



**ANNUAL REPORT
FOR HER MAJESTY'S PRISON
WAYLAND**

JUNE 2012 TO MAY 2013

Section 1

STATUTORY ROLE OF THE IMB

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

The Board is specifically charged to:

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

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

Section 2

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Section 3

DESCRIPTION OF THE PRISON

HMP Wayland is an adult male, category C, closed training prison in South Norfolk. The prison is now 28 years old, during which time significant expansion has taken place.

The establishment has recently been awarded Level 3 status with many parts of the operation classified as 'high'.

Expansion began in 1985 with three additional wings and, more recently in 2008, with five quick-build accommodation blocks, segregation, kitchen, activities and education units.

With the additional accommodation, the operational capacity of the prison is 1,017. Many prisoners still share cells originally designed for single occupancy.

Wayland remains a safe place providing a calm and purposeful regime.

Wayland remains a cost effective Cat C prison and its principle function is to provide education, training and treatment. Healthcare is provided by Serco, education training and skills by A4e and in addition, various resettlement providers are situated within the prison. Agencies within the prison include NACRO, CADs, Probation, CARATs, Ormiston Trust, RAPt together with prison visitors, the Samaritans, St Giles Trust and the Chaplaincy.

This report concentrates on the aspects of prison life that have a significant impact on the lives of prisoners.

EXECUTIVE SUMMARY

This has been another challenging year for Wayland. Significant work has been completed to address the issues reported on the previous year by HMIP. The Board fully recognises the hard work and dedication of the staff.

We continue to have a dedicated Segregation Governor and the Board believes this is making a real difference to the way prisoners are managed on the unit.

Food in the establishment generates great concern due to increasing costs. The Board still feels that financial constraints restrict the choice and portion sizes and that prisoners are compensating by purchasing additional food through the prison canteen

The Certified Normal Location (CNA) provides 958 prisoner places of which 658 are in shared cells (designed for single occupancy) with toilet and washbasin screened by a partition, (two additional cells are set aside for Safer Custody) and 300 places provided in 150 cells with integral toilet, shower and washbasin, designed for double occupancy.

Overcrowding of the prison estate results in prisoners being transferred away from their home area. At Wayland over 55% of prisoners are from London and the South East making visiting difficult for their families and thereby reducing their contact with home and community.

The induction process has been streamlined to reduce the time prisoners spend on the wing between reception and being allocated to work or education. In the main we agree with this as a positive move but have reservations with how much key information is missed by prisoners who now have to read leaflets etc rather than being presented to. This is supported by the number of prisoners we see who do not know what the IMB is, despite being provided with literature in the induction pack.

At a time when one third of problematic drug users in England and Wales are in the prison system the Criminal Justice services are uniquely placed to tackle offenders drug use and break the cycle of re-offending.

The provision of drug and alcohol treatments have been work in progress over the last few years, with huge improvements in the service offered.

Under the 'New Ways of Working', Drug Strategy will sit with the Functional Head for Reducing Re-offending and we have every confidence that the good work will continue.

This year has seen a significant increase in Cat D prisoners; it is pleasing to see that efforts have been made to find work outside the prison for these prisoners and continues to be a priority.

In conclusion, HMP Wayland remains a first rate prison due to strong management led by the Governor and his team. We continue to have grave concerns regarding budget cuts and how they impinge on staff morale, and how a safe environment can be maintained.

We are pleased to report that the three areas identified for improvement by HMIP have continued to show improvement. We are concerned with

the recent negative media reports regarding third party suppliers of services and the effect this has on staff morale, recruitment and retention.

QUESTIONS FOR THE MINISTER

- 1 The Board considers doubling up in single cells totally unsatisfactory and strongly urges the Minister to instruct the Prison Service to discontinue the practise as soon as practicable.
- 2 The Board are increasingly concerned with the percentage of prisoners from outside the prison's immediate catchment. Prisoners are being denied contact with family members as a result of the distance and remoteness of Wayland from Greater London, and costs incurred. What plans are laid to resolve this issue and when are they going to be implemented?

