

HMP THE MOUNT

BOVINGDON, HEMEL HEMPSTEAD

INDEPENDENT MONITORING BOARD

ANNUAL REPORT

1st MARCH 2010
to
28th FEBRUARY 2011

1. 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 Minister of Justice from members of the community in which the prison is situated. The Board is specifically charged to:

- Satisfy itself as to the humane and just treatment of those held in custody within its prison and the range and adequacy of the programmes preparing them for release.
- Inform the Secretary of State, or any official to whom he has delegated authority, where it judges appropriate, of any concern it has.
- 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

The Board at The Mount monitors that diversity encompasses and promotes greater interaction and understanding between people of different backgrounds, including race, religion, gender, sexuality, marital status, disability and age.

The Board recognises that diversity is also about respecting and responding to needs and differences that cut across social and cultural categories, such as mental health, literacy and drug addiction.

Engaging diversity should enable all individuals to express their values, perspectives and beliefs without disrespecting or discriminating against others.

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3. DESCRIPTION OF THE MOUNT

The Mount was opened in 1988. It operates as a Category C Adult Training Prison. It is a closed conditions prison.

Wing	Regime	Prisoners at 28 th Feb 2010	Prisoners at 28 th Feb 2011	CNA at 28 th Feb 2011	Op Cap at 28 th Feb 2011
Dixon Wing	Standard/Induction	106	118	120	120
Howard Wing	Standard	104	107	103	108
Lakes Wing	Standard	115	117	112	117
Ellis Wing	Standard	114	115	110	117
Fowler Wing	Enhanced	111	112	112	112
Brister Wing	Enhanced	110	110	110	110
Pre-Release Wing	Enhanced	36	35	36	36
Narey Wing	Standard/Enhanced (Lifer and other long sentence prisoners)	46	47	44	48
CSU		15	3	N/a	N/a
TOTAL		757	764	747	768

The Board notes that the number of cells available for double occupancy remains unchanged at 21.

The Mount receives only convicted prisoners who arrive from other establishments, mainly but not exclusively from London prisons. The following table shows the population breakdown by sentence length.

Length of Sentence	Approximate Distribution	
	28th Feb 2010	28th Feb 2011
Less than 12 months	1	0
12 months to 2 years	4	8
2 - 3 years	16	33
3 - 4 years	60	71
4 - 10 years	462	418
More than 10 years	94	88
ISPPs	120	142
Detainees	0	4
TOTAL	757	764

List of supporting organisations

A number of services for prisoners are provided by outside agencies, including:

Healthcare	West Herts NHS
Healthcare LINKS Project	West Herts NHS, PALS, Patient Care, Hertfordshire County Council and ICAS
Mental Health	Hertfordshire Partnership NHS Trust
Education	Milton Keynes College
Library	Hertfordshire County Council
Career advice	Tribal
Employment and housing advice	NACRO and Jobcentre
Resettlement support	National Grid, Cementafuture, Dacorum BC, Southside Partnership, London Action Trust, New Bridge Foundation, London Safer Foundation, Haringey BC, and Restoration and Revival Fellowship Church
Drug Counselling	CARATs and Alcoholics Anonymous
Drug Rehabilitation	Rehabilitation for Addicted Prisoners Trust
Building and related skills	John Laing Training
Canteen	DHL
Listener Training	The Samaritans
Family support	Pre-school Alliance Service and Sure Start
Volunteer recruiting	HACRO
Visits Centre	Dacorum Community Wheels Minibus Service and HACRO Tea Bar
Learning difficulties	Shannon Trust and West Herts Adult Care Services
Victim Awareness courses	Prison Fellowship
Justice Awareness courses	Rahman Academy

EXECUTIVE SUMMARY

4.1 OVERALL PERFORMANCE

Under the Prison Rating System, based on 34 indicators, The Mount is rated Level 3 (Good performance). It aspires to Level 4 (Exceptional performance). It defines its purpose as “Providing effective resettlement in a safe and secure environment”.

The Board notes that its four published priorities for this year were:

- (i) Tackling anti-social behaviour.
- (ii) Achieving change.
- (iii) Violence reduction.
- (iv) Developing opportunities for prisoners.

In relation to the first priority, The Mount recognises that anti-social behaviour ranges from the dropping of litter, spitting and bad language to criminal activity. It seeks to make prisoners aware of this and to discourage all forms of anti-social behaviour. This initiative has proved reasonably successful on an individual prisoner basis, although there remains some reluctance by officers to challenge groups of prisoners behaving anti-socially.

In relation to the second priority, there has been success in effecting changes in routines and work profiles to achieve required efficiency savings without materially reducing services or impairing the safety of staff and prisoners. The implementation of efficiency savings has created pressure on The Mount’s management and staff. Tensions arose during the year in negotiating these changes.

The third priority represents one of The Mount’s major achievements of the year. The HMCIP Report of October 2009 noted that there was a significant amount of bullying and “violence was not far below the surface”. The Board has observed a major change during the year as procedures for tackling aggressive behaviour have been implemented and the number of prisoners seeking refuge in the CSU for their own protection has fallen dramatically.

In relation to the development of opportunities for prisoners, the range of educational and vocational courses available for prisoners at The Mount remains extensive despite economy measures. This year there has also been success in establishing links with outside employers able and willing to provide work experience or training on ROTL and post-release employment. These external links are now perceived by The Mount to be a crucial part of the resettlement programme.

The Board is therefore pleased with the achievements in all four priority areas.

Another massive achievement of the year is the reduction in the incidence of drug dealing and usage. By way of illustration, in the final 4 months of the year, only 2 out of 156 MDTs were positive and the RAPt programme is running at full capacity.

This has therefore been a successful year for The Mount in a difficult economic climate.

4.2 PARTICULAR MATTERS REQUIRING A RESPONSE

To NOMS

The Board is concerned at the number of prisoners who arrive at The Mount without sentence plans or with sentence plans which prescribe courses which are not available at The Mount or for which there are long waiting lists. The Board requests NOMS to advise why the PMU is not briefed to have regard to sentence plans before approving prisoner transfers.

4.3 OTHER MATTERS OF SERIOUS CONCERN OR EXCELLENCE

Other matters of concern

(i) Pay and P-NOMIS

The Board was concerned during the year at the inability of P-NOMIS to cope with The Mount's pay policy and with the failure of The Mount to find a way of making adjustments so that prisoners were paid their contractual entitlement. The Board believes most of the pay issues have now been resolved.

The Board remains concerned that there is an inadequate number of computer terminals for prison staff to record data and that a lot of staff time is spent recording and researching data.

