



Annual Report

HMP Huntercombe

January - December 2011

Section 1

STATUTORY ROLE OF THE IMB

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

The Board is specifically charged to:

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

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

Section 2

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Section 3

DESCRIPTION OF THE PRISON

HMP Huntercombe is situated in open countryside off the A4130 at Nuffield between Wallingford and Henley-on-Thames in Oxfordshire. Due to its rural location access via public transport is limited.

The site was used as an internment camp during the war after which it opened in 1946 as a Borstal Centre for young men. The establishment subsequently became a Young Offenders Institution until April 1999, and then an establishment for juvenile offenders (aged 15-18) As the number of Young People receiving custodial sentences decreased the decision was made to decommission Huntercombe as an establishment for young people. The Young people were moved to other appropriate establishments and Huntercombe closed for refurbishment in July 2010.

HMP Huntercombe opened as a Cat C training prison for adult men in October 2010, accepting sentenced prisoners only. At the beginning of the year the Occupational Capacity was given as 372. Accommodation split between five individual wings, each wing having primarily single cell accommodation with in cell sanitation. The Occupational Capacity was increased to 430. Single cells suitable for modification to double occupancy were identified within four of the residential units.

The buildings and facilities at Huntercombe had been geared towards classroom based education. There are some facilities suitable for vocational courses but none for industrial-based workshops.

Education contract is provided by The Manchester College.

Education and work placement allocation advice is provided by Tribal.

Healthcare is provided by Oxfordshire PCT.

Other agencies that operate in the prison include CARATS, Family liaison (prison run), Literacy mentoring programme - Toe by Toe, Oxfordshire library service, Samaritans/Listeners, Patient Advice and Liaison Service, Resettlement organisations e.g. Giles Trust.

Section 4

EXECUTIVE SUMMARY

Overall judgment

HMP Huntercombe is developing as a well-run and well-managed Cat C establishment. There has been considerable improvement to the site since it opened in October 2010. The prison provides a safe, secure and caring environment for those accommodated there and for others working or visiting the establishment.

The year saw many new systems put in place the response to which initially caused a bumpy ride that has gradually settled down.

There have been major improvements to the grounds and administrative areas, all are much smarter and cleaner. The prison infrastructure has been improved e.g. all notice boards updated to give clear, focused and relevant information which is regularly updated.

Overall Huntercombe is a more pleasant visual environment for prisoners, staff and visitors. The Governor is to be commended for the lead and encouragement given in improving the site.

[Unfortunately there was no deputy Governor for 6 months].

Staff have been on a continuous journey of development through the year. The response to the changes has been very positive. Staff have become more confident in their roles and have achieved positive engagement with the new population.

The Governor has been consistent in his approach at promoting a positive and engaged prison community. Prisoners are encouraged to take responsibility for and recognise their role within the community.

Gym courses have been exemplary and have included L3 courses - the only prison in England to do so.

The virtual campus encountered technical problems re installing software/courses on the intranet and as a result there was a poor choice of courses. Lack of co-ordination between agencies resulted in poor delivery.

Opportunities for work and training however expanded and there was improved discipline in the education department.

Purposeful activity hours went up towards the end of the year including a large amount of prisoner-led activities e.g. forums.

Setting up new initiatives caused frustration - management reacted to issues rather than anticipating them. Prisoners would challenge management decisions but to its credit, management has been learning from its mistakes. Initially it had looked for best practice but in reality has had to adapt to fit in with Huntercombe's particular identity.

Board members have also had to adapt to the new population. They have had to gain an understanding of new regimes, processes and protocols. Whilst the monitoring remit is the same across the

prisons estate, the approach as it applies to adults is very different to that applied to juveniles.

Particular issues requiring a response

The Board requests that the Minister review the provision of Intervention programmes available especially for prisoners with IPP sentences. The decision by NOMS to provide courses at 'hub' establishments and move prisoners to access relevant courses was not followed through. Providing relevant programmes at individual establishments continues to be a challenge.

