



# **HMP THE MOUNT**

**BOVINGDON, HEMEL HEMPSTEAD**

## **INDEPENDENT MONITORING BOARD**

### **ANNUAL REPORT**

**1<sup>st</sup> MARCH 2013**

**to**

**28<sup>th</sup> FEBRUARY 2014**



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## **2. STATUTORY ROLE OF THE BOARD**

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

The Board is specifically charged:

- to satisfy itself as to the state of the prison premises, the administration of the prison and the treatment of the prisoners; and
- to inquire into and report upon any matter into which the Secretary of State asks it to inquire.

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, and actively promotes equality of opportunity.

The Board recognises that diversity and equality 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 and equality should enable all individuals to express their values, perspectives and beliefs without disrespecting or discriminating against others.

## **3. DESCRIPTION OF THE MOUNT**

The Mount opened in 1987 as a Young Offenders Institution. Initially there were five residential wings: Annexe, Brister, Ellis, Fowler, and Lakes, with in-cell sanitation and communal showers. Most of these wings have their cells configured in a four spur design on two landings which creates difficulty in observing prisoner behaviour. Some of the wings are linked by enclosed bridges and walkways.

The Mount was re-roled as a Category C Adult Male Training Prison in 1989. It is a closed conditions prison.

During the 1990's two more wings, Howard and Dixon, were built, with in-cell sanitation and communal showers. These are of a two landing galleried design that allows improved observation of prisoners.

In 2007 a further wing, Narey, became operational. This contains 44 cells on two landings, each with screened toilet and shower facilities. This wing mainly houses indeterminate sentenced prisoners.

There are 22 double cells and the Op Cap is currently 770.

<b>Wing</b>	<b>Regime</b>	<b>Prisoners at 28<sup>th</sup> Feb 2014</b>	<b>CNA at 28<sup>th</sup> Feb 2014</b>	<b>Op Cap at 28<sup>th</sup> Feb 2014</b>	<b>Prisoners at 28<sup>th</sup> Feb 2013</b>
Dixon Wing	Standard/Induction	116	120	120	114
Howard Wing	Standard	101	104	110	105
Lakes Wing	Standard	116	112	117	111
Ellis Wing	Standard	114	110	117	109
Fowler Wing	Enhanced	110	112	112	111
Brister Wing	Enhanced	109	110	110	110
Pre-Release Wing	Enhanced	36	36	36	36
Narey Wing	Standard/Enhanced	48	44	48	48
CSU		12	N/A	N/A	9
<b>TOTAL</b>		<b>762</b>	<b>748</b>	<b>770</b>	<b>753</b>

The Mount receives only convicted prisoners who arrive from other establishments, mainly but not exclusively from London prisons. At the year end, 50 different nationalities were represented, including 141 foreign nationals (18%), of whom one-third were subject to deportation orders.

The following table indicates the population breakdown by sentence length.

<b>Length of Sentence</b>	<b>Number of prisoners</b>	
	<b>February 2014</b>	<b>February 2013</b>
Less than 12 months	0	1
12 months to 2 years	4	9
2 - 3 years	49	34
3 - 4 years	116	91
4 - 10 years	436	383
More than 10 years	80	71
Indeterminately Sentenced	66	154
Sentence Expired Detainees	11	10
<b>TOTAL</b>	<b>762</b>	<b>753</b>

A new house block is scheduled for completion in October 2014. The Op Cap will be raised from 770 to 1028, an increase of 258 prisoners (33%). New kitchen, healthcare and other facilities will be opened at the same time.

It is understood that The Mount will become a resettlement prison, as well as continuing as a rehabilitation prison.

It is understood that it is proposed that the composition of the prisoner population will change as follows:

February 2014 composition

Under 1 year:	Nil
1 - 4 years:	22%
Over 4 years:	78%

Proposed composition

Under 1 year:	25%
1 - 4 years:	40%
Over 4 years:	25%
Any term:	10%

#### **4. EXECUTIVE SUMMARY**

##### **4.1 OVERALL PERFORMANCE**

The Mount has had a successful year in many respects. The SMT has continued to implement required operational changes and efficiency savings with the support of staff.

However the Board is aware that personnel resources are now stretched to the limit. There have been permanent reductions in staffing levels through changes to operating profiles and there are references in this Report to instances when services have been unsatisfactory. Exacerbating the position is the very high level of staff vacancies at present. Both factors give the Board great concern.

Ahead lies the opening of the new house block at which point the prisoner roll will increase by 33%. The distances between various units will be considerably increased. The prisoner population will change to include a much higher number of shorter term (i.e. potentially more volatile) prisoners. The full complement of staff will rise from 313 to 351.5, an increase of 12%.

The SMT relies heavily on the commitment of The Mount's senior officers, who perform multiple roles and whose experience, competence and guidance provided to junior colleagues is critical and without whom all sorts of problems would arise.

##### **4.2 PARTICULAR ISSUES REQUIRING A RESPONSE**

###### **Policy matters for the Minister**

None.

###### **Operational matters for the Prison Service**

(i) Does NOMS acknowledge that the forthcoming increase in the prisoner roll, combined with the anticipated change in the composition of the prisoner roll (with The Mount receiving shorter term, potentially more volatile, prisoners) and having a

larger site to manage and patrol makes it critical for The Mount to be successful in recruiting additional experienced officers?

(ii) Please refer to the matters raised in Section 4.3.

(iii) Please refer to the matters raised in Section 4.4 (Other matters of concern).

### **4.3 PREVIOUS YEAR'S CONCERNS**

The Board expresses its appreciation of the detailed response to last year's Annual Report by Jeremy Wright MP, Parliamentary Under-Secretary of State for Justice, by letter dated 15<sup>th</sup> August 2013.

