



HMP & YOI NEW HALL

**INDEPENDENT MONITORING BOARD
ANNUAL REPORT**

1ST MARCH 2011 – 29TH FEBRUARY 2012



The Prisons Act 1952 and the Immigration and Asylum Act 1999 require every prison and immigration removal centre (IRC) to be monitored by an Independent Board (IMB) 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. Inform promptly the Secretary of State, or any official to whom he has delegated authority as it judges appropriate, any concern it has.
2. 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 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.

* The responsibility for appointments now rests with the Secretary of State for Justice

Section	Content	Page No.
1	Statutory Role of the IMB	2
2	Contents	3
3	Description of Prison	4
4	Executive Summary	5/7
5	Areas that must be reported on	8/14
6	Other areas on which Board has matters to raise	15/16
7	Work of the Board	17/18
8	Glossary of Prison terms	19

Brief history

3.1 HMP/YOI New Hall is located in a rural setting on the A637 close to the M1 and M62 motorways, between Wakefield and Huddersfield. New Hall was originally a Military Camp but was acquired by the Prison Commissioners in 1933 to become the first open prison in England, operating as a satellite of HMP Wakefield. In 1987 it was converted to its present role as a secure local prison for females and this year celebrates its twenty-fifth year in its present role.

Resident mix

3.2 The prison holds a challenging mix of adult residents and young people less than 18 years old, sentenced and unsentenced, as well as accommodation for nine mothers and ten babies. Additionally, up to a total of forty life-sentenced residents and those serving ISPP sentences are held as well as a small number of foreign nationals.

Residential units

3.3 There are four main adult/YO residential units, Oak, Willow, Larch and Poplar with most of the accommodation as single rooms. Willow House also houses the Listeners' suite and Apple Tree House, a dedicated first night centre. Larch House has semi-open conditions and holds low risk mainly enhanced residents.

3.4 There is also a mother and baby unit (Maple House), a Care and Assessment unit (Holly House) and a Care and Separation unit (Sycamore House).

3.5 Rivendell is the dedicated young peoples' unit housing those up to age 18 which was opened in December 2005. It has three spurs having a maximum capacity of twenty eight. However the recent efficiency savings and reduction of the YJB budget meant that during the reporting period the maximum number of young people now held (on one spur only) is nine. The two other spurs are now used to accommodate adults who mainly work in the kitchens and gardens.

Population

3.6 The certified normal accommodation at the end of the reporting period was 392 with the operational capacity being 446. The average daily unlock figure was 373.

3.7 New Hall's catchment area for all classes of adult residents and for unsentenced young people covers Derbyshire, Leicestershire, Lincolnshire, Nottinghamshire and Yorkshire. For sentenced young people, this area is extended to include all courts in a geographical line from mid-Lincolnshire across to South Wales and taking in all the North of England.

4.1 The Board's last report covered March 2010 to February 2011. It was published in May 2011 and received a response from the Minister in August 2011. Two main issues were raised with the Minister, not for the first time, residents with mental health issues and the reduction in the prison budget.

4.2 The Board thanks the Minister for his reply but the questions of people with serious mental health issues being given custodial sentences and the worry of the effects of the present efficiency savings on the wellbeing of residents and staff still are a cause for concern to the Board.

PARTICULAR ISSUES REQUIRING A RESPONSE

4.3 People with mental health problems continue to be imprisoned. Year after year this issue has been brought to the Minister's attention by not only Independent Monitoring Boards but also by the Chief Inspector of Prisons and other interested parties.

The Board asks the Minister yet again, when will the relevant Government Departments address the underlying problem, imprisoning people with mental health needs, and instead of ignoring it, actually do something about it.

4.4 The prison budget has again substantially been reduced and the Governor and her staff have had to make considerable efforts to attempt to deliver the necessary service without risking the safety and welfare of staff and residents. This has a knock on effect putting the relationship between the SMT and the POA under a considerable amount of stress which is helpful to nobody.

The Board asks the Minister again if he can guarantee that the safety and welfare of both staff and residents will not be compromised in any way due to excessive budget restrictions.

4.5 New Hall receives a number of women transferred from their 'home' prison very close to their release date which causes them great distress and resettlement problems. Insufficient consideration is given by the transferring prisons to residents' needs at this time which is totally unacceptable.

The Board asks the Minister if this unacceptable practice could be brought to the attention of the relevant people to help ease the sometimes substantial resettlement problems that many of our residents face.

