



INDEPENDENT MONITORING BOARD

HMP GUYS MARSH

ANNUAL REPORT

(For the Reporting Period)

1st DECEMBER 2010

TO

30th NOVEMBER 2011.

STATUTORY ROLE OF THE IMB

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

- a. 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.
- b. Inform promptly the Secretary of State, or any official to whom he or she has delegated authority as it judges appropriate, any concern it has.
- c. Report annually to the Secretary of State on how well the Prison has met the standards and requirements placed on it and what impact these have on those in its custody.

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

DIVERSITY STATEMENT

2. The Independent Monitoring Board [IMB] of HMP Guys Marsh is committed to an inclusive approach to diversity which encompasses and promotes greater interaction and understanding between people of different backgrounds including race, religion, gender, nationality, sexuality, marital status, disability and age. The IMB recognises that a fully inclusive approach to diversity must also respond to differences that cut across social and cultural aspects such as mental health and literacy.

3. The Board encompasses this approach to diversity within its recruitment and Board Development practices in order to increase its range of skills and to enable the promotion of awareness amongst its members of the diverse needs and perspectives within HMP Guys Marsh. All members of the IMB at HMP Guys Marsh are committed to undertake their duties in a manner that is accessible to everyone within the establishment regardless of their background or social situation.

4. The Board will monitor to establish that the experiences and interaction between staff, prisoners and visitors is fair and without prejudice. Where this proves not to be the case, the Board will draw this to the attention of the appropriate authorities and individuals, including the Governor, Senior Management Team, Regional Offender Manager, Regional Custodial Services Manager and the Prisons Minister.

DESCRIPTION OF THE PRISON

5. HMP Guys Marsh is a Category C Adult Male Training Prison located two miles South West of Shaftesbury in Dorset. Its normal operational capacity is 578. Currently it is responsible for, Lifers, IPP prisoners, PPO's, MAPPA, and FN prisoners.

6. In this reporting period the main contractors for the provision of Education, Learning and Skills are, Strode College, A4e and Tribal. Dorset Primary Care Trust provides healthcare.

7. The Prison benefits from the generous time commitment given by many other organisations both voluntary and statutory. There is an active and successful Friends of Guys Marsh (FOGM).

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EXECUTIVE SUMMARY

1. POLICY ISSUES

1.1 The Board is very much aware of the pressures under which the Prison Service is obliged to operate and recognises the positive efforts of the large majority of staff to provide a safe environment for those serving sentences at HMP Guys Marsh. See sections 4.7, 5.5, 5.9, 5.11, 6.6, 15.1, 15.3, 16.1.2, 16.5, 19.1, 20.2.1.

1.2.1 The Board continues to be exceedingly concerned about the number of people with mental health problems coming into the Prison system. The Board asked last year whether the Minister was going to enter into meaningful negotiations with the Department of Health about this matter and sought reassurances that alternative and more appropriate accommodation will be made available for those currently in prison who are mentally ill.

1.2.2 Sadly, the Board sees little evidence of improvement in this area and believes that it is the staff within the establishment, particularly the Care and Separation unit staff, who are left to deal with the very difficult situations which inevitably arise. The Board commends these staff without hesitation for what they do and their exemplary conduct throughout. See section 5.4, 5.10, 8.3.

1.3 The Board again urges that additional funding be made available to HMP Guys Marsh for control measures such as zone fencing to help combat the unacceptably high levels of drugs and alcohol within the establishment. See section 17.8.

1.4.1 The Board recognises the hard work, planning and preparation which the Governor and his staff have put into aligning HMP Guys Marsh for the open tendering process which is ongoing throughout the Prison estate. See sections 11.1, 11.2.

1.4.2 The Board believes that the staff have been kept very well informed of this in a continuing open dialogue through such methods as staff meetings, team briefings and actions such as the changes to the daily routine.

1.4.3 The Board believes in the main, the staff has reacted positively to these developments and changes, understanding the reasons for them and implications of not enacting them. However, such changes always bring about uncertainties and continuing care needs to be taken to keep staff alongside the Prison's leadership team.

2. OPERATIONAL ISSUES

2.1 The Board expresses concern about the effect of the new prisoner transport arrangements. There are increasing incidents of prisoners arriving late, or without their property and unaware of where they have been transferred to. This is not acceptable and is potentially unsafe in terms completing the necessary reception tasks. Similarly, the transfer out of prisoners is unreliable and in many cases proves difficult to arrange. See sections 8.4, 9.3.

2.2.1 As in previous years, the Board recognises and commends the work that has been done by various departments aimed at eradicating the supply of illegal drugs and alcohol within HMP Guys Marsh. That said we must note that illegal substances remain a major problem that has shown no signs in this period of being permanently solved. See sections 10.1, 10.2.

2.2.2 There have been notable successes in capturing illegal substances and this has often been achieved through the gathering of good quality intelligence and from proactive search routines. The Board also considers the security arrangements during visits have improved over the period. See sections 13.4.

2.3 The Prison occupies a large area with dispersed blocks and a long perimeter this demands internal physical barriers to eliminate unauthorised movement, which at present contributes to the availability of illicit substances in the Prison.

2.4 The Board would fully support a further bid for zone fencing as a necessary enhancement to control prisoner movement.

3. OTHER ISSUES

3.1 Last year the Board commented positively on a resettlement fair which had taken place in the Prison attracting over 70 organisations, representing a wide section of the support, charity and resettlement sector and presenting a valuable opportunity for the prisoners to explore options available to them on release. Despite a rationale for the decision being given, the Board remains disappointed that it was decided not to hold a similar event again this year. Nevertheless, the Board recognises the good work undertaken by many of these outside Agencies which adds so much to the quality of life at HMP Guys Marsh. See sections 13.6.1, 20.2.1.

3.2 The Board recognises that the general economic climate does not help with the reduction in commercially based work opportunities for prisoners, and subsequent income loss to the Prison. The Board remains concerned about the knock-on effect of fluctuations in demand for contracted industrial work to the operation of the Prison and the ever present risk of prisoners being left with little to occupy their time and thereby the raised possibility of unrest. See section 16.1.1.