The Board wishes to comment further on the following matters:

#### **Existing Infrastructure**

It is disappointing that during the year The Mount has been embargoed from submitting a capital bid to improve the existing infrastructure, in particular the heating and hot water systems, the fire alarms and the water mains. However, the Board has been informed that a bid for this work may now be submitted.

#### **Lack of Sentence Plans**

It was explained to us by Mr Wright that this was "a long-standing operational issue that remains to be resolved". This is still the case. Throughout the year a rolling 13% (100 prisoners) had no Sentence Plan. The Board considers that the funding of OASys should go with the prisoner, thereby enabling those arriving from local prisons without Sentence Plans to be better served. Why is this not the case?

#### **Property Issues**

Mr Wright explained that there are "mandatory instructions" and "Governors are required to follow the mandatory instructions". However this year the number of property Applications made to the Board rose to a record 77 Applications. Most of these related to prisoner transfers and most utilized a lot of officer and Board member time and often went unresolved. We have no doubt all other prisons have a similar experience. There is a big cost saving to be made if the "instructions" and transfer and movement contracts were enforced so that contractors are obliged to arrange transfer of property.

### **4.4 OTHER MATTERS OF SERIOUS CONCERN OR EXCELLENCE**

#### **Other matters of serious concern**

##### **(i) Staffing levels and staff vacancies**

This is a recurrent theme in this Report. (Sections 5.7 and 6.3 and a number of other Sections refer.) Specifically, the Board is concerned that staffing levels under the new profiles are inadequate in (inter alia) the CSU and at the excessive pressure under which those staff work. Additionally, the Board is concerned at the continuing high

number of officer and staff vacancies and that recruitment of suitably qualified officers and instructors has proved difficult, mainly for remuneration reasons.

**(ii) Death in Custody**

It is of great concern that during the year there was one Death in Custody and an attempted self inflicted death, both of which occurred in the CSU. (Sections 5.6 and 5.7 refer.)

**(iii) Mental health issues**

The Board is concerned that prisoners with serious mental health problems are required to be attended by prison staff without requisite expertise. (Sections 5.3 and 5.7 refer.)

**(iv) Unemployed prisoners**

The Board is concerned at the large number of unemployed prisoners. The Board is also concerned that external organisations responsible for securing work for The Mount have sometimes failed to procure work and that prisoners working in the Workshops are frequently idle. (Sections 5.2 and 5.4 refer.)

**(v) CJSM**

The cjsm computer network remains agonisingly slow.

**Other matters of excellence**

(i) The Mount achieved a bronze accreditation from Investors in People.

(ii) The Library, Gymnasium and Chaplaincy services remain excellent.

(iii) After a long time when the new Print Workshop was inactive for a variety of reasons, it is now operational and one of its first achievements was to print The Mount Magazine, an impressive, interesting and entertaining quality 24 page magazine written and produced by prisoners.

(iv) Despite the large BAME population, serious racial incidents are rare.

(v) Board members are treated with respect by Governors, staff and, generally, prisoners.

**5. MANDATORY AREAS ON WHICH THE BOARD MUST REPORT**

**5.1 EQUALITY AND INCLUSION**

The Governor is responsible for The Mount's Diversity Policy and is supported by the Head of Residence and Equality, other designated officers and staff and the Prisoner Diversity Representatives. They monitor all diversity areas ("protected characteristics") other than religion which is the domain of the Chaplaincy.

**Race**

Despite the large BAME population (ranging between 55% - 65%), serious racial incidents are rare. This may be attributable to some extent to the fact that most of the



prisoners come from London where racial integration is well developed. Nevertheless the majority of DIRFs were race related.

Links have been established with some self-development groups which help BAME prisoners to achieve self-respect.

### **Disability**

Prisoners are assessed by Healthcare at Induction. Disabilities, including mental illness, reduced mobility or physical incapacity, speech, aural or visual impediment and learning difficulties are recorded. The Mount is committed to supporting these prisoners, including identifying prisoners in need of Personal Emergency Evacuation Plans.

A Carer Plan has been started whereby 2 prisoners on each Wing are appointed to assist disabled prisoners. Individual care plans are also implemented to provide facilities, such as handrails, when needed and affordable.

The Mount was not constructed to accommodate physically disabled prisoners. An application for funding to convert 2 cells to be fit for wheelchair users and to construct a lift in the Healthcare area was made, but funding was not awarded.

The new house block will include 2 cells fit for wheelchair users.

### **Sexual Orientation**

Whilst The Mount is keen to recognise and support prisoners of homosexual orientation, not all prisoners wish to disclose their sexual orientation. There are currently no regular meetings for these prisoners. A training programme for staff to tackle homophobia has been instituted.

### **Complaints**

It is planned that the use of DIRFs as a dedicated form for complaints involving diversity issues will be discontinued. Thereafter these complaints will be made using the normal Comp 1 complaint form. They will continue to be referred to the Equalities Officer for investigation when a diversity issue is alleged.

### **Special Interest Groups**

Quarterly forums are held for Gypsies and Travellers, Older prisoners and Disabled prisoners. Support groups have been established for a number of nationalities. Special meals and/or cooking facilities are provided and cultural events are recognised for minority groups. The Mount is positive to establish other special interest groups with identified Group Representatives, when the opportunity arises.

### **Staff recruitment**

In staff recruitment, The Mount aims so far as practicable to mirror the local working population.

### **Board recruitment**

The Board is keen to advance equality in its own recruitment, but is restricted to those who volunteer.

