



# HMP Shepton Mallet

ANNUAL REPORT

for the period

April 1<sup>st</sup> 2011 to March 31<sup>st</sup> 2012.

## **Statutory Role of the Independent Monitoring Board**

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

The Board is specifically charged to:

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

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

### **Diversity Statement.**

Shepton Mallet IMB is committed to an inclusive approach to diversity which encompasses and promotes greater interaction and understanding between people of different backgrounds including race, religion, gender, nationality, sexuality, marital status, disability and age. We also recognize that a fully inclusive approach to diversity must also respond to differences that cut across social and cultural categories such as mental health, literacy, drug addiction or offence.

All members of the Shepton Mallet IMB undertake their duties in a manner that is accessible to everyone within the establishment regardless of their background or social situation. The Board monitors to establish that the experiences and interaction between staff, prisoners and visitors is fair and without prejudice. Where this is not the case the Board will alert the appropriate authorities and individuals including the Governor, senior management, area manager and the prisons minister.

## **Description of the HMP Shepton Mallet.**

HMP Shepton Mallet, is a Category C prison dedicated to the holding of life sentenced prisoners at the second stage of release and prisoners serving indeterminate sentences for Public Protection (IPPs) who transfer in to undertake courses offered by the Offending Behaviour Unit.

Shepton Mallet is the oldest working prison in the country, having first entered service in 1610. It was closed from 1930 to 1939 before becoming a military prison (English/American) from 1939 until 1966. It was re-roled to become the first Category C lifer centre in the Prison Service in 2001.

The Certified Normal Accommodation is 165, with the operational capacity being 189 which is usually maximized.

The prisoners are organized into three residential wings in 141 single cells and 24 shared cells.

The majority of prisoners at Shepton Mallet have been convicted of serious sexual or violent offences. Over 50% are serving sentences for murder, whilst just under 40% have been convicted of a sexual offence.

Around 30% of prisoners are aged over 50 and only around 5% aged under 30 years. The average age is approximately 47 years.

There are currently 48 prisoners who are registered disabled.

The main contractor for the provision of Education, Learning and Skills is A4e. Somerset Primary Care Trust now commissions and provides healthcare.

A range of organizations visits the prison to provide assistance to prisoners including Mendip District Council, Somerset Racial Equality Council, RECOOP, Mothers' Union, Samaritans, Changing Tunes, Alcoholics Anonymous, British Legion.

## **Executive Summary.**

### **Particular matters for which a response is requested.**

We are pleased to be able to report that the Prison, although now being a complex Establishment, continues to operate at level 4.

It continues to be a tribute to the management and staff that many of the budget cuts have been absorbed without even greater impact on the daily running of the establishment. However we are very concerned that further cuts in budgets will result in a reduction in the quality of service that the prison can provide. We would welcome an assurance that there will be no further cuts to the prison budget, in order that this high standard can be maintained.

The Board has concerns in respect of the timeliness' of applications and the granting of, compassionate release in respect of some prisoners.

As the Board operates in responsible and constructive manner; we would welcome an assurance that no budgetary attempt will be made to fetter the independent monitoring of the establishment.

As this report is being completed, we have been advised of a new Tenure of Appointment being imposed, without consultation with Members. It is a sad reflection on the Ministry of Justice that experienced Members are being cast to be off, for no better reason that they have given of their time and have served loyally for fifteen years. We would appreciate knowing the cost of this exercise, at this time of economies.

### **Other matters of concern or excellence not at this stage requiring a response.**

Shepton Mallet continues to be a prison well served by dedicated staff, both uniformed and civilian, who we note go the "extra mile" to assist prisoners and colleagues alike.

Twinning of HMP Shepton Mallet with HMP Erlstoke was took effect from the start of this reporting year. As we write the Establishment is still adjusting to this considerable change in particular the effect of staff changes.

Prisoners voting rights remain a matter of public debate, whilst we understand that the IMB National Council has written to you supporting this change, without consulting Boards; the Board wishes to make it clear that we do not feel that it is within our remit to make comment on this matter.

We will of course abide by whatever decision is made by the Parliament.

## **Diversity.**

Diversity continue to be taken seriously by senior managers of all departments of Shepton Mallet prison and attending the quarterly Diversity Meetings is considered to be a priority by the IMB.

