



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

**JUNE 2013 TO MAY 2014**

## Section 1

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### 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**

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### **DESCRIPTION OF THE PRISON**

HMP Wayland is a 29 year old adult male, category C, closed training prison in South Norfolk.

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

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 offenders still share cells originally designed for single occupancy.

Wayland remains a safe place providing a calm and purposeful regime, however recent indications are that this is deteriorating. Wayland remains a cost effective Cat C prison and its principle function is to provide education, training and treatment. Serco provided healthcare until April and since then by Virgin Care Ltd, 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 and the Chaplaincy.

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

## Section 4

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### EXECUTIVE SUMMARY

This has been yet another challenging year for Wayland. The Board fully recognises the hard work and dedication of the staff and management.

The board has been actively challenging management and the Minister to reduce the number of outstanding OASys reports, to date outstanding reports are still over 300.

Food in the establishment still generates concern due to increasing costs of raw materials. The Board still feels that financial constraints restrict the choice and portion sizes and that offenders are compensating by purchasing additional food through the prison canteen. Despite this the catering staff and management work hard to deliver high quality meals.

The Certified Normal Location (CNA) provides 958 offender places of which 148 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 offenders being transferred away from their home area.

At Wayland over 50% 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 number of offenders from the East of England has increased over recent months with plans to increase this further.

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

The 'New Ways of Working' and 'Benchmarking' initiatives mean many changes in regime; this together with staff shortages of up to 22% has led to a level of unrest and low morale within most levels of staff.

Temporary changes to the regime result in offenders being locked up for longer, especially at weekends have had to be made to compensate for low levels of staff.

The number of D category offenders at any time is around 40 with only a handful employed outside the prison as against last year when 20 plus offenders were working in the community.

In recent months there has been a serious increase in disruptive activity, violence and serious incidents which has meant that the segregation wing is often full and at times prisoners are held on segregation conditions on wings. We remain very concerned that the segregation wing is not fit for purpose and that violent and disruptive offenders can, and often do disrupt its use by destroying its fabric

In conclusion, HMP Wayland is now a category 3 prison with 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, OMU reporting 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; however we share their concern regarding the relationship between staff and prisoners and we will monitor this more closely next year.

## **QUESTIONS FOR THE MINISTER**

- 1 With the prison population rising and the closure of prisons adding to overcrowding is it time for the Minister to look more closely at the courts and alternatives to prison such as community orders, restorative justice, fines or banning orders?
- 2 Given the approval by the National Institute for Clinical Excellence (NICE) for Mindfulness to be an approved treatment for stress within the NHS, what steps are being taken to explore its effectiveness within the prison setting?

## **QUESTIONS FOR THE DEPUTY DIRECTOR OF CUSTODY**

1. We are concerned that the timescales for replying to prison applications and complaints are often not being met. In addition the replies to prisoners do not always answer the question especially those raised with other prisons post transfer. What steps will you take to resolve this matter?
2. Earlier this year this Board raised a question to the Minister regarding the number of outstanding OASys reports, which can impact, on an offender's progress through the prison and rehabilitation. For short time additional resources were made available to resolve this however more recent figures indicate that over 300 reports are still incomplete. What steps can you take to resolve this issue?

## **Section 5 (a)**

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### **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 until the end of March 2014 has been replaced by Virgin Care Ltd. Early indications are showing that there is a resistance to change from healthcare staff, whilst this was to be expected we are concerned that this may have an impact on offenders and safe working practices e.g. medication dispensing.

Healthcare managers used to hold regular Prisoner Forums as a means of communicating to and receiving feedback from the offender population, these have now been stopped and we believe that valuable feedback from patients will be lost.

### **Mental Health**

The mental health team have seen a gradual increase in caseloads over this reporting period including some demanding; very complex, cases. We are concerned about the workload on this team, which is now a part of the Virgin Care Ltd management.

## **Dentistry**

Dentistry waiting lists are still high and remain a concern

We monitor IMB applications regarding healthcare matters and after a long period of very low numbers per month have identified a gradual increase; this will be monitored closely this year.

## **Medication Dispensing**

The Board are very concerned with the continued use of secondary dispensing despite this being brought to the attention of Prison and Healthcare management by the HMCIP and the Care and Quality Commission inspection report both August 2013.

## **DRUG STRATEGY**

At the beginning of this reporting year there existed uncertainty in the drug strategy provision with a change in provider for ancillary drug services, 'New Ways of Working' and the loss of healthcare staff involved in IDTS.

The quality of service diminished during the summer of 2013 for the following reasons:-

- The new management structure meant that there was no longer a dedicated drug strategy manager and regular meetings of interested parties were limited.
- The lack of a dedicated IDTS doctor or nurse meant that staff failed to attend meetings. The recent change of healthcare provider and shortages in staff has not helped.
- The impact of the backlog of OAYsys reports being completed has meant that prisoners have not been put forward for ARV and programmes.
- There has been a reduction in the number of staff and dogs used to detect drugs this has meant that 'on suspicion' testing has not been taking place.

From September the Head of Reducing Reoffending has had Drug Strategy added to their remit addressing some of the above concerns.

## ***Drug Testing***

Whilst the prison continues to keep the availability of drugs and alcohol low there has been an increase in the availability of PAS (Psychoactive substance) and the misuse of prescribed medication.