## 5.2 EDUCATION, LEARNING AND SKILLS

### Education

The Education Department is now into the second year of OLASS 4 and the A4E contract. The main points are as follows:

- The overall contract has been reduced by £138,973 to £923,659. The regional OLASS 4 budget is forecasting an overall reduction for 2014-15. However with The Mount becoming a resettlement prison it is likely that the OLASS 4 allocation will increase. Currently there are 27 teachers employed on a range of contracts, the majority of whom are part-time.
- The change in the methodology of the funding requires that this is drawn down against guided learning hours and course completion which means that learners must complete courses to enable full funding to be realised. The Activities Allocation process is now working to ensure that learners are not withdrawn from classes prior to completion.
- The introduction of NWOW and the longer working day has meant that teachers are using their contracted teaching hours in 43 weeks rather than the previous 50 weeks. To ensure that education programmes are able to run for 50 weeks the courses are staggered and therefore there are fewer learners on education programmes for a longer day on a daily basis. There are currently approximately 200 prisoners on education programmes daily.
- Achievement rates for Functional Skills for Levels 1 and 2 are some of the highest in the East of England (forecasted to be 80% for 2013-14). The introduction of progression units has further supported an increase in outcomes for learners.
- There is a basic skills screener used by Education as part of Induction (currently BSA which is due to be replaced by the Smart Move Screener) for prisoners on arrival at The Mount. Prisoners will not be screened if able to provide their current certified levels or if the scores have been obtained from the sending prison. Prisoners needing basic skills support are referred to Education for a more detailed assessment. Not all prisoners take up this opportunity and therefore there are a number of low level learners employed in the Workshops. The number of entry level prisoners arriving at The Mount has significantly reduced over the past 3 years.
- There have been problems with class cancellations due to staff vacancies and sickness. This has been reduced from 149 cancellations (affecting 1044 prisoners) in August 2013 to 43 cancellations (affecting 311 prisoners) at the beginning of 2014 by the employment of a cover tutor and the use of the management team to provide cover.

- There is currently a data analysis exercise being carried out to benchmark the impact that staff absence has on classroom attendance overall. Initial indications are that class spaces in Education are not being maximised and a number of courses are under-enrolled. This has been raised with the Governor and Head of Reducing Re-Offending. Changes are being made to Activity Allocation Processes and the OMU is increasing the focus on setting Functional Skills, ESOL and employability targets in Sentence Plans in order to support and increase course enrolments. Education has also been tasked with changing the way it recruits prisoners to courses. Promotional material is being produced for Education which links courses to employment options on release.
- The increased number of foreign nationals not speaking any English has meant that there are waiting lists for the ESOL classes with prisoners complaining that they cannot get onto a class. There have been gaps in staffing in ESOL due to leave and sickness, which should be rectified with the appointment of an additional cover tutor.
- Training is being given to teachers to encourage further use of the Virtual Campus as this is currently an underused resource.
- A new business hub is being developed which will bring together ICT, budget and money management as well as business enterprise courses encouraging the development of business plans and innovation. The current outdated ICT programme will no longer be offered.

### **Library**

This remains an impressive facility with a wide range of material. The library staff have successfully adapted their opening hours to cope with NWOW and the longer working day. During the day it is mostly used by Open University learners of whom there are approximately 50 and by Education, and evening sessions are available for prisoners to access from the Wings. There have been some changes in staffing which is now stable and should enable the re-introduction of visiting authors and creative writing groups to widen the usage of this facility.

Story Book Dads operates within the Library but has suffered from the release of the prisoner who had run the project for some time (and who was awarded the National Literacy Trust Award as a 'Literacy Hero' last year). It continues to be managed by a part-time volunteer who is hoping to train another prisoner to operate the audio equipment which will allow the project to run effectively in the short-term. Long-term viability remains a problem.

The Shannon Trust has funded The Mount with six hours per week for the provision of an officer to coordinate the Toe-by-Toe reading scheme. Currently the prison staff roster does not provide time for an officer to be available for these hours and therefore the scheme is run entirely by prisoner volunteers which is unsatisfactory. The Mount should be able to provide this officer commitment as well as having a member of the SMT overseeing the project.

## **Workshops**

The Workshops have been set up to provide training and qualifications in a variety of trades and, where possible, to generate income.

Workshop 1	Double glazing
Workshop 1A	Bicycle renovation
Workshop 2	DHL Canteen packing
Workshop 3	Engineering
Workshop 4	Laing's Bricklaying
Workshop 5	Laing's Painting and Decorating
Workshop 6	PICTA
Workshop 7	Laing's Multiskills
Workshop 8	Refurbishment/Waste Management
Workshop 9	Woodworking - Rough Stuff
Workshop 10	Printing

During the year there has been very little work provided by One3One Solutions for Workshops 1, 3 and 10 which has resulted in prisoners being idle. For a large part of the year Workshop 10 lacked instructors. In Workshop 1, offcuts have been used to make tables and shelving as a way of teaching the prisoners and keeping at least some of them occupied.

Recently work has been procured for Workshop 10 which should keep it busy for a few months. One of the first achievements was to print Issue 1 of The Mount Magazine, an impressive, interesting and entertaining quality 24 page magazine written and produced by prisoners. There is now a high level of confidence in the Workshop to produce quality printing in a timely manner.

In Workshop 9, the contract with Rough Stuff has been working well. At present this does not provide the prisoners with any qualifications but there are plans for this to change. Dust in this Workshop is an issue, but this has improved with more efficient extractors. The prisoners have been issued with dust masks, but the wearing of them has not been made compulsory.

Of the prisoners allocated jobs in the Workshops, the attendance rate was 78.3%. The target is 80%. Shortage or illness of instructors is one of the main factors.