These meetings cover all aspects of diversity, i.e. race, ethnicity, religion, age, disability, equal opportunities etc. and aim to check for indicators of discrimination and to plan appropriate action if necessary.

The Prisoner Orderly post is a full time paid position, carries a job description, entails a formal interview and requires qualifications at Level 2 Numeracy, Level 2 Literacy and Level 2 ICT. Key skills are also required for this position i.e communication, ICT, numeracy, improving own learning & Performance, working with others and problem solving.

The remit for this appointment is for the Orderly to pick up any issues of diversity from other prisoners which are fed back to the appropriate Diversity Officer.

Diversity training is considered to be an important factor and whilst other issues made it difficult to implement the full training courses as planned, 90% of staff has now attended diversity training.

## **Race Equality**

The Prison Service Race Relations Policy Statement is displayed throughout the prison and prisoners are given clear information on race equality on arrival at Shepton Mallet.

Also on arrival, prisoners are met by a nominated BME (Black or Minority Ethnic) prisoner who offers support in what initially may feel to be a strange and/or hostile environment.

Shepton Mallet prison continues to work and consult with a representative from the Somerset Race Equality Council.

Whole Prison Ethnic Banding indicates that the BME population has increased this year.

White British remains the highest at 76.2%, Black or Black British 10.1%, White Irish or White other 9%, Mixed 3.2% and Asian or Asian British 1.6%.

There are no members of staff from a BME group.

The prison is currently holding 14 foreign national prisoners.

A Race Equality folder is placed in the Visitors' waiting area.

## **Racist Incidents**

Whilst race equality issues still remain an important area for discussion, the prison has established a good record in forestalling or dealing with racist problems and it is now accepted that racist conflict is rare at Shepton Mallet, for prisoners and for staff.

There have been no significant racist incidents over the past year. However, it is clear that when or where prejudice has arisen, the root cause seems to stem from ignorance of the culture of others and, in order to combat this, multi-cultural awareness events continue in the prison.

### **Cultural Awareness**

The Race Equality Officer and other staff continue to research the history of many different faiths and festivals linked to the prison population.

National days are taken from the calendar and the Catering Manager is consistent in his co-operation by organizing different, and sometimes unusual, national and international food which the prisoners can choose for their meals.

The Catering Department is to be congratulated on his dedication to provide meals for the cultural events, particularly in view of the difficulties created by the recent increase in the cost of provisions.

### **Equal Opportunities**

At the time of writing this report, no complaints or issues have been raised under this heading.

### **Disability**

There are at present 48 men on the Disabled Prisoners Register.

The main area of concern within the prison is whether there is adequate access to the prison facilities particularly for those who have mobility problems. The age of Shepton Mallet prison and its listed status make it very difficult if not impossible to make adaptations to the building. This leads to unavoidable discrimination against elderly and/or disabled prisoners e.g. in accessing the Education Department which requires negotiating several flights of stairs.

However, to improve accessibility and lessen the possibility of perceived discrimination, seats are fitted on staircase landings to enable disabled prisoners to rest between flights when going to the education block.

### **Equality**

The Prison Chaplain has been very pro-active in organizing the regular attendance of a range of denominations at Shepton Mallet prison. Faiths represented in Shepton Mallet at the time of writing this report are Church of England, Roman Catholic, Muslim, Pagan, Buddhist and Jehovah's Witness.

Faith Awareness information booklets have been distributed throughout the prison.

### **Older prisoners.**

RECOOP works within the prison, and runs regular exercise classes, coffee mornings and quizzes etc. It also arranges monthly talks by outside speakers, in conjunction with the Chaplaincy Team. These are well received

and appreciated by those who attend. The Board of its own volition carried out the monitoring checklist for IMB's provided by AgeUK, the results being mainly positive.

### **Learning & Skills.**

A reasonably seismic shift has affected the area of education in the past year. It has been created by two developments, first the twinning with HMP. Erlstoke; and secondly the Government's determination to increase the amount of productive work being done in the prison estate. Financial restraints accompany both of these.

Local Targets for KPT's for 2011/2012 were :-

To improve liaison between education and sentence planning undertaken by the OMU.

To extend the range of courses in education and in the gymnasium.

To establish a food safety course in the kitchen.