The healthcare provision at Huntercombe during 2011 has been of concern to the Board throughout the year. Applications made by prisoners have also been consistent covering all aspects of healthcare provision at Huntercombe including the interface between healthcare and the prison regime. The Board is aware that issues are now being addressed but would ask the Minister to review the mechanism that aims to provide healthcare in prisons consistent with that found in the wider community.

The Board requests that the Minister review the national prison food procurement service currently with 3663. The prison has no control over quality of food supplied and is unable to make considered purchasing decisions to improve quality and to take advantage of local produce and prices.

There was a lack of OaSys paperwork for received prisoners and the Board feels other prisons should be held accountable for the additional cost this incurs once prisoners arrive at Huntercombe.

Information contained in this report comes from IMB applications, Governor's rota reports, IMB internal reports, Board's log.

Kim Richardson

Chair IMB

HMP Huntercombe

Section 5

AREAS THAT MUST BE REPORTED ON

5.1 Diversity

Diversity has been considered in its broadest terms at Huntercombe. The Board has noted initiatives enabling inclusion, education and consideration to various groups within the prison community. Notice boards are prominent in the main link corridors and give useful and informative presentations. Care has been taken to make sure that, whilst identifying and accommodating different groups, access to these is not exclusive and do not themselves cause a discrimination conflict.

DREAT meetings

These meetings have taken place regularly and were chaired by the safer custody manager. The paperwork has been excellent and the agenda well prepared. For the first few months of the year prisoner representatives came almost solely from the British ethnic minority group. The IMB raised a concern about this and it was quickly addressed so that all racial groups within the prison population are represented at the meeting. Disabled and older prisoners are also represented. The subjects under discussion have been wide ranging including chaplaincy, catering, healthcare and the needs of foreign nationals held in Huntercombe.

The atmosphere at these meetings has been very good, allowing for constructive and free expression from everyone in attendance. The meetings are usually attended by members of SMT, the kitchen and, less often, by other departments. The Board would be interested to see if healthcare, education and others are encouraged to attend in the future.

Prisoner forum

This meeting is chaired by the Governor.

Forums have taken place about every 4-6 weeks during the year and provide an opportunity for prisoner representatives to meet the Governor and raise their concerns or gain clarification on executive decisions. Meetings have been held in the safer prisons office in an informal setting, prisoners and staff feel free to exchange jokes and pleasantries. A formal agenda however has been followed. These meetings have been largely constructive in terms of resolving issues. Furthermore, the Governor has taken every opportunity to challenge offending behaviour in the prisoner community, making it clear to those present that they have some responsibility for the behaviour of their peers and that they should challenge other prisoners who contravene prison rules. The response of the prisoner group has been varied, some of them refusing to accept any responsibility within the community whereas others are prepared to cooperate in this respect as they do not wish to risk a reduction in the regime they find so beneficial.

These meetings have contributed positively to relationships, particularly those between the Governors and prisoners.

The Board noted concern from some staff about the prisoner community initiative. Comments received focused on the expectation that prisoners were being encouraged to report on the behaviour of their peers, this was considered by some members of staff to be inappropriate. At the end of the reporting period the Board noted that initial concerns about this have become less of an issue.

5.2 Learning and Skills

The year started with a great degree of uncertainty and distraction for The Manchester College's (TMC) teaching and administrative staff as well as for some of the prison vocational instructors due to the delay in finalisation of the education provision contract. Following the settlement of the TMC contract in March, additional tutors were recruited for courses and for more vocational instructors, however, there was a time lag in bringing those on stream. New tutors were engaged for horticulture, motor mechanics, bricks & tiling, hairdressing, waste management, catering and hospitality, and IT.

The slow build up of vocational instructors meant that Allocations were hard pressed to deliver an adequate number of places to eligible prisoners in the first six months of the year, however, the situation improved as those instructors came on stream later in the year. To help manage efficient prisoner-course allocation, an Allocations Board was established which met on a weekly basis.

