



# **Independent Monitoring Board**

**HMP Bure**

**Annual Report  
2015-16**

**For the reporting period: 1<sup>st</sup> August 2015 to**

**31<sup>st</sup> July 2016**

# SECTION 1

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## **SECTION 2**

### **STATUTORY STATEMENTS**

#### **INDEPENDENT MONITORING BOARD**

##### **HMP BURE**

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 a right of access to every prisoner and every part of the prison and also to the prison's records

# **INDEPENDENT MONITORING BOARD**

## **HMP BURE**

### **Diversity Statement**

The Independent Monitoring Board at HMP Bure is committed to an inclusive approach to diversity which encompasses and promotes greater interaction and understanding between people of differences including but not limited to race, religion, gender, nationality, sexuality, disability, age. We recognize that a fully inclusive approach to diversity must respond to differences that cut across social and cultural categories such as mental health, literacy and substance misuse.

The Board values this approach to diversity within its recruitment and Board Development practices to increase the repertoire of skills and awareness amongst its members of the diverse needs and perspectives of the population within HMP Bure.

All members of the Independent Monitoring Board at HMP Bure will undertake their duties in a manner that is accessible to everyone within the establishment. The Board will monitor to establish that the experiences and interaction between staff, prisoners and visitors is fair and without prejudice. Engaging diversity should enable all individuals to express their values, perspectives and beliefs without disrespecting or discriminating against others and that opportunities are open to all. Where this is not the case, the Board will alert appropriate authorities and individuals including the Governor, Senior Management, Deputy Director of Custody and the Prisons Minister.

## SECTION 3

### DESCRIPTION OF HMP BURE

HMP Bure is a Category C prison accepting sentenced male sex offenders over the age of 21. The prison opened on the 30<sup>th</sup> November 2009. The Certified Normal Accommodation is 604 and the Operational Capacity is 643.

**The site consists of: -**

- Residential Units 1 – 7
- Healthcare Centre
- Segregation Unit
- Multifunction Building including gymnasium, programme delivery, and World Faith Room
- Workshops
- Learning Resources Centre
- Administration Block

**Accommodation: -**

Comprises of mostly single cells, however there are 4 cells in each of five of the residential wings that can be used as doubles, together with a number of cells in Res 7 that have been converted for double occupancy. There is also 1 easy access cell on both Residential Units 5 and 6. All cells on Res 7 are easy access, have integral sanitation and showers and one is wheel chair friendly. Each cell on Residential Units 1-6 has integral sanitation with the use of communal showers.

**Reception Criteria: -**

Normal reception arrangements apply. HMP Bure accepts adult male sex offenders – sentenced (Category C). Priority is given to East of England offenders, although this cannot be guaranteed.

**Regime: -**

The regime provides all those in the care of HMP Bure access to the following facilities: -

**Education: -**

Education is provided through a well-managed external contract with PeoplePlus . Within the establishment the education provision reflects an

emphasis on Basic Skills (Literacy and Numeracy), Key Work Skills, Social and Life Skills and IT all within the funding envelope of the SFA.

**Workshops and Programmes: -**

HMP Bure provides a number of vocational courses in workshops, waste management and horticulture. External contracts with currently five companies are undertaken in three workshops. Accredited offender behaviour programmes are also run and these include programmes specific to the offender population.

**Healthcare: -**

HMP Bure has a Type 2 Healthcare Centre status, covering 7 days a week between 08:00 and 19:30 Monday to Friday and 08:00 to 18.00 Saturday to Sunday. Out of hours service is not provided by Virgin Health Care

**Gymnasium and Sports: -**

HMP Bure has one gymnasium with programmes being staffed by 6 PE Officers. The gymnasium offers a range of accredited and recreational programmes.

**Faith and Religion: -**

Regarding Chaplaincy, the following groups have ministers/representation: Anglican, Roman Catholic, Buddhist, Hindu, Jewish, Muslim, Pagan, Jehovah's Witness, Mormon, Free Church and Sikh. There is one large multi-faith room which is located in the Multifunction Building.

## **SECTION 4**

### **EXECUTIVE SUMMARY**

The view of the Board is that HMP Bure is a well run prison with dedicated staff prepared to take on challenges and promote new ideas.

The Board is pleased that the Governor, and in her absence, a deputy are always in attendance at our monthly meetings and address issues raised quickly and effectively. Requests by the Board for training and presentations are met by Prison staff leading to a greater understanding and ensures the safety of IMB Volunteers. We therefore have no outstanding issues that need to be raised with the Governor in this report.

