



Independent Monitoring Board

HMP Northumberland

Annual Report

1st January to 31st December 2013

Section 1. Statutory Role of the Independent Monitoring Board

The Prison Act 1952 and the Immigration and Asylum Act of 1999 require every prison and IRC to be monitored by an Independent Board appointed by the Secretary of State 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 the prison's records.

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Section 3. Description

3.1 Description of the prison

- 3.1.1 HMP Northumberland, located on one of the largest sites in the prison estate, is a Male Adult Category C prison and is classified as a Working Prison. Its Operational Capacity is 1,348 prisoners and the Certified Normal Accommodation (CNA) is 1,354. The average unlock for December 2013 was 1336. At the end of 2013 there were 483 Vulnerable Prisoners (VPs) and 849 Mains Prisoners. There were 86 Category D prisoners, 24 Foreign Nationals, 53 prisoners serving life sentences and 107 prisoners with an Indeterminate Sentence for Public Protection (IPP). The number of prisoners increased during the year, from 1,274 in January to 1,336 in December. At the end of the year the establishment was operating at more than 99% of capacity.
- 3.1.2 The Prison has fifteen house blocks, all currently containing only single cells. Five house blocks hold VPs. The Gateway Unit is a dedicated recovery unit which aims to ensure that residents are able to overcome dependence on illicit and prescribed medication. The remainder of the house blocks are categorized as normal location. All cells have their own light switch, integral sanitation and a kettle.

3.2 Contractors and Agencies:

- Healthcare Commissioner: North East Offender Health Commissioning Unit (NEOHCU)
- Healthcare Provider: Care UK and McMillan Nursing Services
- Learning and Skills Development: Manchester College
- Police Liaison Officers: Northumbria Police
- Prisoner Escort Services: GEO/Amey
- Canteen Services: DHL
- Job Vacancies and Benefits: JobCentre Plus

Table 3.1A: Voluntary Agencies that provide support to the prison

Voluntary Agency	Provision
ADDACTION – drug and alcohol agency with services throughout England	By referral via CARATs (Counselling, assessment, referral, advice and throughcare services relating to drugs)
Alcoholics Anonymous (Probation Service)	
Alcoholics Anonymous(Prison Service)	Three groups per week
Angel Tree Project	
Aquila Way – support and accommodation	Via Chaplaincy, one day a week
Citizens' Advice Bureau	
EASE/Pertemps – advice and guidance on finding work/training post release	By referral
Faith Action	Funding/policy advisory service for Third Sector
Junction 42 (Reflex) – social enterprise project linked with catering in community	Via Chaplaincy
MIND Mentoring Project	Via Chaplaincy

Voluntary Agency	Provision
NEPACS – North East Prison After Care Society is an independent community based charity supporting prisoners and their families	Visitor Centre provider with various facilities and referral information
NERAF – Northern Engagement into Recovery from Addiction	By referral (works in partnership with NECA)
NORCARE – explore accommodation for prisoners on release who are socially excluded, vulnerable or disadvantaged	By referral
Oswin Project – training, support, employment	Via Chaplaincy
Pegswood Project – building project	Via Chaplaincy
Phoenix Features – UK drug charity providing specialist treatment services and residential programmes	By referral – linked to Gateway Unit
Royal British Legion– offers advice and practical support during and post custody	By referral via Veterans in Custody Liaison Officers.
Samaritans – provides training for prisoners to become Listeners	By referral to become a Listener
Shannon Trust	Supports the Toe-by-Toe Literacy Scheme
SHELTER – Housing advice and debt management service	Housing and Debt advice. By referral and offer “thro the gate into community service”. Nine sessions per week.
SSAFA – Soldiers, Sailors, Airmen and Families – offers advice and practical support during and post custody	By referral via Veterans in Custody Liaison Officers.
Sycamore Project	Via Chaplaincy
Veterans in Custody – sign- posting to agencies as necessary	By referral
Virtual Campus	Learning resources

3.3 Changes during 2013

- 3.3.1 HMP Northumberland was formed on October 31st 2010, through the merger of HMP Acklington with HMP Castington; both Male Category C Training Prisons. On December 1st 2013, the management of HMP Northumberland transferred to Sodexo Justice Services. Although this is the fifth prison in the UK to come under Sodexo, it is the first existing prison to have been awarded to the Company: the other four prisons being new build and new staff projects. The Prison is now managed by a Prison Director and his Deputy. The National Offender Management Service (NOMS) is represented by the Controller.
- 3.3.2 During 2013, the establishment consolidated, resulting in closing some areas where there was duplication. There is now one Gatelodge, one Reception, one Visits area, one Care and Separation Unit, and a merged Offender Management Unit. A move to one Chapel is scheduled from late January 2014. A possible move to one kitchen has not yet been implemented.
- 3.3.3 Fingerprint operated security key cases came into operation in 2013 and a Stand Down Room is now available near the Gate.
- 3.3.4 An on-demand Operational Transport Service was introduced in 2013. This uses a number of small buggies to transport staff and goods and has considerably reduced

travel times between more distant locations, as well as providing employment opportunities that have been enthusiastically taken up by prisoner drivers.

- 3.3.5 At the start of 2013, the prison had 653 staff positions (operational and non-operational). It is anticipated that this number will fall to around 425 by summer 2014 when the voluntary redundancy and staff reduction programme started in December 2013 has been completed.

Section 4. Executive Summary

4.1 Overview of establishment

- 4.1.1 HMP Northumberland is the most northerly and the most remote prison in England. It was formed on October 31st 2010 through the merger of HMP Acklington and HMP Castington to create a single estate with an Operational Capacity of 1,348 prisoners on a site of 100 acres, measuring 1km across.
- 4.1.2 In July 2011 it was announced that custodial services would be market tested, and on December 1st 2013, the operation of HMP Northumberland transferred from HM Prison Service to Sodexo Justice Services. Manchester College is responsible for Education services under a contract which runs to 2015. Care UK is responsible for Healthcare services at present, though this contract is currently out to tender.
- 4.1.3 This is a Male Adult Category C prison, with a population in December 2013 of 1,336 (36% VP, 64% Mains). The Prison has fifteen house blocks, one of which is a dedicated drug recovery unit. Houseblocks and other facilities vary in age, standard and state of repair, although the prison is generally clean.
- 4.1.4 After amalgamating two separate sites in 2012, consolidation continued during 2013. There is now a single Gatelodge, Reception, Visits area, Care and Separation Unit, and Offender Management Unit. Further consolidation is expected in 2014, with a move to one Chapel scheduled and a possible move to a single kitchen. At the start of 2013, the prison had 653 staff positions. A staff reduction programme is expected to reduce this to around 425 by summer 2014.