(ii) Cat D review delays

During the year, the Board expressed its concern that Cat D reviews were frequently overdue and that prisoners were not kept informed of the fact or reason for the delay. This situation has now improved, but the Board remains concerned that competing time pressures on OMU staff and other agencies whose input is needed render the prospect of further periods of delay likely.

(iii) Hospital escorts

On a number of occasions hospital appointments have been missed through the late arrival of the prisoner at hospital. This also is a resource issue. Escorts can be provided for a maximum of 9 hospital outpatient appointments per week, excluding emergencies. It is also a liaison issue requiring co-operation between Healthcare, Security and the hospital.

(iv) Budget cuts

The Board is pleased that large economies have been achieved without materially affecting the regime. But, as a number of the following reports state, departments are now stretched to provide the facilities and services required.

Other matters of excellence

(i) External audits

The Mount had external audits during the year relating to Security, the RAPt programme and Safer Custody and performed well in all three. The Security, RAPt and Safer Custody teams are congratulated on their performance.

(ii) Diversity and Equality

The Mount accommodates an extremely diverse population, having a majority of BAME prisoners. All The Mount's staff, and especially wing staff, CSU and the Diversity Team, merit praise for the comparatively small number of racial incidents during the year.

MANDATORY AREAS ON WHICH THE BOARD MUST REPORT

5.1 DIVERSITY AND EQUALITY

The multidisciplinary Diversity Team is dedicated to the promotion of equality of opportunity and the eradication of discrimination for all prisoners, staff, volunteers, and visitors. The team meets regularly to monitor and analyse information. Where necessary, investigation is carried out and appropriate action taken. The Mount takes its diversity commitment seriously and responds well to diversity issues that arise. Over 85% of staff have completed the "Challenge It, Change It" diversity training programme.

During the year, the BAME population in The Mount has remained around 66% (of which BAME Foreign Nationals represent a significant minority). Disabled and elderly prisoners account for between 2% to 4% of the total population. The number of BAME staff continues to be slightly below target at 8 to 9% of staff levels.

Monthly Diversity meetings are chaired by the Governor, whenever possible, with staff from the Diversity Team and key departments present. Every other month the 4 full-time prisoner representatives attend and they work to ensure good communication of diversity matters throughout the prisoner population. The meetings receive reports on a range of matters, and this information is scrutinised for out of range trends and other diversity issues. Participants in the meeting have equal opportunity to raise and discuss matters.

During the year, a new Diversity Officer and a new Diversity Manager were appointed. Both are enthusiastically involved in their roles, but changes in profiles for efficiency savings has reduced the time they have for these roles.

RIRFs in over 20 languages are available on the wings. A Diversity Incident Reporting Form has recently been introduced to take note of the broader aspects of Diversity and Equality and runs in parallel with the RIRF system for the time being. An independent scrutiny of a sample of RIRFs is undertaken by an academic volunteer from Cambridge University. This has confirmed that investigation of and responses to racial incidents are of a high standard.

82 RIRFs were submitted, compared with 115 last year. 62 were from prisoner on staff, 7 prisoner on prisoner and 13 staff on prisoner. Acknowledgement, closure, and feedback all fell within the target timescales. It is noteworthy that the Board seldom receives Applications from prisoners on racial matters.

A Gypsy and Travellers focus group has been organised and meets regularly. An initiative within the Foreign Nationals department has created focus groups for a

number of smaller ethnic minorities based on commonality of language. There has been support for the celebration of days important to ethnic groups, but it is increasingly difficult to obtain funding for such events.

Elderly prisoners now have a full time prisoner representative to monitor their issues and quarterly focus groups have been implemented. Prisoners are classified as elderly when they attain the age of 50. There are specific programmes within the Gymnasium and a designated nurse in Healthcare for these prisoners.

Screening for physical, sensory, and mental disabilities occurs at Reception and Induction. Usually about 10 prisoners have physical or sensory disabilities. Many prisoners possess learning difficulties and receive support through Education, Healthcare and In-Reach. A Learning Disability Week and Learning Disability session for instructional staff in Industries were successful. A full time prisoner representative (who is himself disabled) has worked energetically in helping to review emergency evacuation plans for disabled prisoners. A Disability Forum has been set up and the Disability Liaison Officer has a strong commitment to assisting disabled prisoners, but has competing demands on his time as an instructional officer.

Disability reports available from the old LIDS system failed to be specified for P-NOMIS. Internal resource has been diverted to address this failure, which is unsatisfactory and wasteful.

Equality Impact Assessments have been completed. There are plans to arrange for independent scrutiny of these assessments, but The Mount has not yet been successful in appointing an independent assessor notwithstanding its efforts to do so.

Provisions of the Equality Act 2010 simplifying and strengthening diversity law came into force on 1st October 2010. The Public Sector Equality Duty provisions come into force in April 2011. Additional staff training will be required.

It is a matter of concern that prison staff have reduced time to carry out widened diversity roles to the desired standard and that funding for diversity initiatives has become more scarce.

5.2 LEARNING AND SKILLS

As a training prison, The Mount provides prisoners with a wide range of courses in education, vocational training and life skills. These extend from basic literacy and numeracy to university level courses. A high standard is maintained with good attendance and completion levels.

Courses are provided by a range of external training providers/awarding bodies. The main education provider is Milton Keynes College (“MKC”) and the main provider of vocational skills is John Laing Training (“JLT”).

MKC is funded by the Skills Funding Agency (“SFA”), and this funding is focused on core curriculum subjects, such as literacy, numeracy, ICT and vocational training which will lead to employability. Behavioural courses, often stipulated in sentence

plans, are categorised as non-core. During the academic year ended 31st July 2010, a full curriculum review was conducted and it was resolved that 80% of the curriculum should be core subjects. Some course restructuring took place to satisfy this requirement.

To enable JLT to continue to provide its courses, it has been necessary for it to obtain funding from MKC and Herts Regional College.

The PICTA workshop is funded by NOMS and other workshops are run by The Mount's own experienced staff.

The Board is pleased that it has been possible so far to continue the full range of courses, which has been achieved by means of good co-operation between the various interested parties. It is clear that the necessary funding is not guaranteed to continue to be available.

Education

MKC provides 35 tutors, some full-time, some part-time and has a number of volunteers. An average of 300 prisoners attend classes full-time or part-time. In the past academic year, 1,734 course completions were recorded, with a success rate of 91%.