On the plus side, Tribal has done good work in planning and the educational needs of individual prisoners and liaison with OMU has improved.

A4e have run 36 courses with around 85-90% retention rates and 75% success rates and 17 Koestler awards have been won by inmates.

Some new ventures have been launched with great success;

National Union of Journalists' course and a Prison newsletter, voices unlocked (choir), Alternative to Violence Programmes at OCN levels 1,2 & 3 have been run by the Chaplaincy. A Time well spent scheme has been started; it facilitates the sale of the prisoner's art and craft work through local shops, with the proceeds going to victim support. NVQ courses have started in the kitchen.

Some problems have been encountered such as; the removal of the requirement to extend the range of courses has been put into question by the removal of 750 hours of education time to HMP. Erlstoke. The Area Manager is on record as saying that education is merely "background noise" and that priorities must be OBU courses and productive work.

Closely related to this, the year has seen the threat to the vocational courses. Hospitality has gone and woodwork, painting and decorating are under threat. The thinking behind this is that it is no use skilling up "lifers" who are still so far from the end of their sentences. The Boards attendance at Wing Representatives meetings demonstrates to us that prisoners see vocational courses as being really useful

The problems of the Gymnasium and its ability to provide the courses necessary have not as yet been solved; there are only two PEI's and the expected help from HMP. Erlstoke in times of need, does not seem to be materializing.

The Members of the Quality Improvement Group are aware of, and seem to be willing to tackle the big question of, what are the educational needs of lifers in view of the fact that they have been removed from everyday life for so long.

Efforts are being made through Life in the Future course, also attempts are being made to improve prisoners financial awareness; and further efforts are being made to find more contracts to provide productive work in the manufacturing workshops.

### **Reducing Reoffending.**

The main thrust of the work in this area in the past year has been to make sure that what is on offer to the

prisoners is in accordance with their needs. In pursuit of this Drugs, Healthcare and OBU have undertaken needs analyses of their respective areas of work.

Drugs - acknowledge that alcohol is Shepton's greatest challenge. The drug dogs have been retrained to detect alcohol.

Healthcare – have sought to recruit a new RMN in view of the fact that some 80 prisoners have mental health problems.

OBU – accept that they need more facilitators.

There is a plus side.

The 10 week Personal finance course has been available in Education; progress is being made to getting prisoners to open bank and savings accounts.

The Chaplaincy, with its leaflet for long distance visitors and Story Book Dads, has improved the potential for prisoners to keep in better touch with their families.

A Resettlement Fair and the Lifer day held in the autumn of 2011 made contact possible between the prisoners and 28 outside agencies.

The Sarum Wing at HMP. Erlstoke offers the possibility of a half-way house for Shepton prisoners who are approaching their D category stage in their sentence.

## **Healthcare & Mental Health.**

Healthcare at Shepton comes under Somerset Community Council and Somerset Mental Health Trust.

The department is run by a team of nursing staff including psychiatric nurses. Two local GP's attend surgery sessions on a weekly and also provide out of hours cover. A Dentist, Chiropodist and Psychiatrist also attend regular sessions.

There have been no problems in the reporting year accessing in-patient or out-patient care as and when required.

An aim of the Department over the past year has been to reduce the numbers of prisoners reliant on the long term use of pain relief medication. All dispensing sessions are overseen by Officers.

Abusive behavior is not tolerated within the department.

There have been few complaints during the reporting year; these have been responded to within the required timescales. It is good to note that compliments are regularly received.

Instances have been noted of incorrectly labeled medication being received by the department from the supplying pharmacy, these errors have been rectified before the medication is dispensed to prisoners. There have also been instances of delayed supplies of some medication.

One wing of the prison has been allocated to infirm or older prisoners; the Officers staffing this wing have undertaken training for Parkinson's, Alzheimer's and Dementia. Plans are underway to provide a Palliative care suite within the prison for those prisoners with terminal illness

Prisoner Representatives attend a quarterly Reference Group meeting.

Day to day healthcare is provided by Somerset PCT, the department being staffed by a small team, including psychiatric nurses. A GP attends for surgery sessions three times a week and also provides out of hours

### **Deaths in Custody**

There have been 4 deaths of prisoners in this reporting year.

3 occurred outside of the establishment and 1 within the establishment.

Inquests have yet to be held for any of the above.