3.4 Fontmell Wing, which accommodates the most enhanced prisoners, has had some refurbishment but many other areas are still in relatively poor condition.

3.5 The refurbishment of Cambria Wing and bringing it back into commission is due for completion in early Quarter Two of 2012 allowing the Prison to operate at capacity.

OVERALL JUDGEMENT

The Board continues to view HMP Guys Marsh as a decent and humane environment in which to hold men during their period of imprisonment. There is a high number of good quality, well trained, and well led professional staff who seek to work constructively with those under their charge.

The Board acknowledges that the Governor and the Senior Management Team continue to be limited by financial and political restraints in implementing improvements. The effects of this are felt in such activities as the maintenance of the fabric of the Prison, the courses available to aid resettlement, and the transport of prisoners around the Prison estate.

4. DIVERSITY

4.1 The Equality team at HMP Guys Marsh is headed by a Governor with a Team Manager and Officers with specialist responsibilities for discrimination and for bullying. Others in support of diversity include prisoner representatives for Equality, Foreign Nationals and Disability. There is also a Diversity Teacher, a Foreign National Officer and a part time employee from Age Concern. Additionally an Immigration Officer from UKBA works in the Prison meeting with prisoners and staff one day a week.

4.2 The Equality team monitors all aspects of diversity at meetings held every two months. It examines and keeps regular account of the six strands of Equality: Disability, Gender, Transgender, Sexual Orientation, Religion and Belief, and Age.

4.3 The team is supported by staff working in all areas of the Prison including, Healthcare, OMU, Integrated Drug treatment Services, Education and Training, Catering, Residence, Support Services, Business, and the PE Department.

4.4 It is the Boards Opinion that the team are working successfully to identify and challenge unlawful discrimination harassment and victimisation. Further that within the limitations of the Prison situation the team supports the Prison Service intent of providing equal opportunities and fostering good relationships.

Working for Equality

4.6 The Board notes that Equality Representatives and Foreign National Representatives are active on the wings and liaise well with the Equality Manager. The UKBA holds monthly immigration surgeries. The needs of older prisoners are discussed at monthly meetings. Disability Representatives meet on a regular basis.

4.7 Domestic strategies and protocols to meet the needs of prisoners are embedded in the Prison and include the following:

(a) A multi faith Chaplaincy which organises a calendar of cultural events with leaders in Christian, Muslim, Sikh, Buddhist, and Pagan beliefs. Prayer groups, religious services, classes and courses are available as well as the more informal 'listening ear'.

(b) Samaritans trained prisoner Listeners, supported by Wing Staff, are available when required and these offer ongoing assistance if requested.

(c) Special meals supplied by the Catering Department are able to accommodate medical requirements, religious and secular requirements and a menu for a monthly culture evening.

(d) Direction and advice from the Offender Management Unit for prisoners for their life inside the Prison and in preparation for their release.

(e) There are many and varied Educational and training opportunities, these include support for those with poor or little English through an ESOL service and the "Big Word" translation services.

(f) The services of the Diversity Teacher in developing tolerance and understanding of equality issues across the Prison.

(g) For meeting the needs of Foreign Nationals and Prison Staff access to the HMP The Verne based Hub for working with Foreign Nationals.

4.8 The Equality Team carried out the following during the year;

- (a) Improved monitoring of unemployment
- (b) The introduction of more IT classes to meet the needs of BME prisoners and adjustments in higher education with the result that the education population now more closely reflects the Prison population.
- (c) An examination of who was using the gym.
- (d) Monitoring of access to Release on Temporary License.

4.9 The Board notes the following Equality observations:

- (a) An analysis of complaints showed alignment to the Prison population.
- (b) There was one discrimination case upheld in the period.
- (c) By March 2011 83% of Race and Equality targets had been achieved against a predicted figure of 70%.
- (d) The number of Foreign Nationals at HMP Guys Marsh was lower than expected for the general prison cohort. This might be a result of high numbers remaining in the London area.
- (e) The number of non-English speaking prisoners increased so the direct link with the ESOL teacher proved particularly useful.
- (f) A Diversity training course for staff was withdrawn in April 2011. However, 82% of staff are currently trained

4.10 The Board commends the many examples of positive Diversity initiatives undertaken in the reporting period. These include a Black History Day, religious festivals including All Saints, Diwali, Second Festival of Eid, Imbolc for Pagans, a Gypsy Travellers Day, Harvest Festival, and a visit from Tashi Lunpo Monks.

5. HEALTHCARE

5.1 In general co-operation across complex issues between the Prison Service and Healthcare continues to be satisfactory. The establishment of quarterly Health Action Group meetings has created an effective forum for all providers concerned with prisoners' health and drug issues. It is to be hoped that attendance at these meetings becomes a priority for all parties so that there can be a greater understanding of the wider issues of health needs for what is a particularly needy group.

5.2 The Board has concerns about the effectiveness and consistency of essential communication between the healthcare professionals and the prisoner population. The change in the IDTS regime is a case in point. Many of the initial problems that occurred may have been averted had all those on the programme been engaged in a one to one counselling session with a member of the Healthcare team who explained the rationale and how the changes would relate to them.

5.3 A full-time Primary Care Mental Health worker, who has been in post since the end of August 2011, is a welcome addition to the team. Over the first three months in post 24 prisoners with mental

health issues were seen on a regular basis. Of these some were subsequently discharged, some moved to other establishments, and eight were referred on to the Secondary Care In-reach Team. By the end of the period being reported there was a patient list of 25 prisoners relying on the support of the Primary Care Mental Health worker.

5.4 On arrival at Guys Marsh all prisoners on anti-depressant medication are reviewed by the Primary Health Care nurse and appointments are offered to all those who are not being seen by the In-reach Team. Nevertheless the Board continues to have concerns about the care of those prisoners with acute mental health needs, often such individuals reject assistance and if their condition becomes severe Prison is not an appropriate place for them.

5.5 The Board is pleased to note that there are now dedicated diabetic and coronary heart clinics. At the June meeting of the Health Action Group it was reported that information on diabetes had been distributed to all Wing staff and also appropriate training was being given.