#### **ITEMS REQUIRING RESPONSES FROM THE SECRETARY OF STATE:-**

##### **Kitchen Floor Replacement**

In our 2014 report we noted that the estimated project completion date would be 'late 2015'. However, only in September 2016 was the temporary field kitchen removed and service returned to the permanent kitchen. The endless excuses and delays by the contractors should not go unchallenged at the highest level.

Only the exceptional professionalism of Management, kitchen staff, along with the co-operation and hard work of offenders ensured that a good service continued to be provided thus avoiding the risk of unrest.

##### **Health Care and Mental Health**

There are concerns with Virgin Health Care Contract, their complaints system and the restriction on recruiting staff at the present time.

Staff are commended for their hard work and achieving their targets but the high level of sickness and poor staff retention demonstrates that the staffing levels need to be kept under review. In order to ensure a good service, staff regularly work additional days but continuous working of extra hours in a challenging environment could lead to stress levels increasing and ultimately the risk to the safety of both staff and offenders.

# SECTION 5

## 5.1 DIVERSITY

Issues of Diversity are actioned and monitored through the Equality Action Team (EAT)

All staff are aware of their responsibilities with regard to racial equality, ensuring compliance with all relevant instructions, Orders and Standards. EAT oversees the handling of racist incident report forms, and linked complaints, monitors data, including areas covered by Key Performance Tasks (KPT's), collates and disseminates good practice from both the wider Prison Service and external organisations and finally ensures that staff and offenders are appropriately trained in diversity issues.

The Transgender group continue to integrate well, supported by Officers who educate both prison staff and offenders on the challenges this group face. The diversity of offenders continues to be well represented on the committee and the team ensures that all are aware of DIRFs (racist incident report forms) and any linked complaints.

The diversity of offenders is well represented on the committee and relaxed free discussion enhances tolerance. The prison currently has 56 foreign nationals from 34 different countries which gives a wide range of cultural and religious beliefs.

## 5.2 LEARNING AND SKILLS

Education at HMP Bure is provided through an external contact with People Plus There are 14 full time and 8 part time tutors and courses provided range from functional skills to level 2. HMP Bure's Education Team won the People Plus award for Team of the Year beating 9 other prisons in the region.

Courses are tailored to both the achievement of functional skills and employability. Labour market trends are analysed and courses adapted to match those trends where possible. Current courses include Business Enterprise, Cleaning & Support Services, Cycle Maintenance, Engineering and Electrical installation together with horticulture and welding qualifications in the pipeline.

The prison library, provided by Norfolk County Council Library Services continues as a significant resource for offenders with an increase in membership now reaching 90% of the population. The facility stocks books in 21 different languages, information and advice in 24 languages, a wide range of CD's and DVD's together with English and foreign language periodicals. Popular value

added activities include Reading Groups, Reading Champions, Six Book Challenge, the Great British Library Challenge and Story Book Dads. The staff team are innovative and supportive of a wide range of partnerships across the prison.

### 5.3 HEALTHCARE AND MENTAL HEALTH

Virgin Healthcare is now into the third year of the contract at HMP Bure. At the time of this report, the department is short of one Registered Mental Nurse and two Registered General Nurses. For some time now Virgin Healthcare has frozen all Band 5 and above posts. This means that no new nurses can be recruited and there is no cover available for long term sickness. The consequence of this situation has been that the Head of Healthcare needs to cover clinical shortfalls on a regular basis, and is unable to complete necessary tasks.

There is now a GP contract for the whole cluster. Bure has six GP sessions and ten Nurse Practitioner sessions per week.

A permanent Psychiatrist was appointed this year but left after three weeks. Minimum locum cover is provided at present, but a more permanent solution and its benefit of continuity would be ideal.

Although Mental Health services are **not** fully staffed, they are nevertheless reaching their Key Performance Indicators; therefore Virgin Healthcare policy has deemed further recruitment unnecessary.

Health & Social Care: the number of referrals has been increased and offenders have clearly benefited however, there are problems with inappropriate referrals and some duplication. Better communication between prison staff and Healthcare to avoid duplication would solve this problem.

The Dental waiting list has been cleared and a good efficient service is in place. Physiotherapy and Podiatry services are working well, but the Optician service has a long waiting list.