The Board has already earlier in the year written to the Minister in respect of Compassionate Release.

### **Care and Separation Unit.**

There are relatively few adjudications at HMP Shepton Mallet.

The Care and Separation unit continues to be little used. Of the 52 adjudication cases, 39 were proven, 10 were dismissed and 3 not proceeded with.

A cell is available in the unit for constant watch conditions.

Procedures are in place for the IMB are usually promptly informed when the segregation unit is in use and regular visits take place to assess prisoners' welfare.

**Accommodation.**

A total solution to the problem of providing suitable heating to the upper landings of the wings is still awaited. It is a situation which, due to the fabric of the buildings, may never be properly resolved.

Sharing of cells remains an issue for prisoners arriving at the prison. Many have been accustomed to not sharing and the movement up the waiting list for single accommodation is very slow, currently taking several months. The prison continues to make every effort to forewarn prisoners that they will have to share accommodation and most new receptions are fully aware of the situation when they arrive at the prison.

**Catering & Kitchens.**

The quality of the food provided at Shepton Mallet remains at a generally high standard and there have been very few reported complaints, either to the IMB or written in the comments book provided on the Wings.

Catering staff continue to endeavor to cater for all national occasions by producing a menu suitable for the day. Balancing the catering budget continues to test the ingenuity of the catering managers. As all catering supplies are required to be ordered from a single source, managers have no facility to 'shop around' for better value or better quality products.

**Chaplaincy**

The Chaplaincy provision is wide and varied with access to a range of Christian Ministers as well as representatives of most other faiths.

The Chaplaincy arranges and hosts a number of discussion group and evening musical events and concerts. It supports Changing Tunes which regularly attends sessions. A 'Songs of Praise' service is held each month.

It also supervises and trains prison visitors who make weekly or fortnightly visits.

In addition it also offers a supported visits service, to permit family to see prisoners more privately than in the visitors' centre, for example after a family bereavement or when links are being established after a lengthy period of estrangement.

**Drugs**

Drug abuse in Shepton Mallet, compared with the wider prison estate, remains a relatively minor problem. The establishment's drug testing programmes identify and monitor any development of drug use very quickly.

Nevertheless there is no room for complacency.

The CARAT worker reports regularly to the Drug Strategy Committee. A substantial part of his work involves preparing prisoners for a move to open conditions, where they may encounter greater opportunities for drug and alcohol use than in a Category C prison.

### **Gym and Physical Education**

There have been continuing problems through the year with maintaining staffing levels. The department is now managed by the Head of Regimes. However, the two remaining staff continue to provide a range of classes and sessions to appeal to the wide age range of the prison.

The department continues to pursue a proactive role to persuade older prisoners and those with disability to engage in exercise activities and programmes. Prison staff are able to use the gym facility during the lunch period, with team games and individual support including weights training.

### **Health and Safety.**

There were 30 accidents during the year, including 4 in the gymnasium.

To the Board's knowledge, there are no outstanding litigation cases

### **Offender Management Unit**

The situation with Parole Board hearings has eased over the year and there are now less delays. However these do still occur, either because of backlogs in the system or failure of external offender managers to complete dossiers on time, resulting in additional work for unit staff that are required to review and update dossiers for rescheduled hearings.

### **Offending Behavior Unit.**

It is pleasing to report that all KPT's have been achieved in reporting year.

SOTP KPT 34 achieved 34. CSB. KPT.36 achieved 38.

Waiting lists are being managed; there are waiting lists for the SOPT programmes. There is still a demand for CSB, Shepton is the only prison still running the course.

There is concern expressed by Officer Facilitators in respect of the possible impact of the "fair and sustainable", meetings are to be arranged to try to understand the impact on staff.

Cross site working is to be implemented between Shepton and Erlstoke, this will be a feature in the future to enable resources to be shared to achieve results.

### **Safer Custody.**

Meetings take place for the group take place every two months, this chaired by the Head of Residence. The meetings are well attended by the relevant departments. Regular Reports are given by Healthcare, Samaritans, Listeners and a prisoner representative.

Very little has changed since our last report, in the HMP Shepton Mallet is perceived as a relatively safe prison, with staff committed to keeping it so.