5.6 A 'well man' clinic, targeted at those aged over 50, has been established. The increase in the number of older prisoners, those over 50, could well put further demands on Healthcare in the future. In November there were 30 prisoners aged between 50 and 70 years of age, about 6% of the Prison's population.

5.7 A Healthcare User group was held in June and the Board hopes that this will become a regular forum for prisoners' generic health issues with representatives from each Wing attending. This initiative is welcomed and could be an effective way of improving communication and prisoner understanding of the healthcare provision in the Prison.

5.8 Although more directly linked to the Drug Strategy programme the Board sees the proposals for creating a therapeutic centre on one spur of Saxon Wing as a most progressive move within the wider remit of health care. The Board sincerely hopes adequate funding will be found in order for this to be established. The proposal, as outlined, seeks to address both drug and alcohol dependency through structured courses and an emphasis on peer support as part of, and follow up to, the courses. If the move, from a maintenance based IDTS policy to one leading to drug abstinence, is to be a success then such an abstinence based support programme is an essential development.

5.9 The Board has noted a welcome improvement over the year in provision of Dental Care. The waiting list that was of great concern at the start of the year is now down to a manageable level of about 50. Staffing of the Dental facility has improved and there are now sessions held three times a week.

5.10 There are still delays in getting appropriate psychiatric assessments and treatment for the seriously mentally ill. Too often prisoners with mental health problems end up detained in the Care and Separation unit which is considered to be the safest place for them. The Board continues in its belief that more needs to be done to place such prisoners in a more appropriate environment such as a secure psychiatric unit earlier. However until such time as the NHS makes adequate provision for the numbers of mentally ill prisoners, they will continue to be held in what is an unsatisfactory and unsuitable holding place. The Board considers this is an unacceptable state of affairs.

5.11 There have been two deaths in custody this year. Both deaths took place in hospital and are associated with longstanding medical conditions. The Board recognises the professional care and attention given to these two men by Prison Officers and Healthcare staff prior to their transfer to hospital.

6. LEARNING AND SKILLS.

6.1 A key item in the Government's 2011 vision for criminal justice reform is that whilst prisons must be places of punishment they must also be "places of education, hard work and change". The Board is sure that reoffending can be reduced by improving employability through education, training, personal development, and the real work experience available in HMP Guys Mash. However the Board notes that it remains a rare event for any prisoner to achieve a working week in excess 24 hours which is well short of the Minister's aim for a 40 hour working week.

6.2 At HMP Guys Marsh the education, skills training and development services are delivered through contracts as follows. Tribal interviews and assesses all prisoners on arrival and develops an Individual Learning Plan aimed at equipping individuals for employment after release. Strode College delivers basic skills in literacy, numeracy, communication and IT, seen as critical to future employment chances. Learning plans and the OMU generated Sentence Plan together determines the prisoner's development and work activities and targets. For those approaching the end of sentence Tribal delivers a careers information and advice service.

6.3 A4E's courses focus on changing behaviour either directly through personal development courses or obliquely through such mediums as art and music. A4E also provides the Resource Based Learning Academy where prisoners access self paced learning for qualifications and study. A4E's short courses such as Victim Awareness, the Forgiveness Project and Banged Up Dads are challenging options which often lead to painful self examination and perhaps for the first time total honesty over past and current behaviour.

6.4 Strode College provides language assessments and ESOL tuition. Their literacy and numeracy courses are practically based and deliver the basic functional skills many of the prisoners are so sorely lacking. In order to better equip the prisoners for employment Strode College are also providing learning in Customer Service and Communication Skills and IT for the work place. Strode also provide employability and vocational training across a range of skills such as horticulture, building trades and business administration.

6.5 In the drive to reduce budgets the additional costs of delivering effective and safe vocational training should not be ignored. The cost is not confined to the contracted vocational educational service as in order to deliver a vocational skill the Prison must have the necessary plant, tools and a safe teaching and skills transfer environment. The rules over the teaching space, environmental conditions and the capacity for supervision inevitably require additional funding.

6.6 The Gym is an activity that just over half the Prison population voluntarily engage with and as such the emphasis needs to remain on the provision of fair and equal access for all. The Board recognises that the Gym is a well run and its staff make a significant contribution to the morale of the Prison. The Gym team is understaffed by one PEI who will not be replaced and another PEI has just returned from long term sick leave. This and the fact that two Sports and Games officers completed their PEI training meant the Gym programme was reduced for a significant part of 2011.

6.7 Some prisoners at Guys Marsh have little real competency at basic skills and IT. These are often individuals who will try to avoid further education in order to get better paid industrial employment on piece rates. Many of them do not see the relevance of learning and acquiring these skills. It is the Board's opinion that without these skills their future in the workplace is bleak. The Board supports the Prison Governor in his determination to control and direct the participation of prisoners' activity through the direction of the OMU. This is a move away from self-selection or equally self de-selection of skills and education acquisition.

6.8 The Board recommends that the Prison leadership in a Category C Prison such as HMP Guys Marsh should be targeted for measurable improvement in all prisoners' basic skills and IT competency between arrival and departure.

6.9 The Board further recommends that the Prison Service should engage with Business and Industry to validate that the current education and skills training content and outcomes actually do provide prisoners with a reasonable chance of employment. A particular area of concern is the absence of European Computer Driving Licence (ECDL) training as it is a qualification that ensures the skill levels that are demanded by employers for generic IT use.

7 SAFER COMMUNITY

7.1.1 In this reporting period the Safer Community Team (SCT) has brought together Violence Reduction and Safer Custody, and Suicide and Self harm, into a single Governor led team.

7.1.2 The SCT meets once a month attended by various Prison Staff, Chaplaincy, Samaritans, IMB and other support groups within Guys Marsh. A new addition is the inclusion, in part of the meeting, of prisoner representatives who can make know their views and concerns and take back to the Wings directly responses and other issues raised. Under the new arrangements incidents can be raised at a senior management level and the necessary action implemented, for instance measures to reduce assaults and the damaging effects of gang culture. This can then translate to a safer living and working environment for prisoners and staff.