At the end of the year, an Industries Manager was appointed and he will be responsible for managing the expansion of activities to accommodate the planned increase of prisoners.

## **Farms and Gardens**

A high standard of maintenance of the grounds has been noted in many of the weekly Rota reports of the Board. The produce in the polytunnels provides the Kitchen with a substantial amount of vegetables. The surplus is offered for sale in the Visitors Centre and to staff.

### **5.3 HEALTHCARE AND MENTAL HEALTH**

#### **Healthcare**

The provision of healthcare services to the prisoners at The Mount is a key priority. The members of the healthcare team deliver an effective and relevant service to the prisoners. Feedback gained by the Board during regular visits indicates that overall prisoners are satisfied with the healthcare services they receive and are aware how to raise concerns regarding their healthcare needs.

Ensuring the service has appropriately qualified health professionals who understand and meet both primary and secondary healthcare needs of The Mount's population is the responsibility of the senior members of the healthcare team.

Issues arise when prisoners are required to attend hospital appointments or admission to local hospitals. While great efforts are made by The Mount to facilitate these needs, it is often difficult due to lack of officers to escort prisoners to hospital. Whilst these external visits are carefully planned, as evidenced by two week cancer appointments which are never missed, hospital visits are consistently given an amber warning flag in assessments.

There is good cooperation between healthcare staff and the Governors, Heads of Departments and Wings.

The Board will monitor developments now that the Primary Care Trusts have been disbanded and new commissioning services emerge to take their place.

The Department has been heavily dependent on the capability of the Healthcare Manager. She is complimented by the Board on her leadership of the Department, but is designated to leave shortly

#### **Mental Health Service**

The dedicated Mental Health Team provides a vital service to the prisoners at The Mount who experience acute or chronic episodes of mental illness. The mental and physical well being of prisoners is a key priority for the prison service. The quality of the services delivered as observed by the Board reflects this priority.

However, The Mount does not have the facility to ensure that prisoners with severe mental health problems will be attended by staff on the Wing or in the CSU trained to deal with such prisoners.

The Mental Health Team at The Mount ("MHT") comprises the MHT Manager, 2 full-time community psychiatric nurses ("CPNs") and a part-time administrator. Currently the clinical psychologist post is vacant. A psychiatrist heads the team and holds weekly clinical sessions.

The service is available from Monday to Friday with an In-reach service available at the weekend. Records confirm that all mental health emergencies have been attended and dealt with appropriately.

Weekly meetings are held by the MHT to review current patients and assess new referrals. Part of the CPNs' role is to attend the CSU and participate in conferences to assess and support prisoners experiencing mental health difficulties.

With the anticipated increase in prison population at The Mount, the MHT Manager is preparing a business case for funding for a further CPN and expansion of the administrator's role to incorporate that of an offender support worker.

#### **5.4 PURPOSEFUL ACTIVITY**

A wide range of work, training and education is available as detailed in the Section 5.2. Additionally, opportunities exist to work as orderlies, prisoner representatives, listeners, wing cleaners or servery staff.

In addition, The Mount has gymnasium and library facilities which every prisoner is able to use on a weekly basis.

The AAP deals with prisoner work applications and allocates spaces. Regard is taken to provide employment or occupation required by a prisoner's Sentence Plan. This necessarily is subject to the number of places available on each course or activity.

The average weekly number of hours of Purposeful Activity of each prisoner is no longer recorded.

It is disappointing to note that during the year the number of prisoners designated as unemployed was often as many as 100 prisoners (13% of the entire roll) or more in the event of absences of teachers or instructors.

#### **5.5 RESETTLEMENT**

The strategy to assist and support prisoners to gain resettlement in the community after they have been released is based on seven pathways to reducing reoffending. These are (1) accommodation, (2) education, training and employment, (3) health – physical and mental, (4) reducing drug and alcohol dependency, (5) finance, benefits and debt counselling, (6) children and families, and (7) improvement in attitudes, thinking and behaviour. The resettlement team aims to cater for a diversity of offender needs and to offer support and advice as prisoners prepare for release. A bi-monthly meeting is held to co-ordinate effective resettlement activities across the establishment. Board members attend this meeting when possible.

The resettlement team works with other departments and agencies providing a range of services. There is an in-house Community Links department and a number of national and local agencies providing valuable services, particularly in external work placement, accommodation needs, children and family support, and a variety of financial counselling courses. Progress during the year has been satisfactory with a number of new services initiated. A prisoner survey showed that the majority of prisoners attending pre-release boards felt these services were beneficial. Raising awareness levels of the services available to prisoners is being implemented to boost attendance. Measurement of individual service outcomes could be improved, but key performance targets are being achieved overall.

The funding of resettlement is an issue. The national and local agencies are dependent on funding from diverse sources but, directly or indirectly, central government is usually the main funding provider. Small cutbacks can have a disproportionate impact on interventions for the resettlement of prisoners.

Despite the requirement that each prisoner must have a Sentence Plan under OASys within 16 weeks of sentence, The Board is concerned that a large number of prisoners, typically about one-third, arrive at The Mount without a Sentence Plan. The Mount is not funded and does not have the resources to prepare these. The OMU staff succeed in completing 10-20 Sentence Plans each month, but there is a rolling backlog of nearly 100 Sentence Plans.

## **5.6 SAFER CUSTODY**

The Board is saddened to report a death in custody took place in the CSU on 14<sup>th</sup> May 2013.

There have been a total of 111 ACCT documents opened during the year, some being duplicated as documents were closed but then reopened. Of that number 13 prisoners were transferred to The Mount on an ACCT. It is regrettable that all relevant information has not always been communicated appropriately. The SMT expressed concern that SERCO had developed its own form to cover monitoring of prisoners on ACCT on transfer, but was advised that this is acceptable because the standard PER was also completed. Late receptions can cause stress to prisoners, particularly those on ACCTs, as well as staff and these have occurred not infrequently.