QUESTIONS FOR THE REGIONAL MANAGER CUSTODIAL SERVICES [RMCS]

- 1 We are very concerned with the portion size of meals, especially lunch, that is now no more than a snack. Can you confirm that a review of portion size will be carried out to ensure that it is appropriate to the needs of the prisoner and not just to satisfy the available budget?
- 2 The Board has been concerned with the fabric of the prison. As the estate gets older it seems to need more attention eg plumbing (especially showers). Can you confirm that a review of preventative maintenance will be completed and that funds will be provided to reinstate all areas to an acceptable level?

Section 5 (a)

HEALTHCARE

Over the last 12 months the provider of Healthcare (Serco) has continued to deliver a sustainable reliable service. The management and staff within Healthcare are to be congratulated for their efforts.

Serco, the provider of Healthcare services at Wayland, has continued integrating key clinical staff from third party providers to be directly employed.

Healthcare managers have held regular Prisoner Forums as a means of communicating to and receiving feed-back from the prisoner population. We have attended these meetings and find them very informative.

Nurse Practitioners from the social enterprise group, Horizon Health, continue to be a valued part of the clinical team.

Mental Health

This team is now established and seems to be delivering a good service. Greater support and more qualified Primary Mental Health trained nurses have been recruited.

DENTISTRY waiting lists are still unacceptable and remain the main concern within Healthcare. The most recent figures (May 2013) indicate that the list for dental assessment stands at 194 and those waiting for treatment at 67. Waiting list numbers did reduce but remain unacceptable. Triage sessions have recently been introduced and early indications are that there is a slight reduction in waiting lists.

SMOKING CESSATION waiting list has reduced further but remains vulnerable, mainly due to the churn of prisoners.

We monitor complaints to Healthcare and reflect the same downward trend as applications to the IMB a good indicator that generally prisoners are satisfied with the service they receive.

DRUG STRATEGY

The progress reported last year with the support provided to prisoners to tackle their addiction to drugs and alcohol, has continued. The liaison between Healthcare and other drug related agencies such as CARATs, RAPt, Education and prison departments, has resulted in prisoners being able to return to their communities free from addiction with improved mental and physical wellbeing and a reduced risk of re-offending.

Drug Testing

Availability and use of illicit drugs and alcohol are kept at a low level. In the year ending March 2013, 609 MDTs were conducted with a positive of only 24 showing 3.61% against a target of 7.75%, this a reduction of over 2% on last year.

The misuse of prescribed medication still accounts for the majority of positive readings, however the introduction of medication delivered directly to prisoners on the wings and in possession checks has reduced their availability.

Drug trafficking attempts are made predominantly through visits and the mail and the year has seen an increase in the use of cannabis. MDTs are now conducted by a dedicated team in a newly refurbished unit, with a target of 50 checks per month and 'on suspicion' tests when time is available.

Under the new Drug Strategy contract, CBDT testing is now being carried out by RAPt using oral swabs on drug free and treatment wings. During the reporting year over 90 contracts were open at any one time.

Ancillary Drug Services

These services are contracted out to the Norfolk DAAT who manage them both in prison and the community. This funding is for non-clinical staff and includes CARATs, PASRO, RAPt and testing. Despite the uncertainty and delay in the implementation of the new contract, the team have continued to perform well. With a reduced number of practitioners this new provision will focus more on group treatment and less individual one to one's

During this reporting year CARATs have engaged over 400 prisoners in treatment.

They see new prisoners on arrival holding inductions twice a week. Prisoners can self-refer or through a positive MDT and are assigned a CARAT worker for the duration of their time here. Care plans can include one to one support, an in depth assessment, referral to further intervention, CBDT and release planning. The Stepping Stones programme has been replaced with a two week Living Safely course.

Group work sessions include harm reduction, relapse prevention motivation to change and IDTS groups, they also attend the IDTS 13 week clinics.

The RAPt 12 Step programme continues to be successful and a more robust regime has seen prisoners not complying being removed from the dedicated wing. KPTs have been met and peer supporters on the wing are positive role models for recovery.

An ARV programme is running for prisoners who are hazardous drinkers and who have been imprisoned for alcohol related crimes of violence, Education provide an Alcohol and Drug Awareness course under their social and life skills agenda.

Peer support, NA and AA sessions run regularly, open to the whole establishment. A peer run mentoring forum provides support for IDTs prisoners and those with alcohol/drug issues. Staff on the drug free wings have had training to gain more knowledge in drug recovery in order to support those prisoners who wish to be drug free.