7.1.3 The Board believes the SCT operates efficiently, however we feel it would be advantageous for Wing Managers or deputies to attend the SCT meetings and that it is imperative the team has detailed, stringent measures to promote a safer environment.

7.1.4 The Board is pleased to note that the liaison between the SCT and health care has improved. Where prisoners attend healthcare with unexplained injuries this information is passed on for further investigation. The Board is aware however of occasions when such incidents have not been recorded.

7.1.5 The Board welcomes a more serious view being taken by the Prison generally to ACCT's, with the files being better scrutinised, though some more thoroughly than others. The Board believes that where reviews have been less than thorough more in depth ACCT training is needed.

7.1.6 The use of "Listeners" in the Prison is of great benefit and should be supported and encouraged. It has been particularly beneficial for Listeners to be available to meet with prisoners when they arrive at reception at Guys Marsh. At the end of this reporting period it appears Listeners are slightly down on numbers, it is hoped the correct emphasis will be maintained on recruitment and training.

7.2 Violence Reduction

7.2.1 At the SCT monthly meeting, all incidents of assault, other reports of violence and relevant SIRs are reviewed. All reports coming to the attention of the team are subject to strict scrutiny to determine their accuracy.

7.2.2 The number of assaults hit a peak in August and have reduced since then concern. Over the reporting period, there has been an overall reduction in the assaults taking place.

7.2.3 According to the statistics received there have been 57 assaults including fights recorded in the

Prison in the current reporting year, compared with 68 last year. It is hoped that continued review of information on these from the Wings will direct actions that help to reduce these incidents further.

7.2.4 The SCT also views violence with serious concern, particularly when incidents are predominately occurring on a specific Wing. They constantly analyse the venue of the incidents, times and circumstances in order to detect patterns of behaviour that can be intercepted.

7.3 Anti-Bullying

7.3.1 The Prison's physical environment makes it almost impossible to stop the potential for assaults and opportunities for bullying. However an effective use of SIRs on suspected offenders has enabled more pre-emptive action by prison staff aimed at challenging the actions of potential offenders and their associates before an assault is perpetrated. There have been some significant successes in this way.

7.3.2 SIRs and Bullying and Victim logs, being continued with some success, help in deciding a point at which safety demands perpetrators or victims are moved within the Prison or transferred out of HMP Guys Marsh, or indeed some other intervention.

7.4 Self Harm & Suicide

7.4.1 The Board remains deeply concerned about any level of Self Harm taking place. During the last six months there have been 16 cases, with the most common method being cutting. Six incidents have happened in the Care and Separation Unit where often the most disturbed and troubled prisoners are located.

8. CARE AND SEPARATION UNIT (TARRANT)

8.1 Tarrant (Care and Separation Unit) is a high priority for monitoring by the Board. The Unit has continued to be very busy having to deal with some extremely disruptive prisoners many of whom have severely damaged their cells and have been at times a danger to themselves and others.

8.2 The Board wishes to express their admiration for the Prison Staff in Tarrant Wing. There have been a number of incidents where they have dealt with the most challenging behaviours and yet have maintained the safe regime for the other residents in the Wing and dealt with the disruption in a professional manner and with good humour.

8.3 The Board is concerned, as it has been in previous years that all too often Tarrant Wing is used to house prisoners with acute mental health problems. In such cases it is clear they cannot safely remain on open Wings and yet the decision to move them to a more suitable establishment can take an unacceptable time.

8.4 During the year the practice of transferring prisoners to other locations by Guys Marsh Prison Staff in addition to the contracted transport service was suspended. It is noted that sole use of the contracted service takes longer to organise and is outside of the direct control of the Prison, the resulting delays can cause an increase the numbers held within Tarrant, when moves are required for safety or security.

8.5 It was anticipated that the decision to suspend the use of the Independent Adjudicator and to deal with the more serious offences in the Prison by internal adjudication would increase the numbers held under Cellular Confinement. This increase was not as large as feared and was managed well by the unit. This decision has latterly been reversed and the numbers of prisoners held in this way will be monitored to see if the numbers return to those previously experienced.

8.6 The most common reason for prisoners held in Tarrant is rule 45 [GOOD], followed by Pending Adjudication, Cellular Confinement and rule 45 [OI]. The Board is concerned that rule 45 Good is the most predominant cause of separation as it could indicate a level of disruption amongst the offenders and possibly point towards HMP Guys Marsh not being a safe environment. However, the Board believes that HMP Guys Marsh is fundamentally a safe, well managed, establishment.

8.7 Board members regularly attend the 14 day segregation reviews which are carried out in a constructive manner with the respective governors placing great emphasis on persuading the prisoners to return to a residential wing, allowing them access to the normal regime and making a potential transfer easier. Where this has not been possible Tarrant staff have tried to ensure that prisoners have productive activity in their cell such as education or in-cell work. Seventy two hour reviews are attended by Board members if they are in the Prison on the particular day.

8.8 Segregation Monitoring and Review Group (SMARG) meetings are held regularly and are well attended by representatives from various other relevant departments within the Prison. The statistics presented, and the discussion at these meetings, contribute positively to the management of Tarrant.

9. RECEPTION

9.1 The majority of issues surrounding loss and access to parcels arriving at the Prison have been resolved although tracing prisoners' belonging can still be a challenge for all concerned. Approximately 5% of complaints received by the IMB relate to property.

9.2 There continues to be a large amount of parcels coming in to the Prison. Recently an amnesty on Duvets has contributed to this. This peak of activity ends 31 December 2011 with the end of the amnesty. Reception continues to cope very well and normally manages to marry up property arriving late, with prisoner owners.

9.3 The computer systems in place continue to be unhelpful when trying to trace prisoners' belongings. The data is not up to date and therefore makes it difficult to trace items belonging to prisoners coming from other prisons. As has been mentioned elsewhere transport in and out of the Prison is often erratic, sometimes running very late and on occasions not turning up for planned moves. This disruption impacts on the efficient running of the Prison so that apparent cost savings in transport will incur unbudgeted costs prison operations if the quality of service is not maintained. The Board will monitoring the impact on HMP Guys Marsh of the service levels of new Prison Transport contractor.