The Safer Custody and VR team, which comprises a CM and 2 Wing residential officers who fulfil this role when not doing Wing duties, is proactive and well organised with an efficient and knowledgeable business administrator, but changes in profiling has resulted in a material reduction in the time available for VR team members to work on VR issues.

Monthly meetings are held which have not been well attended by uniformed officers. Latterly attendance has improved. Checks on the quality of ACCT documents take place at the meetings with any comments being actioned. A Board member attends these meetings. In addition, at the start of every duty Rota week Board members are trained to identify the names of those on ACCT documents and examine documentation from time to time and speak to the prisoners. In addition Board members often attend ACCT reviews. The care and efforts made by staff, particularly those in CSU, are exemplary. The Board has questioned the increasing use of the CSU for those on ACCTs. They have been assured that it is used when it is felt that it is the best place to take care of the men concerned. Unfortunately the benchmarking for the CSU of a Cat C establishment does not take into account the much increased load in terms of care, paperwork and reviews needed when a nearly full CSU contains 2 prisoners on ACCTs and, as recently happened, a 3 man unlock prisoner. There needs to be more flexibility and funding so that roving staff do not have to be called which can create delays and officer stress.

Samaritans are proactive and impressive at The Mount. The listener scheme has enrolled new listeners during the year and currently there are 13. Their representative attends the SC meeting and the prisoner representative attends part of the SC meeting to good effect. Unfortunately there are times when they have felt that access to those in CSU has been curtailed or even denied because of staff shortage. The Board held a training session at which the Samaritan representative informed the Board that those in custody are 6 times more likely to commit suicide than those outside. It was also noted that celebrities speaking out on mental health issues has an upwards effect on the number of calls received by the Samaritans/listeners.

Violence Reduction work is ongoing and detailed. Forums occur frequently to discuss strategies for those identified as potentially being violent. Working with Security, efforts are made to deal with violent prisoners swiftly. Detailed discussions take place on known offenders and Governor involvement gives this area the weight it needs. There have been incidents during the year necessitating police involvement and swift action has been taken to transfer perpetrators. An officer has developed a good programme to help those with a gang history to be rehabilitated. Gangs Responsibility Anti- Social behaviour Programme (“GRASP”) is an excellent idea and has had success but unfortunately it was not allowed any time in the national benchmarking and NWOW and so lack of officer time means it cannot be rolled out as the team would wish.

## **5.7 SEGREGATION**

The CSU fulfilled a challenging role during the year in which there were 310 prisoners located in the CSU. This is an average of 6 prisoners a week, but on 12 occasions 4 or more prisoners were located in a single day. The average number of prisoners held in the CSU was 11. Unit capacity is 18 and often the numbers held were close to or at maximum. The average length of stay was 13 days. It is good to report that only 40 prisoners had stays in excess of 30 days with the maximum stay being 56 days. However, it is a concern that the number of prisoners located and held show a significant increase on last year. Similarly, the number of adjudications (for which CSU staff prepare documentation) has increased by 30% over last year. This is a significant increase in workload.

CSU staff managed 29 dirty protests in the year. Such protests are obnoxious and disruptive to other prisoners as well as staff. The Mount has now been able to train prisoners to carry out the bio-hazardous decontamination requirements during and after dirty protests.

Also during the year there were 10 prisoners who were judged so unsafe that 3 officer unlock regimes were imposed, 15 incidents of significant damage to CSU cells occurred, and the use of special accommodation was authorised on 16 occasions.

It is a concern that 40 prisoners were held in the CSU on open ACCT cases. This is an unusual occurrence in a segregated environment. However, the CSU was probably best placed to maintain observation on these prisoners, often up to five times in an hour, and to provide continuity of care. The use of a body belt was considered for a prisoner due to the severity of his self harming, but not implemented. Recently a prisoner with severe mental health issues was held in the CSU for 19 days whilst



doctors reviewed the case for sectioning him. The Mount gave great care to the prisoner, but the Board was surprised and concerned over the length of time he had to be held in the CSU attended by officers without requisite specialist training.

In March 2013 a prisoner was found hanging and unconscious in his cell at lunchtime. Swift action by CSU and medical staff resulted in revival of the prisoner. In May 2013 an IPP prisoner was found hanging and unconscious at the end of evening duty. Intense efforts by staff and paramedics to resuscitate the prisoner were unsuccessful. Staff were shaken and saddened by this death in custody, the first since October 2007. A copy of The Prisons and Probation Ombudsman's draft report was provided to the Chair of the Board in November 2013. No date has yet been fixed for the inquest.

The foregoing makes it is evident that working in the CSU during the year has been mentally and physically demanding for staff. This has been made worse by a 40% reduction in manning levels. In April 2012 officer levels were reduced by 25%. In October 2013 the dedicated Senior Officer role was removed and substituted by a roving SO who has responsibility for 3 residential wings and the CSU. The Board is concerned that the roving SO may not have the practical CSU knowledge and experience of a dedicated SO.

These drastic cutbacks in staffing levels followed benchmarking decisions imposed on The Mount by the NOMS Business Development Group ("BDG"). Currently there are only 3 officers in the CSU from 07:45 to 18:30, reducing to 1 officer outside those hours. Essential training and maintaining the necessary standards has become an issue due to the reduced staff levels and the cutback in training sessions. Staff continue to work under great pressure.

Individual members of the Board have expressed their high regard for the professionalism and compassion given by CSU staff on many occasions throughout the year, and the Board is pleased do so in this public report.

