing staff are used more efficiently (Para 5.3.9.3).
- A particularly comprehensive new multi-disciplinary, zero-tolerance approach to violence appears to have paid dividends in that, compared to the last HMCIP inspection report, the number of prisoners who feel that Full Sutton is a safe living environment has increased (Paras 5.4.1 & 5.4.2).
- The completion of the new and dedicated Command suite has increased the efficiency and effectiveness by which serious prison incidents can be monitored, commanded and hence controlled (Para 6.2).
- In last year's report the Board expressed concern about the very dramatic decrease in Probation staff (68%). The Board is pleased to report that the recruitment of part-time

uniformed Offender Supervisors to offset this reduction in specialist staff is functioning well. There have been some teething problems relating to training and the priority that is given to this task but overall the new system is bedding-in well. (Para 6.7.2).

- The video conferencing facilities have been further developed in the last year. The system is used regularly for sentence planning work, prisoner/solicitor meetings and court cases but it is not yet being used to its full capability and capacity (Para 6.7.3).
- The Psychology Department produced a business case to deliver an intervention module for extremist offenders. This is an innovative and forward-thinking initiative which has been upheld and will be developed further in 2011 (Para 6.8.3).
- The Psychology Department has run an initial non-accredited A-Z Course which encourages sex offenders, who are in denial of their offence, to engage in further treatment. The results were encouraging and another course will commence in 2011.
- The Estates Department received the 'Team of the Year' award at their Directorate's Annual Conference. This award is testament to the expertise, professionalism and dedication of the whole department as well as its numerous innovative 'Green' initiatives (Para 6.9).
- The Catering department's Opt-Out meal system aims to reduce waste and hence costs. The system, which has been taken up by over one hundred prisoners, will need to be monitored over a period to avoid some potentially adverse effects but the initiative is sound and deserves to succeed (Para 6.14).
- The Governor has introduced and supported three initiatives which add to the staff's quality of life as well as their professionalism and expertise (Paras 6.15 & 6.16):
 - o A new staff gymnasium.
 - o A staff canteen inside the prison which allows the staff to get away from their work place without having to go through normal search procedures.
 - o The Foundation Degree in Offender Management which was undertaken by 18 staff.
- Areas of Concern
 - The Listener Suite was located in the Healthcare Centre and was difficult to access out-of-hours. The suite was converted into a Palliative care suite which was definitely the correct priority. An alternative location has been identified on G wing, the Induction wing, which needs further development. Accessibility problems have been improved at this new location; priority should be given to completing its development (Para 5.4.3.3).
 - The Segregation unit continues to be hamstrung by high occupancy levels and indeed there appears to be a growing number prisoners who refuse to re-locate back to a main wing location for a variety of reasons of which gang rivalry is probably predominant (Para 5.5.2). The Board supports the use of the Induction wing as a half-way house in the process of returning certain complex prisoners back to normal location. The Board suggests that this proposal might be developed further with a local initiative in which a small portion of G wing is developed into a smaller version of the G4 unit at HMP

Frankland. Although there may be financial constraints to such a proposal, the Board continues to see similar examples of local individual initiatives at Full Sutton which achieve excellent results (Para 6.5.3).

- The new Induction centre has initially been hampered in that a number of prisoners have refused to locate to a normal prison location after arrival at Full Sutton. High overall prison occupancy rates have also restricted the immediate transfer of a new arrival to a normal location through lack of available cells on certain wings. This has resulted in prisoners staying on the Induction wing longer than is actually required for their effective integration into the prison. It is early days in the Induction wing development and hopefully the induction procedures will be refined (Para 6.5.1).
- Property remains a contentious and difficult area. The Board still believes that the process would be improved by the introduction of a High Security possessions list with its related overall volume (Para 6.6).
- Despite considerable effort on the part of the Governor and HR Manager, absenteeism remains stubbornly high compared to other High Security prisons. Hopefully, with the continued focus on encouragement, warning and strong discipline, the problem will gradually be improved (Para 6.13).

All the above areas of concern as well as both the commendations and other comments contained in this report are addressed to the Governor of HMP Full Sutton.

4.3 Overall Judgement There were three incidents of concerted indiscipline this year of which two of these were relatively minor and were resolved by negotiation without resort to physical intervention. This is most encouraging and reflects very positively on the professionalism of all the staff despite the growing pressures associated with the year-on-year savings which are set to continue into the foreseeable future. Progress continues to be made in all areas of the prison operation but, in particular, impressive developments have been made in Learning & Skills, Healthcare and Safer Custody. That overall improvement was recognised in the recent unannounced inspection by Her Majesty's Chief Inspector of Prisons (HMCIP). It was acknowledged that impressive progress had been made since the last inspection in 2007 and as a result the prison received its best set of grades to date. The Governor and staff are to be congratulated on another very successful year.

Section 5

AREAS THAT MUST BE REPORTED ON

Note:

1. On numerous occasions throughout this report, reference is made to the unannounced HMCIP inspection that took place between 27 October and 5 November 2010, which is within the annual reporting period for this 2010 IMB Annual Report. The Inspection Report is therefore a most important indicator as to Full Sutton's performance in the last year but the official report is not due for formal ratification and distribution until later in 2011. Comments relating to the Inspection are therefore based on the verbal de-brief and the draft HMCIP report received in early January 2011. IMB comments relating to the Inspection must therefore be considered provisional in nature but nonetheless a good guide as to the overall performance of individual departments in Full Sutton. However, at this preliminary stage, it is worth highlighting the overall grades received in the four broad categories used in the HMCIP assessment: Safety – 3, Respect – 3, Purposeful Activity – 4 and Resettlement – 3 where 4 is the highest grade and categorised as 'Performing Well'. This result is better than the November 2007 HMCIP assessment and represents a very high overall standard of which all the staff can be justifiably proud.

5.1 DIVERSITY

5.1.1 Introduction Two years ago the Board reported some quite dramatic changes when diversity issues were encompassed under one Diversity and Equality Strategy document. This year has been a continuing period of solid development on a broad front. The Action Plan stemming from the strategy document continues to be refined and brought up-to-date whilst work on Equality Impact Assessments on the Segregation unit, Adjudications and the Workshops are currently being developed.

5.1.2 Diversity Developments Some structural Diversity developments have been made in this last year:

5.1.2.1 Amalgamation of Diversity Meetings A recent pragmatic development has been the amalgamation of the Race Equality Action Team (REAT) meeting chaired by the Deputy Governor and the Diversity meeting chaired by the Decency, Diversity and Safer Custody Governor. This amalgamation aims at avoiding duplication whilst ensuring that the prisoner representatives are still given the opportunity to have their concerns raised directly to the Deputy. The lower level FORUM meetings continue where relevant grass-roots issues are fed through to the higher level committee. The FORUM's focus has been broadened to ensure that all aspects of diversity, such as disability and the needs of aging prisoners, are included in addition to race equality which has been the FORUM's main focus in the past.

5.1.2.2 Diversity Office Re-structure The Diversity office has been partially re-organised under a new Diversity Manager. There are now two SOs: the first, who was previously the Foreign National Liaison Officer (FNLO), now has overall responsibility for Foreign Nationals (FNs), Race Equality and Diversity whilst the second has responsibility for Safer Custody diversity issues. An additional part-time FN Liaison officer (FNLO) has been recruited to work under the SO in this increasingly important area.

5.1.2.3 Humberside Criminal Justice Diversity Panel (HCJDP) Partnership

The prison's partnership with the HCJDP has developed to the point that members of this outside agency are now fully integrated into the prison's diversity work. This includes:

- Strategic oversight and advice to the Decency, Diversity and Safer Custody Governor.
- Full integration onto all the Diversity panels.
- A full appraisal of all the responses to the Racial Incident Report Forms (RIRFs). As a result, the Race Equality Officer (REO)'s responses to the RIRFs have become more comprehensive and professional; this was highlighted in the recent HMCIP's unannounced inspection.

It is interesting to note that the prison staff's reaction to this outside agency was initially defensive and regarded as slightly irrelevant to the implementation of diversity issues in a high security environment. This situation has gradually changed and the Panel's appraisals and advice are now very positively received. The prison's diversity standards have undoubtedly improved as a result of the Panel members' close integration.

5.1.3 Foreign National (FN) Prisoners The number of FN prisoners has gradually increased (now over 70) although the percentage has decreased slightly because the overall prison population has increased with the introduction of G wing, the new Induction wing. The Board would wish to highlight the following positive aspects relating to FN prisoners:

5.1.3.1 FN Prison Staff Over the last two years, the Board has been recommending an increase in the number of staff or the number of hours devoted to FN issues. It is pleasing that this has been instigated with the recruitment of a part-time FNLO working under the REO who has responsibility for this topic.

5.1.3.2 FN Work Focus The FN work focus has been on the repatriation of FN prisoners to their country of origin. In addition to weekly surgeries, the FN staff have ensured that each FN prisoner has his own one-on-one interview with FN staff to build up the prisoner's trust and confidence. In delivering this focus, the FN team have continued to build up an excellent working relationship with the Criminal Casework Directorate (CCD) personnel from Leeds who work with the prison authorities to facilitate FN prisoners' repatriation.