10. DRUG STRATEGY / SUBSTANCE MISUSE

10.1 Despite much good work by the dedicated intervention teams involved, substance misuse continues to be a major problem within HMP Guys Marsh. There have been notable successes in recent months in intercepting packages of drugs and mobile phones, often linked to drugs, being thrown over the perimeter fence into the Prison. However, there are indications that the drugs recovered in this way may only be the tip of an iceberg.

10.2 The decision by the Prison Service to move IDTS prisoners from maintenance prescriptions to a progression to abstinence is welcomed. However, perhaps inevitably this has led to some of these prisoners consuming alternative, illegal, substances. The steps being taken to ensure that all IDTS prisoners, less Lifers, are housed together in Saxon block is proving positive.

10.3 MDT failure rates were within the KPT range early in the period covered by this report, but later on there has been a disturbing surge in the use of cannabis indicated by positive test results exceeding the KPT. Whilst the Board recognises the dedication and effectiveness of those staff directly involved in the battle against substance misuse, we are not convinced that all staff on the wings, in day to day contact with prisoners, are equally committed.

10.4 P-ASRO continues to do excellent work, in some cases supporting their clients after release. Although the number of prisoners P-ASRO has helped is currently on target, we are concerned that latterly referrals to the programme are falling off.

10.5 CARATS remains a major intervention programme at HMP Guys Marsh with the current active caseload standing at a little over half the total prisoner population of the Prison.

10.6 Alongside illegal drugs abusive use of alcohol is a major cause of released prisoners quickly returning to prison. For this reason the Board welcomes the reintroduction of the Beyond-The-Gate programme providing support to prisoners with a history of crime related to alcohol abuse.

11. REDUCING RE-OFFENDING AND OFFENDER MANAGEMENT UNIT (OMU)

11.1 The Board has noted the changes introduced to the working of the Offender Management Unit during the latter half of the reporting year. The OMU has been moved to the heart of the Prison and is now defined as its central driving force.

11.2.1 Offender Supervisors assess the level of risk of all offenders at Guys Marsh. They then determine the needs and commission the services required to meet those needs.

11.2.2 This means all offenders are managed by an Offender Supervisor not, as previously, only those in scope. Higher risk prisoners will benefit from greater contact and more intervention whilst offenders assessed as lower risk will be signposted through and seen towards the end of their sentence for assessment of need on release and services required.

11.2.3 By September 2011 70% of offenders were being managed by the OMU; now, at the end of the reporting year, the figure has risen to 100%. Offender Supervisors have an average caseload of 85 offenders. It is envisaged that all prisoners received into Guys Marsh will be seen by their Offender Supervisor within 5 days of arrival for assessment of risk which will then determine the courses, programmes and interventions to be followed.

11.3.1 Casework administration has also been introduced to the OMU since September following a period of training. An administrator works alongside an Offender Supervisor to manage all processes linked to the sentence.

11.3.2 All offenders should know both their Offender Supervisor and their Casework Administrator; Wing Officers should also know this for all in their charge. This will ensure that applications for ROTL, HDC, Re-categorization and Parole are processed more smoothly by being directed to the right desk

in the first instance.

11.4.1 The Board recognizes that these changes are now bedding in and trusts that resources will allow all offenders to access courses and interventions deemed necessary.

11.4.2 It is to the credit of the OMU that there has been no increase in the number of applications to the Board relating to the OMU during this period of significant change and adjustment.

11.4.3 The Senior Management Team accepts that offenders will not all receive the same level of engagement and a document is being drawn up to guide prisoners about the level of service they might expect from the OMU for their particular level of risk. The Board has some reservations about this approach as there is a risk some low risk prisoners will pass through HMP Guys Marsh largely unnoticed and perhaps unchallenged.

11.5 Clearly activity throughout a sentence will depend on assessment of risk. The OASYS assessment for in-scope prisoners should properly be carried out at the local prison but offenders continue to arrive at HMP Guys Marsh with no, or incomplete, assessments, though there have been fewer of these than in the preceding year.

11.6 The Board applauds the continuing successful delivery of the Thinking Skills Project at Guys Marsh and welcomes the awarding of responsibility for delivery of the "Controlling Anger and Learning to Manage it" CALM course this year. Three training managers, ten facilitators and an administrative officer have been recruited to deliver this support. In addition to successfully running each activity, there is an emphasis placed on assessing the effectiveness of these courses on the ongoing behaviour of offenders. Three CALM courses were scheduled for this year and eight will be delivered in future years. This year 70 prisoners have completed the TSP at Guys Marsh.

11.7 The Board notes that the transfer of Lifer and IPP prisoners approved for Category D status to the Category D estate will be carried out by the Prisoner Movement Unit. It is hoped that this will expedite such moves. Improvements made to the Parole system this year and the consequent reduction in delay for prisoners awaiting Parole hearings are welcomed by the Board.

11.8 The Board recognises the introduction of the pre-release course in March noting that it is still being refined. Interviews with the Job Centre are particularly appreciated by offenders who also attend sessions covering employability skills, C.V. writing, interview technique as well as having the opportunity to raise any problem associated with release. It is noted that the opening of bank accounts is currently under review and dependent on resources available.

11.9 The SMT has recognised the difficulty in collecting accurate data about those entering employment, education and training on release and ways are being sought to track this. The Board notes that Guys Marsh has the seventh highest target in the country and performance at the end of the reporting period stood at 35% entering fulltime employment, education or training schemes against a target of 46%.

11.10.1 The Board fully accepts that it is normally better for an offender to be released from a prison close to the community to which he is returning but regrets that some men are received into Guys Marsh within a month of their release date which makes provision of best quality resettlement difficult.

11.10.2 The Board is therefore pleased to note once again the continuing success of the Housing Officer in helping offenders into appropriate accommodation on release. Since April 99% of all prisoners have been released to accommodation. Two thirds of the funding for this post comes from YMCA England and ends at the end of the current financial year. The Board trusts that further funding

will be found so that this essential support is not lost.

11.11.1 The Prison Management Team appear to continue to value the Prison's partners within the community in assisting resettlement. The Prison hosts quarterly meetings of partners who assist offenders both inside prison and on release.