4.2 Developments in 2013

- 4.2.1 Following an unannounced inspection in June 2012, HMIP commended the establishment for a successful amalgamation in the midst of a competitive market test process, but emphasised that the prison's priorities must be to deliver on work begun in resettlement and to get prisoners usefully occupied.
- 4.2.2 Progress has been made on resettlement. The prison makes an effort to develop links with other agencies for prisoner support on release. More ambitious performance targets relating to Settled Accommodation and Employment on Discharge were set in 2013, and these were both exceeded; as was the target for Training and Education on release. Co-location of a number of partner organisations should make it easier for prisoners to obtain advice in future; and further ROTL work opportunities have been developed. We look forward to reporting further progress in 2014.
- 4.2.3 The Board believes that Education Learning and Skills provision at HMP Northumberland has generally maintained the 'good and very well managed' status identified by the 2012 Ofsted Inspection. The amalgamation of both campuses under one manager during 2013 is welcome.
- 4.2.4 The lack of progress on employment has been disappointing. The number of opportunities for work has not increased in line with the prison population capable of work, so the proportion of prisoners employed has reduced: despite this being highlighted as a priority in the 2012 HMIP report. Following the contract award, expectations of an improvement in work opportunities are high, but meeting these expectations during a period of significant organisation change will not be

straightforward. We do not expect the high expectations to be fully satisfied during 2014, but believe the establishment should strive to demonstrate that improvement in this area has begun, and that expectations can be satisfied in future.

- 4.2.5 The establishment takes pride in its record of Staff / prisoner relations. As a result of the protracted procurement process staff will have faced three years of uncertainty about their future by the time the current staff reduction programme is completed. This had a noticeable effect on staff morale in 2013. The Board monitored the impact of this on Staff / Prisoner relations and security through 2013. We have encountered some situations which we felt could have been handled more sensitively, but overall we were reassured to find a continuing commitment to fair treatment, and to maintaining a safe, stable and secure environment. This is a credit to the Senior Management Team, and to the professionalism of committed front-line staff at a difficult time.
- 4.2.6 Following the procurement of custodial services, the establishment is now involved in another prolonged procurement for Healthcare services, and the Education contract is due for renewal in 2015. The Board hopes that lessons are being learned nationally from the experience of handling protracted procurement exercises at HMP Northumberland, and that steps are taken to ensure that prolonged procurement processes elsewhere in the prison system do not distract management and staff from their operational priorities.
- 4.2.7 At the time of writing, the Board are aware of concerns that reduced staffing levels in 2014 could affect the treatment of prisoners, security, or both. This is an area which will be monitored closely throughout 2014.
- 4.2.8 A number of measures have been taken in 2013 to reduce the supply of illegal drugs into HMP Northumberland. We had hoped to see improvement early in 2013, and were disappointed that levels remained high through most of the year. However, there were indications of significant improvements towards the end of the year, and we look forward to further improvement in 2014.
- 4.2.9 In the body of this report we identify some areas where we believe improvement could be made in healthcare provision (5.3), but in general the Board is satisfied that the Healthcare and Mental Health responsibilities at HMP Northumberland are met. The Board notes that there has been no increase in healthcare complaints at a time of major change in the prison, with prolonged uncertainty about the future contract award for healthcare.
- 4.2.10 The Board is concerned at the plight of some IPP prisoners who find themselves in a hopeless position because of practical difficulties in attending a mandatory course (6.2). Their situation at HMP Northumberland is no different from others throughout the prison system, and results from factors outside local control. So we raised this issue with the Secretary of State in January 2014 and at the time of writing were awaiting a response.
- 4.2.11 The Board views relations between IMB members and prison staff at all levels as being healthy. Either the governor or deputy governor attended all on-site IMB meetings in 2013.
- 4.2.12 Over the last two years the present management team has led the establishment through a series of complex transitions: the merger of two prisons, market testing, amalgamation of two sites, consolidation of facilities, and transfer of operations to the private sector. Maintaining continuity within an experienced management team has been an asset throughout this challenging period.

4.3 Issues in this report requiring a response

For the Minister

4.3.1 A number of prisoners on Indeterminate Sentences for Public Protection (IPP) at HMP Northumberland face imprisonment beyond their tariff date because of practical difficulties in satisfying the requirement for a mandatory course (6.2).

What assessment has been made nationally of the number of prisoners who face this predicament, and what measures are being taken to resolve the problems?

4.3.2 In 2012 the Board asked the Minister to consider the impact on prisoners and their families when they are placed in the most northerly prison in England. The response implied that standard policy and procedures were regarded at the time as adequate. As a result of prison closures, pressure on prison transport, and other changes in the system we have continued to see pressures on prisoners and families that result directly from the remote location. Late arrivals continue to represent a challenge on reception.

What changes are now considered necessary to ameliorate the impact of placing prisoners in the most northerly prison in England?

4.3.3 In our 2012 report we asked the Minister to investigate the reasons for the lengthy delay in arranging inquests. At the time HMP Northumberland had seven outstanding inquests, dating back to 2008-09. The Board welcomed the response of the minister, which indicated that the problem was recognised and was being addressed. However, at the end of 2013 there were still five outstanding inquests and two outstanding Prison and Probation Ombudsman reports (5.6.5).

Can we expect to see more progress in 2014 on reducing these delays?

4.3.4 The Board welcomes the steps that have been taken to ensure that Prisoners arrive at HMP Northumberland with an OASys Assessment already carried out, but does not believe that this issue has been fully resolved.

Does the minister anticipate further progress in completing OASys Assessments?

For the Prison

4.3.5 The Board welcomes some progress in 2013 assisting prisoners to access their NHS numbers. However, a resolution to this issue was expected by the end of 2013. We note that the number of prisoners prevented from bowel cancer screening because of outstanding NHS numbers in December 2013 had reduced by less than 50% (5.3.6).

Will arrangements to assist prisoners in accessing their NHS numbers be reviewed?

4.3.6 The prison is familiar with the issues arising from the amount of time lost in the movement of prisoners between house blocks, education, employment and healthcare. The Board notes the progress made with initiatives introduced in 2013, but believes that the success of a number of key initiatives in 2014 will be dependent on further improvement. (5.2.6)

What further plans does the prison have to reduce time lost to education, healthcare and employment as a result of prisoner movement?

4.3.7 We understand that the healthcare commissioners are aware of the scope for improvements in dental provision (5.3.4).

Can we expect that demand will be adequately met as a result of the current procurement exercise?