It has recently achieved accreditation with City & Guilds for a Personal Development and Employability Course. This will replace the preparation for work course formerly provided by the Foundation Training Company as part of the Resettlement programme.

For prisoners who have difficulty working in a group atmosphere, Learndirect (Pitman Training) provides on-line courses for literacy, numeracy and ICT support. The Mount has also been approved for implementation of the Virtual Campus which will provide prisoners with access to Open University courses and job sites online.

Workshops

The workshops provide a wide range of practical training and offer qualifications at basic and advanced levels. The activities include:

1. Building of frames and assembling of frames for windows and doors for the Prison Service. There has been a decline in the orders from other prisons and some electrical work has been undertaken to take up some of the spare capacity.
2. Recycling of DVDs and CDs for LTV. This has the potential of generating income for The Mount and is a suitable initial activity for high-risk prisoners. There have been some problems, such as breakdown of machinery, dissatisfaction with the output and substantial theft of CDs. The level of theft has fallen with strong punishment and a bonus scheme has now been introduced.
3. Canteen Packing. This operation is run by DHL and comprises canteen packing for Wormwood Scrubs, Bedford and The Mount. NVQ level 2 in warehousing and distribution is attainable and the work is assessed by Warrington Business School. Between 35 and 42 prisoners are engaged together with 7 permanent staff and 6 distributors from DHL. This is the second year of this activity and operations are

running more smoothly with more procedures in place. Payouts are more orderly and there is more support from the wings, but pilferage is still a problem.

4. Engineering. The nature of the work in this workshop is changing. Sheet metal cell doors will no longer be made and there will be a greater emphasis on welding and fabrication of gates and grills. In addition, The Mount is seeking to win a contract with JCB for the manufacture of stillages. Test stillages have been produced and approved.

5. The three John Laing Training workshops provide training in bricklaying and plastering; construction skills (carpentry, plumbing, painting and decorating, and wall and floor tiling) and operational maintenance; and woodwork. The woodwork shop was closed for 3 months due to the illness of the instructor and re-opened in September 2010. The woodwork is of high standard and several pieces have been submitted for the Koestler competition.

6. The PICTA workshop sponsored by CISCO provides a range of programmes for professional IT qualifications.

7. Waste Management. Much recycling is undertaken, including electrical repairs and repairs to furniture. The food recycling machine has been out of action for some time but, when operational, makes a substantial saving in food disposal costs and generates income.

Gymnasium

The unit was designed for a prison roll of 450, compared with the current role of 767. Fitness suites in Fowler, Brister and Narey provide only limited relief.

There are 1,105 “spaces” per week. Prisoners are requested to specify their preference for weights, circuit training, football, rackets etc and normally get their first choice.

Since June 2010 when the gym staff took over from the wings the task of organising the rotas for prisoners’ attendance, attendances have risen substantially and now average 90% of prisoners, excluding the small minority who do not wish to use the facility.

In addition to recreational use, a number of courses are provided. In the 11 months ended 28th February 2011, 149 prisoners started courses, 18 were discharged from prison and 119 completed their courses. The SMT has now resolved that courses should only be conducted on a part time basis to allow greater opportunity for recreational use of the gymnasium and this will materially affect future course completions.

Additionally to their gymnasium duties, the gym staff are profiled to provide 15 hours’ training per week to prison staff on Personal protection, C & R and First Aid.

Library

The Library is an extremely valuable resource. It provides a comprehensive variety of reading and research materials, which supports the education programmes, as well providing useful leisure activity. Attendance is high and well managed. Each

residential unit has a designated weekly library session, which aims to ensure that there is equality of opportunity.

Farms and Gardens

20 prisoners are engaged in maintaining the grounds to a high standard and growing plants and vegetables for The Mount.

4 new polytunnels have been erected in the last few months and a further 2 are planned. A new greenhouse has been built and will soon be in use. The side panels and windows were made in the workshops.

80,000 plants and vegetables are grown annually. A large variety of vegetables, all organic, are supplied to the Kitchen of which it is understood that a considerable amount is not used.

5.3 HEALTHCARE, MENTAL HEALTH AND PSYCHOLOGY

Healthcare

This has been a year of important developments, but also some difficulties, especially in relation to hospital appointments.

A positive development has been the appointment of a senior dentist who is able to perform oral surgery under local anaesthesia. Prisoners previously would have gone to hospital for this treatment. There have been some periods when there have been lengthy waiting times for dental appointments. Currently the predicted waiting time for routine dentistry is 11 weeks.

Another positive development has been the acquisition of ultrasound equipment enabling speedy diagnoses and reducing the need for hospital appointments.

The pharmacy has been refitted, and the service outsourced to Lloyds Pharmacy.

A cause of concern has been hospital appointments. Sometimes hospitals give appointments for times which are impossible for prison staff to fulfil and sometimes the escort services arrive late. Escorts can be provided for a maximum of 9 hospital outpatient appointments per week, excluding emergencies. The Manager of the department has raised her concerns with the SMT of which she is a member, and now keeps records which demonstrate the problem. In November 2010, for example, 29 hospital appointments were made. In 5 cases the escort left the prison after the time of the appointment and in 8 further cases it arrived late. Hospitals have target times in which they must see a referred patient. If prisoners are not seen within that time, they may have to be re-referred. In the community it is possible for patients to “choose and book”. Hopefully this facility will be extended to prisons, so appointments can be booked at times when escorts will be available.

Healthcare, In-Reach and Safer Custody staff are jointly participating in a project regarding prisoners with Learning Disabilities and have been short-listed for a National award from the Royal College of Nursing for innovation. The department is also participating in the national programme for chlamydia screening.

Mental Health: In-Reach

The Manager of In-Reach has been promoted to a community role to develop the Community Psychiatric Forensic Team, which occupies approximately one-half of his time. However, the In-Reach team is settled and capable, and there have been no staffing difficulties.

35 prisoners are being dealt with under the Care Programme Approach (“CPA”). These are men diagnosed with severe and enduring mental illness. It is to the credit of the In-Reach team that the level of support given to these prisoners has meant that very few have needed to be transferred to a mental health facility. Some of these prisoners undertake the Computerised Cognitive Therapy Course which takes place within the In-Reach office suite. This is a confidential process with a high level of success. The team also delivers Cognitive Behaviour Therapy directly to some CPA prisoners under close supervision. The team is very proactive with this group of prisoners and is involved in planning for continuity of care following discharge in conjunction with the mental health supervisors in their home communities.

The team also works with prisoners who have no diagnosed mental illness, but who through background or addictions have difficulty in coping with prison life.