The IDTS team work in close partnership with CARATs and its services and dispensing are delivered from D Wing which serves as a central hub for this clinical intervention. The number of IDTS prisoners on detox has reduced over the year from the high 80s to 63 in June. A discharge clinic now takes place each week in conjunction with CARATs and this provides support for prisoners still on methadone when released, being provided with an appointment in the community. Prisoners can be referred to IDTS by a direct approach to the team, referral from CARATS or from health/mental health services.

Following concerns raised by the Board at the suspension of monthly Drug Strategy meetings, we are pleased to report that this will once again fall within the remit of a dedicated prison manager.

Section 5 (c)

REDUCING RE-OFFENDING

Over the last year there has been undoubted progress making good the shortfall in provision identified in the June 2011 Inspectorate Report.

Key developments include:

- The development of the Two Year Strategic Plan 2013 – 2015
- The Reducing Re-offending Strategy June 2013 – June 2014
- The creation of the Resettlement Hub with key staff in a single location.
- Increase in the use of ROTL

The integration of the OMU into the Reducing Re-offending Hub is a major step forward into better communications and integrated working across disciplines. Staff have worked hard during a period of intense change and output data indicates demanding work targets are being reached. Points of note are:

- A very high number of prisoners arriving from other prisons without OASys completed reports represent a massive and unacceptable additional workload on OMU staff at Wayland
- The establishment of OMU evening surgeries on wings is a positive step although the wing representative system appears problematic. OMU communication with inmates remains a concern and this is reflected in IMB applications

The increase in ROTL from a very low level is an important step forward. There are currently 22 prisoners on ROTL compared to six a year ago

and a target of 40 has been set. Impressive efforts have gone into finding work for prisoners on ROTL.

Accommodation

Services continue to be provided by NACRO working on a one to one basis with self-referrals. They place 96% of referrals and exceed their targets of 85% although quality in an increasingly hostile external environment is an issue, particularly for those returning to the London area or those seeking a fresh start in a new area.

Education, Training and Employment

This work is undertaken by NACRO- ELS, Job Centre Plus, Move on East and National Careers Service. There has been success in meeting targets for employment and training on release (40% achieved for education and training with KPT of 30% and 31% for employment with KPT of 30%). There are concerns with courses such as Social and Life Skills not achieving viable levels of take up.

Offending Behaviour Programmes

Offending behaviour programmes are a key element of delivering reducing re-offending aims. The KPT of 175 was not achieved, with a shortfall of 29. The main offending behaviour programmes and target numbers are Alcohol Related Violence (36), Thinking Skill Programme (63) and Controlling Anger and Learning to Manage It (28), with the latter being replaced by a programme called Resolve. These groups used cognitive based training methods. In addition a new Self Change

Programme is due to start (originally this year but now early next year). This is an important development as it a more intensive programme and is planned to continue after release.

The audit reports available, and our own observations, suggest these are professionally run groups, run with integrity and commitment and with high quality evaluation processes of work by group leaders who undertake a challenging and difficult role.

Proper evaluation requires psychometric data about prisoner change and centrally provided data on two year reconviction rates for those on programmes.

Probation

Probation works mainly with Lifers, IPP prisoners and high risk determinate sentence prisoners including Prolific Persistent Offenders. They are also responsible for multi-agency public protection arrangements. We have considerable concern about the future of Probation with the potential loss of valuable expertise.

Psychology

Psychological services are being re-organised into a regional function; we have concerns that this will reduce local contact, particularly as psychologists are not located in the reducing re-offending hub. Inevitably, the number of prisoners who can be offered individual help will be limited because of the intensive time demands, but Psychology is

a key service in the assessment of inmates for other rehabilitation work, including transfer to other prisons where needs cannot be met here.

Virtual Campus

Virtual campus is an intranet that was primarily seen as an educational tool, but is proving of value as a resettlement tool and this will develop as more resources relevant to reducing re-offending are included on it. In May 2013 it was indicated that 236 prisoners were using it.

Evaluation

Targeting violence convictions means other prisoners do not experience programmes specifically addressing their offending, in particular domestic violence can remain unaddressed.

The failure to identify and tackle gambling as a serious issue in re-offending and in debt related violence in prison is of concern. On-line CBT Offender Change courses such as Thinking for Change (see <http://nicic.gov/t4c>) should be evaluated centrally to see if they can help make re-offending courses available to more prisoners through Virtual Campus.