- 4.3.8 Following the award of the contract to Sodexo, expectations of an improvement in opportunities for work are high. (5.4.2)
To what extent does the prison expect to demonstrate improvement in work opportunities during 2014?
- 4.3.9 No induction staff are available over the weekend, so prisoners arriving late on Friday afternoon lack access to canteen sheets, smoker's packs or property until Monday (6.1.1).
What measures are planned in reception and induction to handle late arrivals?
- 4.3.10 There have been variations in the breakfast menu between CASU and houseblocks, which leave the establishment open to accusations that food is being used as a punishment (5.8.7)
Can the prison confirm that all prisoners now have equal access to prison meals?
- 4.3.11 JobCentre Plus staff put the paperwork in place so the maximum time a prisoner should wait to receive benefits following release is two weeks. The system falls down when a prisoner is released at short notice under a Home Detention Curfew (HDC). This is a concern to the Board (5.5.8).
Are processes to be reviewed with JobCentre Plus to reduce the incidence?
- 4.3.12 The age and quality of facilities and equipment within the establishment is variable. In the body of this report (e.g. 5.8) we identify a number of areas which members view as being in need of refurbishment and improvement. Now that the future operation of the prison has been determined, the Board would welcome a considered assessment of the priorities.
What plans are there to publish a schedule of refurbishment and improvement work?
- 4.3.13 Laundry equipment remains a particular problem which we have raised in previous annual reports. The Board understands that the prison intends to deliver improvements in this area, but as previous plans have not come to fruition, we would welcome reassurance that this can be progressed in 2014. (5.8.8)
What measures are in place to ensure that this will be progressed in 2014?
- 4.3.14 A number of adjudications are dismissed as a result of long delays while data on mobile phones is interrogated. These delays frustrate the purpose of adjudications, and can be distressing for prisoners (5.7.4).
Can anything be done to accelerate this process?
- 4.3.15 The Board has welcomed the efforts to improve attendance at ACCT case reviews through improved scheduling, but believe that further improvement could be achieved (5.6.2).
Will the prison and healthcare service provider continue to work towards improving attendance at ACCT case reviews?
- 4.3.16 Both the prison and the Board have made efforts in 2013 to improve reporting of movements into the CASU, and attendance of IMB members at adjudications and reviews (5.7.5, 5.7.6). Board attendance at adjudications and reviews has increased, and the cooperation of CASU staff is appreciated by members.
Will the prison continue working towards more consistent scheduling of 14 day reviews in order to improve IMB attendance?

4.4 Issues raised in previous report

4.4.1 The following issues were raised in the 2012 report, but are no longer regarded as areas of concern by the Board:

- Dyslexia screening of prisoners
- Bi-monthly bi-sexual/gay group meetings
- Needs of older prisoners
- Publication of facilities for Foreign National prisoners
- Use of a 'Talking Pen'
- Links regarding the 'About Turn' project
- Vacant Chaplaincy posts
- Extended waiting times in surgeries
- Restorative Justice schemes
- Permanency of staff working in the CASUs
- The provision for ROTL
- Security Department representation at SMARG meetings
- Doctor visits to CASU
- CASU informing the Board of prisoners located on the units
- Provision for visitors to make bookings on-line
- Child free visits
- Use of force figures

4.4.2 The following issues were raised in the 2012 report, and are still regarded as areas of concern by the Board:

- Impact on prisoners placed in the most northerly prison in England (4.3.2).
- Lengthy delay in arranging inquests (4.3.3)
- Prisoners arriving without an OASys Assessment (4.3.4)
- Access to NHS numbers. (4.3.5)
- Time lost due to prisoner movements (4.3.6)
- Dental provision (4.3.7)
- Opportunities for purposeful activity (4.3.8)
- Equipment in laundry (4.3.13)
- Scheduling of ACCT case reviews (4.3.15)
- Scheduling of 14 day reviews (4.3.16)

Section 5. Areas reported on

5.1 Equality and Inclusion

- 5.1.1 During 2013, two officers shared the responsibility for this role, one of whom has been awarded the BEM for services to the Gypsy, Roma, and Traveller Outreach groups. There are trained and supported prisoner equality and diversity representatives on most wings.
- 5.1.2 **Veterans in Custody:** This new group aids access to support services from organizations such as SSAFA (Soldiers' Sailors' Airmen's and Families' Association), Forces Help and The Royal British Legion for the 65 ex-military prisoners. Prisoner mentors have been trained to deal with the special needs of this group.
- 5.1.3 **Discrimination Incident Report Forms (DIRFs):** The June 2012 report by HM Inspectorate of Prisons recommended that DIRFs should be available to prisoners in all residential areas.¹ However, DIRFs can only be used by staff. If prisoners wish to report discrimination, they must complete a general complaint form (Comp 1). The staff submitted twenty-one DIRFs during 2013 and the prisoners fifty-four Comp 1s in this area.
- 5.1.4 **Disabled and Older Prisoners:** There were concerns in 2012 regarding disabled and older prisoners moving from spacious, purpose built accommodation to older accommodation nearer the Healthcare facilities. Most concerns have been addressed and 'carer' prisoners are employed to push wheelchair bound prisoners around the site. Extra bedding has been supplied as necessary.
- 5.1.5 **Older Prisoners:** At December 2013, 9.6%² of prisoners in HMP Northumberland were over 55 years of age. There were concerns that older prisoners were locked in their cells during the core day, but action has been taken to remedy this and to increase the range of purposeful activities available for those prisoners who would like to work. Regular older prisoner meetings are held. One welcome initiative in 2013 has been the opportunity for older prisoners to care for a small flock of hens. At the time of writing further work is under way to increase the range of activities for older prisoners, and we look forward to reporting more progress in 2014.
- 5.1.6 **Sexuality:** At December 2013, there were known to be ten homosexual prisoners, five bisexual prisoners and two transgender prisoners. Group meetings, organized by the Equality and Diversity staff, are now held on a regular basis.
- 5.1.7 **Chaplaincy:** Prisoners who are Christian, Muslim or Buddhist can attend weekly acts of worship. Sikhs, Jehovah Witnesses and Quakers attend on a fortnightly basis with volunteer input. Pagans have the services of a volunteer once a month and Hindu and Mormon input is on an ad hoc basis.
- 5.1.8 **The Chapel** and associated rooms on the old Acklington site at the time of writing were due to close on 18th January 2014, due to the whole building being taken out of use. The number of Chaplaincy staff will also be reduced. All prisoners will use the remaining Chapel, multi-faith rooms and offices. The movement of Mains and VP

¹ Report on an unannounced inspection of HMP Northumberland by HM Chief Inspector of Prisons 11-15th June 2013 p.34 /2.23

² 129 older prisoners with 52 of them over 65 years of age

prisoners, particularly those who are disabled, to the Chapel area will be monitored in 2014.

- 5.1.9 **Ethnicity:** At June 2013, 26% of the national prison population was from an ethnic minority group³. At HMP Northumberland the figure was 4.8%. Although this figure is low it has risen from 3.0% in 2013. There have been increases in the numbers of prisoners identified as being of Asian or Mixed background through the year: most notably among those of Asian background, where the number has risen from 23 to 33.
- 5.1.10 **Foreign Nationals:** There were twenty-four foreign nationals in HMP Northumberland in December 2013 compared to 13 at the beginning of the year. This figure is low at 1.8% compared to the national figure of 13%.⁴
- 5.1.11 **The Board** recruited four members during 2013. The Board had 15 members at the end of 2013 out of an allocation of 20 and is planning to recruit in 2014. The Board is committed to advancing equality in its recruitment procedures during 2014.