Board members have raised concerns with the Governor on a number of occasions about the adequacy of CSU staff levels and the excessive pressure under which those staff work. The benchmark for B & C category prisons would seem to be focused on cost, not on need.

## **5.8 RESIDENTIAL SERVICES**

There are currently 8 residential units, and each of these has at least one prisoner representative who, among other duties, attends meetings with the Governors. There are two types of such meetings, and each is attended by the same prisoner representatives. Quarterly meetings are chaired by the Governor and are primarily concerned with strategy. Bi-monthly meetings are chaired by the Heads of Residence and are concerned more with day-to-day operational matters. These meetings foster good communication and encourage prisoners to raise issues of concern. The Governors' approach is one of transparency and of sharing information, and this enables prisoners to understand the reasons for changes within The Mount, even when these changes may not appear to be of immediate benefit to them.

One such major change affecting residential services this year has been the introduction of the new Core Day as part of NWOW. The new timings, introduced on 6<sup>th</sup> October 2013, are the same in every Category C establishment in the East of England. The intention is that this commonality will generate efficiencies and provide the same routine to prisoners regardless of the holding establishment. The timings of the new day have been based on a 4.5 day working week. The new day aims to balance work, learning and skills and resettlement services and maximise time out of cell.

Much preparation went into the detail of how the new timings should be introduced at The Mount and prisoners were involved in the consultations throughout the preparatory phase. A leaflet was printed for prisoners explaining how the new day would affect them and was delivered to each individual prisoner's cell. Prisoners themselves contributed some good ideas, for example sharing their own views and experiences from other establishments regarding the best way of conducting roll checks. A NWOW working group with prisoner representation was also set up. Implementation of the new core day has been very closely monitored and a live issues log has been established so that the SMT may be aware of potential problems at an early stage, and take appropriate action. The Governor has routinely shared this log with the Board, and his openness and transparency is appreciated.

Some of the aspirations of the new Core Day will only be fully realised when relevant building and refurbishment work has been completed. For example, it is intended that from around March 2014 prisoners will remain in the industrial complex over the lunch period, and this will more closely resemble the experience of a working day in the wider community. However, until servery and dining areas have been constructed, prisoners will continue to return to their Wings at lunch time.

### **Reception**

Reception staff are committed to ensuring that new prisoner arrivals are received into The Mount as efficiently as possible. There continue to be occasional problems with prisoners' transport, for example when prisoners arrive at The Mount too late in the afternoon for their paperwork to be completed until the following day.

Arising from the prison closure programme in 2013, priority was given to the transport needs of the prisons and prisoners who were having to be moved from the affected prisons. This led to very restricted movement into and out of The Mount towards the end of the year.

The Mount is sensitive to the need to minimise the time prisoners spend waiting inside prisoner transport, especially when, for example, they arrive over the lunch time and when the weather is hot. Staff have worked through the lunch period in such circumstances. Recent changes to staff deployment patterns mean that this option is not always possible as Reception is normally not staffed between 12.30 and 1.30pm.

Board members visited Reception on a number of occasions during the year during the course of Rota visits or when following up enquiries about prisoners' property. They invariably report on a well run and well organised department.

## **Induction**

The Induction programme for new prisoners was moved during the autumn and is now located on two dedicated spurs on one of the Wings. The programme has become much more focused and streamlined and the aim is for Induction to be completed over an intense two day period after which prisoners can be relocated on an appropriate Wing.

Prisoners are given a comprehensive pack of Induction Unit Rules, which make it clear what is expected of them, and also what help and support is available. There is significant involvement of a team of Insiders who monitor prisoners through their induction and have follow up sessions as appropriate after the initial two days.

The organisation and management of Induction is now the responsibility of prison staff rather than the Education department, although Education retains responsibility for its own induction process regarding the prisoner's learning needs, goals and opportunities.

## **Kitchen**

NWOW has significant implications for the work of the Kitchen. The lunchtime meal on weekdays is now a cold baguette. The Wings have very modest kitchenettes in which prisoners who so wish can prepare and cook some of their own meals, using ingredients which they have bought from their canteen. Under NWOW, these kitchenettes have been closed on all but Friday afternoons and weekends. The knock-on effect of this has been to raise prisoners' expectations regarding quality and adequacy of the food prepared by the Kitchen. Prisoner representatives had anticipated concerns about portion size prior to the introduction of NWOW, and, following their suggestions, there was further training for servery workers in correct ways of measuring portion size.

The Kitchen has continued to be affected by staff shortages and the manager has often had to supervise and undertake 'hands on' work, leaving her with less time for managerial activities.

As has been noted in previous reports, the kitchen facilities are old and built to cater for 500 prisoners. They currently cater for over 750 prisoners on a daily basis. The kitchen facilities will be greatly improved as part of The Mount's expansion in 2014, and this development is eagerly awaited by all.

The food budget has been reduced again in 2013-14 from its level in previous years. In 2008-09 the daily allowance per prisoner was £2.25. During 2012-13 it was reduced from £2.10 to £2.02, and it was further reduced during 2013-14 to £1.94. Within this, the catering manager has to satisfy a number of special dietary and faith based requirements. For example, The Mount's vegan and kosher prisoners are in regular contact with the Kitchen manager, who has gone to considerable lengths to try to satisfy their requirements which are expensive.

Notwithstanding the significant financial and other constraints within which the Kitchen operates, it nonetheless offers valuable training opportunities to the prisoners employed there, and attracts few formal complaints from the prison population.

## **Canteen**

The National Product List (“NPL”) provides the overall listing from which individual establishments’ Canteen lists are derived.