OTHER AREAS OF CONCERN OR GOOD PRACTICE NOT REQUIRING A RESPONSE

Areas of Concern

4.6 Generally the relationship between residents and staff is good. However the Board does receive comments from the residents that sometimes the staff ‘cannot be bothered to help sort my problems out’. This is sometimes reflected in the applications that the Board receives that should, in the Board’s opinion, have been dealt with on the wings. The occasional shortage of staff must play a big part in this but if only a little more time could be found for the residents much frustration and in the end, wasted time for all parties could be avoided. Having said that, the number of applications received by the Board has shown signs of reducing which could suggest that more applications are being dealt with by personal/wing officers which can only be of benefit to everyone.

4.7 Most of New Hall’s buildings are to a satisfactory standard and kept in good repair by the excellent Works Department. However the Board is concerned about the state of the floor in Willow House corridor and its roof which frequently leaks from rain water. The Governor is aware of these problems and assures the Board that as and when funding is available these issues will be addressed.

New Hall has an excellent gym (**4.11**) but concerns are expressed by the gym staff about apparent problems with the building’s construction. This is an indispensable facility and if there are underlying flaws with the building the Board urges the management team to take every step in securing its future.

Areas to be commended

4.8 Last year’s report commented on the marked improvements that seemed to have been made in the Offender Management Unit and the benefit felt by residents. The Board is pleased to report that this seems to be continuing and is reflected in the reduction in the number of applications received by the Board (40% fewer than in the previous reporting period) and the staff are to be commended for their hard work.

4.9 New Hall has many residents with mental health issues as mentioned in **4.3**. These residents can be extremely demanding of staff and the Board highly commends the professionalism of those staff who are constantly engaged in the care and well being of these vulnerable residents.

4.10 The Kitchens continue to supply a wide and nutritious variety of food which takes into account the ethnic mix of the prison population. The quality is of a high standard demonstrated by the very few complaints received by the Board. During the reporting period the main hot meal of the day was changed from the evening to the midday meal. This was to give the residents more time for ‘other’ activities in the evening and, although not welcomed by all residents, the Board feels that the advantages to the residents far outweigh the perceived disadvantages.

4.11 New Hall has a modern, well-equipped gymnasium, run by an enthusiastic group of instructors who offer a wide and varied exercise regime to the women. This is an important and popular part of prison life with a high percentage of the women participating and normally a long list of reserves for the evening classes. The Board commends all the staff for their dedication and enthusiasm.

4.12 In August the prison population approached the operational capacity and at one stage the prison was declared as 'full'. This puts extra stress on the staff, both uniformed and non-uniformed, and stretches the facilities provided for the residents. The Board commends the staff for the way they managed the residents under these difficult conditions.

4.13 During the reporting period New Hall had an unannounced HMCIP inspection. The baseline scores were 3, 3, 4, and 4 for Safety, Respect, Purposeful Activity and Resettlement respectively. This was an improvement from the last announced inspection and all staff are to be congratulated. An MQPL (Measuring the Quality of Prison Life) survey was also carried out during the period. The outcome of this is not to hand at the present time but it is hoped that this will mirror the HMCIP inspection.

4.14 This has been a difficult year for the Senior Management Team due to the forced changes of role at the senior levels. In September, the Governing Governor was seconded on what was to be a temporary basis to another establishment in the Area. It was learnt in October that the move was to be permanent and the Deputy Governor at New Hall acted up as Governing Governor. This also meant that the roles of other operational governors in the SMT had to be reviewed. This also had a knock on effect with staff at lower ranks, some of who were also required to 'act up'. The Board commends highly both the Deputy Governor and other governors and officers who filled their roles so professionally at these difficult times. Just before the end of our reporting period, on 13 February, the new Governing Governor arrived at New Hall and the Board warmly welcomes her and looks forward, with her, to the difficult and challenging times ahead.

4.15 The Board would finally like to thank the Governor, the Senior Management Team and members of staff for their help and support thus allowing the Board to carry out its monitoring role effectively.

Diversity

5.1 Equality Monitoring

New Hall has a dedicated equality team. The Equality Manager is also responsible for the management of diversity matters at Askham Grange, the sister prison in the cluster. REAT meetings are held at New Hall on a regular basis and are normally chaired by the Governing Governor. The IMB is invited to attend these meetings.

Information gathering systems such as Incentives and Earned Privileges (IEP), Control and Restraint, Segregation, Release on Temporary Licence (ROTL) and Adjudications are regularly monitored to ensure that there is no direct/indirect discrimination. In the very few instances where monitoring shows that this may be the case a review is undertaken to establish whether any action needs to be taken.