Education managers tried to introduce a 'bubble' system which allowed some prisoners to switch between several courses each day, however, this meant a number of places had to be left vacant on each course each day. This system was short lived and eventually abandoned.

New NVQ courses were offered in Catering, Horticulture, Hairdressing and PE Level 3, one of the few prisons to offer such a course. Customer Service and Business Administration qualifications for orderlies were introduced by TMC in September.

Sickness cover for teaching staff was a problem to start with, but has gradually improved over the year.

The Virtual Campus (VC) - an on-line server-based intranet learning facility - was opened in July with 16 computer terminal places to provide distance-learning courses and opportunities. Terminals have access to Job Centres and CV Builder for those close to release and looking for employment. The number of courses uploaded onto the VC system has been disappointingly low and this needs to be rectified.

Education and vocational class attendance was much improved from that experienced in the YOI establishment with adults being much more positively engaged. Adult prisoners are required to obtain basic levels of educational skills before being eligible for vocational courses. About one third of the prison population was below Level 1 Literacy & Numeracy in August - this level was much improved by the year's end.

Huntercombe's purposeful activity was focused on education as a result of the legacy of the YOI establishment, but for the Cat C adults, more emphasis has to be placed on vocational skills leading to employability on release. The Board regularly observed classes

and reported positively with any concerns being noted to the Governor as they arose.

5.3 Healthcare and Mental Health

The prison opened with a gradual population intake. The expectation was that the Cat C training places would be offered to a population which was relatively young and fairly healthy and healthcare was set up accordingly. The experience with young people was, naturally, of a very low level of chronic sickness.

A daily GP surgery, nursing care and primary mental health care were available between 7.45am and 6.30pm. Out-of-hours service was supplied by Urgent Care, as in the community.

Clinics were offered in dentistry, physiotherapy, optometry, podiatry and genito-urinary medicine. Mental health care was supplied by a graduate mental health worker and a weekly visit from a psychiatrist from Bullingdon. A psychiatric nurse was being recruited. The GP was also able to make referrals to NHS psychiatrists in the community.

CARATs continued to provide addiction support and intervention programmes for relapse prevention and harm minimisation. An Alcoholics Anonymous group was also set up.

Healthcare was to be run by a practice manager, without a clinical lead. As the population increased over the months it became clear that there were a number of problems to be addressed and that the commissioned service was inadequate for the population. In response to the concerns raised to the Board by both prisoners and staff, the Board undertook a period of focused monitoring on healthcare provision.

The Board noted that

1. The population was older and there were higher numbers of chronically sick than anticipated.
2. The demand for dental treatment had been greatly underestimated.
3. The new pharmaceutical supplier had no experience of working with prisons and special security requirements. This led to delays in dispensing and consequent anger and aggression from prisoners to staff. There were also instances of medication arriving with no patient name or with miscounted quantities. The dispensary itself was inadequate in terms of safety and ease of working.
4. There were many complaints about the locum GPs' attitudes and the service they provided. For example, repeated complaints were made about prisoners' medication being changed without the GP discussing it with them. (This was especially true as the plan to replace opiate-based drugs was implemented.) Often their anxieties could have been dealt with very quickly by simple explanations.
5. Healthcare was understaffed for some time as nursing staff left and had no modern matron as clinical lead, at a time when this was most needed.

6. Staff were fearful of their safety. They had experienced a lot of aggression from young people and had been accustomed to the presence of prison officers in healthcare whenever young people were being treated. Security was now the responsibility of the PCT who felt that an officer presence could not be afforded, in spite of the angry and threatening behaviour that some prisoners were displaying towards staff. As a courtesy, the Governor continues to supply an officer to cover dispensing times and to lock and unlock doors.
7. Appointment systems were not working.
8. Initial health assessments were sometimes inadequate.