A good out-of –hours (OOH) service is in place, allowing prison nurses to speak directly to OOH services nurses, without having to go through the triage system. The Head of Healthcare is preparing a guide for prison staff as to how to make proper contact with the service.

The NHS Patients' Advice and Liaison Services (PALS) are providing a central point of contact for complaints which effectively removes the ability of Bure IMB to directly monitor the level of the complaint accurately. This is a concern.

Four members of staff have been trained to administer the Smoking Cessation Programme with more waiting to do the training.

Ongoing staffing problems due to long term sickness remain an issue along with staff turnover. Despite this the staff team and their Managers are still able to provide an effective service.

## **5.4 REDUCING REOFFENDING**

This committee is chaired by the Head of Reducing Reoffending and attended by the following representatives: RAPt, Probation, Programmes, Cluster Learning & Skills, Visits Centre, OMU, Mental Health, Education, Activities, Gym and NCS.

In April 2015 resettlement services were contracted out to CRC's across the country under the Government's TtG (Through the Gate) initiative. Under this scheme Offenders would move during the final months of their sentence to a dedicated resettlement establishment near to where they lived and thus focus on their resettlement needs. As all Bure's offenders fall under the supervision of the National Probation Service (NPS), services would have to be commissioned by them from the CRC. To date no services have been commissioned.

HMP Bure is classed as a non-resettlement establishment and in line with other non-resettlement prisons received only a single person for one day a week. The resource was subsequently removed from non-resettlement prisons including Bure.

It is of concern that from April 2015 to July 2016 Bure released 285 offenders of which 54 were not recorded as having accommodation.

Purposeful Activity – HMP Bure has made great efforts to increase its offender activity numbers. Offenders regularly attend activity, which equates to 80% FTE. This is the direct result of efforts made by the Reducing Offending Team who have sourced business partnerships from Companies.

TiG and MiG welding qualifications and NPTC in horticulture are also being delivered. With regard to education provision, Bure constantly adjusts its provision to reflect not only the local need, but national labour market information.

## **5.5 RESIDENTIAL SERVICES**

The seven residential wings remain in a generally good state of repair. Of particular note are the grounds in which they are set – a real credit to both establishment and offenders involved in their creation and maintenance. This year the prison entered a gardening competition between prisons with HMP Bure winning the Windlesham Trophy (Fresher's competition)

Local variations to the above good state of repair occur periodically. Concerns have been raised about the contractor Carillon's ability to always promptly rectify issues as local management have already done more than could reasonably be expected of them.

There have been a number of issues relating to the performance of televisions to the wings. Flat screen televisions are currently filtering into the prison.

Segregation unit has not been required to function as an extension of the residential units which has helped the smooth running of the prison.

There is however, continuing concern over the long running saga of the kitchen. The original expected move back to the main kitchen from the temporary one should have happened at the beginning of 2016. This never took place but at the time of writing this report the move has happened with still a number of snags to be resolved.

The endless delays/excuses reflect badly on the contractor concerned. Were it not for the exceptional professionalism of all the kitchen staff along with the co-operation of the offenders working in the kitchen, the outcomes of this whole situation might have been more disastrous for the overall operation of the prison. Such circumstances/outcomes should not, in our opinion, go unchallenged at a higher level.

## **5.6 SAFER CUSTODY**

The Safer Custody committee meets bi-monthly. The meeting comprises of two Areas, Suicide Prevention and Violence Reduction. These meetings are attended by Health Care, Mental Health, Chaplaincy, Health and Safety and Education along with Samaritans from the local Community. The board attends as observers

Meetings are well attended, with offender representatives from each wing. Communication between parties is excellent; staff are very helpful and appear to deal with Incidents of violence/bullying promptly and effectively. Proper use is made of both victim support and perpetrator plans, ACCT documentation is undertaken efficiently by staff and ACCT reviews are understanding and supportive.

The local Samaritans give good support and training to the prison Listeners, and Listener numbers are more than adequate for the population needs.

This year has seen the introduction of Complex Case Meetings held once a week. It considers those individuals whose safety is giving cause for concern and is attended by Healthcare, Mental Health and Chaplaincy. The minutes are circulated widely ensuring governors and staff are aware of the need to monitor

individuals. Board members attend meetings as an observer and minutes are sent directly after each meeting.

There is an increase in the number of offenders who are ex-servicemen of the Armed Forces currently HMP Bure has 66. An officer has been appointed to manage Veterans in Custody Group (VICS) they are working with British Legion Industries.