5.1.3.3 Foreign Language Implications The FN Diversity staff have worked logically and systematically to overcome the language barriers which are inevitable when a FN prisoner does not speak English. Particular initiatives have been:

- The use of Internet-based document translation facilities which can be undertaken with the minimum of delay.
- The FNLO staff have now completed a language survey throughout the prison and that information is now held on a data base.
- The FNLO arranges an initial interview in the FN prisoner's preferred language through either a fellow prisoner or through a telephone translation service.
- In one incident, the FNLO arranged for two mandarin-speaking prisoners, who also spoke English, to be moved to Full Sutton to assist a non English-speaking, Mandarin-speaking FN. This was instigated very quickly and the Mandarin-speaking FN prisoner has progressed quickly and can now communicate adequately in English. This policy has also resulted in other

FN prisoners being located together on the same wing at Full Sutton where they are able to give support to each other.

5.1.4 Disability Action Plan The Board has reported welcome progress in the area of Disability in the last two years' reports. This progress has continued with the following initiatives:

- Disability Data Base Although the Induction process is now more effective in registering disabilities, there are still a number of prisoners who are reluctant to disclose them. A prisoner with 'Learning Difficulties' may well be too embarrassed to register that particular disability. This is now being addressed with the Learning Difficulties Seven Questions (LDSQ) which can be followed up by a further one-on-one assessment. Psychological Services have also devised a local internal protocol to assist in working with this particular disability. It is not an establishment protocol but it does assist in identifying the risks and interventions associated with this client group.
- Stair Lifts Three stair lifts have been incorporated into the prison which provides disability access to the Workshops area, the Visits Centre and the lower half of the Healthcare Centre (HCC).
- Prisoner Support Worker (PSW) Scheme A list of prisoners has been identified who are willing to assist disabled prisoners either generally or on an individual basis. The PSWs will be trained to support the needs of prisoners with disabilities, and older prisoners, in accessing prison activities. They will also be expected to promote the quality of life of these prisoners by assisting them with specific 'daily living tasks'. The response has been encouraging and the scheme has been refined. There were some Health & Safety problems associated with using wheelchairs in the prison. The POA were reluctant to allow prison officers to take on this task. The Board is pleased to report that the issue has now been resolved in Full Sutton.

5.1.5 Other Developments The Board has noted some other developments which highlight the prison's commitment to all aspects of diversity and in turn reflect a genuine change in attitude as to what is now perceived as normal diversity practice in prisons:

- Challenge It, Change It, the revised standard diversity training package, has now been undertaken by nearly 50% of the staff at Full Sutton. This is above the national average and it is still rising, thanks to the Senior Management Team's commitment to diversity.
- The prison continues to work with Age Concern to develop policies for older and disabled prisoners. Age Concern undertook a Dignity audit and an action plan to rectify the shortcomings. A particularly helpful initiative which has been enacted by Age Concern is advice on wills.
- A staff member attended the Wakefield Gay Pride event where a stall was manned which emphasised the Prison Services commitment to the Gay community and to being an equal opportunities employer.
- The prison produced a particularly interesting and challenging Black History Month booklet which used Martin Luther King's 'I have a dream' speech as its focus to highlight the progress that have been made in all aspects of Diversity.

5.2 LEARNING AND SKILLS

5.2.1 Introduction The Board has highlighted the very good result achieved by HMP Full Sutton in the unannounced HMCIP inspection early in November 2010. The HMCIP's Purposeful Activity area encompasses the vast majority of services that Learning & Skills (L&S) provides and includes an OFSTED assessment of the education provision at HMP Full Sutton. In that HMCIP inspection, Purposeful Activity achieved a '4' grade defined as 'Performing Well'; the highest in Full Sutton and the highest that can be achieved. This excellent result reflects the department's positive, innovative and pro-active approach to L&S which has been maintained throughout the year. It is particularly satisfying to achieve such an excellent result from an unannounced HMCIP inspection since it is a much closer reflection of the everyday prisoners' learning and educational experience given that there is no time available to prepare.

5.2.2 Individual Achievement The full range of learning opportunities remain from basic learning skills through GCSEs to A levels. Similarly, it is important that prisoners serving long sentences are able to adjust to the changing world on release and so IT skills remain central to the courses taught. The Prisoners' Information Communication Technology Academy (PICTA) courses therefore remain a vital and very popular element of HMP Full Sutton's educational curriculum. Unfortunately the upper tier, the Open University (OU), Higher Education (HE) and Distance Learning courses, have been under severe strain and, at the end of this report's period, all first time applications for these courses at Full Sutton had been suspended. The Board's fears on this issue, which were reflected in last year's report, had been realised. The complexity of this split of responsibility without funding support effectively led to this change of policy at Full Sutton. The prison aimed to reduce any disappointment and frustration by supporting student prisoners through their current course or module and by giving consideration, on an individual basis, to those students part way through a degree who wish to progress to new modules. [Afternote: As of the end of January 2011, it would appear that this adverse situation has been resolved and prisoners can resume their applications and studies. The Board is very pleased about the resolution of this problem but it will need to monitor the situation closely].

5.2.3 Developing Purposeful Activity There have been many L&S initiatives in this last reporting period relating to 'Purposeful Activity':

5.2.3.1 Prisoners' Magazine - 'Full-On' During the reporting period four editions of the prisoners' magazine, 'Full-On', have been produced. These publications have included many interesting, amusing and stimulating articles but perhaps the greatest benefit has been for the team of authors and those producing the publication using Desk Top Publisher in the Braille II workshop. It has encouraged some prisoners to develop their latent skills and the end product has generated considerable pride and self esteem. The scheme will hopefully eventually produce an accreditation opportunity under the National Institute of Journalism qualifications. It was encouraging that the magazine won the Koestler Bronze Award for Journalism 2010.

5.2.3.2 'Story Book Dads' This initiative encourages contact between the prisoner and his children. It has encountered teething problems but the process is now in full production and produces some very professional laminated stories which have been well received by families. It also produces a sense of achievement for the prisoner.

5.2.3.3 'Toe by Toe' Programme' The 'Toe by Toe' programme has been reported on in previous reports. It aims to improve literacy by using selected prisoners to improve other prisoners' literacy skills. The prison's success in this venture was

recognised at the beginning of the year in the Shannon Trust Newsletter for its 2009 Learning & Skills award.

5.2.3.4 Family Learning Course Two Family Learning courses, which promote parenting skills, have been undertaken this year and have proved particularly popular and successful. Perhaps the greatest success has been in the Family Learning Day, the finale to each of the courses, in which the students' families are invited into the prison and where the prisoners can show off their new-found skills. Activities at the Family Learning Day have included collage making, T-shirt painting, storytelling, gym activities and a competition during which the prisoners were able to remain with their families. Feedback was very positive from all involved.

5.2.3.5 Gym Activities In February 2010, the gym reported a record number of hours in purposeful activity: over 2000 hours per week with an overall total for the month of 8158 hours – a very commendable achievement. Courses and activities which have contributed to these record returns include:

- Healthy Champions Course Two Healthy Champions courses have been run during the year. These courses aim to promote a healthy lifestyle by identifying prisoners who can act as ambassadors for and promote this initiative amongst other prisoners. Some of these ambassadors have already identified other client prisoners to encourage.
- Manual Handling and First Aid Courses Manual Handling and First Aid courses have continued in the gym during this reporting period and have remained popular since they provide genuine entry-level employment opportunities for prisoners on release.
- Weight Lifting, Basketball & Volleyball Courses Weight lifting, basketball and volleyball are three new courses introduced this year which are proving very popular.

5.2.3.6 'Stories Connect' re-titled 'Talking Shop' Following a 'Stories Connect' awareness session in February, it was decided to pilot the programme at Full Sutton under the title 'Talking Shop'. These twelve week courses use the medium of literature, poetry and films as a platform for discussing such relevant issues as friendship, abuse, violence and relationships. The prisoners were asked to write an essay at the end of the course describing what they had got from the course; these responses were very positive and the aim is to develop this course further.

5.2.3.7 Prison Reading Group Following negotiation with Roehampton University, HMP Full Sutton has been accepted onto the Prison Reading Group scheme with funding for the year up to December 2011. Selected prisoners read a book and subsequently discuss it as a group. The group operates in the same way as the many reading groups that are set up voluntarily around the country to promote analysis and discussion of literature. These groups can be expected to improve the confidence and self-esteem of the participating prisoners.

5.2.3.8 Vocal Force 'Sing Up' Project This initiative is part of a national 'Sing Up' project which is government funded until December 2011. HMP Full Sutton has been selected through the Writers in Prison Network as the next host for this Vocal Force 'Sing Up' project. The plan is to recruit interested members of staff to facilitate singing projects which would be a natural adjunct to the Family Learning course and the 'Story Book Dads' scheme.

5.2.3.9 Promoting Art HMP Full Sutton has a thriving art group and a month-long exhibition of their work was held in the local Pocklington Arts Centre. This proved very popular and was well attended. It did much to promote a better understanding of the constructive work that is undertaken in the prison during the prisoner rehabilitation process. The L&S Department has subsequently been invited by Pocklington Arts Group to give a lecture on 'Art in Prison'.

5.2.3.10 Music for All Project February 2010 was the final month of the 'Music for All' (Guitar) pilot project. The commitment to practice was very impressive and the whole scheme proved very popular and productive. 75% of the students achieved a pass or better in the Rock School Level 1 Performing Musician Award Scheme. The prison has received Skills Funding Agency (SFA) funding to run further courses during the period February to July 2011 which will also include the performing arts.