At The Mount there is a Canteen representatives meeting scheduled for every other month at which prisoners have the opportunity to request changes to the items available locally. An item can be added only if a corresponding item is removed. The DHL Workshop, which provides the Canteen service for a number of the region’s establishments, is based at The Mount, and its manager also attends these meetings so that other local issues to do with Canteen can also be raised.

Vegan prisoners have asked if they could order from a wider range of foods and supplements than that available through the NPL and they have accordingly been encouraged to identify a limited number of additional items from an approved specialist catalogue.

Vegan, Halal, vegetarian and faith related items are not removed from the Canteen sheets unless there is an agreed alternative from the same group of products. This ensures that prisoners from minority groups are able to purchase the goods which they require.

## **Visits**

The Visits experience has come in for frequent criticism, and it is acknowledged that there is scope for improvement in a number of areas. The time taken to process Visiting Orders has been a recurring complaint among prisoners, and various ad hoc measures have been put in place when staff shortages have risked unacceptable delays. A new system is currently being rolled out whereby night staff process the majority of routine VOs enabling a much more speedy and efficient turn-round.

A comprehensive review of Visits was undertaken and submitted to the Governor. He has given his approval for the Visits hall to be carpeted, which was strongly favoured by the prisoner representatives. This should create a much better acoustic environment and will also be more welcoming for prisoners’ families. A tea bar has been developed with prisoners providing hot and cold snacks for visitors. Also, in conjunction with a local coffee supplier and HACRO, coffee is provided with the opportunity for prisoners to be barrista trained.

## **6. OTHER AREAS ON WHICH THE BOARD DESIRES TO REPORT**

### **6.1 DRUG STRATEGY**

Drug strategy at The Mount has continued to expand and grow since RAPt won the service provider contract in October 2012. An increasing number of prisoners are on IDTS and the Induction Wing on Dixon has been moved to another Wing in The Mount, leaving Dixon Wing as a therapeutic community for the treatment and care of prisoners with substance misuse issues.

Three programmes are at the heart of the treatment regime:

Stepping Stones is a low intensity four week programme which is run on Ellis Wing. Its participants tend to be chaotic at the outset and are often still using illicit drugs. The programme had a shaky start with staff having little time to prepare following the rapid merger of RAPt and CARATS and with some resistant clients. However there now appears to be considerably more enthusiasm on both sides and a high percentage of participants have completed the course.

The Substance Dependence Treatment Programme (“SDTP”) is a three phase 12 Step programme designed to be run over approximately 21 weeks. It has a traditional 12 Step Primary Programme and attendance at Narcotics Anonymous (“NA”) at its core.

The Alcohol Dependency Treatment Programme (“ADTP”) is an intensive six week abstinence based 12 Step programme with attendance at Alcoholics Anonymous (“AA”) as a strong part of the programme. Regular NA and AA meetings are held on the Wings and in the Chapel and are peer led.

Currently there are 8 peer supporters working in this community who fulfill an essential role in the programmes.

Peer Led User Group (“PLUG”) meetings are held for prisoners currently on substitute medication or looking to make the step into treatment. They are consistently well attended resulting in a number of prisoners deciding to reduce from methadone or buprenorphine and to engage on programmes.

Group After Care Peer Support (“GAPS”) provides a support structure for both graduates and deselected prisoners and explores relapse prevention and pre-release planning. Outside speakers and services relevant to substance misusing prisoners are invited to provide workshops and presentations. These range from secondary treatment services to housing, employment, training and benefits.

The Family Worker who was appointed last October is receiving positive feedback on his work with RAPt programme participants and continues to facilitate family conferences. He also acts as RAPt’s aftercare worker within The Mount assisting case management workers to secure funding and placements for prisoners in Rehab following their release.

MDT levels have increased during the year. The number of available staff initially dropped due to Fair and Sustainable. Staff were deployed to other areas of The Mount and the number of bed watches and prisoners on constant watch also had an impact on available staff. The number of tests fell to 40 per month. New profiling now allows more time for MDT, resulting in 80 tests per month, divided between random and suspicion tests. The latter is based on intelligence which must come from two or more sources.

The failure rate for the 11 months to 28<sup>th</sup> February 2014 was 8.2% (KPT: 10.5%). Cannabis remains the drug of choice with opiates falling some considerable way behind. Hooch has been on the increase and seems to balance the lower drug usage. 99 litres were discovered in December 2013. A dog is currently being trained to help uncover stockpiling of the alcohol within The Mount.

A considerable amount of the Class B drug Spice has recently found its way into The Mount. This is a collection of herb or plant material which has been sprayed with a chemical designed to behave in a similar way to one of the key ingredients of cannabis. At the moment it cannot be detected by the usual processes.

A new regime of joint working with Hertfordshire Police has had a major impact on the amount of drugs being brought into The Mount. The Police are displaying a high profile and can be seen patrolling The Mount's perimeters. They have also been conducting regular Automatic Number Plate Recognition operations on visits days, accompanied by The Mount's dog handlers.

## **6.2 HEALTH & SAFETY**

### **Scheduled inspections**

Heads of Function are responsible for undertaking an annual risk assessment of the areas under their control. Following these inspections an action plan is made to remedy any deficiencies.

Recently The Mount was visited by East of England Regional H & S Adviser to assess The Mount's fire procedures. He requested that some of The Mount's documentation could be used as best practice for other establishments in the region.

### **H & S and Fire Training**

The Mount is experiencing some difficulty in ensuring that all staff are fully trained, both in practical and theory elements. Part of the problem is failure of operational staff to complete the theory element of training on the Civil Service Learning website.