Complaints were made to the PCT by patients via PALS, by healthcare staff, by prison management and by the IMB.

A Clinical Governance Report was commissioned by the PCT in June 2011. The PCT had significant concerns and issued a contract query to Oxford Health. The latter drew up an action plan, to be implemented by 30 August.

1. GPs were replaced by others who were fully aware of the action plan and the needs of the prison population.
2. A review of prescribing and a planned reduction of opiate-based prescriptions in line with best clinical practice was implemented.
3. Staff security concerns were met by the short-term solution of an officer being present for six hours per day, with the cost being shared between the PCT and the prison.
4. A modern matron was recruited and the clinical lead from Bullingdon stood in for 3 months meanwhile.
5. Further recruitment of staff to adequate levels is taking place.
6. A complete overhaul of systems and procedures within healthcare and further training where necessary has been put in place.
7. Links between prison PALS rep and the Oxford Health PALS created.
8. Ongoing clinical governance, staff supervision and support have been established, with a reporting system for all incidents.

The dispensary is still waiting for planned alterations and the waiting area will be improved using a grant from the King's Fund.

These changes have reduced the extreme pressures on staff and allowed them to provide good care to prisoners. Consequently, complaints have dwindled. The experienced clinical lead has provided guidance in good practice in working with this patient group.

It has been a difficult and demanding period and staff who worked through it are to be commended for their determination to surmount the problems. Their work would have been facilitated, however, had there been appropriate forward planning by the agencies involved.

IMB attended PCT meetings.

5.4 Safer Custody

Huntercombe has a dedicated safer custody team and it is to their credit that the establishment is rated as a 'safe' establishment, being awarded a level 4 in the last audit.

The number of incidents of self harm are considered low as are the number of ACCT documents opened and anti bullying booklets issued. It is unusual for a prisoner to be on open ACCT for any length of time. ACCT procedures are operated very effectively.

There is a team of trained Listener volunteers who spend time with prisoners in need of support and a team of 'insiders' who are similarly trained to help reduce incidence of violence. Each wing has access to the Samaritans helpline. The prison chaplain runs an older prisoners' coffee session where men can meet to chat informally, play chess listen to a speaker and generally unwind.

5.5 Cat D Prisoners

Prisoners attaining Cat D status remain in Cat C conditions until transfer to a suitable establishment can be arranged. The Board has noted that these transfers can take several months. Prisoners have commented to the IMB of the frustration of having worked hard to achieve Cat D status only to be held back in Cat C conditions for what seems to them a considerable and unacceptable amount of time. The Board is aware that this is due to the pressure on the Cat D Estate and is not within the control of Huntercombe management.

Huntercombe has been allocated a limited number of Cat D spaces (12). One spur on a residential unit was identified as suitable accommodation. Prisoners can apply to be accommodated on this spur and are assessed for suitability.

The Board noted that the published criteria used to assess suitability for a move to the Cat D spur was unclear especially when details of prisoner engagement with regime are taken into account.

As well as working within the outside grounds of the prison, links have been made with various local businesses and work places for these Cat D prisoners secured. The regime for these prisoners has been adapted to meet as far as possible that appropriate for Cat D prisoners.

Staff comment that Category D prisoners are an asset to the establishment.

5.6 Segregation (care and separation unit)

Segregation was used infrequently at the beginning of the year. Officers assigned to segregation had been selected for their suitability for working in the unit from the residential staff group. It was hoped that staff would be able to rotate between segregation and the residential units however applications to work in the unit were low therefore a number of officers have been there for some considerable time. The unit manager produced a work-based training log giving details of training required and progress through the programme for officers assigned to the unit.

As the prison filled up and prisoners settled into the regime, the instances of prisoners being sent to the segregation unit increased. Until this point the adult segregation regime had not been tested which resulted in a wide interpretation of the new protocols within the unit. Managers did adjust and respond quickly when areas of concern were brought to their attention.