5.2 Education, Learning and Skills

- 5.2.1 **Manchester College** continues to deliver the Offender Learning and Skills Service (OLASS) contract that they retained in 2012 and which will end in 2015. During 2013, it has restructured to amalgamate the two units under one manager. It comprises eighty-three staff, four Curriculum Leaders, a Manager and a Deputy. The existing four campuses have merged their curriculum and will be delivering it with little change.
- 5.2.2 **OLASS:** Within the OLASS contract, all prisoners have an Initial Assessment within three days of arriving. There is a robust allocation system which has a waiting period for the more popular courses. The education allocation rate has increased and there appear to be sufficient places for the demand.
- 5.2.3 **Prisoners in the Care and Separation Unit (CASU)** do not attend education but can have materials brought to them by the CASU staff.
- 5.2.4 **The curriculum** takes account of the local labour market and prisoner needs. It also matches the needs of all prisoner profiles including VPs.
- 5.2.5 **Functional Skills:** All prisoners have access to functional skills training in Maths and English. All courses have nationally recognised qualifications and vocational courses are NVQ based.
- 5.2.6 **Movement of Prisoners:** Prisoners attending the Education Department break for lunch at 11.30am and restart between 1.45pm and 2.30pm. Over two hours for lunch does not reflect life on the outside and reduces learning time. During 2013, lunch has been changed to sandwiches and soup but the plan to have lunch served in the education department has not come to fruition. This concern was highlighted in the 2012 IMB Annual Report and will continue to be monitored during 2014.
- 5.2.7 **Overall:** During 2013, the Education Learning and Skills provision at HMP Northumberland seems to have maintained its 'good and very well managed' status as identified by the 2012 Ofsted Inspection. The Board considers the union of both campuses under one manager during 2013 to have been an asset to the provision.

³ Bromley Briefings Prison Factfile, Autumn 2013, p 37

⁴ Ministry of Justice (2013) Offender Management Statistics (quarterly) April-June 2013, p8

5.3 Healthcare and Mental Health

- 5.3.1 **Healthcare** is commissioned by The North East Offender Health Care Unit (NEOHCU) and the service provider is Care UK. The Board has no input or relationship with NEOHCU and it is their responsibility as Commissioners to ensure that their contract with the service provider is fit for purpose and satisfactorily implemented.
- 5.3.2 **Complaints:** At a time of major change in the prison while the contract for health has been up for renewal over a prolonged period, there has been no increase in complaints about healthcare. Independent Complaints Advocacy Northumberland (ICAN) has been adopted by Healthwatch Northumberland.
- 5.3.3 The Board welcomes the Refresh **Health Needs Assessment**⁵ published in 2013, and particularly the progress it reports in tracking disease prevalence and healthcare activity. While agreeing with the recommendations in this report, we do not agree with the findings on the current level of service provision in dentistry (5.3.4).
- 5.3.4 **Commissioning of Dental Services:** The target that has been achieved is time 'to be seen', rather than time 'to be treated'. This allows for long delays before treatment, and the waiting time for treatment in December 2013 ran up to one year. The commissioners are aware and have plans to improve this. This was highlighted in our 2012 report and will continue to be monitored during 2014.
- 5.3.5 The Board welcomes the use of **mobile Ultrasound and MR services** in 2013 and continuing use of mobile X-Ray to improve access to services.
- 5.3.6 **Bowel Cancer Screening:** About one tenth of those eligible for screening receive a screening kit. One reason is difficulty in tracking the prisoner's NHS number, as the screening kit is sent remotely. This was highlighted in the IMB 2012 Annual Report and will continue to be monitored during 2014.
- 5.3.7 **Integrated Drug Treatment System (IDTS):** The number of prisoners currently on IDTS is still high at 154 prisoners plus 300 prisoners who are treated without drug intervention.
- 5.3.8 **Random Mandatory Drug Testing (MDT):** During 2013 a number of measures have been taken to reduce supply of illegal drugs into HMP Northumberland. These have included additional netting and perimeter patrols. These measures, along with improved intelligence, have resulted in some significant finds. By December 2013, the prison had not achieved its annual MDT target of 17%. However, towards the end of the year the monthly figure was starting to show significant improvement. The MDT record at HMP Northumberland has been a concern for the Board and will continue to be monitored during 2014. However, the prison has continued to make good progress with the Gateway Unit in seeking to help prisoners become drug free. At the time of writing there are discussions on the introduction of Drug free wings in 2014. Prisoners leaving Gateway are increasingly accommodated in one house block to aid continuity of recovery, and a Peer Mentoring programme has been introduced to provide support.
- 5.3.9 **Psychological Support Services:** This team is regionally based and visit the establishment and prisoners as required.

⁵ HMP Northumberland Refresh Health Needs Assessment 2013, Maggie Wood M.A. RGN
Monitoring fairness and respect for people in custody

5.4 Purposeful Activity (including Work)

- 5.4.1 **HMP Northumberland** is classed as a Working Prison, so the aim is to have all prisoners who are not of retirement age or unfit, engaged in purposeful activity. All work, courses and education are classed as purposeful activity and controlled by the Central Hub Activities Control Office.
- 5.4.2 **Insufficient Work for Prisoners:** There are insufficient opportunities for those who wish to work. At the end of December 2013, 244 prisoners were unemployed and there were only 14 vacancies. In comparison, in January 2013 183 prisoners were unemployed. It is disappointing that during 2013 the number of work opportunities has not increased in line with an increase in the population of working age. As a result the proportion of prisoners employed has reduced, despite the 2012 HM Inspector of Prison's report highlighting a need to get more prisoners usefully occupied. This is a matter of concern to the Board although there is now an expectation that the transition to the private sector will bring increased employment opportunities.
- 5.4.3 **Wing Cleaners:** The 2012 HM Inspector of Prison's Report mentioned that there were too many cleaners in the house blocks.⁶ This figure has risen by 14% from 160 to 183. The Board notes the intention to provide alternative employment options.
- 5.4.4 **Qualifications:** All the workshops and kitchens provide training up to NVQ 1 or 2 and the bricklaying, plastering, and joinery courses provide excellent training and qualifications.
- 5.4.5 **The Physical Education Department** team consists of one Senior Officer and fourteen specialist Physical Education Instructors (PEIs) who have received individual and group recognition awards by the establishment and external bodies. During 2014 it is planned that staffing will reduce to eight PEIs and the challenge will be to deliver similar outputs with reduced manpower.
- 5.4.6 **Availability of Gym:** The Physical Education Department is open weekdays from 7.30am to 7.30pm. During the weekends, the Department is open from 9.00am to 4.00pm. It is estimated that over 60% of all prisoners attend the Gym every week. On Sundays during the football season, the prison team competes in the Second Division of the local Morpeth Sunday League on an 'only at Home' basis. Staff can use the gym facilities during their lunch hour.
- 5.4.7 **New Sports' Clinic:** The recently introduced Sports Clinic offers support to prisoners with mental health, drug and alcohol addiction problems.

5.5 Resettlement

- 5.5.1 HMP Northumberland continues to contribute to the regional Reducing Re-offending Group. It works actively in partnership with local authorities to adopt an integrated, outward facing approach to the broader aspects of resettlement such as the Troubled Families Initiative and attendance at the Sunderland, Newcastle and Northumberland partnership meetings. There appears to be considerable motivation on the part of the prison to develop links with appropriate third sector and other agencies for appropriate prisoner support mechanisms on release. In particular, working with Shelter and the Aquila Mentoring Project/Oswin Project has proved very valuable. Chapter One Café in Eldon Square in Newcastle upon Tyne continues to be run by ex-offenders from HMP

⁶ Report on the unannounced inspection of HMP Northumberland 11-15 June 2012 by HM Chief Inspector of Prisons p.48/3.11
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Northumberland and a local Bakery has made its first offer of an apprenticeship to a prisoner.