5.2.4 Workshop Development There have been some significant developments in the Workshops area:

5.2.4.1 Braille Workshops The award of the overall Elton Trophy to the Braille Workshop last year attracted additional resources which were used to buy new computers and the related improved software. As a result, a new Braille workshop has been opened with brand new equipment. It is significant that this new Braille workshop once again won the Elton Trophy category award for Purposeful Activity in the High Security estate. This is testament to the drive towards ever-improving standards in this highly popular and profitable activity area. The Braille II workshop also houses the Desk Top Publisher software and equipment used to produce the prison's Magazine (Para 5.2.3.1).

5.2.4.2 Workshop 20 The Contract Workshop sadly closed but was replaced by Workshop 20. The aim of Workshop 20 was to act as an induction centre where new prisoners had the opportunity to sample the skills involved in the various workshop activities prior to stating their preferences and being selected for a particular activity.

5.2.4.3 Training Kitchen The training kitchen has taken a long time to complete because of various operational priorities. It is now fully equipped for the training task and has also been equipped with the required CCTV equipment. It promises to be an excellent teaching and testing facility for this very popular activity. It is also likely to assist in improving the standards in the kitchen itself.

5.2.5 Resettlement Initiative The L&S department has been closely involved in a resettlement initiative in which the prison has acquired some Yorkshire & Humberside European Social Funding to establish 'Through the Gate' resettlement support throughout 2011. The Langley House Trust has provided a representative with the requisite knowledge who has started to visit the prison once a week in support of the Resettlement Officer. He will identify those prisoners coming towards the end of their sentence and assist them with local and national employment opportunities.

5.2.6 Legal Services Legal Services training for prison officers at Newbold Revel continues to be suspended. Three legal services officers have therefore been recruited to provide awareness training for all officers working in the library who can in turn, provide appropriate advice to the prisoners.

5.2.7 OLASS Careers Information & Advice Service (CIAS) Working Links, the prison's CIAS provider, delivers CIAS provision 3.5 days a week. This means that the CIAS

representative is only able to provide group inductions, one-to-one interviews/reviews and only a limited number of written submissions for Sentence Planning Boards which he is unable to attend in person. Measures have been introduced to streamline the system to ensure that prisoners who are due for release receive adequate careers advice. However, the Board believes that the provision is insufficient and should ideally be increased.

5.2.8 Recognising Achievement During the last two years, the L&S Department has promoted an awards ceremony which recognises achievement in the L&S educational and activities areas. The prizes are financial and presented by the Governor himself although the winners are selected by a wide-ranging committee. Initially, it was prison staff who nominated prisoners for the various awards but this year some of the awards were nominated by the prisoners themselves. Recognising achievements is important for improving confidence and self-esteem in any individual. It is clear that there is some genuine prestige in winning such an award, especially those nominated by the prisoners themselves.

5.3 HEALTHCARE

5.3.1 Introduction The year has been a period of continuing progress and consolidation for Full Sutton's healthcare which reflects a very positive attitude towards development, improvement and innovation. Compared to previous years the progress achieved has been against a backdrop of uncertainty as to who will have responsibility for commissioning healthcare at Full Sutton with the forthcoming demise of the Primary Care Trusts. It has been a particularly difficult year with staff shortages and recruitment problems coupled with the operational disruptions which are inevitable in a high security prison. It is much to the Healthcare Manager's and staff's credit that the complete range of healthcare support has been maintained at such a high standard. This was of course reflected in the draft report and at the brief following the recent unannounced inspection by HMCIP (See Note 1 at the beginning of section 5).

5.3.2 Primary Care Trust (PCT)'s Input into HMP Full Sutton's Healthcare The Board is pleased to report that the joint quarterly executive-level healthcare meetings which started last year have continued throughout the year with the IMB in attendance. Notwithstanding the uncertainty about the commissioning of prison healthcare in the future, the meetings have been particularly helpful in maintaining discussion and dialogue on the mutual problems associated with the Government's Comprehensive Spending Review. The meetings have been constructive, and largely due to Full Sutton's Healthcare Manager, real issues have been addressed and progress has been made. In the past, Full Sutton might have felt that they were required to solve their own problems but the PCT's assistance in providing temporary cover for the Pharmacy Manager and a locum Pharmacy Technician over several months was important in allowing the distribution of prescribed medicines to continue without an unacceptable risk of the medicines' abuse. The PCT's support for a small Healthcare Centre (HCC) building project based on the Integrated Drug Treatment System (IDTS) requirement has also been timely and should allow the HCC to operate more effectively and efficiently. Problems associated with the medical complaints process and the full incorporation of IDTS still need to be resolved but the close communication links between the PCT's Chief Executive and the Governor should allow these to be addressed and solved more readily.

5.3.3 Staff Shortages Staff shortages both in pharmacy and nursing posts have been problematic throughout the year although the situation has shown signs of easing at the end of this reporting period. The cumbersome recruitment process has sometimes resulted in newly recruited staff withdrawing during the long vetting and approval process. The situation became critical mid-year when there were 50% vacancies in the healthcare team. The Governor and the Chief Executive, East Riding of Yorkshire Primary Care Trust, therefore wrote a joint letter to

NOMS/DH Offender Health Director on 6 July 2010 requesting assistance in unblocking the recruitment process whilst providing various constructive suggestions as to how this might be achieved. The Board was disappointed and indeed quite shocked to find that not even a holding reply had been received by early December 2010 some 5 months after the original letter; this is quite obviously unacceptable in such a critical and sensitive area involving the whole range of healthcare support at Full Sutton. [Afternote: After the letter was sent again to NOMS/DH Offender Health Director, copy to Director General NOMS and Director of Personnel, a response was finally received in early January 2011 from the Director of Personnel. Although appreciated, this reply was too late to address the specific staff shortfalls in a timely manner]. Nurse shortages have also contributed to delays in the setting up of the IDTS proposals and similarly, the introduction of the in-house dialysis facility has been delayed because nurses could not be spared to undertake the specialist training at York District Hospital (YDH).

5.3.4 Integrated Drug Treatment System (IDTS)

5.3.4.1 Full Sutton's IDTS Policy. In last year's report, the Board expressed its strong concern over the introduction of the IDTS (an NHS funded initiative) at Full Sutton. The Board was concerned about the long term use of stabilisation and maintenance drugs in a high security prison where 60% of the prisoners were lifers. The Board was also concerned about the possible trading of prescribed drugs, the adverse effect on the prisoner's long-term behaviour as well as the manpower implications associated with the control and distribution of the drugs under the IDTS. The Governor laid down a particularly strict IDTS policy which emphasised a strong detoxification rather than a soft stabilisation and maintenance interpretation; the Board fully supported this approach. The Board was therefore pleased to read the recent Government's Drug Strategy 2010 which leaned more strongly towards the drugs policy implemented in Full Sutton. Drug Strategy 2010 emphasises:

- A requirement to reduce the demand for drugs and not simply treat the symptoms of drug misuse.
- Challenging continued drug use and encouraging those using drugs to take responsibility for their own health.
- Encouraging offenders to seek treatment and recovery at every stage of the Criminal Justice System (CJS).
- Piloting wing based, abstinence focussed, drug recovery services in prisons for adults.
- Encouraging offenders who have recovered from drug/alcohol problems to become 'Recovery Champions'.

These measures, when implemented alongside extensive drug counselling, support and incentive measures which are readily available in the prison (Para 6.7.1), reflect the policy that the Governor and the healthcare staff have already adopted within Full Sutton.

5.3.4.2 IDTS Build PCT support and IDTS funding has enabled the prison to commission a new healthcare building which is of a solid prefabricated design and will hopefully be complete by April 2011. Care has to be taken in relation to security since the new building cannot be used by prisoners since it is not a fully compliant, high security building. However, by sensible relocation of various facilities, the IDTS will be implemented swiftly and comprehensively and the build will also have other wide-ranging healthcare benefits:

- The IDTS will be co-located with the existing Counselling, Assessment, Referral, Advice & Throughcare Scheme (CARATS) team and both elements will now come

under Healthcare's responsibility. There is a natural synergy in this amalgamation which will significantly improve Full Sutton's effectiveness in combating the corrosive effect of drugs in Full Sutton.

- The build will free up additional space in the main HCC which can be used for additional waiting and consultancy rooms. This has significant benefits in being able to hold both VP and Main wing prisoners in separate HCC waiting rooms at the same time. This, in turn, ensures that the prisoners' medical concerns are addressed safely and more effectively by running more clinics in parallel.
- The doctor's, as well as the visiting consultants' time will be used more efficiently.
- There will be sufficient room freed up in the main building to allow the pharmacy to be extended.
- The simultaneous multiple clinics and waiting rooms will ease prisoner movement.
- The improvement in medical treatment will allow prisoners more time for purposeful activity.

5.3.5 Dialysis Initiative In last year's report the Board highlighted the obvious benefits which would accrue from a fully-equipped dialysis treatment centre based at Full Sutton. The initiative has recently moved from the planning stage to full implementation which includes a 12 to 16 weeks intensive haemodialysis specialist training for four nurses. The Board is pleased to report that the latter training has recently started. The downside to the delays is that two prisoners have had to go to YDH on an almost daily basis for dialysis which attracts considerable costs with the recurring prison officers' escort duties. This has been the main factor in a substantial overspend in the escort and bed-watch budget. It is unfortunate that the Governor and the very dedicated Healthcare Manager were not given more support in the early stages since this innovative project was clearly a relatively modest spend-to-save initiative especially if a larger proportion of High Security prisoners requiring dialysis treatment were based at Full Sutton. Hopefully, the project will come to fruition in March 2011 after more than two years in the making.