Younger aged prisoners being received into the establishment has impacted on the dynamics of the wings, prison staff are aware of the need for continuous vigilance. These younger prisoners have created some concern in respect of noise both in cell and in communal areas also the quizzing of prisoners about their offences has caused offence. We are pleased that these matters are being taken seriously by the prison, as

they have the potential for acting as a catalyst for potential bullying. If these matters are raised at a meeting they are “action pointed”, a report is given at the next meeting.

There are eight trained and dedicated Listeners, who offer valuable service to their prisoner colleagues, who may be struggling with health or personal difficulties. Having a Listener to turn to, can sometime be literally a life saver.

Listeners are trained by a Samaritans trainer, the organization offers regular support to the Listeners.

There is a low level of ACCT activity, however, we are pleased to report that the subject is always taken seriously and the prison is committed to ensuring that all staff receive relevant training on this vital subject.

## **Security**

We are pleased to report that there have been no escapes, nor confirmed attempted escapes, during this year.

A Governor chairs the regular monthly meetings of the Security Committee, which is always attended by a representative of the Board. This committee deals with all matters affecting security within the prison, including contingency plans and exercises.

Several exercises have taken place throughout the year including a very successful hostage situation and escape exercise. Again, these are all up to date and the current score of 90% in the Standards Audit was very acceptable. Personal Safety Training is, as always, a priority and is ongoing.

A total of 784 Security Information Reports have been received by the department during the year. These prove invaluable regarding the security and safety of the prison although they increase the workload considerably for the staff.

Cell searches are also regularly carried out either on a random basis or on information received.

## **Staffing**

The Governor of HMP Erlestoke became Governor of both Shepton Mallet and Erlestoke at the start of the reporting period, the day to day management of the establishment is under the control of the Head of Communities.

As may be expected with any change, there has been some feelings of concern amongst staff, indeed this may be the same as at HMP Erlestoke. The Board is reasonably confident that steps are being undertaken to understand and address such concerns.

## **Visitors & Visitor Centre**

Domestic visits are held at HMP Shepton Mallet on Wednesday, Saturday and Sunday afternoons. The last twelve months have seen an increase in visitors attending on these days.

Many prisoners at Shepton Mallet do not receive regular visits for several reasons. Some have served many years in the prison system and have either lost touch with family or have very elderly family members.

Prisoners come from across the country and Shepton Mallet is not easily accessible by public transport

Every year we have reported that there is no signage locally to indicate the location of the prison once in the town. However, we are pleased to report that disabled parking spaces are now available immediately outside the main gate.

The extended day visit programme continues to provide a popular facility and during the course of the past year Shepton Mallet has offered 5 extended visit days, including three Kids VIP days where children, grandchildren and family members can spend the day together in the prison enjoying a range of activities.

### **Wing Representatives**

The Establishment holds a meeting with representatives from every wing each month, the meetings being chaired by a principal or higher grade officer.

Safer custody, violence reduction and diversity issues are standing agenda items at the monthly meetings

Each representative is encouraged to bring forward any concerns in respect of their wing, some of the topics raised in the past year have included, visits, television reception, waste of food and concerns for prisoners who are terminally ill, and question of loud music being played in-cell.

The minutes of all meetings are circulated to every wing.

As all prisoners at Shepton Mallet are life sentenced, the IMB continues to support these meetings, as they offer a method by which prisoners can freely raise their concerns.

### **Works**

Shepton Mallet has some vulnerable buildings, which being listed; carry considerable responsibilities with regard to their care and maintenance. Nevertheless, the Works Department remains on schedule with its planned and controlled series of maintenance tasks and repairs. Shepton Mallet remains one of the best maintained prisons in the region.

## The work of the Independent Monitoring Board.

### Board Activities and Profile

Members of the Shepton Mallet Independent Monitoring Board for the reporting period were :-

R.C. Brown. Esq.	Chairman.
Dr P. Storey.	Vice-Chairman until 31/12/2011. Transferred to HMP. Gloucester.
Mrs D. E. Culley.	Vice-Chairman as from 1/1/2012.
Mrs J.B. Smith.	Board Development Officer.
Mrs M.E. Emsley.	
Mr G.M. O'Donohoe.	
Mr C. Francis.	Resigned December 2011.

Board Members were in the prison on a total of some 279 individual occasions and attended various meetings besides the monthly Board meetings. Board members have carried out 52 weekly Rota visits around the prison, and these reports are seen by all Board members and the Governor.