5.5.2 **Statutory/third sector organisations** such JobCentre Plus, Citizens' Advice Bureau, Pertemps and Virtual Campus are now all located together which should make it easier for prisoners to obtain advice prior to release.

5.5.3 **Release on Temporary Licence (ROTL):** Several work opportunities outside the prison for Category D prisoners through the ROTL programme have been developed during 2013, notably in gardens/garden centres including the Alnwick Garden.

5.5.4 **Restorative Justice:** The prison works in partnership with Northumbria Probation Trust and Durham Tees Valley Probation Trust to engage in Restorative Justice with 19 prisoners taking part in preparation training in 2013, with a waiting list of 25 for future courses.

5.5.5 **Alcohol Intervention Programme:** There have also been 27 completions of the Alcohol Intervention programme delivered by the Drug and Alcohol Recovery Team (DART) in 2013. However, in view of the significant number of prisoners who continue to have issues related to substance misuse, the Board feel it is essential that OMU seeks to ensure external support links are in place on release, to ensure that the good work being done in prison can be continued on release.

5.5.6 **Family Links:** There have been some excellent initiatives during the year to improve the new Visits Hall and the facilities for children, such as projects to enable prisoners to help with their children's homework during the holidays and the Angel Tree project which helps prisoners give gifts to their children at Christmas. The 'Harry the Hare' mascot used in the Visits centre to make the prison more welcoming to children has proved so successful it has also been adopted regionally at HMP Durham and at HMP Holme House.

5.5.7 **Family Links and prisoners from Out of the Area:** Approximately 32% of prisoners at HMP Northumberland are from Out of the Area. Many are from the North West. This makes it very difficult for families to visit and those who do have undertaken long journeys due to the isolated location of the prison. The Board received 118 prisoner applications regarding transfers or family and visits during 2013. The issues associated with the location are of continuing concern to the Board.

5.5.8 **Work on Release:** The Offender Management Unit (OMU) works with outside agencies and charities to try to provide employment for prisoners upon release. The establishment has exceeded its target of 27% for training/education on discharge, (achieving 28.5%). The target of 13% for employment on discharge has also been exceeded (16.2% in November 2013).

5.5.9 **JobCentre Plus** staff give advice to prisoners and put all the paperwork in place for when prisoners are released so the maximum time a prisoner should wait to receive benefits is two weeks. This system falls down when a prisoner is released at short notice under the Home Detention Curfew (HDC) and this is a concern to the Board.

5.5.10 **Settled Accommodation:** An ambitious performance target of 84% was set in 2013, and the Board is pleased to see that by November 89.14% had been achieved.

5.6 Safer Custody

5.6.1 **Use of Force:** Figures on Use of Force were rising until the middle of 2013, but have declined in recent months, incidents of Self Harm have shown a reduction since early

2013, and there has been no increase in assaults, major incidents, or indicators of bullying. However, the Board remains conscious of concerns that in 2014 reduced staff numbers, operational changes and poor staff morale could impact on staff/prisoner relations, or prisoner safety and welfare. The Board will continue to monitor the situation closely.

- 5.6.2 **ACCT** procedures have improved since last year and an ACCT document can now be opened within hours, whereas previously this process took a number of days. The Board has welcomed efforts to improve attendance at ACCT case reviews, but timing of reviews can still make it difficult for Healthcare staff to attend. While acknowledging the difficulties posed by the size of the prison population and estate, the Board sees this as an ongoing concern.
- 5.6.3 **Listener Scheme:** Three co-location sites on house blocks 1, 9 and 11 were introduced in 2012 to allow prisoners to speak in private to a Listener or Insider. The Listener Scheme is well established at HMP Northumberland and there are currently 35 Listeners who meet twice per month. The Ashington branch of the Samaritans organization offers invaluable support and guidance for the training of Listeners.
- 5.6.4 **Safer Custody Meetings** are not attended by prisoners but Safer Custody issues are discussed at Prisoner Consultative Meetings where information is given on bullying, self-harm trends and violence. Prisoner representatives can then highlight these concerns to prison staff who can follow up and report back to the next Safer Custody meeting.
- 5.6.5 **Deaths in Custody:** During 2013, there have been three Deaths in Custody, two from natural causes and one self-inflicted. None of these deaths created significant issues regarding Safer Custody procedures for the prison. There are currently three male and two female Family Liaison Officers within the prison. A new Coroner has taken up post in order to deal with the significant backlog on progressing inquests and this has led to some improvement. At the end of 2013, five inquests remained outstanding with two Prison Probation Ombudsman reports currently ongoing.

5.7 Segregation, Care and Separation, Close Supervision

- 5.7.1 **Care and Separation Unit (CASU):** In October 2013, the CASU on the old Acklington site was closed due to asbestos being found in the fabric of the building after a cell was damaged by a prisoner. This brought forward the establishment's plan to move from two to one CASU. Having fewer cells has meant that there has been a greater focus on returning prisoners to house blocks. The Board has visited the CASU(s) at least once a week during 2013 and there have been no major concerns.
- 5.7.2 **Adjudications** were held in both CASUs until October after which they were held in the remaining CASU. During November 2013, there was a trial of holding adjudications on the wings but this was found not to be good practice for the prisoners, governors, or the Board. The rooms in which the adjudications were held were not always private and some prisoner information normally available was often not present in these rooms. It was also difficult for a member of the Board to travel between the fifteen house blocks on time without travelling in the 'buggy' with the governor. This could have been seen as compromising the Board's independence. When this trial ended, adjudications, once again, took place in a designated room in the CASU.
- 5.7.3 **Segregation, Monitoring and Review Group (SMARG)** The Board has monitored eight out of twelve SMARG meetings and two out of four Adjudication Review meetings

- 5.7.4 **Adjudications:** During 2013, 3,146 adjudications took place. These figures include 505 referred to the Judge; 167 referred to the Police; 418 dismissed; 1,085 adjourned and 971 proven adjudications. The Board attended 10% and found them to be consistently, fairly and correctly conducted. The number of dismissed adjudications reflects the wait of nearly six months for mobile phones to be interrogated and the data to be sent back to the prison. This delay results in some adjudications being dismissed. This has been noted as a concern by the prison at Adjudication Review meetings and is of concern to the Board.
- 5.7.5 **Informing the Board** within 24 hours of prisoners moving to the CASU was inconsistent, and of concern for the Board during 2012. In 2013, to facilitate improvement and assist the prison, the Board made changes to its rota, designated a single member as the weekly contact for all matters (including serious incidents), and changed its rota week to mirror that of the establishment. There are now no concerns about inconsistent reporting of movements to the CASU.
- 5.7.6 **Rule 45 Reviews:** In 2013 members, at times, found it difficult to attend the Rule 45 14 Day Reviews as these were not scheduled consistently. However, there is now a set day and time for these and the Board intends to increase attendance during 2014. All reviews attended in 2013 were conducted in the appropriate manner, although, at times, it was difficult for Healthcare to ensure representation.
- 5.7.7 **Serious Incidents:** Throughout 2013 there were twenty-four serious incidents reported to the Board. All were dealt with according to protocol.