## **5.7 SEGREGATION UNIT**

The Segregation Unit [also known as the Care and Separation Unit or colloquially "The Seg"] is governed and run under the rules contained in Prison Service Order [PSO] 1700. As with previous reports we refer to the five criteria contained in the IMB paper *A Prison within a Prison*, which are: -

1. Staffing and Security in the Segregation Units
2. Cellular Confinement, special accommodation and mechanical restraint
3. Boards not being informed within 24 hours of admission of a prisoner
4. Whether Boards are able to communicate freely with each prisoner
5. The fair conduct of Reviews

At HMP Bure the situation relating to these five criteria are: -

1. The staff in the CSU are exemplary and although the role at times is challenging the Unit continues to be well managed by professional and dedicated staff who relate appropriately and humanely to the needs of the offenders, with the aim of returning them to their normal location at the earliest possible opportunity.
2. The special accommodation and mechanical restraint is used very sparingly and during the year covered by this report was not used
3. The Board has always been informed within the timeframe of an offenders move to the CSU and also of the imminent review.
4. The Board has always been able to communicate freely with all offenders held in the CSU, whether there for cellular confinement or awaiting adjudication.

5. The reviews are carried out in accordance with the laid down procedures, with all parties in attendance and all paperwork correctly completed.

During the period covered by this report there have been 640 adjudications of which 241 were adjourned for either the presence of the Reporting Officer or for the offender to obtain legal advice. This is an improvement on last year. Board members are advised of hearings and encouraged to sit in as an observer. The Board is completely satisfied that all offenders on adjudication have every opportunity for a fair hearing; borne out by the very few appeals to outside agencies and the low number of successful appeals.

## **SECTION 6**

### **OTHER AREAS OF THE PRISON**

#### **6.1 ADJUDICATIONS**

The Board has regularly monitored Governors' and Independent Adjudications. We are satisfied that the procedures have been correctly followed and the outcomes have been fair and appropriate

The Adjudicating Governors meet quarterly to review tariffs, the system, and to monitor diversity trends. This is the one committee that the IMB are obliged to be present at and have attended all of the four meetings.

#### **6.2 AUDIT DEPARTMENT**

There is currently one member of the uniformed staff working in the Audit Department, which is responsible for the internal audit of each of the departments within the prison. It ensures compliance with all of the necessary regulations governing the prison regime and monitors each department's progress against the **Key Performance Targets** [KPT's]. Despite last year's report the plans to train, when time permits, a further two staff to assist in this area has not happened.

#### **6.3 CANTEEN**

Canteen works very well with Wing reps deciding which items they would like to see on the list. The prison goes smoke free in January 2017; e-Cigarettes are

available from the canteen list. It is to the credit of the staff that they have researched the cost of patches and e-cigarettes to ensure even those on basic will be able to afford to purchase.

## **6.4 CHAPLAINCY**

A new Managing Chaplain has been appointed at HMP Bure this year  
The chaplaincy team at HMP Bure currently comprises of the following denominations: -

- Anglican Chaplain (full time Managing Chaplain)
- Free Church
- Catholic
- Buddhist
- Hindu
- Muslim
- Jehovah's Witness
- Jewish
- Mormon
- Pagan
- Sikh

A comprehensive leaflet covering services, activities and the names of all the Chaplaincy team is handed out to all offenders on arrival and is available in the Multi Faith Centre. Currently there is no Catholic Priest in the team but there is a weekly mass and an appointment of a lay Catholic who covers weekends and can meet new offenders. There are currently 19 Prison Visitors who work under the 'umbrella' of the Chaplaincy.

## **6.5 CORRESPONDENCE**

The Board is pleased to report they have no concerns over the way the Prison deals with correspondence. Systems are in place to ensure if Rule 39 mail is opened, due to senders failing to mark envelopes correctly, offenders are informed of the reasons and records kept.

Concerns have been raised about how long it takes to get clearance on telephone numbers for offenders to be able to connect with friends and family. Delays are often caused when there is no reply when an officer calls the number and consequently the application goes to the back of the queue with waiting times of up to two months. The staff are well trained and dedicated but it is exacerbated by low staffing levels.

## **6.6 DRUG STRATEGY**

Meetings are held every two months and invitations go to Healthcare, Pharmacy, Visits, Dog Section, RAPt and Wing Officers. While the main parties have attended, attendance from Healthcare Centre (HCC) staff has at times been disappointing.