There is a strong commitment from the senior management team to address any inequalities and the enthusiasm and commitment of the Diversity Manager is to be commended. The prison continues to promote and support the many and varied avenues to ensure that it remains alert to diversity in every aspect and has the systems and skills in place to recognise and address problems whenever and wherever they arise. The very low number of applications received concerning diversity issues (just one for this reporting year) suggest that residents are treated fairly, feel safe and have equal access to prison facilities.

A new protocol has been put in place for those residents aged sixty or over who do not have to work, having reached 'retirement' age. This allows them, subject to risk assessment and IEP status (Incentive and Earnings Privileges) to be allowed out of their rooms on the wings during working hours. The Board welcomes this initiative.

The equality team is very aware of the increasing number of older residents and hence the probability of more residents with disabilities. It is noticeable when walking round the prison the additional facilities to cater for these people which includes, ramps for wheel chairs, grab rails in showers and toilets and the presence and usage of wheel chairs which at one time was a very rare sight. The Board highly commends the work of the Equality Manager and her team.

Learning and Skills

5.2 General Overview

The Learning and Skills Council (LSC) has the main responsibility in the prison for providing residents with qualifications and skills and **'To provide the opportunity for them to change, develop and grow as individuals and, on release, play a constructive role in society'**. The Head of Learning and Skills is also responsible for other areas including the library, physical education, workshops and other land based work activity.

The four 'need' areas identified in the above statement are:

Accommodation: Supported by a number of agencies including Shelter, Stoneham Bass, Rothera and Leeds Housing Federation

Attitudes, Thinking and Behaviour: Each resident has a dedicated offender supervisor and sentence plan and staff work with residents on Thinking Skills programmes and individual interventions are offered by mental health workers, probation and the psychology department.

Children, Families and Social Support: Staff work with various agencies including Social Services, Adoption, Domestic Abuse and Religious Organisations.

Drugs and Alcohol: Residents are supported to address their misuse of drugs and alcohol and offered detox programmes tailored for individual needs.

5.3 Education Department

The Education Department is managed by Manchester City College. Residents are offered screening tests to assess their levels of literacy and numeracy. 40% of new admissions are found to be below Level E3 and are offered a part time programme 'Skills for Life'. Women who are more able have the opportunity to work towards Level 1 and 2 in English and Mathematics.

The ability of the young girls on Rivendell range from those with moderate learning disabilities to those working towards GCSE A levels and despite recent funding costs a recent OFSTED inspection was extremely favourable.

5.4 Workshops

New Hall has two sewing workshops where residents make various items for the Prison Service, one assembly workshop for contracts won in the private sector and a new Max Spielman workshop. Some of the contracts won in the private sector are for customers including Halfords, Morrisons and Crest Medical. In October, the Elton Award was awarded to the Textile Workshop for the second year running.

The Max Speilman photographic training workshop was opened in June by Crispin Blunt and offers training to suitable residents who are normally progressing towards the end of their sentences. To date ten residents have completed their training and are now employed having completed their sentences.

5.5 Other Areas

Waste Management: Residents who work in the recycling centre, which shreds and bales paper and cardboard have been joined by a group of community volunteers.

Kitchens: Training has been taken over by the Education Manager where the residents work towards a NVQ Level 1 and 2 in catering.

Gymnasium: See 4.11 The PE department gives the residents opportunities to undertake accreditation in courses including Sports Leaders Awards, Emergency First Aid at Work and AQA Unit Achievement Awards.

Drop In Centre: This is to help residents maintain contact with the community and coordinates various agencies including those dealing with housing issues, psychology, domestic violence and the National Debt Line.

Healthcare

5.6 Primary and Integrated Drug Services

Since 1st April 2011 the care for the above has been taken over by Spectrum Community Health CIC (Trading name of Spectrum Community Health)

GP sessions are held twice a day on weekdays with an evening GP for new receptions on the same days and on a Saturday there is a GP service in the morning and a GP in the afternoon for any new receptions.

Applications to see a doctor from the residents themselves would normally take 2 days (as per community) but if it is urgent this would be facilitated straight away.

5.7 Clinics Provided at New Hall

GP Lead nurse, Optician, Dentist, Midwife, wing nurse, asthma, diabetes, discharge, cytology, cash (contraceptive and sexual health), vaccination, well being, IDTS, phlebotomy, spirometry, health promotion, weight, smoking cessation, tissue viability and wound care, blood borne virus, podiatry, hepatitis C, risk assessment and triage assessment.