Targets are often in terms of crude numbers rather than linked to quality and there is a dearth of systematic information about the success of interventions available to staff running programmes. A convincing explanation of why prison reconviction rates are not falling when so much is being spent on reducing re-offending work would be helpful.

Section 5 (d)

SAFER CUSTODY

The primary role of the Safer Custody team is to address suicide, self-harm and bullying issues among the population. Safer Custody, however, in its broader remit, encompasses all those who have dealings within the prison, including staff, prisoners, partnership agencies and visitors. All parties have a right to feel safe and supported within the establishment.

At the beginning of the reporting year (June 2012) the management structure consisted of an acting Safer Custody Manager with support officers who were required to fulfil other duties on the wings. From January 2013 a different Safer Custody Manager was appointed to work for a Governor who is Head of Safer Prisons and Equalities. In April 2013 a fulltime administrative support was made available although they have additional responsibilities in other areas.

Each month the Safer Custody team, with of a mix of uniformed staff, Samaritan, Healthcare, Psychology, CARATS, Chaplaincy and IMB members, meet with the Deputy Governor who chairs this meeting. The meeting is in two parts, the first part involves the whole group with representatives from Listeners and Anti-bullying Representatives who report on monthly activities. The second part concentrates on Safer Custody strategy. There is a thorough analysis of all data to making everyone aware of trends that may need monitoring.

VIOLENCE

To counter threats of violence, the prison has in place an intelligence network stretching from the sharp end of residential areas up to a focused security team that monitors constantly for signs of unrest. Individuals, victims or perpetrators, can be and are relocated within the prison or transferred out, in the former for their own protection and in the latter, to dilute the potential for violence in those remaining prisoners. When violent events do occur, they are dealt with promptly through the actions of a professional team of staff.

DEATH IN CUSTODY

There has been one death in custody this reporting year, this was due to natural causes.

Section 5 (e)

WORKSHOPS AND EDUCATION

The learning and skills regime provides specialist training, general education including numeracy and literacy, and an extensive workshop vocational facility. Workshops provide various structured courses typically Art, Electrics, Plastering, Welding, Car Mechanics and Carpentry to achieving nationally recognised qualifications.

This is staffed and managed by A4e operating on a renewable contract basis. Payment to A4e is influenced by results, monitoring this suggests motivation by both managers and instructors can be considered high with exam results consequently encouraging.

Prisoners achieving good vocational results have been mainly attributed to shortfalls in basic numeracy and literacy skills, this has been partly addressed by bringing teachers to the vocational workplace for half a day a week and presenting a syllabus weighted towards the vocational studies. Early analysis suggests this to be a successful initiative.

In addition, the prison provides separate workshops to facilitate various simple and often mundane peace work tasks; prison staff manage these. These are popular with the prison population as it provides a mechanism to maximise their income.

Attendance levels seem to be improving with the new regimes being implemented, particularly a more robust approach to labour banding.

It is proposed to increase the prisoner working day from an existing 23 hours to up to a possible 35 hours per week. This change will need close scrutiny to monitor the direct impact on the prisoners both in and outside the workplace.

Section 5 (f)

LIFERS AND ISPs

	2010	2011	2012	2013
Lifers	92	92	91	69
ISPs	94	78	58	66

The number of lifers has reduced quite significantly. However, it is regrettable that the number of men who are post tariff has increased from 46% to almost 49% (34). The ISP population has increased slightly but again the post tariff figure of over 59% (39) is of concern.

Work has been done to ensure the right programmes for this category of prisoner are now being delivered:

- RESOLVE will take the place of CALM and has more emphasis on violent offending
- SCP (Self Change Programme) aimed at high risk violent offenders
- ARV (Alcohol Reducing Violence)
- TSP (Thinking Skills)
- RAPt 12 Step Drug Programme

It has been found that a majority of prisoners have completed most of these programmes at previous establishments. However, many of their sentence plans require them to repeat the programmes.

In last year's report we highlighted the excellent training and supervision that had been put in place to develop the skills of wing officers, many of

whom became qualified to become Offender Supervisors. It is regrettable that with the introduction of Fair and Sustainable not only has this high quality training been lost, but there has been a significant reduction of unified Offender Supervisors.

The repercussions of this are that reports, OASys and other important assessments have not been completed.