The non-clinical services are managed by RAPt who continue to provide a robust service despite a lean staff complement. It is also disappointing that there is still no representation from Alcoholics Anonymous despite RAPt's efforts. This is due to volunteers not wanting to attend the establishment.

HMP Bure. While experiencing some concerns regarding NPS (New Psychoactive Substances) have not faced the problems of other establishments.

Isolated incidents involving possession of prescribed medications have occurred and are policed strongly with the Dog Section carrying out regular and comprehensive searches.

The Mandatory Drug Testing (MDT) programme continues satisfactorily and there is a comprehensive information campaign in Healthcare and on the Wings about the dangers of mixing drugs. The MDT target is currently being delivered and remains green. This supports the strong measures that are in place

## **6.7 EQUALITIES**

The Equalities Committee meets every three months and the Board attends as observers. The committee is a forum for transgender offenders and other minority groups. Meetings are well attended; issues freely discussed and answered or looked into promptly.

## **6.8 GYMNASIUM**

The gymnasium staff are to be commended for their role in improving both the health of staff and offenders at HMP Bure.

Apart from the regular gymnasium and exercise sessions in a well-equipped environment, they have developed, for those that are overweight and unfit, a 'Walking and Running Club' (a quarter of a mile around the exercise area) plus a 'weight- loss training schedule' which has proved popular . There is a dedicated 'Over 55's Club' where the offenders can take part in a variety of exercises. Provision of exercise for all abilities is a role which continues to develop in other areas for those with disabilities. A new initiative called 'Turning Pages' helps offenders not only to exercise but to understand the importance of Good Health.

Offenders work through 5 separate manuals which improve reading and writing with each wing having 6 mentors to encourage and assist offenders.

## **6.9 HEALTH AND SAFETY**

The Health and Safety committee meets bi-monthly, and the Board is invited to attend as an observer.

The Prison's Health and Safety policy, and Fire policy are up and running and reviewed on a regular basis. Audits are constantly reviewed, and any training needs met with the introduction of more on-line training programmes.

## **6.10 INCENTIVES AND EARNED PRIVILEGES (IEP)**

The IEP Committee meets every three months and the Board attends as observers. There are three categories of IEP status; Basic; Standard and Enhanced. The introduction of the new policy on IEP's, which came into force last year is now better understood by both offenders and staff. This raises more fundamental issues about fairness around those who are unable to engage with their Sentence Plan due to being in denial of all or some aspect of their offence. This is being looked into by senior management. IEP Committee meetings are well attended with relaxed free discussion.

## **6.11 OFFENDER MANAGEMENT UNIT (OMU)**

The aim of the Offender Management Unit is to work closely with key agencies and voluntary and community providers to deliver effective and purposeful sentences to encourage successful reintegration and resettlement into communities, within the Offender Management Model.

The Board notes that OMU has settled well following recent changes, are more experienced and the team has a strong focus and identity.

The "Drop in Centre", a very popular initiative, and continues to attract an average of about 150 offender visits per month with key subjects being Parole, Transfer/Resettlement and Programmes.

OMU has also introduced their own intranet site containing large amounts of information on sentence management, public protection and a range of other topics. A useful tool to help explain OMU's work in the prison.

The use of OASys in sentence planning work is used to target appropriate interventions to change anti-social behaviour and thus reduce the risk of harm and re-offending. During the reporting period there has been an improvement in the

completion of OASys document reviews. Those that remain outstanding are, in the main, where offenders have been transferred from other establishments without completion or are awaiting responses from external Probation officers. The changes in the Probation Service impacted on the prison, with Management and staff working diligently. The knock on for prisoners is that they have barriers placed on sentence progression, and for prison staff having to deal with inadequately risk-assessed prisoners.

The programmes team assess prisoners for programme suitability, facilitate the range of programmes, and complete the specialist assessments linked to the various programmes. This is an excellent and dedicated team that has recently had its share of disruption but consistently delivers results. It is to the credit of the team that they have taken time out to give presentations to the Board which has led to greater understanding.

## **6.12 OBSERVATION, CLASSIFICATION & ALLOCATION (OCA)**

Categorisation and allocation of prisoners is a critical task. Effectively assigning prisoners to the correct security category and allocating them to an appropriate prison helps to ensure they do not escape, abscond or threaten the control of establishments.