The team provides Mental Health Awareness staff training on a weekly basis helping prison staff to understand and deal with challenging behaviour. It will also soon provide a two-day course for staff involved in ACCT assessments.

Psychology

The department has been short-staffed for a long time, but has been authorised to recruit 3 new members. A new trainee has joined and a new assistant has been appointed.

The department provides 2 courses. The Thinking Skills Programme has a long waiting list. It runs for 7 weeks and requires a minimum of 2 staff. It is also available in the community through offender managers. The CALM course runs for 8 weeks. Participants on both courses are selected through their sentence plans. All course sessions are video-recorded to satisfy audit requirements.

The department carries out risk assessments on Lifers, ISPP and high-risk prisoners, which are time consuming as they require substantial background information and interviews with each prisoner.

The team also attends CSU Reviews and Safer Custody, Violence Reduction and In-Reach meetings and will assist the new Learning Disability team.

5.4 SAFER CUSTODY

A Safer Custody meeting is held once a month, chaired by the Residential Governor. Attendees include members of the Safer Custody team, representatives from Samaritans, Listeners and Insiders including prisoner representatives, Psychology, Chaplaincy, Security, Reception, In-Reach, Foreign Nationals, CARATs and the Board. All participants have the opportunity to report and raise issues of concern. The prisoner representatives make a valuable contribution. They leave at a fixed

point, after which items of business which it would be inappropriate to share with them are discussed.

The meeting receives a Safer Custody report which reviews, inter alia, statistics relating to Perpetrator plans and Victim Support plans, ACCTs, CSU locations, fights, assaults, adjudications, unexplained/ non-accidental injuries, and incidents of self harm. A selection of ACCT documents is produced so that the quality of the process and its recording can be checked.

There is a willingness to discuss issues in an open and self-critical manner, and action points are agreed at every meeting and subsequently reviewed until closed or concluded.

There is evidence of good teamworking between different departments and between staff and prisoners. It is recognised that the early period of custody is a time of heightened risk of suicide or self-harm. Prisoner representatives are therefore actively involved in new prisoner reception. Insiders are present in Reception to offer basic advice and reassurance to new prisoners, and they offer ongoing support during the First Night and Induction processes. The Insiders are well placed to pick up early signs of any problems, and they are able to flag these up to members of the Safer Custody team or other staff, as appropriate.

An external Safer Custody audit was conducted in February 2011 and a result of Amber/Green was achieved, for which The Mount is to be commended.

Closely related to the work of Safer Custody is that of Violence Reduction, which is monitored through the weekly Violence Reduction Forum. The forum is chaired by the Deputy Head of Residence and includes representatives from Security, Safer Custody, Healthcare and In-Reach. It aims to tackle “those areas or incidents that have the greatest impact in reducing violence and anti-social behaviour”. The forum discusses all incidents of fights/assaults, anti-social behaviour, and unexplained accidents, including the action taken and any further action needed. All Victim Support plans and Perpetrator plans are discussed and any further action that needs to be taken is arranged.

The forum receives detailed reports on named prisoners, including the outcome of discussions between prisoners and the VR team. Discussions may also be initiated by the prisoners themselves. The VR team is proactive in challenging prisoners believed to be involved in intimidation, bullying, drug supply or other anti-social behaviour. It is clear from the reports that the VR team has been able to establish credibility with prisoners, many of whom have sufficient confidence in the team to name other prisoners who are causing problems. Violence Reduction was the subject of an Internal Audit in January 2011 and a rating of 96% was achieved.

The work of both the Safer Custody and VR teams aims to create a safer environment, in which violent attitudes and behaviour can be challenged, and perceptions of safety improved. As evidence of the effectiveness of this work, the profile of CSU locations has changed significantly this year, with fewer prisoners placed there for OP and the majority being located for GOOD. Anecdotal evidence from staff and prisoners confirms that The Mount is a safer place than one year ago.

5.5 CARE AND SEPARATION UNIT

During the year, there has been a significant reduction in the number of prisoners located in the CSU. The lowering of numbers is widely perceived to be attributable to a more positive stance by management to reduce violence, promoting a safer prison environment and fostering a culture of non-violence, and rigorous enforcement of The Mount's policy of not allowing prisoners to use the CSU as a means to achieve a transfer. The number of prisoners located in the CSU for Own Protection has fallen dramatically.

Another factor is the introduction in April 2010 of a No Smoking policy in the CSU. Initially, this was believed to be the cause of prisoner unrest in the CSU resulting in dirty protests and damaged cells.

Also, prisoners in the CSU, who are ISPPs or located for OP, will often be located for lengthy periods, sometimes exceeding 30 days, until a suitable prison for their transfer has been identified and arrangements for transfer finalised.

The CSU staff are to be complimented on their professionalism in dealing with difficult, fractious and confrontational prisoners. During the year they have encountered at least 6 seriously disruptive prisoners, involving dirty protests, smashed sinks, ripped floors, flooding and other damage to cells. Some of the more experienced CSU staff have been redeployed and their successors have had to learn how to deal daily with these prisoners.

An OCA member of staff visits the CSU on a regular basis to keep prisoners informed of any transfer plans. Some prisoners are difficult to transfer, especially when their sentence plans require them to participate on a particular course which is not widely available.

The work of the OCA, CSU staff and line management in working together, enabling the prisoners to move to other establishments and achieving outcomes which are satisfactory to all parties, should not be underestimated.

The physical structure of the building, now nearly 25 years old, has areas which may be too cold or too warm. The Works department has tried on a number of occasions to rectify the heating problems.

OTHER AREAS ON WHICH THE BOARD DESIRES TO REPORT

6.1 ADJUDICATIONS

The number of Adjudications has continued to fall. The number of new Adjudications was 1,009 in 2010 compared with 1,365 in 2009.

The percentage of charges proven in Adjudications completed in 2010, whether by an Adjudicating Governor or the Independent Adjudicator, was 80% (approx) which constitutes an increase from the previous year.

Charges laid under paragraph 12A (possession of an unauthorised article) remain the most prevalent, often comprising a mobile phone, DVD or hooch. Charges under paragraph 22 (disobeying a lawful order) are the next most common, followed by charges under paragraph 20 (threatening or insulting behaviour). Charges under paragraph 9 (taking prohibited drugs) have diminished.

The Head of Operations performs a quality check on the required percentage of Adjudications and reports at the quarterly Adjudications Standards Meeting. This meeting is chaired by the Deputy Governor and is attended by a member of the Board. It conducts a wide review and detailed statistical analysis of Adjudications. No major matters of concern arose during the year.

