



Annual Report
of the
Independent Monitoring Board
at

HMP Norwich

for reporting Year
1st March 2016 – 28th February 2017

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Monitoring fairness and respect for people in custody

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1 STATUTORY ROLE OF THE IMB

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

The Board is specifically charged to:

- (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 prison's records.

2 EXECUTIVE SUMMARY

This report represents the findings of the Independent Monitoring Board at HMP Norwich for the period 1st March 2016 – 28th February 2017. IMB evidence comes from observations made on visits, scrutiny of records and data, informal contact with prisoners and staff, prisoner questionnaires carried out by the Board and prisoner applications.

Main Judgements

The major impacts upon the prison stem from staff shortages; safety is compromised, prisoners are now offered a restricted regime, personal officer duties are extremely constrained and MDT struggles monthly to reach the KPT.

Overall, prisoners receive fair treatment in this establishment. However, there was an increasing problem with pin credit and the processes surrounding this, especially for new and vulnerable prisoners, restricting family contact. One prisoner waited for 15 days before he could make a phone call and a vulnerable prisoner waited 21 days. See Section 7 Accommodation paragraph 7.4.

The prison has a positive emphasis on humane treatment. The Board is concerned about the health and safety of prisoners due to a shortage in cleaning materials and the lack of deep cleaning taking place in the establishment. See Section 7 Accommodation paragraph 7.7 and 7.11.

Preparation for release for Cat D prisoners is a positive aspect of this prison as evidenced by the exceptional provision at the Britannia Café, marred only by the limited qualifications available. The Board has serious concerns surrounding the preparation for release of Cat C prisoners as outcomes from St Giles CRC have deteriorated. See Section 11 Resettlement paragraph 11.4.

Main Areas for Development

TO THE MINISTER

Despite the large numbers of officers downgrading or leaving the service, can the Minister confirm that there will be sufficient officers at HMP Norwich to guarantee safety of prisoners and staff as well as delivering a full regime?

What percentage of the 2,500 national new recruits will be allocated to HMP Norwich?

TO THE PRISON SERVICE

When will the National PMU take more robust steps to ensure prisoners are not inappropriately long-term segregated in Cat B locals such as HMP Norwich? See paragraph 6.10 and 6.11.

When will the National PMU act to prevent late arrivals at HMP Norwich as this severely impacts on first night procedures? See paragraph 4.2 and 4.3.

Following scrutiny to evaluate outcomes against contract of the CRCs, what steps are the Prison Service taking to improve this failing service at HMP Norwich? See paragraph 11.4.

TO THE GOVERNOR

How does the Governor plan to address the deterioration of the decency agenda?

Due to the frequent cancellation of prisoner forums, how will the Governor ensure that the voice of the prisoners will be heard?

Improvements

There have been no major improvements at HMP Norwich during the reporting year that have directly improved/impacted upon prisoner welfare. The Board is of the opinion that severe staff shortages have impeded opportunities for innovative schemes.

Violence is better scrutinised as a consequence of the Violence Reduction Project but the project has not succeeded in one of the key aims – that of reducing violence.

Staff and management strive to provide a decent and humane environment in extremely difficult circumstances which continue to worsen. Officers become exhausted and consequently demoralised. The Board is impressed by the diligence of management and the majority of staff. However, the Board has concerns about their welfare and about the impact of the daily struggle to complete even the basic tasks with the consequent and inevitable adverse effects upon the lives of the prisoners.

3 DESCRIPTION OF THE PRISON

HMP Norwich is a multi-functional Adult and Young Offender Category B Local, Category C and D Prison predominantly serving the courts of Norfolk and Suffolk, housing convicted and remand prisoners. Accommodation is in a mixture of Victorian, 20th and 21st century buildings, spread over 3 separate sites. The Main site houses Category B and C prisoners. A Local Discharge Unit (LDU) is on another site, across the car park housing Category C prisoners. A separate Category D Open Prison, Britannia House, is located adjacent to the Prison. The operational capacity of the prison is 793.

The Care and Separation Unit (known as Ketts Unit) has 10 cells and 2 Special Accommodation cells.

L wing houses up to 15 elderly prisoners needing specialised nursing care and is overseen by Healthcare.

The Healthcare Centre (HCC) provides Type 3 healthcare for 23 prisoners. Virgin Care is contracted to manage the prison's healthcare.

Education is managed by People Plus through the Offender Learning and Skills Service regional contract with the Learning and Skills Council (LSC).