### **NORCET**

Quarterly returns are submitted under NOMS Occupational Risk Control Evaluation Tool ("NORCET"). All current ratings are Green ("Well Controlled") or Amber ("Satisfactory").

### **Health & Safety Sponsor**

One of the Governors is H & S Sponsor. He conducts bi-monthly meetings with representatives of all functions and appropriate actions are taken when deficiencies are identified. Accident reports are discussed and actions taken to avoid similar instances, whenever possible.

### **Workshop 9: Wood dust emission**

The Board has expressed concern about health and safety issues connected with the manufacture of wood articles. Wood dust is recognised to be a serious health hazard.

### **Capital bids**

It is recognised that the fire detection systems in the original 5 Wings need to be replaced. The Mount will be submitting a capital bid for this project.

### **Staff Immunisation**

Staff immunisation clinics are conducted in liaison with ATOS, who are The Mount's occupational health providers. These clinics are well attended.

### 6.3 STAFFING

The national changes in Regime, alongside Bench Marking for all Category C prisons has caused concern for the Board. In June 2013 new contracts were brought in under Fair and Sustainable, but there was little enthusiasm from staff to sign up to the new terms. Those staff volunteering faced a substantial pay cut as the local allowance of £4,000 was dropped.

Caterers, Instructors, Teachers, and Programme facilitators are still needed. As a result of this, The Mount is not able to offer the full range of activities, and therefore not able to fully implement NWOW.

In addition, there has been a loss of experienced staff throughout the year. Some went on VEDS, others to different careers. During autumn 2013, vacancies were filled by officers on detached duty. The numbers of officers involved was much reduced by the end of February 2014 as officers were needed back in their own establishments. Agency staff came in to fill administrative roles.

By the end of the year, The Mount was running with 60 vacancies across the establishment, a deficit of 20%. There is considerable concern that with an additional 258 prisoners coming in autumn 2014 as the new house block is completed, and more staff required to deal with over 1000 prisoners, the problem will be exacerbated.

Motivation levels are slightly lower than last year. NWOW has resulted in fewer staff on the ground on a daily basis and staff working under greater pressure. The strict 1:30 ratio means that staff are deployed across the establishment and re-allocated as necessary on a frequent basis. Expertise, experience and training in significant areas of the prison - CSU for example - is lost, as the Governor is forced to deploy officers to cover all parts of the estate. This weakens relationships with prisoners that used to assist in the rehabilitation process. Long term sick leave is an issue, along with more officers now required for bed watch.

Contact time between personal officers and prisoners is not as much as it used to be, which makes it more difficult to spot potential problems. This limits knowledge of individual prisoners to those who may be troublesome. Those who are quiet or more vulnerable may have less contact time. Staff often need to rely on the Safer Custody and VR teams when an issue arises. It is no longer as possible as it used to be to pre-empt what may turn out to be an ugly situation.

At the end of the year some officers and administrative staff are awaiting security clearance and training, which is positive but insufficient. Recruitment remains a major concern.

On a positive note the Board was delighted to hear that The Mount has received the Bronze accreditation from Investors in People. This is a credit to the whole community.

## **7. WORK OF THE BOARD**

### **7.1 ACTIVITIES OF THE BOARD**

Members of the Board are all unpaid volunteers. Their role, which has statutory responsibilities, is a great commitment. During the year five members left the Board, including two of the three new members who joined the Board in the preceding year. An additional three new Board members have recently been appointed and are undergoing their training. At the end of the year, the Board comprised 15 members, including these trainees. This is 3 members below its current recommended complement. Furthermore, three of the most experienced members of the Board will be required to retire during 2014 due to the generally unpopular 15 year tenure ruling.

Further recruitment is taking place, which is particularly critical in view of the imminent large increase in the size of The Mount, the proposed changes in the composition of The Mount's prisoner population and its intended changed role as a hybrid rehabilitation and resettlement prison

The Board continues to have a training session prior to each monthly Board meeting. Discussions following these sessions are lively and informative.

At each Board meeting, the Governor or Deputy Governor provides the Board with a comprehensive report and answers questions raised by members of the Board on any issue.

An ATPR exercise was held in November 2013.

The number of Applications made by prisoners to the Board has increased significantly.



## 7.2 APPLICATIONS

### Applications made to the Board

Code	Subject	2013/14	2012/13	2011/12
A	Accommodation	13	7	17
B	Adjudications	13	1	3
C	Equality and Diversity (inc religion)	14	5	6
D	Education/employment/training inc IEP	74	32	49
E1	Family/visits inc mail & phone	33	16	24
E2	Finance and Pay	10	16	
F	Food/kitchen related	14	8	3
G	Health related	43	41	17
H	Property	77	54	42
I	Sentence related (inc.HDC, ROTL, parole, release dates, re-cat etc)	42	35	37
J	Staff/prisoner/detainee concerns inc bullying	16	14	14
K	Transfers	23	4	14
L	Miscellaneous	81	55	30
<b>Total number of IMB applications</b>		<b>453</b>	<b>288</b>	<b>256</b>
The number of Confidential Access Applications included above was:		13	3	6

### 7.3 BOARD STATISTICS

Recommended complement of Board Members	18
Number of Board members at the start of the reporting period	17
Number of Board members at the end of the reporting period	15
Number of new members joining within the reporting period	3
Number of members leaving within the reporting period	5
Total number of Board meetings during the reporting period	12
Total number of visits to the prison	654
Total number of segregation reviews held	228
Total number of segregation reviews attended	220
Date of Annual Team Performance Review	13 <sup>th</sup> Nov 2013

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

**Jean Hardwidge** \_\_\_\_\_  
Chair

**Dated** 20/05/2014 \_\_\_\_\_

## 8. Appendix A: Glossary

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