Categorisation, re-categorisation and allocation are also vital to the sentence management of prisoners. The correct categorisation and allocation, balancing security issues and the needs of the prisoner, helps prisoners to use their sentences constructively, to tackle their offending behaviour and to prepare for release.

## **6.13 OFFENDER COMPLAINTS**

The Board is pleased to note that the complaint system has been generally well used. However, some offenders have been reluctant to use the system, preferring to approach the Board in the first instance. Where this has happened the offenders have been instructed to go through the correct procedure as IMB cannot look into any complaint until the prison have had a chance to deal with any problem, perceived or otherwise. Prison staff have recently received training to support dealing with complaints at the earliest opportunity and at the lowest level to avoid delay and frustration.

There is not any reluctance by offenders to use the complaints procedure and the Board has seen a leveling off in the numbers of complaints compared to previous years. Concerns have been raised with the prison about IMB application forms, along with confidential envelopes, not being easily accessed by offenders. Offenders may lose confidence in the system when required to request complaint forms through Wing Staff which takes away the offender's anonymity and right to

confidentiality. At the time of writing this report action has been taken by the establishment and there is some improvement.

## **6.14 OFFENDERS' PROPERTY**

The Board received 35 applications concerning property during the reporting year against a figure of 56 the previous year. This is a significant improvement and it appears the majority are linked to a handful of the prisons that have sent offenders to Bure without their property. The Governor, Deputy and Reception team have been very supportive.

## **6.15 OFFENDER REPRESENTATIVE FORUM**

Offender Representative Forums have been held six times in the current year and are generally well attended. Representatives are well trained and are free to raise issues of concern. This is an area where new initiatives are being considered at the present time.

## **6.16 PUBLIC PROTECTION**

The offenders at HMP Bure are in the main subject to **Multi-Agency Public Protection Arrangements [MAPPA]**. Where appropriate offenders mail is monitored as well as screening of telephone conversations. This is to ensure that inappropriate contact is not made by offenders bearing in mind the nature of their offences.

## **6.17 SECURITY**

The first duty of the Governor and staff is to run a secure establishment and ensure that there are no escapes or absconds by the offenders in their care. The second duty of the Governor and staff is to ensure public protection.

HMP Bure offenders in the main are subject to the MAPPA provisions. The Security Department is responsible for collating, disseminating and reporting on intelligence information received, which should ensure that the prison remains secure at all times, coupled with the ongoing maintenance of public protection.

Regular monthly review meetings of representatives of all relevant teams ensure that knowledge gleaned from those sources is filtered through to the appropriate agencies.

The Security Department recognises the additional risks inherent within the population of this particular prison and continues to actively focus intelligence gathering priorities towards public protection, by targeting sex offender networking groups and association between identified individual higher risk offenders. As well as working with the Police Intelligence team, the Security Department contributes significantly to the work of the VISOR project.

A key area of security risk this year has been the continuing delays caused by work having to be done in the main kitchen and security surrounding the temporary kitchen. The team were certainly stretched in identifying and containing security risks. Staff are again to be congratulated on that achievement and on the on-going management of security in the prison and keeping restrictions to a minimum as deliveries traverse the common areas daily.

The monthly committee meetings reflect a very tight and proactive management stance to both existing and potential security risk areas.

## **6.18 SENIOR MANAGEMENT TEAM**

The Senior Management Team comprises: -

Governing Governor

Deputy Governor

Head of Corporate Services

Finance BP (Cluster)

Head of Learning and Skills (Cluster)

Head of Offender Management

Head of Reducing Reoffending

Head of Residence and Services

Head of Safer Prisons and Equality

Head of Security and Operations

Health and Safety and Fire Coordinator

Managing Chaplain

## **6.19 STAFF TRAINING AND HUMAN RESOURCES**

During the year we have seen almost constant change in staffing levels, and it is to the credit of the staff that training remains ongoing for all grades and covers all aspects of the work carried out by all staff working within the prison.

## **6.20 VISITS**

Ormiston Trust has operated the Visits Centre since 2011 and is responsible for booking visits, meeting and greeting visitors and running the visitor centre. They

currently employ one Manager and 6 part time staff and 2 volunteers. Volunteers are hard to find due to the remoteness of the prison and the nature of the establishment. A new contract is due in August 2017. Ormiston are likely to bid for this but there is no guarantee of success and is very unsettling for committed staff

There has been tremendous effort by Ormiston and in particular the Manager who ran the London Marathon to raise funds for an outside Play Area which was formally opened on 29<sup>th</sup> April 2016

The play area, outside the Visitor Centre, allows young children to play in the open air prior to visiting family members. Due to the isolation of Bure and the long distance families travel it is much appreciated.