The Independent Adjudicator has continued to operate her policy of offering a substantial discount on sentence in return for the prisoner pleading guilty. The Board is unaware of any complaint being made concerning the use of this policy.

For some period during the year, the Adjudicating Governors determined to apply the same policy but, after seeking guidance from NOMS, decided to cease to apply this policy.

6.2 BUDGET CUTS

The Mount's budget for the current financial year of £16,193,140 represents a reduction of £463,000 (2.8%) from the previous year. Since staff and associated costs account for approximately 80% of the annual budget, the reduced expenditure has necessarily been achieved by a reduction in these costs. The savings have been achieved largely by a series of imaginative measures introduced by the Governor after protracted negotiations with the POA, and with the agreement of senior managers and other staff. These measures were designed to result in a more efficient use of resources whilst at the same time maintaining the safety of staff and prisoners, fundamental levels of decency and respect for prisoners, and delivery of all elements of the regime. The impact of the reduced budget has thus been minimal to date.

6.3 CHAPLAINCY

The Chaplaincy has a team of very experienced and dedicated people led by the co-ordinating chaplain who support prisoners in a great variety of ways. Some chaplains have generic as well as faith specific duties, some are employed full-time, some part-time, whilst others are sessional or voluntary. Provision is made for prisoners to practise their faiths, whether mainstream or otherwise. There are 24 faiths registered at The Mount. The only current vacancy is for an officiant of the Mormons. At the year end, the prison population of 764 prisoners comprised 199 Muslims, 142 Anglicans, 138 Roman Catholics, 120 of a variety of smaller faith groups and 165 undeclared.

The role of the Chaplaincy is very broad. Pastoral care takes up most time. During the year, the chaplains spent over 36,000 regime hours. They are involved in ACCT reviews as well as a variety of types of training. They run courses for both staff and prisoners, including Victim and Justice Awareness and Diversity. They support the staff, the volunteers and prisoner families. Funding from external sources has allowed

2 extra Victim Awareness courses to be run this year and the Governor has found money from the budget to allow a third to take place. This has reduced the waiting list.

The team is involved in resettlement, dealing with family support, employment and housing, and providing a direct faith link. This is resourced internally. Proposals to re-establish the programme to enable prisoners to maintain and develop family links have been approved by the Governor, albeit with a changed format.

The Chaplaincy is very well used for services. Many other gatherings occur there, including the Easter Breakfast, Carol Service refreshments, activities for Ramadan and courses of all descriptions. The Chaplaincy provides a real benefit to all, not just those who are vulnerable, or wishing to celebrate their faith, and meets the pastoral needs of the entire prison population.

6.4 DRUGS AND DRUG STRATEGY

A Drug Strategy agreed between the Governor and the Regional Manager came into force on 10th July 2010. Its stated aims are to develop constructive regimes that provide opportunities to challenge and address drug misuse, to create incentives to change behaviour and accept support, and to maintain links with outside agencies to ensure progress on release. These aims are to be achieved through staff training, security and intelligence systems, drug testing, education and counselling, treatment for drug offences and the maintenance of appropriate community links. It is against the background of this strategy that the performance of The Mount is to be assessed.

Substantial resources, including cell and body searching, BOSS chair on reception, drug testing, visitor and vehicle searching, and the deployment of drug dogs and intelligence gathering, are devoted to the detection and prevention of drug ingress. All agencies are achieving their relevant KPTs. The existence of netting appears to have had a marked effect on what was a relatively straightforward means of drug supply throwing drugs over the perimeter fences, such that prisoners are resorting to alternative methods to which the prison staff have to be alert. For example, drugs have been found in incoming packages of ostensibly innocent items, such as stereos and plimsolls. Prisoners returning from ROTL continue to be searched by dogs on a regular basis since they constitute a principal concern for trafficking. In addition, the proactive violence reduction team is geared up to deter vulnerable prisoners from purchasing drugs when put under threat from others to do so.

The number of prisoners testing positive in MDTs is recorded in monthly statistics. [Routine Voluntary Drug Testing was abandoned in October 2010 on cost effectiveness grounds.] Whilst there was no discernible pattern in the range of numbers of prisoners testing positive between March and September 2010 when the figures fluctuated between 2% and 16%, there has been a dramatic improvement since then. Of the 39 random mandatory tests carried out in each of the months of November and December 2010 and January and February 2011, only 2 were positive, thus reflecting a high level of prevention and detection. Whilst the results of testing are, of themselves, not conclusive, managers are hopeful that they are now effectively curtailing the availability of drugs.

The Mount is motivated to encourage prisoners on IDTS to use methadone or subutex, as the case may be, not just as a substitute for opiates but as a means of reducing and eliminating drug use altogether, and the signs are encouraging. In February 2011, 33 prisoners were on methadone (14 reducing) and 4 on subutex (3 reducing).

Support and intervention are provided by CARATS which is achieving its KPTs. It is fully staffed with all team members working towards completion of the audit-required qualifications needed by all CARAT workers.

The Drug Rehabilitation Programme is run under contract with RAPt, an accredited service provider. Since March 2010 the performance has materially improved with the employment of a Treatment Manager, a Senior Counsellor and three other Counsellors, a Sessional Counsellor and a Volunteer Counsellor. All KPT milestones have been met. A Substance Misuse Intervention Quality Assurance Report of the MOJ following its visit on 16th February 2011 gave The Mount a rating of “Exceptional” for the delivery of the RAPt programme.

Approximately 60 prisoners are attending the RAPt course at any one time. They all sign a compact which lays down strict terms of their behaviour and they live in their own RAPt community within Dixon Wing. The ethos of developing and improving communication with wing staff is encouraging. Incentives for enhanced prisoners to remain on Dixon are now in place to enable them to have external association in the evenings. RAPt is running at full capacity in all phases of the programme with the result that offenders are being placed on a waiting list. From being what was described in 2009 as “the last chance saloon”, RAPt is now in the grand banqueting hall, thanks in large measure to its inspirational manager whose achievements are widely recognised by managers, staff and prisoners alike.

6.5 FOREIGN NATIONALS

Since the initial rise in FN intake 2 years ago, following The Mount's designation as one of 6 hub prisons under the SLA between NOMS and UKBA, FN numbers have steadily fallen and now remain reasonably constant at around 200 prisoners.

The SLA was intended to facilitate the deportation process, reducing uncertainty and delays. There has been a marked improvement in numbers of FNs serving beyond their SEDs. At the year end, 3 prisoners at The Mount were in this situation.