Dental clinics are held Monday to Thursday

Two trained nurses and one health care support worker are on duty at night and are based on the primary care unit.

A high level of professional care is given from a supportive primary care team. They have a vast mix of experience, skills and knowledge and continue to provide a satisfactory service to the residents of New Hall. Since Spectrum Community Health CIC took over the healthcare of primary and integrated drug services at New Hall

staff numbers have increased and there are no current vacancies. Regular meetings take place between staff and management of Spectrum.

5.8 Mental Health Services within New Hall

Since 1st December 2010 the Integrated Mental Health Service at New Hall has been provided by the Offender Health Division of Nottinghamshire Healthcare NHS Trust.

They currently provide four psychiatrist sessions per week at the prison. Referral is dependant on individual need as determined through a 'stepped care model' and some residents are managed via the GP service aligning service provision to community model.

Those individuals with complex needs who may be unsettled requiring psychiatrist input can be seen within the first week of referral if admitted to the healthcare wing after reception. Some residents do have to go on the psychiatrist waiting list for period of time until seen.

The commissioned service does not provide 24 hour mental health nursing provision. Core business hours during weekdays are 8.30 am to 7pm including bank holidays. There is no mental health on site cover over the weekend, however, an over the phone on-call cover is provided by the team out of hours.

The small team of primary and secondary mental health nurses have been proactive in identifying and transferring residents who require hospital treatment to appropriate settings and have actively participated in the ACCT process maintaining the safety of residents.

They are also working at improving the care planning process, delivering a proactive service as well as establishing a CPA framework based on national standards. A dedicated IAPT (Improving Access to Psychological Therapy) service has now been established, providing low and high intensity CBT (Cognitive Behavioural Therapy) interventions and extra staff have been recruited to provide this therapy. A Clinical Psychologist has also recently been appointed.

Once again like many other prisons New Hall continues to 'house' many residents with mental health problems who should not be here but better suited to secure hospital settings.

Safer Custody

5.9 General Overview

The Safer Custody Group is responsible for violence reduction and anti-bullying, and also the prevention of suicide and self-harm. With the introduction of PSI 164/11 in April 2012 the main structure of the meetings will change with the three main pathways being referred to as Risk to Self, Risk to Others and Harm from Others. Meetings are presently held monthly and chaired by the Head of Safer Custody and a wide range of disciplines attend. These include uniformed staff from all the residential areas including Rivendell and Sycamore House, as well as representatives from Holly House, Chaplaincy, Resettlement, Psychology, CARATS, Education, Works and Workshops and Catering. Listeners attend (part of the meetings) as well as the Samaritan's representative and a member from the IMB.

5.10 Areas to be commended

Each month, a 'Safer Custody Departmental Report' is produced. This relates to both meetings.

This report is a very thorough and well produced document which generates much discussion and is often the catalyst for further action by the Group.

A separate statistics report is produced for the Young People's Unit (Rivendell) which is now established, and data can be meaningfully compared.

The elimination of bullying continues to be a top priority with zero tolerance being the only accepted ethos.

There is a good anti-bullying policy in place, but unfortunately it is often difficult to get uniformed staff released to attend anti-bullying training due to staffing levels.

Victims are well supported and the perpetrators' problems are addressed in many positive ways including an anti-bullying work book for those on stage 2 bullying.

An initiative to address violence reduction including intimidation / abusive verbal behaviour is the introduction of warning slips for this type of behaviour.

Staff are encouraged to challenge more.

It can be seen from the statistics below that the number of self-harm incidents has greatly reduced from 900 in our last reporting period down to 546 in the current one although the number of residents involved has only reduced from 364 to 302. Great credit must be given to the Safer Custody Group for their management of this area and to the staff in general who work day in and day out with the residents to ensure their wellbeing and safety.

5.11 Areas of concern

Self-harm continues to be an issue in New Hall. Staff are encouraged, by developing confidence and skills, to make appropriate assessments in opening, maintaining, and closing ACCT documents. It is stressed however that if there is any doubt an ACCT document should be opened.

The Listeners and Insiders play a vital role at New Hall. It was hoped to have Listeners on 24 hour call but, even though the number of Listeners for most of the year could warrant this, the logistics for moving Listeners around the prison in the patrol state present a problem that so far has not been satisfactorily addressed

Generally, the monthly meetings have been poorly attended through no fault of the Safer Custody Governor nor his administration staff who keep all expected attendees well informed as to the date and the time of meetings. This can lead to many issues raised being held over for future meetings.