Visiting days are Friday afternoon, all day Saturday and Sunday. Special Children's visits were previously arranged for the last Friday in the month. This has caused problems for children having to be removed from school. Children's days have now changed to increase the number of visits during school holidays and reducing during term time.

Food in the Visits Hall is being provided by Britannia Café from HMP Norwich. The quality is varied and there have been some complaints. This has been recognised by HMP Bure and action has been taken. Service in the Visits hall has improved at the time of writing this report and Visitors to the establishment appreciate the improvements and the removal of vending machines.

# SECTION 7

## THE WORK OF THE IMB

The Board consists of a Chair, Vice Chair and Board Development Officer and three other members, one of whom is within their Probationary period.

A Board Meeting is held every month and in addition members visit the prison at least three times a week on a rota basis, with additional visits for a wide variety of committee meetings, on either a monthly; a bi-monthly; or quarterly programme.

### 7.1 RECRUITMENT & BOARD DEVELOPMENT

The Board is able to report that: -

- In Autumn 2015 the Board recommended to the Secretary of State the appointment of one new member
- One long serving Board member resigned, three others resigned within their probationary period.
- The Annual Team Performance Review was conducted in February 2016, resulting in the picture of “a healthy board” with no further changes to be made in working practices.
- Two members attended the National Conference during the year
- Currently there are six Board members, one of whom is in their probationary period and one other following recommendation awaiting appointment by the Secretary of State.
- Further recruitment is planned for 2017

## 7.2 BOARD STATISTICS 2015/16

Recommended Complement of Board Members	<b>12</b>
Number of Board members at the start of the reporting period	<b>10</b>
Number of Board members at the end of the reporting period	<b>6</b>
Number of new members joining within the reporting period	<b>1</b>
Number of members leaving within reporting period	<b>5</b>
Total number of Board meetings during the reporting period	<b>12</b>
Average number of attendances at Board Meetings during the reporting period	<b>7.25</b>
Number of attendances at meetings other than Board meetings	<b>80</b>
Total number of visits to the prison (including all meetings)	<b>428</b>
Total number of applications received	<b>282</b>
Total number of segregation reviews attended	<b>33</b>

## 7.3 APPLICATIONS

### RECEIVED BY THE IMB ANNUALLY

Code	Subject	2011/12	2012/13	2013/14	2014/15	2015/16
<b>A</b>	Accommodation	08	11	29	25	13
<b>B</b>	Adjudications	04	07	07	05	4
<b>C</b>	Diversity related	11	05	00	02	1
<b>D</b>	Education/employment/ training	07	06	08	10	18
<b>E</b>	Family/visits	02	06	07	01	9
<b>F</b>	Food/kitchen related	11	02	06	12	7
<b>G</b>	Health related	21	23	67	41	22
<b>H</b>	Property	47	31	51	56	35
<b>I</b>	Sentence related	00	04	02	05	10
<b>J</b>	Staff/offender related	00	04	12	07	6
<b>K</b>	Transfers	10	06	48	22	8
<b>L</b>	Miscellaneous	57	46	86	79	80
	Bullying	18	12	02	10	0
	Canteen	14	03	02	04	9
	Correspondence	25	17	25	25	31
	Employment	15	23	20	09	0
	IEP	17	13	20	13	18
	Housing	10	01	00	00	0
	Immigration	03	00	00	00	0
	Legal	04	01	00	00	0
	Offender Money	05	07	24	20	8
	Other prisons	00	00	00	00	0
	Programmes	02	05	08	00	2
	Recategorisation	02	00	02	00	1
	Regime	03	03	01	00	0
	Smoking	00	00	00	00	0
	Telephones	04	00	02	00	0
	<b>Total number of applications</b>	<b>300</b>	<b>236</b>	<b>429</b>	<b>346</b>	<b>282</b>

## RECEIVED BY THE IMB MONTHLY FOR 2015/16

<b>Month</b>	<b>No. of Applications</b>
August	24
September	32
October	32
November	30
December	20
January	35
February	16
March	15
April	18
May	28
June	20
July	12
<b>Total</b>	<b>282</b>

[An average of **23.5** applications per month]