Cat D Prisoners

It is again a matter of serious concern to the Board that the numbers have increased substantially with a lack of places in Cat D establishments to accommodate them. Forty at the beginning of the year to a current 82 prisoners of Cat D status who are now serving sentences in a Cat C establishment.

The prison needs to be commended for the work it has put in to risk assess category C and D prisoners to enable some prisoners to go out on ROTL. At the present time there still remain very few placements or employment outside the prison. It is essential that there is a process for prisoners to be reintegrated into the community at the end of their sentences.

If prisoners are unable to work outside the prison walls, or progress to open conditions, it is not possible for them to be risk assessed. Time spent on temporary licence, particularly for those serving long sentences, is essential for their successful resettlement.

Nationally there are now over 600 Cat D prisoners in prisons that are unsuitable for their resettlement needs. This unacceptable situation is

the result of a severe shortage of places in open prisons. We understand that there are plans for this prison to address this subject to financial approval.

Section 6

CHAIR'S SUMMARY

It is important to state that our role is to monitor the prison to ensure that people in custody are treated fairly and humanely. We must also consider the effect that bad behaviour has on the officers who work so hard.

In order to address the large number of Cat D prisoners there is now a dedicated ROTL wing housing 36 men.

Again this year the IMB raises the issue of food and the potential threat that dissatisfaction with portion size could bring to stability. Wayland is a prison situated within a rural community where the benefits of obtaining locally grown foods could be enormous. We rely on the goodwill of the community and we believe the Ministers overlook this.

Staff morale is not at its peak, we believe this impacts on the positive interaction with prisoners. We appreciate that in this present economic climate there must be cuts, but we believe that they are too far and could impact on the maintenance of safety in a prison.

We have to thank our Clerk who works tirelessly on our behalf. I would like to record my thanks to all Board members, in particular this year to BDO and the Vice Chairmen. Support has been 100% and everyone plays a part in the IMB team at Wayland.

PAT DALY
Chair

BOARD STATISTICS	2012/13	2011/2012	2010/2011
Recommended complement of Board Members	20	20	20
Number of Board members at the start of the reporting period	15	15	16
Number of Board members at the end of the reporting period	11	18	19
Number of new members joining during the reporting period	4	3	5
Number of members leaving during the reporting period	4	1	2
Number of attendances at meetings other than Board meetings	N/A	95	90
Total number of visits to the prison including all meetings	N/A	355	420
Total number of applications received	492	704	722
Total number of segregation reviews held	274	N/A	N/A
Total segregation reviews attended	228	238	250

GLOSSARY OF PRISON-RELATED ABBREVIATIONS USED

To ensure that all readers understand the abbreviations used in the report, the list below should be added to or subtracted from as required.