The Local Risk Management Meetings (LRMM), towards the end of the reporting period, have been poorly attended with many agencies not being represented. This causes genuine concern to the Safer Custody Governor and other key figures for the correct risk assessment for residents is an essential part of the safety and wellbeing of them. These meetings are held weekly and last for the whole morning although there is a possibility that their duration could be extended because of the workload involved.

The Police Liaison Officer (PLO) position is presently vacant and it is unsure when or whether it will be filled. This has a major detrimental impact on the LRMM as their input can be vital to the outcome of the various casework discussions.

5.12 Statistics

	2011	2010	2009	2008	2007
<i>Self-harm Incidents</i>	546	900	817	1060	1180
<i>Residents Involved</i>	302	364	360	474	434

5.13 Deaths in Custody

During the reporting period the Board is sorry to record that there were two deaths in custody. Further information cannot be given until final investigations are completed. The Board can state that to its own knowledge, the notification of next of kin and the duties of the Family Liaison Officer were carried out correctly.

Care and Separation Unit

5.14 Sycamore House

General Overview

Sycamore House makes up one half of the Care in Custody Integrated Services (CCIS) module. The other half of the module consists of the healthcare centre, Holly House. (See paragraph 5.5) The CCIS is managed by one Governor with two Senior Officers and dedicated staff.

There are cells for refractory residents on Good Order or Discipline, residents on Cellular Confinement and those located on the unit for their own protection. There is an association room, adjudication room, showers and two outside exercise yards.

Staff ensure that the Board is notified of any resident's move to the unit within 24 hours. Board members visit Sycamore House on rota visits at least once a week and as otherwise required. They are able to see and speak freely with residents, attend the PSO 1700 reviews (generally held once a week) and attend Governor's adjudications.

5.15 Management of Sycamore House

Staff manage residents, often with very challenging behaviour, so that whatever the reason for their stay in Sycamore House they are there for the least possible time that is conducive with their behaviour and can be returned to normal location as soon as is practicable and safe for themselves and others.

Because of the fluctuating numbers located on the unit and the varying nature of the management required, for example, residents subject to 'three unlock', the low staffing level makes it difficult on occasions to carry out necessary activities. However, during the Board's monitoring this year it is not aware of any resident being treated inappropriately or being denied any of their statutory rights.

The dual purpose of Sycamore House as both a segregation unit and a care unit could make it difficult to manage as it tries to fulfill two different purposes. Any residents on ACCT's are moved off the unit as soon as possible, additional authorisation is completed to ensure that the period they spend on the unit is for genuine needs.

The Board highly commends the CCIS governor and his staff for their professionalism and care when, at times, they have to deal with some very disturbed residents.

Accommodation

6.1 General Improvements

The poor standard and shortage of showers in Poplar 2, the largest of the residential wings, has been the subject of reports previously. During this period the work to improve the shower facilities has been finished and the Board is pleased to report that the new facilities are excellent.

The dormitories on Willow House have now been converted into an Induction suite and association area for Apple Tree House. This unit includes a small exercise room and library/association room and is proving very beneficial to these particular residents.

6.2 Exercise Yard

The new enclosed exercise yard situated outside Poplar House is now complete and is being put to good use.

6.3 Holly House Windows

The Board is pleased to report that the new windows on Holly House, that it has long championed, are now in use.

Induction

6.4 Resident Induction is attended by the Board each week and it is felt that the Board's input is of much benefit to the residents. There has been a large influx of foreign speaking residents and because of this the Board has placed around the Induction area IMB posters in many different languages, which appear to be of benefit to those non English speaking residents.

Offender Management

6.5 Overview

The resettlement team's main function is to prepare residents for their release into the community and to help reduce the risk of re-offending. The team continues to work hard in developing a constructive programme enabling residents to return to their communities with the necessary skills and support. Staff are to be commended in their efforts to complete Offender Assessment System (OASys) documents for all eligible residents and to achieve good results in the numbers of residents succeeding in their Home Detention Curfew (HDC) applications. More private

interviewing space has been made available to address previous concerns that the prison could not provide sufficient privacy for conducting interviews and carrying out small group-work. Completing the essential workload has often suffered in the past from staff being detailed to other departments but this has greatly improved.