Lack of funding has impacted on the unit in terms of facilities available. It was hoped that the cells could be upgraded to having individual power sockets but this has not been possible.

The Board noted that the quarterly segregation monitoring and review group (SMARG) was re-introduced in October 2011; IMB attended. Managers reviewed the criteria for SMARG and invited all the relevant departments however the Board noted that the only participants in these meetings were segregation staff and IMB.

Communication with the IMB has been good. Managers are now regularly notifying IMB when a segregation review is scheduled enabling members to attend them more frequently.

Board members have been present at several adjudications during the year. These have been noted as being conducted fairly. Having been recommended to do so by the Deputy Director of Custody (DDC), the Governing Governor takes adjudications on a regular basis.

5.7 Offender Management Unit (OMU)

The OMU has had to adapt significantly since the change from a juvenile to an adult population. The Board was informed that some OASys reports were either absent or incomplete when prisoners transferred to Huntercombe. Other details noted as incorrect for some prisoners were sentence calculations and categorisation status. Correcting these errors placed added pressure on the department. The Board considers these errors and omissions unacceptable when receiving prisoners; the Board feels the sending prisons should be accountable for the extra costs incurred.

Prisoners hoping to have immediate and unrestricted contact with their allocated OMs were frustrated as this was not the case. The Board acknowledges that the new management systems introduced created a level of frustration which was to be expected as the new processes became embedded.

Management of prisoner expectations has been a challenge. Notices to prisoners (NTP) & Notices to staff (NTS) published guidelines of OM processes and contact details. However from applications received, prisoners frequently considered their cases to be outside of the standard process and needing an individual approach. These unmet expectations were particularly apparent in the case of those prisoners approaching re-categorisation reviews and requesting ROTLs.

The Board anticipates that the clearer guidelines introduced in November will help to address some of the communication problems.

By the end of the year OMU had a better understanding of its role and had made good progress in addressing issues of incomplete reviews.

The increased capacity of the prison has not been reflected in the staff ratio in this department.

Section 6

OTHER AREAS OF PRISON REGIME

6.1 Kitchen and Food Service

The kitchen has adapted well to the change in population. Prisoners allocated work within the kitchen engaged well and Board members noted a positive and productive work environment. One TMC catering tutor supplements the five full-time chefs to assist with the NVQ training. One catering assistant is devoted full time to providing special diets.

Before the prison occupancy numbers were increased, Head of Residence and the Catering Manager were consulted as to whether the kitchen could cope with an additional 60 prisoners. The kitchen was originally designed to cater for 240, however, managers agreed that the unit would be able to cope with an increase to 430.

Menu choices are continually reviewed to meet both the nutritional needs and the preferred choices of the population.

Board members consistently receive negative comments from prisoners about the quality, quantity and choice of food. There are also some positive comments received from prisoners who consider Huntercombe offers an adequate meal choice (quality and quantity).

On enquiry prisoners do not consider budgetary constraints when requesting improvement to food choices offered.

Board members regularly sample food available at the point of service. Comments recorded have noted that food was generally of acceptable quality. Quantity offered was variable dependent on menu choice.

Issues brought to the attention of managers were dealt with promptly. Unacceptable quality of meat received from the supplier was a recurring theme and was dealt with by withdrawing that cut of meat from the menu choice.

Food is provided through 3663, the national prison procurement supplier. There is little or no flexibility in the supplier delivery regime. Managers are unable to source better quality or more competitively priced food or consider more locally based suppliers.

Food comments books are available on all wings although the Board has noted that the review of these by managers is inconsistent. Prisoners therefore do not see these books as a reliable route for complaints raised to be addressed. A weekly food forum gives an opportunity for prisoner representatives to talk about food with managers.

The waste management unit report up to 5 tonnes of packaging and food waste can be removed from residential units monthly. Food waste is processed by the waste management unit to produce compostable materials.