There is now a dedicated area and staff for MDT tests; however they are often taken off these duties to cover staff shortages. A breakdown of positive results indicates that the misuse of prescribed medication accounts for the majority.

## ***Ancillary Drug Services***

The new contract for this area went live in July 2013 and is now the responsibility of the Rehabilitation of Addiction Prisoners Trust as part of the Norfolk Recovery Partnership.

The new provision focuses on group treatment with less one to one work. Offender referrals are now dealt with on arrival. A new Living Safely programme has been introduced which feeds directly into the RAPt 12 step programme.

Drug testing does not identify the use of the new 'legal high' drugs such as PAS. Healthcare now notify the RAPt team if offenders are prescribed opiate based medication.

Peer led IDTs forums are proving positive.

The IDTS team work in close partnership with the RAPt team who operate from a dedicated wing which serves as a central hub for clinical intervention. IDTS staff complete regular prescription reviews and a weekly discharge clinic supporting offenders due to be released into the community by ensuring appointments are in place.

The provision of a range of treatments enables those with drug and alcohol problems to get the help needed to control their addiction and reduce re-offending; however the shortage of staff results in a less than satisfactory outcome in some areas.

## **Section 5 (c)**

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### **REDUCING RE-OFFENDING**

This year's major issue has been the development of a massive backlog of incomplete OASys reports exceeding 400 at one time. OASys reports are the key to sentence planning and have a knock on effect to HDC and ROTL. The Board has serious concerns that this issue has had a direct effect on discipline and good order within the prison. Staff engaged in completion of these reports have been re-assigned to maintain the regime covering staff shortages. In addition the operation introduced last year to hold OMU surgeries has been suspended.

The primary cause for the build up is that many offenders transferred in do not have OASys reports completed. We believe that the OASys system is cumbersome and time consuming to complete

The Board raised concerns with the prison Managers and following that with the Minister. Additional staff were allocated to reduce the backlog however the indications over recent months are that the backlog has increased again to an unacceptable level.

### **PROGRAMMES**

The Self Change Programme (SCP) has started after some delays. This is an important development as a more intensive and demanding programme with the important element of follow up work on release.

Alcohol Related Violence, resolve and Thinking Skills programmes are doing very positive work but have had some problems reaching targets.

This is partly because of the OASys, changing targets and the change in offender population profile. The Board are concerned that there was no provision to address Domestic Violence and Gambling; these often appear on the sentence plans.

## **OTHER AREAS**

The Board recognises the good work being done working on accommodation through NACRO HIAS, on education, training and employment by NACRO ELS and Move on East, on Virtual Campus and new reading initiatives like the Hannon Trust. There has been some progress on addressing debt related issues. Future Developments within the prison include the opening of a Personality Disorder Unit, which is an Area resource

## **Section 5 (d)**

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### **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.

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.

The Board has concerns with the increased number of offenders on open ACCTs. We recognise that the process of monitoring and reviewing works well.

There has been one death in custody during the reporting year the cause is still awaiting the Coroners report.

## **Section 5 (e)**

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### **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.

In addition, the prison provides separate workshops to facilitate various simple and often mundane piece work tasks; prison staff manages these. These are popular with the prison population as it provides a mechanism to maximise their income. However the Board is concerned at the number of days lost because of staff shortages and that recruitment has been ongoing. In the meantime offenders have been confined to wings increasing the boredom factor and the risk of disruption.

## **Section 5 (f)**

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### **LIFERS AND ISPs**

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Lifers	92	92	91	69	67
ISPs	94	78	58	66	58

The Lifer population continues to reduce but the Board continue to be concerned that number of offenders who are post tariff is now over 50%. Previously this group were located in a dedicated indeterminate unit with a team of trained officers and led by a Lifer Manager. There is no longer a dedicated Lifer Manager and the only support for ISP offenders is through their personal officer and offender supervisor, It is difficult for these officers to undertake these duties as they are frequently redeployed to wing duties.

### **CAT D OFFENDER**

The number of Cat D offenders in the establishment at any time is around 40 with only a handful employed outside the prison. Alongside these offenders there are between 120 and 130 offenders waiting for their status to be reviewed. Unfortunately this process is often delayed because the risk assessments need to be completed by an Offender Supervisor who are often not available as they are often redeployed around the prison.

## Section 6

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### **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 at low ebb, we believe this impacts on the positive interaction with prisoners. We appreciate that in this present economic climate there must be cuts, however we believe that they are too far and could impact on the maintenance of safety in a prison.

I would like to record my thanks to all Board members, in particular this year to BDO and the Vice Chairman. Support has been 100% and everyone plays a part in the IMB team at Wayland.

PAT DALY  
Chair

<b>BOARD STATISTICS</b>	<b>2013/14</b>	<b>2012/2013</b>	<b>2011/2012</b>
Recommended complement of Board Members	20	20	20
Number of Board members at the start of the reporting period	11	15	15
Number of Board members at the end of the reporting period	11	11	18
Number of new members joining during the reporting period	3	4	3
Number of members leaving during the reporting period	2	4	1
Number of attendances at meetings other than Board meetings	68	N/A	95
Total number of visits to the prison including all meetings	357	N/A	355
Total number of applications received	520	492	704
Total number of segregation reviews held	380	274	N/A
Total segregation reviews attended	335	228	238

# 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.

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

**PCT** Primary Care Trust – National Health component responsible for Healthcare  
**PEI/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