AA Administrative Assistant	Gold Commander Headquarters controller for serious incidents
ABS Anti-Bullying System	GOoD Good Order or Discipline – Segregation under Rule 45/49 (historically GOAD)
ACCT Assessment, Care in Custody & Teamwork – replacement for F2052SH	HCC Healthcare Centre
ACR Automatic Conditional Release	HDC Home Detention Curfew – the tag
AO Administrative Officer	HDCED Earliest Date of Release on HDC
ARD Automatic Release Date	HEO Higher Executive Officer
ATOS Company responsible for assessing long-term sick	HMCIP Her Majesty's Chief Inspector of Prisons
BCU Briefing and Casework Unit – PS unit handling adjudication appeals	ICA1/2 Initial Categorisation and Classification Forms for Adults/YOIs
BME Black and Minority Ethnic	ICM Intensive Case Management
BOV Board of Visitors – now IMB	IDTS Integrated Drug Treatment System
Bronze Commander Local Sub Commander for serious incidents	IDU Inmate Development Unit
C & R Control and Restraint	IEP Incentive and Earned Privileges – Prisoners can be on Basic, Standard or Enhanced
C2W, CTW Custody to Work – pre-release focus on housing, employment and lifestyle issues	IG Instruction to Governors
CADS Community Alcohol and Drug Service	IMB Independent Monitoring Board
CARATs Counselling, Assessment, Referral, Advice and Throughcare Scheme – drug and alcohol team	IND Immigration and Nationality Department
CBDT Compact Based Drug Testing	IPP Indeterminate detention for Public Protection
CC Cellular Confinement – a punishment	IRC Immigration Removal/Reception Centre
CCD Criminal Casework Department (Croydon)	ISMG Interventions and Substance Misuse Group
CLAIT Computer Literacy and Information Technology	JSA Job Seekers Allowance
CCT Criminal Casework Team (part of Home Office Immigration and Nationalities Department)	JSAC Job Simulation and Assessment Centre (for officers seeking promotion to SO)
CMU Case Management Unit – work on sentence planning and progress	KPI/KPT Key Performance Indicator/Target
CAN Certified Normal Accommodation	LDR Latest Date of Release
CRD Conditional Release Date	LED Licence Expiry Date
CSB Cognitive Skills Booster	LIDS Local Inmate Database System – IMB can use this to check location, dates etc
CSH Contracted Service Hours (pre-agreed paid overtime)	LSC Learning and Skills Council
CSU Commissioning Support Unit	MAPPA Multi-Agency Public Protection Arrangements
DAAT Drug and Alcohol Action Team	MDT Mandatory Drugs Testing
DASU Drug and Alcohol Support Unit	MSL Minimum Staffing Level
DH Dog Handler	MQPL Measuring Quality of Prison Life
DIP Drug Intervention Programme	NACRO National Association for Care and Resettlement of Offenders
DPSM Developing Prison Service Manager	NC The National Council for IMBs
EDR Earliest Date of Release	NEC National Exchange Centre – building between VTC and Boiler House used for ETE
EMU Estates Management Unit	NOMS National Offender Manager Service – amalgamation of the Prison and Probation Services
EO Executive Officer	OASys Offender Assessment System – computerised risk and needs assessment
EPDG Estates Planning and Development Group	OBP Offending Behaviour Programme
EGP Ex Gratia Payment	OCA Observation, Classification and Allocations – a Reception task
ETA Employment and Training Allocation	OLASS Offender Learning and Skills Service (part of LSC)
ETE Employment / Training / Education	Operation Tornado System to provide extra staff and resources for serious incidents
ETS Enhanced Thinking Skills – an OBP	P-ASRO Prisons Addressing Substance-Related Offending – an OBP
F2050 Prisoner's basic record	PCO Prison Custody Officer
F2050A Prisoner's wing record	
FLED Facility Licence Eligibility Date (when prisoner may be considered for ROTL)	
FOCUS Financial Outstations and Central Unified Systems – the PS accounting system	

PCT Primary Care Trust – National Health component responsible for Healthcare
PE/O Physical Education Instructor / Officer
PER Prisoner Escort Record
PESO/PEPO Physical Education Senior/Principal Officer
PHOF Prison Health Operational Forum
PHPB Prison Health Partnership Board
PIN Personal Identification Number
PMU Population Management Unit (central)
PO Principal Officer
POA Prison Officers' Association – the main trade union
POELT Prison Officer Entry Level Trainee
POPO Prolific and Other Priority Offender
PPO Prisons and Probation Ombudsman
PPP Public Protection Panel
PS Prison Service
PSI Prison Service Instruction
PSO Prison Service Order
RAPt Rehabilitation for Addicted Prisoners trust
RFW Removal from wing – a punishment
ROAD Remission Of Added Days (up to 50%)
ROM Regional Offender Manager
ROR Restoration of Remission – now ROAD; Risk of Reconviction
ROTL Release on Temporary Licence – eg to work in Mess, town visits, home leave
ROWD Review of Works Departments (may involve privatisation / civilianisation)
RRA Assistant to the RRLO
RRLO Race Relations Liaison Officer
SAU Standards Audit Unit
SCG Safer Custody Group
SED Sentence Expiry Date
SEO Senior Executive Officer
Silver Commander Person in establishment in charge of serious incidents
SIN Staff Information Notice
SIR Security Information Report
SLA Service Level Agreement
SMARG Segregation and Monitoring Review Group
SMT Senior Management Team
SO Senior Officer
SOTP Sex Offender Treatment Programme
SPDR Staff Performance and Development Record – reviewed annually
TOIL Time Off In Lieu (of payment)
TSU Technical Support Unit – part of PS responsible for repairs/installations (Works)
TUPE Transfer of Undertakings (Protection of Employment) – staff transfer
VDT Voluntary Drugs Testing
VO Visiting Order – sent out by prisoners, allows named people to visit
VTC Vocational Training Centre