UKBA representatives have been based at The Mount since June 2009. Decisions are not made locally, and their role involves liaison with and gathering information for caseworkers based in Croydon or Leeds. This is vital to ensure that cases are progressed in a timely manner. They conduct asylum interviews on behalf of caseworkers and serve all deportation paperwork.

The FN Department is now overseen by a Governor grade. Monthly meetings with prisoner FN representatives take place to discuss issues. The Mount continues to benefit from FNs prepared to take on the role of FN representative without payment. The FN co-ordinator and her administrative assistant continue to be the centre of the

department. The combined services provided by the FN co-ordinator and the UKBA team have resulted in the improved management of FNs at The Mount.

6.6 KITCHEN

The Kitchen is responsible for producing meals for all prisoners. On a daily basis, in addition to the standard menu, the Kitchen produces 100-200 Vegetarian meals, 200-300 Halal meals and a small number of Kosher meals. The Hindu and Sikh prisoners order meals from the standard menu. The Kitchen also provides special meals on faith days for various prisoner groups.

The manager and her assistant supervise 4 full time staff and 28/30 prisoners. The quality of food is checked regularly by Board Members and on the majority of recent occasions the reports have been favourable concerning the quality and content.

6.7 OFFENDER MANAGEMENT UNIT

The number of ISPPs at The Mount on 28th February 2011 was 142. This includes lifers as well as those with indeterminate sentences. This group of prisoners is challenging and often demotivated, particularly if held beyond tariff, which many are. Healthcare has observed mental health needs in this group of prisoners. The prescription of courses on their sentence plans which they have little prospect of completing is frustrating. For example, the Cognitive Self Change programme is a one year course currently available at only 2 prisons and not available at The Mount.

The Board welcomes the proposals in the Ministry of Justice's Green Paper on sentencing of prisoners published in December 2010 to "reserve Indeterminate Sentences for Public Protection for the most serious offenders, and reform the release test applied by the Parole Board to strike a better balance."

The number of PPOs was 16.

It is disappointing that many prisoners continue to arrive at The Mount without an OASys assessment having been completed. In February 2011, 20% of those arriving had no sentence plan. Those who do have sentence plans have sometimes been prescribed courses which are not available or for which there are long waiting lists.

During last summer, the backlog of Cat D reviews grew significantly and the Board received numerous complaints from prisoners concerning the delay and failure to inform them of the fact or reason for the delay. The Board reported this to the Governor and a big effort was made to keep Cat D reviews up to date. The situation has improved, but the Board remains concerned that competing time pressures on OMU staff and other agencies whose input is needed render the prospect of further periods of delay likely.

The department manages the AAP. Despite the work of the AAP, a significant number of prisoners are unemployed. On 28th February 2011, 85 prisoners out of a roll of 764 prisoners were unemployed.

6.8 P-NOMIS AND OFFENDER PAYROLL

The P-NOMIS computer based system went live at The Mount just before the start of the year, following a training period widely regarded as substandard. A number of system issues have been encountered. Some were due to staff inexperience of how the system operated. Some were due to fundamental inadequacies of the system in a prison environment and should have been addressed prior to implementation.

The system for offender payroll was quite different to the previous system, and the manner of the system set up created some difficulties. Instructional officers were required to mark prisoner attendance at purposeful activities through the system, but encountered difficulties in the initial months due to system inflexibility. A further issue related to the systematic automatic upgrading of prisoners onto a higher pay scale after a certain time in their work role.

This resulted in underpayment of wages to a great number of prisoners whose complaints and applications had to be investigated and remedied by staff already burdened by making the P-NOMIS offender payroll perform satisfactorily. These issues and complaints were addressed in ensuing months by staff, and their efforts in this respect are to be applauded.

About 60 prisoners were engaged in activities that required them to work more than the standard sessions each week. Unfortunately the P-NOMIS set up failed to take account of sessions worked in excess of standard, and this resulted in significant underpayment of wages for these prisoners. The Board received a number of Applications on this particular matter in the summer, and thoroughly investigated the issues. Meetings were held with Governors, but resolution of the matter was exceedingly slow and required unusual resolve by the Board before it was satisfactorily concluded.

Underpayments to these prisoners amounted to several hundred pounds. A manual operation was required to make up the shortcoming in the P-NOMIS offender payroll system until a change in employment policy was enacted.

The Minister will be aware of the National Audit Office's critical comments on the management of the C-NOMIS project from which P-NOMIS emerged. It is to be hoped that the ongoing management of this P-NOMIS system will receive equally critical monitoring by external experts. The Board understands that many of the shortcomings in P-NOMIS were well known before implementation at The Mount. The use of staff resources at The Mount has been considerable.

6.9 PIN PHONES AND MAIL ROOM

The Mount's system for setting up PIN phone numbers for new arrivals and updating them continues to work within the agreed service levels.

The mail room operates effectively and smoothly. Efficiency savings have reduced the number of hours worked by staff, but at busy periods such as the festive seasons and Valentines Day, OSG's are brought in to help. All letters are opened, with 5%

being read. Registered and recorded mail is opened on the wing with the prisoner before being sent back for processing. Target letters are read. Enclosures are efficiently recorded and there is a good audit trail. The dogs are used regularly to detect drugs.

6.10 REGIME AND RESIDENTIAL UNITS

The units comprise 8 separate wings. The oldest 5 wings are closely linked by enclosed bridges and walkways. The remaining 3 wings are sited further afield and are stand-alone buildings.

Dixon Wing has the dual function of being The Mount's induction unit and location of the RAPt programme. It is partitioned accordingly. In the induction section, prisoners undergo a week's training with the purpose of enabling them to settle as quickly as possible and informing them of the facilities that are available to them, along with the rules and regulations to which they must adhere. Issues such as diversity awareness are discussed. This enables all prisoners to understand what is expected from them along with the consequences should such policies be violated. As part of the Induction, prisoners are taken to Workshop 5 where an Insider will deliver a talk drawing upon his own experience in prison and identifying issues that can impact upon prisoners' daily lives at The Mount. These sessions have proved popular and valuable.

The Narey Unit is the newest wing and holds lifers and other long sentence prisoners. It has its own education and fitness facilities.

There are clear lines of management responsibility for the wings, with three of the Governors each being responsible for 2/3 wings, which ensures a direct line of support for staff and prisoners alike. Efficiency savings have enabled Brister, Fowler and the Annex to share a single SO. Good discipline prevails on all wings for most of the time and the wings are kept clean and in good order.