5.3.6 Complaints Procedure The Board has been highlighting the inadequacies of the medical complaints procedure since 2006. The Healthcare Manager has always responded to Stage 1 of the complaints procedure within the allocated time provision. However, the PCT has consistently failed to respond to Stage II of the prisoner's medical complaint in a timely manner. The PCT advertised over a long period for an individual to cover this requirement but nobody was recruited. In order to avoid further frustration for the prisoners and medical staff alike, the Healthcare Manager recently rewrote the Full Sutton medical complaints procedure under one document which drastically reduced the requirement for PCT input. The new procedure is in line with the NHS and enables a once-only thorough investigation based on the severity of impact of the complaint taking into consideration the potential risk of re-occurrence. If the prisoner is still not satisfied then the final arbiter in the NHS process is the NHS Healthcare Ombudsman. Under the new procedure the Healthcare Manager is dealing with over 90% of the complaints. This reduces the prisoner's frustration since all the complaints are being addressed in a timely fashion but it has added significantly to the Healthcare Manager's already high workload. When complaints go to litigation (5% of the complaints), it leaves the Healthcare Manager in a more vulnerable position since she is responding to the complaint at all levels including the prisoner's solicitor. Referring all the latter litigation cases to the Treasury Solicitor also prolongs the timescale and once again increases the workload and personal pressure. The original complaints procedure was unsatisfactory because of the PCT's shortcomings and although the prisoners' complaints are now dealt with more efficiently, the new complaints procedure does produce an unacceptable additional workload and burden on the Healthcare Manager. Ideally, this problem should be eased by providing some intermediate medical expertise and administrative assistance

to the Healthcare Manager prior to the complaint being referred to the NHS Healthcare Ombudsman if required and as a last resort.

5.3.7 Medicines Management The Pharmacy Manager's general problems associated with staff shortfalls and the distribution of prescribed medicines has already been highlighted in this section (Paras 5.3.1 & 5.3.4). Two years ago, the Board was inundated with complaints through the IMB complaints procedure when the Pharmacy Manager's post was not filled, yet in 2010 when the pharmacy was still operating under considerable pressure, complaints to the IMB have been virtually non-existent. However, pharmacy issues still account for the majority of the complaints under the dedicated medical complaints procedure but these mainly relate to prescribing rather than distribution issues. The new prescribed medicines distribution initiative involves the distribution of up to a month's supply of prescribed medicines to individual prisoners who are encouraged to take control of their own medical situation. Each prisoner's circumstances are individually risk assessed to prevent abuse and bullying of the prisoner for their medicine and, where appropriate, a prisoner's prescribed medicines are then held in a locker adjacent to the wing office where the locker keys are also held. When the prisoner requires his medicines, he asks for the key and retrieves only the medicines that are required at the time. This process obviously saves on the manpower required for the daily administration of medicines and the process is safeguarded by a system of regular checks by prison staff. After some initial hiccups, the process appears to be operating well and frees up staff for more critical work.

5.3.8 Telemedicine Link Last year's Report highlighted the limitations of having a telemedicine link to the Airedale Hospital which is not the local hospital to which prisoners are referred for further treatment. The link is still used regularly but medical continuity and coherence is lost when prisoner patients are subsequently referred to the YDH, the prison's local hospital for final diagnosis and treatment. Ideally, if the prison authorities could become a partner alongside the YDH in introducing a telemedicine link to Full Sutton prison, each party would benefit both financial and in operational efficiency but unfortunately, in the current national financial situation, this is rather unlikely.

5.3.9 Positive Developments There were several positive developments in the healthcare area which should be highlighted:

5.3.9.1 Palliative Care During the year, the Listener's suite, which was located in the HCC, has been re-located to the new Induction wing. This has allowed the vacated HCC room to be developed as a Palliative Care suite although further work is required before it is fully complete. With the increasing number of elderly prisoners (currently 9% are designated as retired), the prison will inevitably need to develop this element of healthcare support in conjunction with the Diversity and Disability staff. The prison has several terminally-ill prisoners and during the year, two prisoners died of natural causes; the Board monitored the prison's reaction to each of the latter incidents very closely and were encouraged by the efficient and very sympathetic approach adopted by the staff. However, such incidents do place additional pressure on the healthcare staff, in particular, in monitoring the adverse effects on prisoners and staff alike of these traumatic incidents. Positive thanks were received from the bereaved families in both cases.

5.3.9.2 Reaction to Emergency In highlighting the issues of age and bereavement above, it is also important to highlight a specific incident in January when a prisoner returned to his wing from work complaining of chest pains and asking to be allowed back to his cell to lie down. Rather than allow him to return to his cell, the staff placed him on a chair outside the wing office whilst healthcare support was called. A few moments later, the prisoner was found slumped on the floor and did not appear to be

breathing. An emergency was called and the healthcare staff were able to resuscitate the prisoner using the defibrillator equipment. He was taken to the local hospital and he has since made a full recovery. The prisoner's life was saved, to a large degree, by the alert wing staff who did not allow him back to his cell to lie down. The healthcare staff were therefore able to react in a more timely fashion to the emergency and resuscitate the prisoner. This was an excellent example of alertness and professionalism. The prisoners on the wing expressed their admiration for the staff's quick reactions; they found it very reassuring.

5.3.9.3 Walk-in Centre The Walk-in medical clinic, situated in the Workshops area, has re-opened. The clinic has reduced the number of prisoners reporting special sick in the morning by 80%. This has obvious benefits in ensuring that prisoners do not miss their morning's purposeful activity completely and the nursing staff are used more efficiently.

5.3.9.4 Closer Cooperation with Gym Staff A closer working relationship with the gym staff was developed during the year. The work involves monitoring the prisoner's attendance at the HCC for treatment compared to the work that he regularly undertakes in the gym. In some cases, it was found that the two elements were not compatible and the prisoner was challenged. This resulted in the prisoner's treatment or gym use being reviewed to match the prisoner's individual care plan more appropriately. This initiative should lead to a better use of the gym and healthcare resources by prisoners and a more efficient distribution of those resources.

5.3.9.5 MRI & CT Scanner The MRI & CT scanner has continued to visit on a quarterly basis. During the April visit, 22 prisoners were scanned. Retinal screening was also delivered on site over two days for all the diabetic prisoners. These two on-site medical procedures avoided the considerable cost of escorts to the YDH and contributed to keeping the cost of Escorts and Bed Watches to a more manageable proportion even though that particular budget was grossly overspent largely because of the requirement to provide out-of-prison dialysis treatment (Para 5.3.5).

5.4 SAFER CUSTODY

5.4.1 Introduction Although not challenged by incidents of mass concerted indiscipline, there have been periods, particularly during the middle months of the year, when there were several incidents of pre-planned prisoner-on-prisoner and prisoner-on-staff assaults, sometimes with some potentially-lethal improvised weapons. The consequences of these attacks for the Segregation unit, where the perpetrators are moved, are discussed in Section 5, Segregation Unit. Notwithstanding the seriousness of those incidents, the Board has been impressed by the long term, multi-disciplinary approach to developing and constantly revising the zero-tolerance approach to specific incidents of anti-social behaviour. By planning in advance, seeking ideas from all staff grades as well as undertaking thorough briefing, the Board has been left with the reassuring impression that prison staff at every level have been in control of every incident and have acted decisively without any hint of panic. The approach to tackling these issues has also been seamless and coherent: action against the suspected perpetrators has been fair but decisive and it has been applied consistently throughout the incident from the staff's action on the wing, investigation and punishment, if appropriate, in the Segregation unit and finally, the prisoner's subsequent return to a main wing or another prison location. There does not appear to be a weak link in this process. This very proficient, multi-disciplinary approach has contributed significantly towards fulfilling the prison's responsibility for ensuring that even the most vulnerable prisoners are safe and feel safe. It was encouraging to note that during the recent HMCIP's unannounced

inspection, there was a significant improvement in the prisoners' anonymous 'well-being' survey compared with the previous inspection in November 2007. The Board believes that the professionalism of the prison's safer custody policy has contributed to that improved feeling of safety and well-being. It is also worth highlighting the fact that this improvement has been accomplished against a background of re-structuring and the redistribution of all grades of staff on the wings. The demise of the Principal Officer and the increase in operational responsibility for the Senior Officer has added to the uncertainty but the vast majority have taken the changes in their stride.

5.4.2 Violence Reduction Some of the co-ordinated actions, both general and specific, which have contributed towards this improvement in the broad 'Safety' element of the recent HMCIP inspection are worth highlighting:

5.4.2.1 Violence Reduction Strategy Group The Strategy Group has sought advice from all grades of prison staff and particularly those on the wings, as it developed its zero-tolerance approach to all levels of anti-social behaviour from loud music, through bullying to the serious assaults already mentioned. This has ensured that following thorough briefing, the staff can support the measures and have a vested interest in their success.