5.8 Residential Services

- 5.8.1 **Residences:** There are 15 house blocks with an Operational Capacity of 1,348. There are only single cells in this establishment and there has been no 'doubling up' during 2013.
- 5.8.2 **The Gateway Unit** is a single storey building on the Castington site and currently houses 40 prisoners overcoming dependence on alcohol, illicit or prescribed drugs. They undergo intensive courses usually of twelve or sixteen week duration. The atmosphere is relaxed and welcoming with comfortable chairs, numerous leisure facilities, and a wealth of impressive notice boards and information. The work done is of a high standard.
- 5.8.3 Each unit is clean and tidy. Some buildings (notably Houseblocks 11-14 and some parts of the CASU) are becoming aged, but some problems highlighted in last year's report have now been rectified (e.g. asbestos traces in House Blocks 11 and 12, shower problems).
- 5.8.4 **House Block 9:** This new build house block is only two years old but has had continuing problems with the fire alarm system, CCTV system, and automatic roof vents. The Board is disappointed that no solution has yet been found.
- 5.8.5 **Kitchens:** At present there are two kitchens, but a proposed merger could see this reduced to one in 2014. In the past there have been issues with major equipment breaking down and taking many months to repair but in general, the Board receives very few complaints from prisoners regarding the quality or content of their meals despite a decrease in the daily allowance per prisoner from £2.10 to £1.97 during 2013.
- 5.8.6 **Special dietary requirements:** The population of HMP Northumberland is predominantly white / British. A small number of IMB Applications in 2013 related to

Halal food is both a reflection of the mix of prison population, and a reminder of the importance those with special dietary requirements place on maintaining high standards in the preparation, distribution and serving of food.

- 5.8.7 **Breakfast Packs** are distributed to the whole prison Mondays to Fridays, but in 2013 at the weekend there was hot food at breakfast for all of prisoners except those in the CASU who receive breakfast packs. This was a concern to the Board as choice of food cannot be used as a punishment and this could be seen as a discriminatory action. The HM Inspector of Prisons' Report on HMP Northumberland in 2012 stated that "All prisoners should have equal access to prison meals."⁷
- 5.8.8 **Laundry:** The problems of washers and dryers breaking down, unacceptable delays in equipment being repaired and laundry being returned to prisoners while still wet, were highlighted in the IMB 2012 Annual Report as well as in the HM Inspector of Prisons' 2012 Report.⁸ Previous plans for refurbishment have not materialised, and there has been no improvement during 2013. This remains a matter of concern to the Board.

⁷ Report on an unannounced inspection of HMP Northumberland by HM Chief Inspector of Prisons 11-15th June 2013 p.26 /1.67

⁸ Report on an unannounced inspection of HMP Northumberland by HM Chief Inspector of Prisons 11-15th June 2013 p.37 HP19

Section 6. Other areas of Concern and Example of Excellence

The following points are of concern to the Board and have been raised in Rota reports and at Board meetings

6.1 Reception

- 6.1.1 Prisoners arrive late on Friday afternoons a couple of times a month and by the time they are processed the prison is on lockdown (3.30pm) so canteen sheets and smoker's packs are not available and they may not have access to their property until Monday. No induction staff are available over the weekend.
- 6.1.2 There is now only one Reception Centre for the Prison as the old Acklington Site has closed for all but the storage of personal property for the VPs. More storage space is required for the Reception Area and better areas for handling prisoner's property are needed as it is difficult to carry out the processes of receiving prisoners with any sort of order and calmness when a number of prisoners are being processed at the same time.

6.2 Indeterminate Sentence for Public Protection (IPP):

- 6.2.1 There were 107 prisoners on IPP at the end of 2013. We understand that more than half are currently beyond their tariff date.
- 6.2.2 **Difficulties in accessing Courses for IPP prisoners:** Some IPP prisoners are held for longer than their tariff because mandatory courses required before they can be released are not available to them. Examples of the practical difficulties include failure to get a transfer at the last moment because of Population Management Unit problems. The Board is concerned that this leaves prisoners in a hopeless situation, and that the practical difficulties will increase following the introduction of the Extended Determinate Sentence (EDS). These issues were raised in a letter to the Secretary of State in January 2014, and at the time of writing we were awaiting a reply.

6.3 Visits

The Board is pleased to include this example of the excellent work undertaken by voluntary agencies at HMP Northumberland.

- 6.3.1 **North East Prisoners After Care Society (NEPACS):** Visitors are looked after by NEPACS. The organisation consists of 6 paid staff and 10 volunteers, who administer booked visits, manage the Visits Centre and staff the tea bar and children's play area.
- 6.3.2 Initiatives by NEPACS in 2013 include Hidden Sentence and Hidden Harm Training for uniformed and non- uniformed staff; Individually tailored visits between fathers and children with special needs; Family Day Visits; Father and Child Visits; Veteran Day visits set around a theme such as employment; a Quiet Day Visit once a month for prisoners, mainly the elderly, who find the hurly burly of normal visits uncomfortable.
- 6.3.3 NEPACS funds a Family Support Worker who answers questions from families who may have problems and takes forward any issues that might arise.
- 6.3.4 In 2013 Volunteer Sylvia Cape was awarded the BEM.

6.3.5 NEPACS considers that the merger of two Visits Areas has gone well, and the merged area is able to cope with the combined number of visitors. There has been an improvement in Visits Booking with the introduction of e-mail and prisoners self-booking.

Section 7. Independent Monitoring Board

7.1 Independent Monitoring Board: Statistics

Table 7.1A Board Statistics

Board Statistics	2013
Recommended Complement of Board Members	20
Number of Board members at the start of the reporting period	17
Number of Board members at the end of the reporting period	15
Number of new members joining within the reporting period	4
Number of members leaving within the reporting period	6
Total number of Board meetings during reporting period	12
Total number of visits to the Establishment	734
Number of Rule 45, 14 Day Reviews attended	36
Date of Annual Team Performance Review	February 2013

7.2 Independent Monitoring Board: Applications Analysis

Table 7.2A : Application Analysis 2013

Code	Category	2009/10	2010/11 (17 month period)⁹	2012	2013
A	Accommodation	16	12	17	5
B	Adjudications	9	1	7	13
C	Equality & Diversity (inc. Religion)	4	19	10	3
D	Education/Employment/Training (inc. IEPs)	25	34	30	31
E1	Family/Visits (inc. Mail/Phone)	4	31	53	59
*E2	Finance/Pay			14	4
F	Food/Kitchen related	2	6	6	7
G	Health Related	40	76	42	35
*H1	Property (in HMP Northumberland)	25	67	37	44
*H2	Property (during transfer/ in another establishment)			10	41
*H3	Canteen facilities, catalogue shopping Argos			12	7
I	Sentence Related (inc. HDC, RPTOL, Parole, Release Dates, Recall etc...)	35	23	29	69
J	Staff/Prisoner concerns Inc. Bullying)	11	43	67	68
K	Transfers	40	87	68	59
L	Miscellaneous	30	58	17	43
	TOTAL NUMBER OF APPLICATIONS	241	457 (324 in 12 months)	419	488
	Monthly Average	20	27	35	41

7.2.1 In 2013, the Board received a total of 488 applications compared with 419 applications in 2012. Within the 2013 total, 20 applications were marked for chair confidential access.