11.11.2 The Board again acknowledges the work of the Prison Effective Resettlement Coordinator (PERC) and the Partnerships Officer in consulting with so many groups able to provide defined services for prisoners before and after release. These alongside ensuring ex-prisoners have somewhere to live undoubtedly make a major contribution to reducing reoffending.

11.12 Following the significant changes to the work and processes of the OMU in the last three months of the reporting year both the Management team and the Board are aware of further challenges, in particular in measuring effectiveness in reducing re-offending, and in tracking the progress of those released to provide good feed back to focus the Prison's actions and priorities.

11.13 The Board notes these changes are taking place at a time of reduced funding, when the average length of stay at HMP Guys Marsh is only just over six months, and when the OMU must manage the effects of such a high prisoner turnover.

12. INDUCTION

12.1 The Induction programme has changed significantly during the later part of the reporting period. It is now carried out by nominated prisoners on a daily basis, monitored by Wing Staff. This seems to be popular with new prisoners and interaction appears good. However the Board is concerned that the absence of staff involvement could lead to loss of quality control and loss of control of the messages that need to be passed. A newly created video presentation pack known as GMTV was intended to ensure consistency and comprehensiveness of what is covered, all briefing elements contributed to this, but its launch has not yet been achieved.

12.2 Some prisoners are not being assessed for education and work for up to two weeks following their arrival at the Prison, which represents time wasted.

12.3 The Board's concern remains that Induction is more of a standalone process and not an integrated part of the rehabilitation programme. The much shorter day session is still in its early days however the Board wishes to see appropriate briefing participation and individual assessments improve in the near future.

13. FAMILY CONTACT AND VISITS

13.1.1 A number of Family Visits have taken place this year including two for Lifer prisoners and six for the families of prisoners who have successfully completed the Banged Up Dads course.

13.1.2 These visits are all well supported by the Barnardo's Play and Families Support Worker. The Board welcomes such visits because they are highly valued not just by the men but by their families also.

13.2.1 Provision of Family Visits is currently under review. The aim is to continue to provide a high quality service to families but also to focus on a specific need that has been identified, those men

whose family life is most in need of repair.

13.2.2 The board regrets that there is no funding allocated for this pathway and that the limited resources available will restrict the number of Family Visits possible in the future.

Visits

13.3 Visits continue to take place on three afternoons each week, Friday, Saturday and Sunday. The booking process is friendly and thorough, with efforts ongoing to ensure a prompt start. Searches are carried out in a friendly manner and the Visits Room is pleasant and well organised. The Barnardo's Play and Family Support Worker arranges activities for children to enjoy with their fathers and this adds to the warm and relaxed atmosphere.

13.4. The Board notes that the cameras are usually working but are not always manned and the attendance of drug dogs is rare. It is often only down to the vigilance of the officers and the post visit searches that ensures the passing of mobile phones or drugs are detected.

13.5 The Visits process is under review. The aim is to provide a truly professional visits experience where all visitors feel welcome to the Prison. Feedback from visitors is sought and welcomed.

13.6.1 Once again the Board wishes to record its gratitude to FOGM for subsidising the bus which brings visitors from and returns them to the Gillingham railway station on Saturdays. This represents a huge saving over the cost of a taxi. The Board thanks both FOGM and members of the Mother's Union for serving tea and coffee to visitors in the Visits Centre on two of the visits days.

14. LIBRARY

14.1 The Library continues to provide excellent services in a well organised and efficient manner. Library staff, including prisoners, have supported family visits, story book dads and ensured a valuable learning resource for arts and other courses. In response to the increase in foreign nationals in the Prison the library now contains well over a thousand books in other languages.

15. FARMS AND GARDENS

15.1 During the past year considerable effort has been made to improve the grounds of the Prison now that all of the excavation work for the new pipe work to all wings has been completed. This has resulted in a substantial improvement overall and the Board congratulates the staff and prisoners on their efforts.

15.2 During the year a second greenhouse was built, a garden alongside Fontmell was created and a horticultural map of the entire Estate was made in conjunction with the Eden project.

15.3 Guys Marsh exhibited at the National Amateurs Gardening Show at Bath and West and was rewarded by winning the gold medal for "Best in Show". This resulted in a £2,000 cheque and also a further cheque for £100 for the Acorn Award. The Board applauds the staff and prisoners for their justified reward.

15.4 During the year four and three-quarter tonnes of vegetables (plus lettuces) were produced and used in the Prison kitchens. This comes from eight poly tunnels, greenhouses and other cultivated

areas. On average there are over 20 prisoners employed on the farms and a further 16 on the gardens.

15.5 Other projects are planned, including a wilderness allotment, a new garden for Cambria and a biodiversity corridor leading down to Jubilee. The creation of the new Bioplex unit (see paragraph 17 Estates) will also provide much needed compost for all garden activities.

16. INDUSTRIES

16.1.1 The activity levels in the industrial workshops have, as in the previous year, been reduced by the general economic recession. The major contractor remains Dextra, and they have cut back their requirements for prison labour. Prisoners in Industries have therefore been reduced to working part time at various times throughout the year.

16.1.2 Prison staff have reacted positively to this reduction in work available and have made other arrangements like additional gymnasium time. However when Industries are reduced significantly there is a likelihood of more time in cells for prisoners.

16.2 The Board recognises the difficulties in finding alternative sources of work. Nevertheless, this remains an important priority for the Prison to seek out all other the possibilities for work and the Prison leadership are making strenuous efforts to identify further commercial industrial opportunities.

16.3 Any significant reduction in contracted Industries results directly in reduced income for HMP Guys Marsh which will mean further budget challenges and the potential threat to linked staff positions. The Board reiterates its recommendation from last year that the Prison Service should take the effects of the recession into account and where appropriate there should be some way of compensating HMP Guys Marsh for the loss of income due to circumstances largely beyond the Prison's control.

16.4 Real work experience is also delivered across the Prison both in support functions such as kitchens, farms, gardens and cleaning and in a set of dedicated workshops delivering contracted work to commercial companies.