The prisoners elect a representative from each wing whose role it is to raise concerns and enable appropriate communications regarding prisoner matters. This is a valuable process given the high level of prisoner diversity. The representative will be involved in committees associated with the day to day management and running of the wings, such as diversity and catering.

To assist with day-to-day issues that arise from prisoners' confinement, The Mount has a well-developed "Listener Link project". Listeners are trained prisoners who are linked with another prisoner who requires support. The Listener offers appropriate support, either on request or by referral to prisoners when they are experiencing difficulties, which can be a personal or an institutional issue. The scheme is well run and valued by both prisoners and staff.

There has been no change to the lock and unlock times and other features of the daily regime during the year. However, the absence of back-up staff for many activities has meant that any unscheduled staff absence may result in the activity ceasing or reducing its roll, in which event the prisoners have to return to the wing

6.11 RESETTLEMENT

It is the aim of The Mount that prisoners should undertake courses which will lead to their employability and, where appropriate, courses to generate awareness and change of their behaviour. Sentence plan targets are set accordingly, the Activities Allocation Panel meets weekly to allocate course and employment places, and each prisoner's progress is considered at OASys/Sentence Planning and Cat D Reviews. Advice on appropriate courses is provided by Tribal.

Until June 2010, the Foundation Training Company ran a 5 week course for prisoners approaching discharge. This service has now been replaced nationally by NACRO which provides 2 full time consultants, one providing job advice and the other housing advice. Additionally, a Jobcentre representative attends one day per week to provide guidance on benefits and job searching and the CAB provides debt management and financial advice. Prisoners make appointments to meet these advisers. These arrangements have proved to be satisfactory.

Disappointingly, The Mount has now been informed that the 2 NACRO representatives will have their hours reduced by 50% and the pilot project which funded the CAB is to be terminated. These cuts may have a significant impact. It is planned that a Financial Literacy course will be introduced in lieu of CAB advice.

The Community Links Manager establishes links with external bodies which provide work experience for prisoners on ROTL and support programmes for prisoners upon release. The services provided by these bodies are crucial in steering prisoners away from re-offending. Funding is the major limiting factor.

ROTL activities at The Mount include fork lift training funded by National Grid providing a qualification in Basic Operating Skills; construction and IT skills with Cementafuture; recycling work and administration and IT work with Dacorum Borough Council; and for BAME prisoners with a mental health diagnosis training for an NVQ qualification with Southside Partnership in South London. London Action Trust ran a 12 week Belief in Work course at The Mount for black offenders from the Greater London area and an agreement is in course of negotiation with Tesco for ROTL activities and post-release employment.

Post-release, The Mount has formed links with:

New Bridge Foundation which provides a mentoring programme for those with little or no family or community support;

London Safer Foundation (Aspire Project) which provides a mentoring programme for all prisoners returning to the Greater London area;

Haringey Borough Council which provides a support package for prisoners returning to the Borough; and

Business in the Community Mosaic mentoring programme for Muslim prisoners up to the age of 30 years in London.

The Resettlement Board chaired by a Governor meets monthly to review all resettlement matters. Prisoners attend the Discharge Board 3 months before release to

confirm their housing and work arrangements. A prisoner without accommodation will be put in touch with NACRO and provided with information on hostels, units or other shelters.

During the 11 months ended 28th February 2011, 161 prisoners were released. The Prison's KPTs for Accommodation (88.1%), Education/Training (15.4%) and Employment (27.8%) on discharge were all achieved.

6.12 SECURITY MATTERS

The objective of the Security Department is to monitor risk factors, both generally in relation to the running of The Mount and specifically in relation to individual prisoners.

This involves gathering and evaluating relevant information. The most overt method is the receipt of SIRs, which may be written by anyone.

The Security Committee meets monthly to receive the Security PO's report and to discuss strategies. The report will provide details of search finds, operational exercises, security briefings and salient incidents. Matters covered include the following:

Dog Handlers Report: During the year 368 cells, 552 prisoners and 10,699 visitors were searched. Finds included mobile phones, SIM cards, alcohol and drugs, of which 6 finds were classified to be of a class A substance.

The Dog Handlers unit is continually recognised for its important work and maintains a pivotal role within the overall strategy to decrease the number of prohibited items entering and being used at The Mount.

Mandatory Drug Testing Report: 712 tests were conducted with generally encouraging results, further details of which are set out in Section 6.4.

Intelligence Officers Report: 4,617 SIRs were received. A number of methods of ingress for prohibited items have been identified. The priority target remains preventing the entry of drugs and mobile phones.

Safer Custody/Violence Reduction: 63 intervention plans opened and 67 were closed. 71 victim support plans were opened and 63 were closed. Further details are set out in Section 5.4. 23 assaults on staff were recorded.

Use of Force: The use of force was recorded 101 times. During such incidents, cuffs can be used. In all reviewed incidents, it appears that equipment was used appropriately and reasonably.

Building Programmes: Last year the netting, installed to prevent prohibited items entering the establishment, failed due to adverse weather conditions. It is in part being reinstalled and remains a useful tool in stopping prohibited items being thrown into The Mount. Razor wire netting has also been installed on a portakabin to prevent further rooftop protests on that roof.

The Security Department underwent an external audit during the year and performed well. It has played a major part in keeping The Mount a safe and secure establishment and in restricting the market for prohibited items and the use of banned substances.

6.13 VISITS

The booking line generally works well. Efficiency savings in the autumn of 2010 reduced staffing levels, and the system took time to adjust. Clerical assistance is given when the volume of orders builds up. Orders start to be processed in the middle of the month preceding the requested visit. Greater numbers are dealt with during festive periods and school holidays. This adds pressure and there is a need to plan early, as appointments may not always be immediately possible.

Visits no longer take place on Thursdays, but this has resulted in full bookings for Fridays, Saturdays and Sundays which is more cost effective for The Mount and is now accepted by the prisoners.

The Visitors Centre caters well for families and friends waiting to enter The Mount, and the Visits Hall also provides a play area and refreshments.

6.14 WORKS DEPARTMENT

This fulfils a vital function at The Mount. It maintains a team of plumbers, carpenters, engineers and builders and its action list is always demanding. One of the major challenges is the hot water and heating system which has constantly needed attention during the winter months.