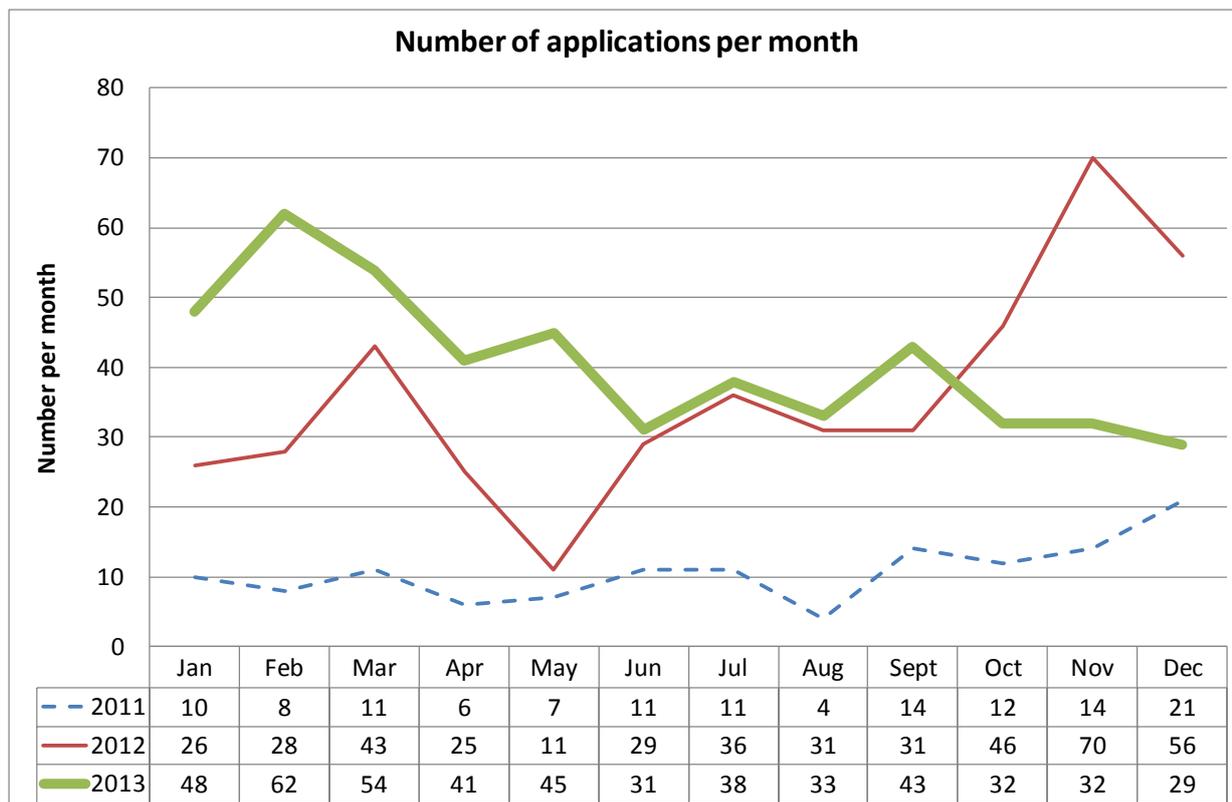
⁹ The only true comparison for HMP Northumberland is the applications for 2012 and 2013. The figures from 2009 to 2011 are from HMP Acklington as that was the establishment which held the comparable prisoner group, albeit a smaller prison. 2010/2011 figures are for a 17 month reporting period covering the end of IMB Acklington's normal reporting year up until merger.

*Although part of the overall total, E2, H2 and H3 were not separately accounted for prior to 2012

7.2.2 Applications were submitted by 300 different prisoners. There were 89 prisoners who submitted more than one application and the ten who submitted five or more applications accounted for 19% of the total.

7.2.3 Applications were submitted from across the prison. In addition to dealing with individual applications the Board also mapped any unusual patterns of activity. These were raised with prison staff, who responded appropriately.

Table 7.2B Number of application per month during 2013

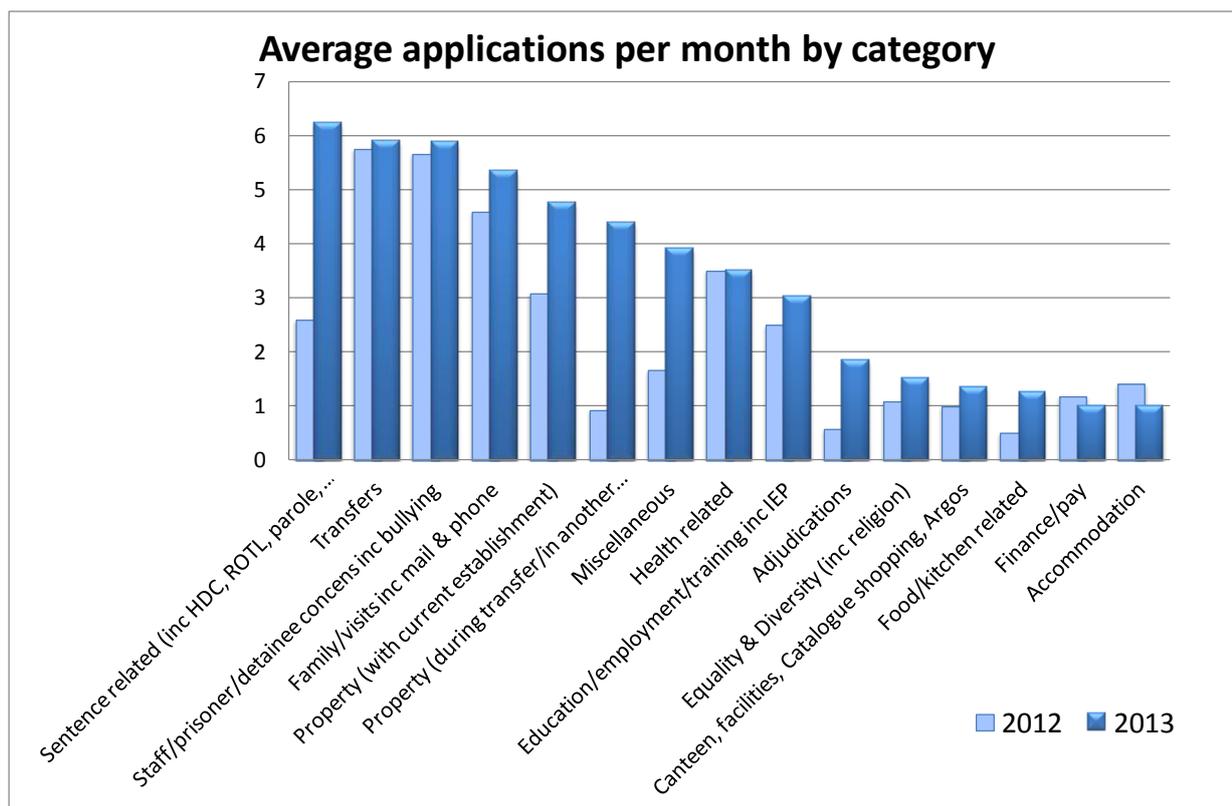


7.2.4 **Application Trends:** While the annual total of applications increased, the trend through the year was more encouraging. Until March 2013, the number of IMB applications rose with the large number of incoming transfers in late 2012 and then remained at a high level into the beginning of 2013. A similar pattern was observed in the number of complaints to the prison. In the first quarter of 2013, the IMB was receiving an average of 56 applications a month. Over the next three months the number of applications declined to an average of 35 a month and remained around this level for the rest of 2013.