The Catering Manager works closely with the prison dietician and since the adult population arrived, over one thousand different

dishes have been offered across approximately 40 different menu selections.

A new initiative has been selling refreshments to staff and visitors each day in the Visits room. This has proved to be a very popular and profitable initiative. This provides work for four prisoners.

6.2 Gym and physical education

The prison gym and physical education provision falls under Learning & Skills, part of the Reducing Re-offending Team. PE provision remains at a high standard; the gym was well used by prisoners and staff alike. Availability of gym equipment and qualified HMP PE staff remained high. PE officers instigated a popular Early Bird PE session and a monthly newsletter containing PE course details and celebrating achievements. Gym staff and prisoner reps met once per month.

The introduction of prisoner Health Champions across the wings has encouraged some of the older prisoners to get involved in physical activity with remedial PE classes for the over 40s and carpet bowls and yoga for the over 50s.

PE NVQ (levels 1-3) courses were well subscribed with waiting lists. There were 14 full-time placements and 28 part-time placements, split between morning and afternoon sessions. There were 10 full-time gym orderlies.

On 30 March a rowing machine charity event was organised for prisoners and staff which was opened by HMP Huntercombe Officer Debbie Flood, the rowing Olympian - over £700 was raised by prisoners and staff for Water Aid and Thames Valley Adventure playgrounds.

Wing football league and other outside activities were popular and well attended with good staff participation.

6.3 Works department

Work to change the prison from YOI to an adult Cat C continued during the early part of 2011. The major addition was new and extra fencing. Towards the end of the year some cells were altered to enable cell sharing for the growing population. Generally the prison has a much cleaner and smarter appearance and there is less deliberate damage to cells with the change to adults. Over the course of the year Works averaged 200-250 planned and 300-350 reactive jobs per week.

6.4 Health and Safety

There have been no major health and safety issues during 2011. Accident reporting has been well managed although there was some minor confusion when new reporting procedures were brought in. The periodic health and safety meetings have become much more focused and efficient over the course of the year; IMB attends regularly.

Section 7

THE WORK OF THE INDEPENDENT MONITORING BOARD

7.1 Support

The Board has access to a Clerk and a dedicated secure office inside the establishment. There is an SLA with the Governor for the Clerk's time. The Clerk is part of the performance and compliance unit. The Board is very grateful to the IMB Clerk for the support given throughout the year.

7.2 Training

Board members attended relevant training courses run by the IMB training team. These included where appropriate, foundation, continued development and courses for nominated posts of Board Development Officer, Vice-Chair and Chair.

Board members also attended relevant courses run by the prison training department. These courses have helped Board members make a successful transition to monitoring a Cat C adult male population.

7.3 Team development

The annual team performance review gave Board members the opportunity to discuss all aspects of their monitoring practice and develop strategies to further improve its monitoring role. The review took the form of two weekend meetings. The Board also entertained visiting Boards.

7.4 Duty visits

The Board has established a rolling rota ensuring two members are available weekly to undertake rota responsibilities including taking applications from prisoners and completing segregation duties.

The Board continually monitors and records the details of its attendance at the prison.

A report to the Governor is completed each week. Responses to the reports are received from the Governor or a member of the management team.

7.5 Board meetings

The Board held 11 monthly Board meetings at times convenient to the working patterns of the Board, i.e. a mix of afternoon and evening meetings; all were attended, in part, by a Governor.

7.6 National Council (NC)

The Board has kept up to date with the NC meetings and minutes, and these are a good source of information on some matters. The NC offered some support when the Board was organising its training to meet the demands of the role in the adult prison, and offered refresher training to the Huntercombe IMB. The NC representative

attended a Board meeting in 2011. There is no natural and obvious method of communication about important issues between members of the IMB and the NC. NC representatives have few resources at their disposal.

There are concerns about the very unattractively presented IMB web pages, hidden within the Ministry of Justice website, which compromises the independence of the bodies who monitor and makes IMBs look like another department in that ministry. The site does not supply important information and has a very limited role in representing the activities of Boards. The IMB pages are very out of date.