16.5 In a difficult year the Board commends the excellent work experience and skills acquisition that has taken place in Kitchens, Industrial Cleaning, Farms and Gardens, the Barber Shop and in the building industry trades of Bricklaying and Plastering and Paints. Plastering and Paints have also been successfully re-established after relocating in the Prison in an operation that made efficient use of the skills acquired by prisoners. Across the Prison work by contractors and prison staff has enabled many prisoners to gain valuable and relevant qualifications and accreditation.

17. ESTATES

17.1 The Biomass Wood Fuel Energy Centre was commissioned in March 2011 and the computerised operating system was in commission from May. There were initial teething problems but these have now been resolved. The benefits both in effectiveness and cost are already evident. During the previous year oil costs were £450,000 and this would have been higher in 2011, compared to the costs of the computer controlled burn of wood chips during 2011 of £150,000. Additionally there have been savings on the previous system's high maintenance costs and, not insignificantly, the entire elimination of the risk of oil spillage and environmental contamination. In the event of a failure of the eco wood burner there are two gas boilers in reserve.

17.2 The permanent maintenance staff consists of 14 employees of which six are plumbers. The emphasis on plumbers is valuable to the Prison due to the majority of emergency situations which are either leaks or smashed cells creating plumber related problems.

17.3 The Port Regis School donated hut was finally completed and initially occupied by Gardens but is now being used by Education to provide prisoners with a valuable "virtual campus" facility.

17.4 After a thorough review an Area decision was taken to proceed with renovations to the whole Cambria block which will lead to HMP Guys Marsh being able to return to its full capacity. Originally work was scheduled to finish in December 2011 but the project is now targeted to open in February 2012. The project renews all services to the building and includes complete redecoration at cost of about £400,000.

17.5 Important Estates projects carried out or started in the reporting period were:

- (a) The old kitchen block has been completely gutted and reconfigured to provide a recreation area for the staff with the remaining area being workshops for teaching plastering and decorating. The work has been carried out by a partnership of maintenance staff (doing the electrical/mechanical work) and the prisoners doing the majority of the studwork, plastering and the decorating. It has been a very successful project completed to a high standard and has demonstrated the potential for using Prison labour in order to minimise cost to the tax payer of construction and maintenance within the Prison estate. The Board notes the input from the Strode Staff has been significant
- (b) The upgrading of the serveries in all prison wings has started.
- (c) Two anti-smash cells have been created in the Segregation Unit.
- (d) After over a nine month delay a new roof for the IT building has been agreed and started to be completed in January 2012.
- (e) In Fontmell a self-contained pre-manufactured shower unit has been installed as an experiment on efficiency and cost.
- (f) A New floor has been laid in Health Centre Medical Officers room and new sinks have been installed.
- (g) Two new dishwashers were installed in the Kitchens.

17.6 In Gardens a new Bioplex unit has been installed. This will take all the food waste from the Prison and process it into compost for Prison use. One of the bi-products is the production of bio-diesel which provides the power source for the unit. This diesel can also be used within the Prison for any diesel powered plant.

17.7 The Bioplex facility was pioneered by the Farms Manager and has been built largely by two of the prisoners. It has attracted attention from outside interests and Balfour Beatty, who are constructing HMP Featherstone 2, have visited the plant and are incorporating something similar in their scheme. The system does need careful management and there is suspicion that its earlier use is linked to the increase in rodents in the grounds. This is being addressed by the appropriate managers.

17.8 A three year plan has been outlined with the following priorities:

- (a) Zone fencing around each block.

- (b) Replacing the Fontmell building which is a temporary construction building.
- (c) Upgrading all wooden windows.
- (d) *Renew perimeter lighting.*
- (e) *Renewing CCTV and P.I.D systems.*

18. CHAPLAINCY

18.1 The Board acknowledges and congratulates the Chaplaincy team on the very valuable work they do to support prisoners of all faiths and those of none. The Chaplaincy remains, both physically and spiritually, at the heart of HMP Guys Marsh. At the end of this reporting period 18 faiths were being catered for by the Chaplain and her multi faith staff and team of volunteers.

18.2.1 Prior to Christmas 2010, the Chaplain and the Moslem Chaplain were involved, in separate road traffic accidents with both suffering serious injuries. The Chaplain was off work for a period but was able to return to her role during the year.

18.2.2 Very sadly, Mohammad, the Muslim Chaplain Imam was not able to return to the Prison due to his injuries and regrettably the Board understands that his departure is permanent. The Board places on the record its recognition of the extremely valuable work which the Imam exercised at HMP Guys Marsh and extends the very best wishes for his rehabilitation and long term recovery.

18.3 The Board was concerned that a new Muslim Chaplain be appointed without delay as it recognises this important role in the life of the Prison and his capacity in helping to combat any potential for radicalism which could become an issue without moderate leadership. The Board welcome the appointment of a new Imam at the end of the reporting period.

18.4 The Board thanks the other members of the Chaplaincy team for continuing the work of the department during these absences and in providing effective Chaplaincy services with minimum disruption throughout the year.

18.5.1 The Chaplaincy building continues to host a wide variety of organisations vital to the life of the Prison, and the welfare of the prisoners. These include but are not limited to: the Official Prison Visitors; the Samaritans who train prisoners to act as Listeners; Music Therapy groups; and the choirs which often attend for Sunday Services which are very much appreciated.

18.5.2 The Board welcomes the opportunity to acknowledge that these groups, and all the other individuals and groups which attend through the auspices of the Chaplaincy, make a major contribution to the quality and decency of life at HMP Guys Marsh.

19. KITCHEN

19.1 The Board congratulates the kitchen staff on the way they cater for nearly 600 prisoners, and provide for a range of special dietary requirements. They have been granted a Gold award from the Vegan Society for their provision for vegans and have made great steps in accommodating those on diabetic diets; all of this within the constraints of a budget of £2.10 per person per day.

19.2 The Board regrets the fact that the Catering Manager is restricted in what he and his team can provide by the purchasing constraints put upon him. An example of this is the purchase of a staple of the daily diet, potatoes. If allowed to buy locally, thus supporting the local economy, a sack of potatoes

could be purchased at £1.75 per bag cheaper than the price being paid through the central purchasing system. This is an unnecessary waste of tax payers' money. It is the Board's opinion that any future large scale food stuff contract will continue this situation of overpaying for food.