5.4.2.2 A Coherent Broad Approach to Anti-Social Behaviour There has been a co-ordinated coherent approach to combating anti-social behaviour where control measures are considered at each juncture with the most appropriate and relevant being applied:

- Security Information Report (SIR) It is important to highlight the quality of the SIRs that have been produced in the last year. That quality reflects a genuine diligence and professionalism, particularly on the wings for it is all too easy to become complacent about not undertaking this process. No complacency is apparent for the vast majority of the reports are relevant and reflect an alert, inquisitive mind as well as an eye-for-detail. These reports are vital in building up an accurate picture of the personal interactions on the wings.
- Incentive & Earned Privilege (IEP) Levels Downgrading of a prisoner's IEP is not based on a single incident but covers the whole range of behavioural issues relating to the prisoner's overall attitude to the prison regime. Regular review of a prisoner's IEP level can act as a punishment as well as a deterrent for the downgrading adversely affects the privileges which the prisoners all hold dear. This control process is of course applied throughout the prison but the Board fully supports the Segregation unit's policy of reducing a prisoners' IEP level to Basic, with no employment pay, if he refuses to return to normal location when there is no reason why a prisoner should not do so. It is important to ensure that a prisoner's single act of refusal to return to a main location is not the sole reason for the IEP reduction but it is clearly an important overarching factor for it shows that the prisoner is not participating constructively even in the restricted segregation regime and the prisoner would appear to be showing little inclination towards improving his behaviour.
- Behavioural Compacts A very important element in the controlling of anti-social behaviour and particularly that related to gang rivalry are the compacts which include anti-bullying compacts through three escalating stages. These compacts can also be implemented with a no-cell association restriction between certain individuals. None

of these controls work effectively without constant observation and professional vigilance on the part of the wing staff.

- Weapon Control During the spate of assaults, sometimes using quite lethal improvised weapons, it was necessary to consider confiscation and control of potential weapons as well as the means of manufacturing those weapons. The measures adopted were: the confiscation of all glass bottles and their exclusion from the DHL purchase list; the confiscation of gas lighters which were being used to fashion the weapons in plastic; the confiscation of private razors and the issue of the standard prison razors overnight which were then returned to the staff in the morning. This was done sympathetically with the issue of alternative plastic containers and financial compensation in certain rare circumstances. The procedures were properly briefed and implemented sensibly and it is much to the staff's credit that although irritating for the majority, the measures were generally accepted by the prisoners as being reasonable and appropriate in curbing the vicious attacks. These counter measures were implemented at the same time as regular targeted lock-down searches for weapons and drugs.
- Adjudications Although adjudications are not monitored as closely as in the past when the IMB had a direct responsibility for their conduct, the Board now encourages all members to attend adjudications regularly including those conducted by the Judge. Again, it was reassuring that during a recent systems audit, the process was praised as being 'best practice'.
- Prescribed Medicines' Control & Distribution The IDTS measures to manage drug addiction as well as the measures to control the distribution of prescribed medicines and prevent any associated bullying are set out in the Healthcare section (Paras 5.3.4 & 5.3.7). These actions are not undertaken in isolation for they are an integral and significant part of HMP Full Sutton's overall Violence Reduction Strategy where the influence of drugs pervades prison gang culture and the associated anti-social behaviour.
- Negotiation One important aspect of resolving an incident of concerted indiscipline is the negotiator's role. It was very encouraging for two Board members to see trained staff negotiators operating at first hand and at close quarters during a relatively amicable sit-in protest against the lack of heating on the wings during the recent sub-zero weather conditions. (The incident occurred just a few days beyond the IMB reporting period but was significant enough to merit mention in this report). Monitoring such incidents very closely is often not possible since the IMB members can usually only observe from a distance because of the threat of violence. Even though there was the potential for violence, it was encouraging and impressive to see the process undertaken so sympathetically and professionally. Indeed, it was evident that having both a male and female negotiators being used at the same incident added significantly to the effectiveness of the process since their slightly different presence and demeanours complemented each other. The incident ended amicably without having to resort to physical intervention.

5.4.3 Suicide Awareness

5.4.3.1 Assessment, Care in Custody and Teamwork (ACCT) From the Board's own experience as well as the regular reports provided by the Decency, Diversity & Safer Custody Governor, the Board still believes that ACCT procedures are managed

well at Full Sutton. Although the number of ACCT documents opened has increased from 109 to 123 in the last year, the Board does not believe that this reflects a reduction in diligence and awareness but rather an increase in the staff's vigilance in monitoring individuals and the ACCT process. One particular aspect of ACCT documentation which the Board believes is undertaken very professionally is risk assessment; this ensures that staff have the confidence to close ACCT documentation since the logic is clear and the audit trail robust. However in June, the fact that Full Sutton experienced its first self-inflicted death for some considerable time highlights the importance of continued vigilance for the prison undoubtedly houses many vulnerable individuals. The Board monitored the reaction to this very sad and unfortunate death which inevitably had a huge impact on everyone but it was noticeable how the staff responded positively in support of colleagues and prisoners alike. The prison will have to wait for the outcome of the Prison & Probation Ombudsman's investigation into the circumstances of the prisoner's death. [Afternote: The prison has received the draft Ombudsman's report in which three recommendations were made relating to information recording and distribution as well as a medical protocol. The prison has acknowledged these and drawn up an action plan to rectify the shortcomings; however, no fundamental failings were identified on the part of the prison in this very sad and unfortunate incident].

5.4.3.2 Listeners The Listener role continues to be well recruited with 18 prisoners active in the role at the end of the year although some two thirds of these come from the Vulnerable Prisoner (VP) wings. This imbalance is recognised by the management who are being pro-active in trying to recruit more listeners from the main wings. Last year the Board reported the integration of Listeners into the induction process. This has not been as successful as was first expected but the practical solution has been to locate a Listener permanently on the Induction wing which ensures that all new arrivals have access to a Listener at all times.

5.4.3.3 Listener Suite In the Healthcare section, the Board reported that the Listener suite in the HCC has been converted into a Palliative Care suite (Para 5.3.9.1). The Board believes this to be the correct priority for this HCC room especially as a cell has now been designated for the Listener requirement in the Induction wing. However, the designated cell is not appropriately equipped at the moment but there is a plan to commandeer the adjacent cell and expand the facility by breaking through the wall and refitting it to make it more appropriate to the Listener task. However, the alteration is not a high priority at the moment especially given the rebuild requirement in the HCC following the forthcoming installation of the new prefabricated building by an outside contractor (Para 5.3.4.2).

5.4.3.4 Samaritans The Samaritans continue to visit weekly. They visit the various wings in turn and play a valuable role in the lives of the prisoners with whom they have contact. It is pleasing to report that the problems related to funding and equipment serviceability of earlier years have largely been resolved. Indeed, during the recent HMCIP inspection, the Samaritan phone arrangements and its associated protocol was said to be 'best practice'.

5.4.4 Mediation Mediation continues to thrive at Full Sutton as a method of resolving complaints, disputes and differences of opinion. There are three trained mediators: two members of staff and one prisoner. Mediation does not take place without the agreement of both parties but it is encouraging that when offered, the take-up is 80%. It is helpful that the whole process, including the outcome, is confidential.

5.5 SEGREGATION UNIT

5.5.1 Occupancy Rate The Board has reported high occupancy rates in the segregation unit over the last two years. The trend has continued into this reporting period where the overall number of prisoners in the segregation unit has remained close to 30 throughout the year. This equates to an occupancy rate of between 4% and 5% when compared to the whole prison.

5.5.2 Reasons for Segregation Occupancy

5.5.2.1 Gang rivalries continue to be among the most prevalent reasons for segregation. One of the most worrying aspects of the gang rivalries has been some quite blatant prisoner-on-prisoner attacks. The perpetrators of the attacks, as well as those prisoners seeking protection in the segregation unit from the threat of attack, have contributed to maintaining those high occupancy levels. At other times, there have had to be some intake of prisoners after specific high profile incidents in other prisons which have inevitably swelled Full Sutton's Segregation unit occupancy rates.

5.5.2.2 The high occupancy levels have been made worse by the difficulty of persuading prisoners to return to their main location in the prison. There is also the perception that refusal to return to main location will result in an early transfer from the Segregation unit to another prison. The Board applauds the firm but sympathetic way that this perception is refuted at the Rule 45 boards and the way that it is explained that the prisoner's refusal is more likely to put back any opportunity to move to another prison. Sadly, the advice still appears to fall on deaf ears.

5.5.2.3 It is unfortunate that with the high occupancy levels, the prison staff have to work extremely hard to fit in all the day-to-day activities to which the Segregation Unit prisoners are entitled. As a result, there is less time available for the Segregation Unit Personal Officers to engage in the time-consuming and patient process of discussion and persuasion of individual prisoners who might be encouraged to return to normal location or to engage in more constructive activities. In spite of these problems, the Board is pleased to see that painstaking negotiation sometimes leads to success in that, through a graduated process of attendance at wing association periods or use of the Induction unit (Para 6.5.2), some segregation unit prisoners gradually gain in confidence and eventually return to a main wing location.

5.5.2.4 The Board is encouraged to hear that the Director High Security has employed two analysts who are to be based at Wakefield to undertake work collating intelligence across the whole High Security estate. This should speed up and contribute towards greater rationalisation in the movement of prisoners within the High Security estate. In the long term, it will also hopefully contribute towards reducing high occupancy levels in segregation units.