A Board Member visits each week to meet to speak to newly arrived prisoners.

Members also deal with formal and informal applications from prisoners during the year and attend the monthly committee meetings covering many areas of prison management and activity including Wing Representatives Meetings, the Race Equality Action Team, the Diversity Committee, the Resettlement Committee, the Health and Safety Committee, Safer Custody and Violence Reduction Committees and the Quality Improvement Group (QIG).

The service level agreement with the prison continues to work satisfactorily. Our IMB Clerk has continued her dedicated support throughout the year, for which the Board is very grateful.

**Table 5.1 Board Statistics**

Recommended Complement of Board Members	<b>10</b>
Number of Board members at the start of the reporting period	<b>7</b>
Number of Board members at the end of the reporting period	<b>5</b>
Number of new members joining within the reporting period	<b>0</b>
Number of members leaving within reporting period	<b>2</b>
Number of attendances at meetings other than Board meetings	<b>63</b>
Total number of visits to the prison/IRC (including all meetings)	<b>316</b>
Total number of applications received	<b>29</b>

## **Applications**

The IMB's own statistics relate to matters (known as 'applications') brought to us by prisoners after they have exhausted the regular Prison Service R&C process. The level of applications is much lower than in other prisons, because many prisoners discuss issues face to face with staff and because the prison environment at Shepton Mallet enables prisoners to deal with issues independently.

Prisoners are encouraged to make applications to the board by completing an applications form, but board members continue to take applications 'on the hoof'. There were 24 during the reporting period (Table 5.2). For the most part, the matters were resolved very quickly upon investigation and in many cases had already been dealt with by staff, or were in the process of so being.

## **Board Training and Development**

The Board had regular in-house training sessions during the year and the Board is indebted to management and staff in the prison that help the Board broaden its understanding of the prison, its processes and systems. Sessions this year have included talks from the Prison Chaplain, The ACOOP manager, the Site Manager and the induction orderly.

Members also attended staff training sessions including Drug Awareness and P-NOMIS. The Board very much appreciates the support given by the prison to IMB training.

During the year, the Board visited HMP The Verne.

The Board is dedicated to offering a professional service to prisoners and staff in Shepton Mallet prison and to this effect we undertake an Annual Team Performance Review. The purpose of this is to examine whether the Board has met previous perceived goals and, if necessary, to set new targets for the coming year.

## **GLOSSARY OF PRISON-RELATED ABBREVIATIONS USED**

ACCT Assessment, Care in Custody & Teamwork – replacement for F2052SH  
AO Administrative Officer  
BME Black & Minority Ethnic  
CARATS Counselling, Assessment, Referral, Advice & Throughcare Scheme – drug & alcohol team  
CC Cellular Confinement – a punishment  
CMU Case Management Unit – work on sentence planning & progress  
CNA Certified Normal Accommodation  
ETS Enhanced Thinking Skills – an OBP  
GOOD Good Order or Discipline – Segregation under Rule 45/49 (historically GOAD)  
HCC Health Care Centre  
HMCIP Her Majesty’s Chief Inspector of Prisons  
IEP Incentives and Earned Privileges – Prisoners can be on Basic, Standard or Enhanced  
IMB Independent Monitoring Board  
KPI/KPT Key Performance Indicator/Target  
LSC Learning & Skills Council  
MAPP Multi-Agency Public Protection Arrangements  
MQPL Measuring the Quality of Prison Life  
NOMS National Offender Manager Service – amalgamation of the Prison & Probation Services  
OASYS Offender Assessment System – computerised risk & needs assessment  
OBP Offending Behaviour Programme  
PCT Primary Care Trust – National Health component responsible for healthcare  
PEI/O Physical Education Instructor/Officer  
PO Principal Officer  
PPO Prisons and Probation Ombudsman  
PPP Public Protection Panel  
PS Prison Service  
PSI Prison Service Instruction  
PSO Prison Service Order  
RRLO Race Relations Liaison Officer  
SCG Safer Custody Group  
SED Sentence Expiry Date  
SIR Security Information Report  
SLA Service Level Agreement  
SMARG Segregation and Monitoring Review Group  
SMT Senior Management Team  
SO Senior Officer  
VDT Voluntary Drugs Testing

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