19.3 The innovative move from supplying daily breakfast packs to providing a hot breakfast on five days of the week has resulted in a reduction in cost from 53p per person per day to 26p per person per day.

19.3 The Kitchen staff work hard with prisoners in delivering outstanding training opportunities and NVQ's in Catering are offered at levels 1, 2 and 3, this is to be commended.

19.4 Regular meetings are held on Friday mornings when the Food Reps from each Wing can meet the Catering Manager and his Deputy and raise any issues and concerns prisoners have about the meals. Minutes of these meetings detailing the responses from the Kitchen are sent to all Wings. It is a pity that not all Wings display these Minutes as they are a good way of communicating with prisoners showing that their concerns are considered and noted, if not always satisfied.

20. PARTNERSHIPS

20.1 More than forty organisations now contribute to the life of Guys Marsh and to its efforts to assist prisoners in living productive and crime-free lives on release.

20.2.1 The PERC drawing on a vast experience of the prisoner support sector plays a pivotal role in promoting prisoner access to the numerous and often complex statutory and charitable agencies available to assist them in rehabilitation. There is also a Prison Officer assigned to coordinating Partnerships and together with the PERC they provide a central point for information, coordination and onward referral for prisoners and staff alike. HMP Guys Marsh is very fortunate in having the PERC role and the Board wishes to acknowledge the major contribution made by the FOGM in delivering funding to pay for the PERC service for three years.

20.2.2 The Board considers the assistance of the PERC has been life changing for a number of prisoners in the reporting period. He has also provided valuable support to Prison staff in meeting their responsibilities under the direction of NOMS for various prisoner pathways such as those of Family Contact and Diversity.

20.3.3 FOGM has also funded provision of debt counselling for six months of this reporting year following the withdrawal in March 2011 of the previous counselling service provider.

20.4 The Board records their thanks for the many achievements of The FOGM in the reporting period including direct support to the work of the Prison and tireless efforts to secure additional funds directed to improvements in a range of facilities and activities for prisoners.

21. PRISON COUNCIL

21.1 The leadership and encouragement of the Officer responsible for Prison Council has led directly to a marked improvement in the frequency of meetings and the mature level of discussion within the meetings. It is creditable that the representatives from the four Parties bring matters of general concern to Council rather than using it as a forum to raise their own individual issues. There are still last minute cancellations of meetings but as a general rule the Council has met fortnightly.

21.2 The Board welcomes the active participation and support now given by the senior management team; the Deputy Governor regularly chairs the meetings, which allows prisoners to raise concerns directly with a senior member of staff.

21.3 The practice of inviting heads of departments to come to Council meetings to answer prisoners' questions on specific issues continues, this allows prisoners to feel they have some real input in to the overall life of the Prison.

21.4 The Council election was well organised; each of the four parties: Prison Improvement; Respect; Partnerships; and Resettlement drew up a manifesto and representatives visited all Wings to canvass support as well as speaking to a whole Staff meeting. Despite frustrations over the length of time it often takes for answers to be delivered on issues raised, the majority of Council members seem to value the opportunity of belonging to the Council, which allows them to take an active part in prison life and bring about improvements to the day to day conditions of the society in which they have to live, thus often boosting their confidence and self esteem.

IMB PRIORITIES FOR THE REPORTING PERIOD

1ST DECEMBER 2011 TO 30th NOVEMBER 2012.

22. The IMB's monitoring priorities for the next period will be as follows:

22.1 To monitor the Impact of the Healthcare Provision on the Prison Population.

22.2 To Monitor the Effects of the Changes in Educational Provision.

22.3 To Monitor Changes brought about by the Reopening of Cambria, which is likely to be a Dedicated Unit for Indeterminate Sentenced Prisoners.

22.4 To Monitor the Effectiveness of the Measures taken to deal with the Availability and Impact of Drugs within HMP Guys Marsh.

BOARD STATISTICS;

Recommended Complement of Board Members	19
Number of Board members at the start of the reporting period	15
Number of Board members at the end of the reporting period	17
Number of new members joining within the reporting period	4
Number of members leaving within reporting period	2
Total number of Board meetings during reporting period	11
Average number of attendances at Board meetings during reporting period	14
Number of attendances at meetings other than Board meetings	76
Total number of visits to the Prison (including all meetings)	448
Total number of applications received	207
Total number of segregation reviews held	
Total number of segregation reviews attended	43

ACRONYMS

AA	Alcoholics Anonymous
ACCT	Assessment, Care in Custody Teamwork
BOSS	Body Orifice Scanning
CA	Cocaine Anonymous
CAB	Citizen's Advice Bureau
CARATS	Counselling, Advise, Referral, Assessment & Through care
DREAT	Diversity and Race Equality Action Team
EDP	Exeter Drug Project
ESOL	English for Speakers of Other Languages
ETS	Enhanced Thinking Skills. Now TSP
FN	Foreign National
FOGM	Friends of Guys Marsh
HDC	Home Detention Curfew
HMCIP	Her Majesty's Chief Inspector of Prisons
IDTS	Integrated Drug Treatment Strategy
IEP	Incentives and Earned Privileges Policy
IPP	Indeterminate Public Protection
IRC	Immigration Removal Centre
ISP	Individual Sentence Plan
KPT	Key Performance Target
L & S	Learning and Skills
MAPPA	Multi-agency Public Protection Arrangements
MDT	Mandatory Drug Testing
MIAP	Managing Information Across Partners
NA	Narcotics Anonymous
NFA	No Fixed Abode
NVQ	National Vocational Qualification
OCA	Observation, Classification and Allocation
OI	Own Interest
OMU	Offender Management Unit
P-ASRO	Prisoners Addressing Substance Related Offending
PERC	Prison Effective Resettlement Co-ordinator
PPO	Priority Prolific Offenders
ROTL	Release on Temporary Licence
SO	Senior Officer

TSP Thinking Skills Programme
UKBA United Kingdom Border Agency