5.5.3 Incidents of Concerted Indiscipline There was a significant incident of concerted indiscipline in February 2010 in which 11 prisoners in the segregation unit smashed up their cells. A further two prisoners, of whom one was a particularly regular offender, smashed up their cells on several occasions in subsequent months. The Board attended the major incident and observed the planned removal of the offenders during the following day; this follow-on action by the staff was conducted in a most professional manner. Various important points and observations arose from the major incident as well as the subsequent smaller smash ups which were often also associated with dirty protests:

5.5.3.1 Use of Body Belt The use of a body belt was authorised for the two particularly difficult prisoners who continued to damage their cells and then embark on dirty protests. This was a difficult decision since body belts had not been used at Full Sutton for many years. However, their use was correctly authorised and the Board was thoroughly briefed; the Board fully supported the decision. It would appear that this decision contributed significantly to calming down both prisoners who returned to normal segregation cells shortly after. It was encouraging to see both prisoners at the subsequent 14 Day Review when they were complying with the segregation regime and their anger was much abated.

5.5.3.2 Good Practice under Pressure Members of the Board recognised that in managing these two prisoners over repeated incidents and over an extended period, the segregation prison staff were put under considerable pressure. This pressure has been as bad as any observed and experienced by the more experienced Board members. In spite of these pressures, the staff have acted very professionally and there is ample evidence that their follow-up counselling and sympathetic handling of the two difficult prisoners has been a major contributory factor in calming the incidents and encouraging the prisoners to comply with the segregation regime.

5.5.3.3 Design of Robust Cells Lessons have been learnt in relation to what a determined prisoner is capable of in smashing up a segregation cell. Several vulnerable points in the cell have been identified which brings into question the design of certain utility points in the cell and their immediate vicinity. The new design of windows has stood up to the destruction well and has, to some degree, limited the subsequent damage. As ever, the maintenance staff have been extremely professional and dedicated in bringing cells back on line in very quick time after the smash-ups.

5.5.3.4 Financial Retribution to Intentional Damage of Prison Property The cost of these repeated incidents has been considerable and once again raises the question of trying to retrieve at least some of the costs from the prisoners who have undertaken this wanton destruction. This has been a point which has been raised by the IMB on repeated occasions in their annual reports. The Board fully supports the prison's action in applying for a compensation order against the perpetrators of these incidents involving considerable damage. However, the court action is inevitably protracted and will sometimes lose its impact but if undertaken systematically on every conceivable occasion, it is likely to have a deterrent effect eventually.

5.5.4 Managing Challenging Behaviour System (MCBS) Referrals When the MCBS system was introduced over two years ago, the segregation unit staff appeared slightly suspicious of the system and appeared reluctant to embark on the process with its additional bureaucracy and paperwork; they also felt that they were already relatively successful at handling and progressing difficult prisoners. Although the Board supports the latter premise to a large extent, it is pleased that the MCBS process is now fully supported and used more extensively for it is recognised that the system adds additional options and further flexibility in the handling of difficult prisoners. The option to have MCBS-categorised prisoners managed either locally or centrally illustrates the flexibility of the system which, in turn, allows for best practice to be identified across all the High Security prisons. The Board also supports a recent initiative by the Segregation unit governor to undertake a more formal and regular MCBS review process in which the IMB will be fully involved.

5.5.5 Use of the Segregation unit as a Cooling-Off Unit

5.5.5.1 During the year when the prison experienced a rash of often blatant, gang-related, prisoner-on-prisoner attacks, several prisoners were taken to the segregation unit based on intelligence which implicated them as ring leaders in these attacks. These prisoners were held under Rule 45 Good Order & Discipline regulations pending further investigations, risk assessments and follow-on action. This and other related action by the staff, including some selective moves to other prisons appeared to have the desired effect since the tension eased and the prison eventually became calmer.

5.5.5.2 The IMB got the impression that for a certain number of key prisoners who were detained in the segregation unit on strong collaborative intelligence evidence, the follow-on investigations were not expedited in a particularly timely fashion. Indeed, an impression was gained that given an extended cooling-off period, the power and control of these difficult prisoners would inevitably wane and that the upper hand would soon be re-gained by the staff. Whilst the ‘proof-of-the-pudding’ was that the prison returned to relative normality, the IMB had some concerns that these initial incarcerations were not followed up with timely investigations and risk assessments. The Board did investigate a couple of these specific cases more closely and there was no direct evidence of a systematic and intentional use of this approach. However, the Board members detected some rather unsatisfactory inaction between the fortnightly Rule 45 Review Boards which, if continued on a systematic basis, might be considered an abuse of the Rule 45 procedures. The Board is confident that the present Segregation unit governor is mindful of the situation and would actively discourage any such abuse.

Section 6

OTHER AREAS OF THE PRISON REGIME ON WHICH THE BOARD HAS ISSUES TO REPORT

6.1 Prison Management Governor Tilley has been in post for four years and he continues to exhibit strong leadership backed up by considerable operational experience; he remains calm and reassuring throughout. The Deputy Governor, Governor Cornmell, has been in post for nearly three years. They complement each other and they make a particularly effective team. It is in no small measure due to their leadership, management and teamwork over the last three years that the prison received such a good report from the recent HMCIP unannounced inspection.

6.2 Command Suite In July 2010, the new Command suite was opened and the Board monitored and took part in the subsequent test exercise. It was also encouraging to see the Command suite and all the prison staff in operation during a relatively calm act of concerted indiscipline which occurred just outside the reporting period and which was resolved without physical intervention. The ability to monitor as well as command and control the incident so effectively, emphasised that this facility has been long overdue.

6.3 Incidents Within the Prison The Board has suggested in previous years that the year-on-year financial reductions could be producing tensions and frustrations in the prison which might contribute towards a greater number of serious incidents of concerted indiscipline. There were four such incidents in 2008, only one in 2009 and three in 2010 where two of the latter were relatively minor and were resolved without resorting to physical intervention. There is therefore no pattern of increasing numbers of incidents which might relate to increasing tensions within the prison. Even though the financial cuts are set to continue and there is still the potential for tensions and frustrations to boil over, the governors and prison staff must be congratulated on maintaining stability and relative calm through positive leadership and professional management during a period of considerable staff restructuring and increasing workloads (See also Para 5.5.3).

6.4 Government Financial Savings Future year-on-year cuts can be expected to continue into the foreseeable future as a result of the Government's Comprehensive Spending Review. Work is already underway to identify the very substantial savings that will be required in the next four years, the first tranche of which will be presented for initial consideration in the near future. By far the largest proportion of the Governor's annual budget is the cost of manpower and that will undoubtedly become a target during the round of cuts over the next four years. That in turn will inevitably lead to an erosion of the prisoners' core day involving education, purposeful activity and association time with other prisoners. These elements add 'normality' to the prisoners' regime which, if reduced significantly, might give rise to an adverse reaction in the prisoners' behaviour. The problems can and are offset by the professionalism and leadership of prison officers at every level but there is not a boundless pool of goodwill because the effects of the changes add further responsibilities and related pressure to individual officers, particularly at the senior officer level after the recent restructuring.

6.5 Induction

6.5.1 Length of Stay Last year's report highlighted the demise of the Protected Witness Unit (PWU) and its conversion to an Induction unit and an IDTS facility. Now that the IDTS facility is to be housed in the HCC, after a new prefabricated building is produced in the Healthcare area (Para 5.3.4), cells available for the induction task have increased. The customised Induction unit with its 5-day induction programme has undoubtedly led to improvements but the Board does not yet feel that the unit has reached

the high standard of which it was considered before the unit was converted to the PWU. Part of the problem is the complexity of gang culture with its influences and pressures for there are a growing number of prisoners who refuse to be located on certain wings because of the perceived threat. There are other high profile prisoners for whom the prison has a duty of care who cannot be located on any wing and it would be wrong to house them in the Segregation unit. The division between Main and Vulnerable Prisoner (VP) wings also restricts flexibility in the allocation of cells especially when the prison is close to capacity on certain wings. As a result, some prisoners end up staying longer than might be expected on the Induction wing which is unfortunate since the process of prisoners' full integration and rehabilitation should not be delayed unnecessarily.

6.5.2 Use of Induction Centre In Returning Prisoners to Normal Location Since the opening of the Induction centre on G wing this year, the Board noticed that it was being used as a half-way house in the process of returning certain prisoners from the Segregation unit back to their normal location. This was a sensible and pragmatic solution particularly for prisoners who have chosen to move to the Segregation unit for self-protection. F wing has been used for this purpose in the past but the G wing option is even more attractive since the wing is smaller, more intimate and gives a greater sense of protection without removing association and restricting prisoners' privileges. The procedure adds flexibility to an often difficult process especially for those prisoners who steadfastly refuse to return to normal location even though there is no reason why they should not do so. The Board is aware of one particularly complex prisoner who eventually returned to a normal location via this process; the Board is quite sure that without this option, he would still be in the Segregation unit. The Board therefore fully supports retaining this option in assisting the return of certain prisoners to normal locations. This recommendation is at variance to one of HMCIP's recommendation in the recent draft inspection report which said that the Induction wing should not be used for such a purpose.