7.2.5 By April a relatively stable prison population was resulting in fewer applications to the Board relating to transfers, property in other prisons and family/visits. At this time members also invested considerable effort in refining the application process, and helping prisoners to use the system more effectively. This means that fewer inappropriate applications have to be rejected. The average turnaround time for IMB applications has fallen slightly: from 7 days in 2012, to 6 days in 2013. As in 2012, 69% were resolved within 7 days and only 1% took longer than 28 days to resolve. Currently, the greatest inhibitor to improving IMB application turnaround time is that around 5% of applications continue to be submitted through internal mail and take several days to reach the Board, rather than through the complaints boxes on each wing, which are collected daily.

- 7.2.6 **The largest number of applications** were Sentence related (HDC, ROTL, parole, release dates, re-cat etc). These represented 14% of all IMB applications in 2013. The number has remained fairly consistent at an average of around six a month since rising sharply in December 2012. Applications in the category cover a variety of concerns, with HDC issues accounting for the greatest number.
- 7.2.7 **Staff and Prisoner concerns** represented 13% of the total in 2013. Applications in this category have averaged five to six a month. Around a third were rooted in dissatisfaction with the overall system rather than specific issues with an individual. Around a third relate to bullying, threats of violence and other fears for personal safety initiated by other prisoners. Another third relate to staff attitudes and behaviour. The nature of these applications varies widely. In dealing with each one individually the Board has found a number of situations which present the prison, and the prison system, with a difficult challenge – particularly in light of the limited number of options available for those who find it difficult to cope with prison life. In the most challenging cases the Board has found that staff involved have been fully aware of individual situations, behaved appropriately, and correctly followed procedures. However, there have also been some cases where the Board felt that greater sensitivity to mental health issues might have helped avoid some issues and reach an earlier resolution.
- 7.2.8 **Family and Visits** were the subject of 11% of all applications. Over the year we received around five a month on average, though numbers were noticeably lower in the second half of the year. Many of these applications relate to the ability of family to visit, though issues with closed visits and access to mail were also common. The same number of applications related to **Transfers**.
- 7.2.9 **Property:** Typically in 2013, the Board dealt with around four applications a month regarding property within HMP Northumberland and around four regarding property in other prisons. In too many cases the Board is finding that issues are being brought to its attention before wing staff have been given an opportunity to address the issue.
- 7.2.10 **Healthcare:** The Board does not normally handle applications relating to healthcare. This is clearly explained to prisoners, along with guidance on the alternative paths that they could follow. As a result the numbers of health-related applications which the Board receives is relatively low (typically three per month, or 7% of all applications). With the help of Care UK, the Board also tracks trends in the number of prisoner complaints which they handle. These average nineteen a month, of which around half relate to medication.
- 7.2.11 **Incentive and Earned Privileges Scheme (IEPS):** In the first half of the year, the proportion of prisoners on Enhanced regime averaged 50%. In June 2013, 3% of prisoners (forty prisoners) were on Basic regime. In anticipation of changes to the IEPS, the proportions began to change in June 2013, and the December figures show 36% are on the Enhanced regime and 4% (56 prisoners) are on Basic. The Board had advance notice of these changes, and anticipated that prisoners would react negatively. We monitored the situation carefully, saw no increase in the number of prisoner applications in this area, and view this as confirmation that the re-balancing was well-managed.

Table 7.2C: Number of IMB applications in 2013 by category



7.3 The work of the Independent Monitoring Board

7.3.1 **Rota and Other Visits:** Members of the Board visit the prison every week in order to carry out their duties. Three separate rotas were in operation during 2013 as well as a weekly panel dealing with applications.

- Rota 1 covered serious incidents, meetings, the member's Areas of Special Responsibility and takes all the phone calls from the prison for that week, including those regarding serious incidents, passing them on as necessary
- Rota 2 was specifically to visit the CASU on the old Acklington site which has now closed so this rota is under review for 2014
- Rota 3 visits the remaining CASU, the member's Area of special Responsibility and any area as decided by the Board that may require added monitoring.

7.3.2 All visits are reported and issues of immediate concern are raised with appropriate departments. Rota reports are seen by the Director and discussed in his or the Deputy Director's presence at Board meetings.

7.3.3 **Applications** are dealt with by a weekly Applications Panel consisting of two Board members. The two-hour patrol state over the lunch period makes it difficult to speak to staff or prisoners during that time. On occasions, re-visits have been necessary in order to deal with the volume and complexity of applications. All prisoner applications to the IMB are acknowledged on receipt and the prisoner is kept informed if there is to be any delay in response.

- 7.3.4 **Areas of special responsibility** mirror the areas of the Annual report where possible. Each member also maintains contact with an allocated house block through the year.
- 7.3.5 **Establishment meetings:** Board members observe establishment meetings throughout the year, prioritising attendance where resources allow, to attend the various Prisoner Consultative Committees , SMARG, Security, Adjudication, Standardisation, Safer Custody, Equality and Inclusion, Health and Safety. Members also attend, purely as observers, selected establishment meetings which relate to their particular Area of Special Responsibility.
- 7.3.6 **Board Meetings are held** monthly and are generally well-attended. The Director or his Deputy attends and gives a report. Thirty minutes before each meeting is devoted to Development Time when invited internal and external speakers provide information on a variety of subjects.
- 7.3.7 **Area and National Meetings:** The Chair and/or the Vice-Chair attend the quarterly Area Chairs meeting facilitated by the National Council representative. In 2013, two members of the Board attended the IMB National Conference.
- 7.3.8 **The IMB Clerk** has provided excellent support to the Board through a Service Level Agreement with the prison.
- 7.3.9 **The IMB Secretariat** has provided support throughout the year.
- 7.3.10 **Communication:** An increasing amount of information is communicated in electronic format both from the IMB Secretariat, the Prison Service and the establishment. The Board has a 'private' folder on the establishment shared drive, where electronic records of meetings and reports etc are kept securely.
- 7.3.11 As the incoming chair in 2014 it is my responsibility to sign this report, but it has been produced as a collaborative effort by the whole Board, and reports on a year when the Board was ably led by our previous chair. On behalf of members, past and present, I would like to record our thanks to the previous Chair, Vice Chair and BDO, for their commitment and support throughout 2013.



Peter Reed
IMB Chair, HMP Northumberland
March, 2014