6.6 Chaplaincy

Residents of all faiths have access to the Chapel where their needs are catered for. The chaplaincy offers an invaluable counselling service for both residents and staff and each day the duty chaplain visits the women on Sycamore House, Holly House and the first night centre (Apple Tree House) as well as visiting any new arrival within 24 hours.

Two highlights each year are the Shoe Box appeal where between three and four hundred boxes are sent to children in Africa and the Christmas carol services where both residents, staff and visitors attend.

The support to residents and staff provided by the chaplaincy team cannot be overstated.

7.1

BOARD STATISTICS	2011/12	2010/11
Recommended Complement of Board Members	15	15
Number of Board members at the start of the reporting period	8	10
Number of Board members at the end of the reporting period	10	8
Number of new members joining within the reporting period	7	0
Number of members leaving within reporting period	5	2
Number of rota visits carried out	154	103
Number of other visits carried out	285	159
Total number of applications received	159	200
Total number of weekly segregation reviews held	52	52
Total number of weekly segregation reviews attended	51	50

7.2

APPLICATIONS

Code	Subject	2011/12	2010/11	2009/10	2008/09	2007/08
A	Accommodation	15	7	6	7	1
B	Adjudications	6	10	8	2	0
C	Diversity	1	1	3	3	3
D	Education/Employment	3	2	2	12	10
E	Family/Visits	12	11	13	18	18
F	Food/Kitchen	5	6	5	6	3
G	Health	13	15	15	12	25
H	Property	10	25	25	39	19
I	Sentences	28	47	40	27	17
J	Staff/Residents Relations	12	12	10	11	-
K	Transfers	11	9	14	5	19
L	Miscellaneous	43	55	52	39	45
	Total number of applications	159	200	193	181	160

NOTES

- The rise in accommodation complaints was mainly due to the 'doubling up' of rooms on Willow House where the resulting lack of privacy for the residents when using the toilet was unacceptable. This problem was raised by the Board with senior management and was quickly addressed.
- The welcome reduction in sentence related issues was highlighted under paragraph 4.8
- The Board is pleased to report the reduction in applications regarding property which has always been a contentious issue for the residents

7.3 Other duties carried out

Members have attended a range of meetings in addition to and as part of their special interest. These included, among others, resident inductions, catering committees, safer prisons meetings, IEP reviews, segregation reviews, adjudications, enhanced casework reviews, diversity meetings, SMT meetings, health and safety meetings and canteen review meetings.

Officers have also given presentations to the Board enhancing our knowledge of the prison and the work it does enabling us to be aware of issues that affect our work.

New members attended the mandatory security training and the personal protection training.

Two members attended the IMB Annual conference.

The Chair had regular meetings with the Governing Governor and also attended the IMB Area Chairs' meetings at Area Office and HMP Askham Grange.

Members have attended training courses for Vice Chair, BDO, and Foundation courses.

During the year the Board hosted a visit from HMP Askham Grange

The Board met formally every month and all members achieved the 75% mandatory attendance requirement.

7.4 Board Support

The Board has been fortunate to have excellent administration support from the IMB Clerks throughout the year and also, when not available, the Corporate Services Department.

In October we lost our long standing Clerk who was transferred to other duties within the prison. Our new, and present, Clerk took over in November and has continued the excellent work that we have been fortunate to come to expect. Our sincere thanks to everyone who has supported the Board throughout the year.

ACCT	Assessment, Care in Custody, Teamwork
BME	Black and Minority Ethnic
CARATS	Counselling, Assessment, Referral, Advice and Throughcare
DTO	Detainee Training Order
ETS	Enhanced Thinking Skills
GOOD	Good Order or Discipline
HDC	Home Detention Curfew
HMP	Her Majesty's Prison
HMCIP	Her Majesty's Chief Inspector of Prisons
IEP	Incentives and Earned Privileges
IRC	Immigration Removal Centre
ISPP	Indeterminate Sentence for Public Protection
LGBT	Lesbian, Gay, Bi-sexual and Transgender
MSL	Minimum Staffing Levels
NOMS	National Offender Manager Service
NVQ	National Vocational Qualification
OASYS	Offender Assessment System
OP	Own Protection
PCT	Primary Care Trust
POA	Prison Officers' Association
PSO	Prison Service Order
REAT	Race Equality Action Team
RIRF	Racist Incident Reporting Form
ROTL	Release on Temporary Licence
SIR	Security Information Report
SMARG	Segregation and Monitoring Review Group
SMT	Senior Management Team
SO	Senior Officer
VCS	Voluntary and Community Sector
YJB	Youth Justice Board
YOI	Young Offenders Institution