6.5.3 Development of the G Wing Half-Way House Procedure During a visit to HMP Frankland's G4 unit, which provides a similar but more comprehensive scheme in the process of introducing prisoners back to a normal prison location, the Board wondered whether G wing's use as the half-way house could be extended and given more structure and coherence especially now that the IDTS facility is not to be located on G wing. The G4 unit was a local initiative at HMP Frankland and its working principles are based on a graduated list of incentives that the prisoner can either move up or down depending on their general behaviour and attitude. The unit is run by a group of dedicated volunteer staff who have been working on the unit for an extended period; they have therefore 'bought into the system', provide more one-on-one prisoner contact time and have a vested interest in its success. All G4 entrants have to be volunteers and they are carefully vetted. There is nothing particularly clever or innovative about the list of incentives used for they are essentially an expanded IEP system but the unit claims an 80% success rate. In proposing such an initiative, the Board is mindful of the further continuing year-on-year cuts proposed in the Government's Comprehensive Spending Review. However, the Board continues to see evidence of very dedicated work on similar initiatives at Full Sutton which go well beyond what would be considered as normal prison service commitment. The Board believes that an extension to this G wing initiative should at least be investigated for the success rate claimed is an enticing incentive.

6.6 Property and Reception Property remains a contentious issue since it accounted for 17% of the IMB complaints in the reporting period and it is one of the three largest areas of complaints. The main problems have not changed:

- The excessive amounts of time taken for some property to arrive at Full Sutton following transfer of a prisoner and also the subsequent time for it to be reunited with its owner within Full Sutton. However, it is encouraging that the latter issue has been less of a problem this year.
- The volume of an individual's property which arrives from both public and private prisons.

This year there has been an added complication in that the location used for the storage of excess property at 'Branston' is close to reaching its capacity and a request for the return of property is now taking longer. Even though there are some obvious implementation problems, this places a premium on some form of standardisation with respect to a prisoner's possessions list and its overall volume, at least for the High Security estate. This remains a Board recommendation.

6.7 Offender Management There has been some encouraging progress in this area in spite of the severe cuts in the Probation area (reported last year), recruitment problems and restructuring in several related areas:

6.7.1 Courses The complete range of courses undertaken at Full Sutton: Controlling Anger and Learning to Manage it (CALM), Thinking Skills Programme (TSP), the Core and Extended Sexual Offender Treatment Programmes (SOTPs), and the Drugs Intervention, FOCUS, programme have all undergone revision and refinement and have been completed in accordance to their schedules and targets. It is also important to note that the Counselling, Assessment, Referral, Advice & Throughcare Scheme (CARATS) relating to drugs and alcohol abuse has now been transferred to Healthcare and is to be co-located alongside the IDTS for increased management efficiency (Para 5.3.4.2).

6.7.2 Public Protection Unit (PPU) In April 2010, the prison's Probation team was restructured to form a small Public Protection unit (PPU). From that time, the PPU has been concentrating on the following work: Multi-Agency Public Protection Arrangements (MAPPA), pre-release, parole reports, risk management, safeguarding children, SIR response and the supervision of the Offender Assessment System (OASys). To offset this manpower reduction, numerous uniformed Offender Supervisors have been recruited to undertake the detailed supervision role on the wings. The system is still bedding in and has involved concentrated training as well as supervision both from the PPU and the Psychology Department. One particular problem is that the Offender Supervisor's primary task remains as a prison officer and the Offender Supervisor role is part-time. Prison officers cannot dictate that their normal prison officer duties are undertaken at a time when it would be suitable to discuss sentence planning with prisoners and discuss individual cases with other internal prison staff and external probation officers. As a result only about 70-75% of those hours allocated to the Offender Supervisor role can be undertaken. However, everyone is encouraged for the uniformed Offender Supervisors appear to be rising to the challenge. Notwithstanding this progress, the solution still needs to be monitored and refined to ensure that prisoners are not significantly disadvantaged by this alternative to full-time probation staff.

6.7.3 Video Conferencing Last year's report highlighted that video-conferencing (VC) facilities had been installed to assist in the sentence planning process although the system had not been refined to operate with adequate staff supervision. Two VC sets have now been installed in more convenient locations and are now used regularly for sentence planning work, prisoner/solicitor meetings and court cases. The system is not yet being used to its full capacity but it is improving work efficiency and saving money.

The rooms used will need improvement to their ventilation since their atmosphere soon becomes stifling and uncomfortable.

6.8 Psychology Department

6.8.1 Psychology Department Staffing The Psychology Department's staff levels remain somewhat changeable as staff leave on promotion for other jobs. However, the Principal Psychologist copes well with these changes through strong leadership and dedicated management. Efforts are being made to move to a staffing model with more chartered staff than trainee grades but unfortunately the ratio of trainees to qualified staff remains large at 13 trainees to 3 chartered psychologists; this results in a disproportionate amount of time spent on trainee supervision. All recruitment in the High Security estate is lengthy and so there have been periods when a backlog of category A prisoner reports has developed but these are generally turned round in relatively quick time with a concerted effort.

6.8.2 Qualifications In spite of these pressures, Full Sutton Psychology Department has one of the highest number of national trainers in accredited Offender Behaviour Programmes (OBPs)/risk assessment methods in the prison service which reflects very favourably on the competence and qualification of this group. The Department has also undertaken original research into a variety of topics with associated published papers: Conditioning, Perceptions of Safety, the Category A Decision Making Process, Offence Paralleling Behaviours as well as Older & Younger Prisoner Population. This reflects a very pro-active approach to improving prisoners' behaviour management.

6.8.3 Extremist Offender Intervention Module A business case was developed to pilot an Intervention module for Extremist offenders. This impressive initiative has been supported and will be developed further in 2011.

6.8.4 A-Z Programme for Sex Offenders in Denial The first non-accredited A-Z programme was conducted in 2010 which encouraged sex offenders who were in denial of their offence to engage in further treatment. The results were encouraging and it was reported that a number of prisoners reported feeling ready to engage with the assessment for SOTP work. The next course will start in early 2011.

6.8.5 Counter-Conditioning Training Along with the Security Department, the psychologists have developed a counter-conditioning training package which is being introduced in 2011.

6.8.6 Supervision Role With the introduction of the uniformed Offender Supervisors and the increased load in the Segregation unit, the psychologists have taken on a key role of supervision and advice as well as training to these two groups.

6.9 Estates Department The Estates Department is generally only mentioned in the IMB report in recognition of repairing Segregation unit cells in very quick time after a smash-up; this was demonstrated again in February 2011 (Para 5.5.3). Estates is a somewhat 'cinderella' activity but it is very encouraging to report that the department received the 'Team of the Year' award at the Directorate Annual Conference along with three individual runner-up awards. This reflects on the department's very professional standards. Other Estates' initiatives which are worth highlighting are:

6.9.1 Coping With The Bad Weather The department has coped with some spectacular pipe bursts during two consecutive severe winter conditions when the temperatures dropped well below zero. Although there was some real discontent amongst the prisoners when the square wings lost their heating for significant periods, the maintenance staff worked tirelessly out-of-hours to rectify the problem. The Director High Security highlighted the overall positive response to the problems of the cold weather in the report following his visit on 10 December 2010: "I was deeply impressed by the fact that the establishment had kept going throughout this very difficult cold spell". This, of course, also includes the prison's office administrative staff who continued to work even though their offices were also unheated.

6.9.2 Green Credentials The department has shown some impressive 'Green' credentials:

- The department has requested a more modern waste disposal unit although in the current financial climate this might not be upheld although it could be a spend-to-save measure. It has been calculated that during June 2010, about a tonne of food waste per week has to be disposed of in accordance with the regulations. This unnecessary waste amounts to a cost of around £4000 per year. (See also Para 6.14).

- The department recycles around 45% of its waste against a target of 50%. The Board has been informed that the targets are to be raised by outside agencies to 75% in 2011 and 100% in 2012; the latter target, in particular, appears totally unrealistic.

- The Environmental Group is putting the final touches to the new woodland walk. Several thousand bulbs have been planted for the forthcoming spring and summer displays. Work has also started on another woodland walk to the rear of the Estates department which will encompass the existing pond area. Both schemes have been adopted to reducing staff stress in the immediate vicinity of the prison. Funding was applied for through the 'Million Ponds Project' for the creation of a new larger pond to attract diverse species which can be observed through two specifically constructed hides. [Afternote: Unfortunately, that latter application has been unsuccessful but the first two developments continue.]

6.10 Prison Boiler In the last report, the Board detailed the disastrous sequence of events relating to replacing the current boiler which broke down and was condemned some four years ago. This has resulted in an annual additional heating cost of around £250,000 for a temporary boiler, numerous burst pipes over two winters and understandable discontent amongst the prisoners when the boiler and hot air blowing system were found to be inadequate to the task of heating the square wings. This was an obvious spend-to-save measure given the substantial additional running costs that have been incurred. It is a further year on from that last report and the replacement multi-fuel boiler has only just commenced being installed. It will not be complete for at least a further 10 months. The Board repeats its recommendation from the last two years' reports that no further delays are acceptable from an efficiency, cost and decency point of view.

6.11 Leadership and Professional Development The Board has highlighted the importance of leadership and professional development in the last two annual reports. Such training will go a long way to rectifying the adverse effects of restructuring and the inevitable increase of responsibilities particularly for the Senior Officers and the new governors formed from the Principal Officers. The latter individuals have been working on personal development plans and

the prison has invested in good quality leadership development training for 72 of the prison's first line managers.