Communication from the Secretariat team has improved and a regular email bulletin is now provided.

It would be an improvement if the IMB President would communicate his plans and update Boards on the work that he does on behalf of members, particularly in deciding the way in which Boards work now and in the future.

Board statistics 2011

Recommended complement of Board members	15
Number of Board members at the start of the reporting period	14
Number of Board members at the end of the reporting period	9
Number of new members joining within the reporting period	0
Number of members leaving within reporting period	5
Number of attendances at meetings other than Board meetings	31
Total number of visits to the prison (including all meetings)	316
Total number of applications received	298

Section 8

APPLICATIONS RECEIVED

Code	Subject	2010 Oct-Dec	2011 Jan-Dec	2011 % of total
A	Accommodation	2	20	6.7
B	Adjudications (punishments)	0	19	6.4
C	Diversity-related	0	10	3.4
D	Education/employment/tr aining	4	21	7.1
E	Family/visits	5	15	5.0
F	Food/kitchen related	0	15	5.0
G	Health related	1	49	16.5
H	Property	7	32	10.7
I	Sentence related	3	45	15.1
J	Staff/prisoner-related	3	9	3.0
K	Transfers	0	21	7.0
L	Miscellaneous	3	42	14.1
	Total number of applications	28	298	100

Note: Miscellaneous Applications (L) include

- Managerial decisions 32
- Association/recreation 3
- IEP 5
- Bullying 2

Section 9

GLOSSARY

<p>ACCT Assessment, Care in Custody & Teamwork</p> <p>BME Black & Minority Ethnic</p> <p>C & R Control & Restraint</p> <p>CARATS Counselling, Assessment, Referral, Advice & Throughcare Scheme – drug & alcohol team</p> <p>CC Cellular Confinement – a punishment</p> <p>CNA Certified Normal Accommodation</p> <p>CSU Commissioning Support Unit</p> <p>DREAT Diversity, race equality action team</p> <p>ETE Employment/Training/Education</p> <p>ETS Enhanced Thinking Skills – an OBP</p> <p>GOOD Good Order or Discipline – Segregation under Rule 45/49 (historically GOAD)</p> <p>HCC Health Care Centre</p> <p>HDC Home Detention Curfew – the Tag</p> <p>HMCIP Her Majesty’s Chief Inspector of Prisons</p> <p>IEP Incentives and Earned Privileges – Prisoners can be on Basic, Standard or Enhanced</p> <p>IMB Independent Monitoring Board</p> <p>IPP Indeterminate Sentence for Public Protection</p> <p>MAPPA Multi-Agency Public Protection Arrangements</p> <p>MDT Mandatory Drugs Testing</p> <p>NOMS National Offender Manager Service – amalgamation of the Prison & Probation Services</p>	<p>OASys Offender Assessment System – computerised risk & needs assessment</p> <p>OBP Offending Behaviour Programme</p> <p>OCA Observation, Classification & Allocations – a Reception task</p> <p>OI/OR/OP Own Interests/Request/Protection – Segregation under Rule 45/49</p> <p>PCT Primary Care Trust – National Health component responsible for healthcare</p> <p>PEI/O Physical Education Instructor/Officer</p> <p>PPO Prisons and Probation Ombudsman</p> <p>PS Prison Service</p> <p>PSI Prison Service Instruction</p> <p>PSO Prison Service Order</p> <p>ROTL Release on Temporary Licence – e.g. to work in mess; town visits; home leave</p> <p>SLA Service Level Agreement</p> <p>SMARG Segregation Monitoring and Review Group</p> <p>SMT Senior Management Team</p> <p>TUPE Transfer of Undertakings (Protection of Employment) – staff transfer</p> <p>VDT Voluntary Drugs Testing</p> <p>VO Visiting Order – sent out by prisoners, allows named people to visit</p>
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