WORK OF THE BOARD

7.1 ACTIVITIES OF THE BOARD

The 2 members who joined the Board last year completed their training in August after being allowed a 3 month extension by Secretariat. One of these is now fully integrated into Board life. However, the other found it difficult to reconcile her duties at The Mount with her employment and in spite of the Board trying hard to accommodate her needs, she made the decision to resign in September. Another member changed employment and is now taking a sabbatical to enable him to decide if it is possible for him to continue in the role. As a result of this, and health issues within the Board, it has at times been difficult to share out the duties fairly. The Board is now undergoing the recruitment process with the aim of training 4 new members.

The Board continues to have a 45 minute training session prior to each monthly Board meeting. It has valued the diverse range of topics provided by different prison departments as well as an in-house session on Applications. Discussions following these sessions are lively and informative. The ATPR was held in the Autumn and acted on.

The Board welcomed a visit from 16 members of the Boards of Bullingdon and Highpoint last Autumn. The SMT gave valued support and the visit was a big success.

7.2 APPLICATIONS

Two duty members deal with Applications each week, normally on Thursday. Any Applications not dealt with then are handled by the rota member on Friday. Prisoners are usually seen at their normal location.

The number of Applications has fallen significantly during the year (down 32%), although interestingly the number of HMPS complaints has remained relatively constant over the same period (5% fall). The subjects which have caused the biggest proportional fall are Food/Kitchen and Transfers.

	Year		
	2010/11	2009/10	2008/9
Number of Applications	304	445	352
Confidential Access Applications	14	49	25
Number of Complaints submitted to HMPS	3,093	3,265	2,439

Applications Made To The Board By Subject

Code	Subject	Year		
		2010/11	2009/10	2008/9
A	Accommodation	8	9	1
B	Adjudications	5	3	0
C	Diversity	2	0	6
D	Education/employment/training	41	42	12
E	Family/visits	23	35	17
F	Food/kitchen	3	13	18
G	Health	25	25	25
H	Property	45	75	55
I	Sentence	68	66	92
J	Staff/prisoner	10	13	23
K	Transfers	7	26	27
L	Miscellaneous	67	138	75
Total number of Applications		304	445	352

7.3 BOARD STATISTICS

Recommended complement of Board Members	18
Number of Board members at the start of the reporting period	15
Number of Board members at the end of the reporting period	14
Number of new members joining within the reporting period	0
Number of members leaving within the reporting period	1
Number of Board meetings during the reporting period	12
Average number of attendances at Board meetings	12.17
Number of attendances, other than Board meetings	477
Total number of visits to the prison	623
Total number of applications received	304
Total number of segregation review sessions attended	92

For and on behalf of the members of the Board at The Mount

Anthony Harkavy
Chairman

Dated 9th June 2011 _____

Appendix: Glossary

AAP Activities Allocation Panel	NACRO National Association for Care & Resettlement of Prisoners
ACCT Assessment, Care in Custody & Teamwork	NC The National Council for IMBs
ADA Additional Days Awarded	NOMS National Offender Management Service
ALI Adult Learning Inspectorate	NVQ National Vocational Qualification
AQA Assessment and Qualifications Alliance	OASys Offender Assessment System
ATPR Annual Team Performance Review	OBP Offending Behaviour Programme
BAME Black, Asian & Minority Ethnic	OCA Observation, Classification & Allocations
BICS Building and Industrial Cleaning Services	OLASS Offender Learning and Skills Service
BOSS Body Orifice Security Scanner	OMU Offender Management Unit
BOV Board of Visitors	OSG Operational Support Grade
CAB Citizens Advice Bureau	OI/OP Own Interest/Own Protection
CALM Crisis & Aggression Limitation & Management	Op Cap Operational Capacity
C&R Control & Restraint	PALS Patient Advisory Liaison Service
CARATS Counselling, Assessment, Referral, Advice & Throughcare Scheme	PCT Primary Care Trust
CC Cellular Confinement	PICTA Prisons Information & Communications Technology Academy
CLAIT Computer Literacy and Information Technology	PIN Personal Identification Number
CNA Certified Normal Accommodation	PO Principal Officer
CPN Community Psychiatric Nurse	POA Prison Officers Association
CRD Conditional Release Date	POELT Prison Officer Entry Level Training
CSH Contracted Service Hours	PMU Population Management Unit
CSR Comprehensive Spending Review	P-NOMIS Prison-National Offender Management Information System
CSU Care and Separation Unit	PPO Persistent & Prolific Offender
DO Diversity Officer	PRRRC Prisoner Race Relations Representative Committee
DPSM Developing Prison Service Manager	PRT Prison Reform Trust
EDR Earliest Date of Release	PSI/PSO Prison Service Instruction/Order
ERS Early Release Scheme	RAPt Rehabilitation for Addicted Prisoners Trust
ESOL English for Speakers of Other Languages	R 45 Prison rule 45 concerning segregation of prisoners
ETS Enhanced Thinking Skills	REAG Race and Equality Action Group
FN Foreign National	RESET Resettlement Team (Prisoner Group)
FRS Facilitated Removal Scheme	RIRF Racial Incident Reporting Form
GOOD Good Order or Discipline	ROTL Release On Temporary Licence
HACRO Hertfordshire Association for the Care and Resettlement of Offenders	RRLO Race Relations Liaison Officer
HCC Health Care Centre	RRMT Race Relations Management Team
HDC Home Detention Curfew	SED Sentence Expiry Date
HMCIP Her Majesty's Chief Inspector of Prisons	SIN Staff Information Notice
HMPS Her Majesty's Prison Service	SIPS Safety in Prison Supporters
HPNT Hertfordshire Partnership NHS Trust	SIR Security Information Report
IA Independent Adjudicator	SLA Service Level Agreement
ICAS Independent Complaints Advocacy Service	SMARG Segregation & Monitoring Review Group
ICT Information and Communication Technology	SMART Systematic Monitoring & Analysis of Race Equality Template
IDTS Integrated Drug Treatment Service	SMT Senior Management Team
IEP Incentives and Earned Privileges	SO Senior Officer
IMB Independent Monitoring Board	SPDR Staff Performance & Development Review
ISPP Indeterminate Sentence of Imprisonment for Public Protection	TOC Time Out of Cell
IT Information Technology	TOIL Time Off In Lieu
KPI/KPT Key Performance Indicator/Target	UKBA UK Border Agency
LIDS Local Inmate Database System	VDT Voluntary Drug Test
LINKs Local Involvement Networks	VR Violence Reduction
LSC Learning & Skills Council	VO Visiting Order
MAPPA Multi-Agency Public Protection Arrangements	West Herts NHS West Hertfordshire Primary Healthcare Trust
MDT Mandatory Drugs Testing	
MSL Minimum Staffing Level	
MQPL Measuring the Quality of Prison Life	