6.12 Staff Rostering Process The new staff rostering system, 'My Detail', was introduced nationally in 2010 but will not 'go live' locally until 2011. The aim of 'My Detail' was to provide standardisation with regards to detailing staff across the whole prison estate. It has been accepted that there are still on-going problems and concerns with its effectiveness. A series of meetings were arranged towards the end of the year in order to consider the most appropriate way forward. Work continues on populating the new system but in the meantime, the prison continues to run its own system, which was developed at Full Sutton, in parallel since it has many additional and helpful features.

6.13 Absenteeism In last year's report, the Board commended the Governor in his efforts to keep the absenteeism Key Point Target (KPT) within its target. It is frustrating that although pressure continues to be applied, the KPT is not being reduced significantly and indeed there have been times when the prison's record on this key issue has been the worst in the High Security estate but overall, across the whole prison estate, Full Sutton is performing well for the High Security estate sets a particularly high standard on this issue. The 'warning process' is a key method of controlling an individual's absenteeism but it is sometimes thwarted by the requirement to have an up-to-date Occupational Therapist's report at each juncture in the process; the timely production of these reports is found to be very difficult since the report's production falls outside the prison's control even though the request is made in good time. Hopefully, with the continued focus on encouragement, warning and strong discipline, the problem will gradually be resolved.

6.14 Opt-Out Meal System There are a significant number of prisoners who do not take the meals that are produced in the kitchen. They prefer to group together and buy food through the canteen system and prepare the food themselves. This results in considerable food wastage since the kitchen still has to provide a meal for each of these prisoners (Para 6.9.2). A trial Opt-Out meal system has been introduced with the aim of reducing waste and hence costs. The scheme has been well received for in exchange for not taking a normal prison meal, individual prisoners receive a supplementary food pack of which there is a choice of four. The scheme will need to be monitored for an extended period and checked to ensure that certain individuals are not being bullied to join a group and that they are receiving a reasonably balanced diet. This is a sensible initiative which deserves to succeed.

6.15 Foundation Degree in Offender Management A wide-ranging group of 18 staff from Full Sutton completed a three-year foundation course in Offender Management sponsored by the Leeds Metropolitan University. The individuals were presented with their degrees at a special ceremony in the Training Wing. This initiative was partly financed by the prison and represents a considerable achievement for all those who took part especially as the majority of the work was undertaken in the student's own time. The prison will undoubtedly benefit from the work they undertook. Hopefully, the initiative can be repeated but given the financial pressures, this is by no means certain.

6.16 Staff Gymnasium and 'Diner' Early on in the year, the staff canteen, which was located in the Training wing and outside the prison itself, was converted to a staff gymnasium. This excellent facility encourages fitness in the slightly sedentary prison officer role and has been well supported. To compensate for the loss of the staff canteen, a replacement facility was provided within the prison itself, styled on an American Diner. It is located close to the Command Suite and even has an attractive outside sitting-out area. The prison provides the food which has to be ordered in advance at a competitive price. The advantage of the Diner is that staff

do not have to go outside the prison through the time-consuming searches but they can still get away from their work place. An added attraction is that there are two computers in the Diner with free access to the Internet. Both of these facilities are thoughtful, employer-provided resources.

Section 7

THE WORK OF THE INDEPENDENT MONITORING BOARD

7.1 Membership Membership of the Board stood at 15 for the majority of the year although 5 of these were members in their probationary year.

7.2 Training Short training sessions were held before each of the twelve Board meetings as well as two full training days. A training visit was made to HMP Frankland. A variety of members attended both local and national training to cover their IMB responsibilities and the foundation IMB members' courses. Two members attended the IMB Annual conference. The Vice Chair attended the local area meetings and the Chair attended the quarterly Director High Security meetings in London.

7.3 IMB Tasks The Board has fulfilled all the regular activities expected of a Board: meeting each month as a Board; carrying out rota visits each week; hearing and following up complaints from prisoners, largely through the formal applications process. The Board closely monitors all activities in the Segregation Unit and the target is that an IMB member attends 100% of the 14 day reviews and 70% of the 72 hour reviews. These targets have been achieved for the last reporting year. Other activities were monitored on a more sporadic basis through the allocation areas of special interest to each Board member. Throughout the year members attended on a regular basis as observers, a wide variety of meetings, adjudications, briefings, prison officers' training sessions and case conferences.

7.4 IMB Budgets The lack of certainty in relation to individual 2010 IMB budgets has been disconcerting as has the lack of transparency in the formula for the calculation of those individual budgets. However, expenditure has been monitored closely by the Board each month and the Board reduced its planned training visit to another prison to one local, day visit using self-drive transport. This minimised the cost significantly. So far, the Board remains close to expenditure forecast. It is unfortunate that those preliminary individual 2010 IMB budgets have still not been finally confirmed.

7.5 Analysis of Applications The table below contains an analysis of the complaints as contained within applications received from prisoners by the IMB. The categorisations used are not those given in the IMB Report guidelines. The Board continues to use the original categorisation of complaints (which has considerable overlap with the new recommended list) to ensure that reasonable and relevant comparisons can be made with previous years:

(See next page)

Applications received according to subject area (For year ending 30 November)

	2003/4	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10
Total number of Prisoners making contact:	124	160	173	148	166	73	92
Total number of Complaints:	239	239	268	238	212	111	146
Summary of main issues raised:							
Activities	44	27	34	33	10	8	9
Canteen	16	17	31	13	9	8	3
Financial	35	12	17	16	12	5	7
Food	2	0	4	5	3	2	0
Legal	18	10	21	9	15	1	9
Mail	35	20	30	13	5	1	4
Healthcare	26	26	37	42	29	8	11
Property	55	54	72	69	62	24	25
Racial	2	3	8	9	10	5	0
Staff	9	17	34	14	18	3	6
Throughcare	50	39	47	67	67	23	32
Transfer	22	34	37	27	19	6	28
Visits	14	17	19	16	3	10	5
Miscellaneous				24	24	7	7

7.6 Main Comment The number of complaints has risen from the low of last year but not significantly. However, the number of complaints remains low compared to the highs between 2005 and 2008. There have been several occasions when there were no applications. However, the applications clinic has generally taken place each week but the number of prisoners attending has only been one or two. The reason for this quite dramatic reduction over the last two years could be because:

- The prisoners' normal prison complaints are being dealt with more effectively than in the past when the prisoners might have needed to resort to the next level of complaint - the IMB application. In not resorting to the IMB application on quite so many occasions, the prisoners would appear to feel that the initial prison staff responses were adequate and fair.
- The prisoners feel that the IMB application process is not effective in addressing their concerns.

There is no indication through our regular contact with the prisoners and staff that the latter explanation is correct. The more likely explanation is the former in which the prison staff's investigations and responses to the normal complaints procedure are becoming more thorough and professional. This also appears to be the case for the separate dedicated medical complaints.

7.7 Specific Comment It is difficult to make relevant comments relating to comparisons with previous years given the quite dramatic reduction in complaints over the last two years. However, some simple general observations on this year's figures are relevant:

- There have been no complaints about 'Food'. This is an extremely commendable result and reflects the very high standards of catering and the associated hygiene against a backdrop of some quite dramatic increases in food prices.
- Healthcare complaints peaked in 2006/2007 when the Healthcare Manager introduced various developments in which the healthcare facilities were remodelled to reflect an outside Community Care system. At the same time, the Pharmacist's post was not filled which added to further tensions in the prison. However, after these problems were largely resolved and a specific healthcare complaints procedure was introduced, healthcare complaints to the IMB have reduced substantially. This year's continued reduction is particularly impressive for Healthcare has suffered from significant staff shortages throughout the year; the Healthcare staff have maintained their very high standards in spite of these restrictions (Para 5.3.3).
- Complaints related to 'Property' have reduced significantly over the last two years (62:24:25). However, they are still one of the three largest individual totals and represent 17% of all the complaints (Para 6.6).
- The number of complaints relating to 'Throughcare' has reduced over the last two years (67:23:32), although there has been a slight increase from the low of last year. Last year, the Board surmised that this reduction reflected the prison's commitment to what was now a very effective multi-disciplinary approach to sentence planning and the fact there was a much reduced backlog of work relating to Category A reviews. Unfortunately because of the problems relating to the Psychology Department's manpower at times during the year, support to the overall sentence planning process has inevitably fluctuated. This might account for the slight increase in complaints in the 'Throughcare' area this year (Para 6.8.1).
- There has been a quite dramatic increase in the number of complaints about transfers (6:28). This increase is probably explained by the fact that because of the large reduction in HQ's staffing, the complete prisoner transfer process has been delegated down to individual prisons. This has resulted in a significant workload increase at the prison as the new systems are devised and implemented. As a result, a prisoner's notice has gone out in Full Sutton which states that the normal period to enact a transfer is now likely to be at least a year.
- 7.7 IMB Voluntary Role It is worth highlighting the fact that Board members are unpaid volunteers who endeavour to carry out their monitoring role with commitment and to the highest possible standards.

7.8 IMB Assistance & Support The Board is very grateful for the hard work and continuity provided by the new Clerk who has settled into her new role extremely well. The Board members continue to be grateful for the courtesy and assistance provided by all grades of prison staff and for the good-natured response we receive from most prisoners.

SNL Fogden
Chair IMB HMP Full Sutton
During period of Report

P Curry
Current Chair IMB HMP Full Sutton