4 SAFETY

- 4.1 Immediately after industrial action by staff, the Board conducted its own survey and found that while 80% of prisoners interviewed felt safe, this percentage was reduced on both A and B wings. A total of 48% (of the prisoners surveyed) stated that they had knowledge of assaults which were not recorded.
- 4.2 During profiled hours the Reception process is thorough and careful but due to staff shortages, less experienced officers have been deployed to this area. A first night officer from A Wing is present in Reception to carry out the initial screening. The vulnerable prisoners' wing is not profiled for first night or induction; vulnerable prisoners arriving after 19:15 hours are not seen by induction orderlies until the next day.
- 4.3 Reception officers are conscientious and empathetic, often working well beyond their shift hours to try to process all the prisoners, but some prisoners arriving late do not receive a full first night induction which is disquieting. It is potentially unsafe that there is no doctor on duty to prescribe for any prisoners processed after 20:00 hours; in January and February 2017, 106 prisoners arrived after 19:00 hours and many were not processed before 20:00 hours.
- 4.4 The quality of the content in Assessment, Care in Custody and Teamwork (ACCT) documents is variable. Among the 515 ACCTs opened this reporting year, there are some good assessments but the Board has observed some documentation omitting next of kin details, signatures and Keep Safe forms. There are some inadequate descriptions of interaction with prisoners and assessment issues not carried through to reviews/care maps. ACCT Reviews attended by the Board have been consistently thorough and considerate.
- 4.5 Violence has increased during the reporting year despite the Prison's comprehensive Violence Reduction Strategy. During January 2017 there were 16 recorded assaults prisoner on prisoner and 7 assaults on staff. Unplanned use of force has increased in line with national statistics. In June 2016, use of force was used 115 times on 28 adults and 5 times on 1 individual young offender.
- 4.6 Throughout the reporting year there was a high use of force on ethnic minorities and in particular Black and Muslim. On average, force was used 20% of the time on these groups whilst they represented less than 9% of the prison population. See Section 5 Equalities paragraph 5.2.
- 4.7 Issues remain with the completion of Annex A's by officers following use of force incidents, with delay in completion and lack of detail being issues. Non-compliance remains the main reason given for use of force. The Board is satisfied that the vast majority of the uses of force monitored were necessary. Attempts to de-escalate have been witnessed by the Board, and all incidents observed have been professionally handled.
- 4.8 National intervention was required on four occasions during the last quarter due to incidents at height; this was unusual. After lengthy waits of several hours for the national teams to arrive, prisoners surrendered swiftly once the teams were deployed. The Board was reassured to see that all prisoners on the relevant wings were fed their meals through their doors despite the on-going incidents.
- 4.9 New Psychoactive Substances (NPS) continues to be a concern as a trading item with potential serious health implications. The Security Department is proactive in pursuit of drugs and mobile phones.
- 4.10 There have been four deaths in custody of natural causes during the reporting year. The Board is satisfied that these deaths have been handled sensitively and professionally by staff and healthcare when dealing with next of kin and other prisoners.
- 4.11 The Board is concerned about the low number of Listeners available and where most are located in the establishment. Due to the 'churn' of prisoners, training and retention of Listeners is difficult. The Samaritans phones cause concern as they do not work in all areas and despite reiteration of this problem, it remains unresolved.
- 4.12 The Board has concerns that the number of smoke hoods available on site may be insufficient following incidents of cell fires that occurred in close succession. The loan of smoke hoods had to be arranged from HMP Bure to replenish the required complement.

5 EQUALITY AND FAIRNESS

- 5.1 The Measure of the Quality of Prisoners Lives survey carried out in June 2016 shows the perception of Black and Minority Ethnic prisoners scores were lower than white participants in a large number of dimensions (Respect/Courtesy, Humanity, Decency to name but a few) but higher for Distress and consistent for Policing and Security, Prisoner Safety and Drugs and Exploitation. The Board has found no evidence to substantiate this perception.
- 5.2 Use of force on prisoners from minority ethnic groups and young adults remains high. In June 2016 with an adult population of 678, there were 115 incidents on 28 adults; Black Caribbean 10, White (English, Scot, Welsh, N. Irish, British) 16, Mixed Caribbean 2. The same month with Young Offender population of 52, there were 5 incidents of use of force on one prisoner (White).
- 5.3 During October 2016, 22.13% of all adjudications were brought against Muslims who represent only 8.79% of the overall prison population.
- 5.4 A new Incentives and Earned Privileges (IEP) policy came into use in June 2016 and has been fully implemented. Management checks the number of men on basic on a regular basis and there is a thorough review of IEPs quarterly at the Senior Management Team Meetings. IEP Reviews are taking place on time and staff have been more diligent about their entries on men on basic, which is an improvement on previous reporting years.
- 5.5 The Board has not received a single application about IEP issues in this reporting year which was founded on a justifiable complaint. However, the Board's own monitoring shows that only 61% of prisoners surveyed believe the IEP system is treating them fairly. Figures show that downgrades to basic for BI prisoners for quarter October – December 2016 were 11% of all downgrades to basic (with a Black population of 7%), whilst White Prisoners equated to 80% of downgrades to basic in this quarter (with a White population of 87%). In the following quarter January to March 2017 Black prisoners equate to 15% of all downgrades to Basic (7% of the population) whilst White prisoners equate to 73% of all downgrades to Basic (85% of the population).
- 5.6 The Board had concerns about the length of time taken to respond to prisoner complaints. Many were responded to later than the agreed 5 working day timescale with prisoners stating that they had no faith in the system. During November 2016, 246 Comp 1s were received and only 189 were answered in the prescribed time frame, 57 being beyond the target date.
- 5.7 The Board's questionnaire to prisoners revealed that 87% of prisoners surveyed find it easy to access a religious service. Following the appointment of the new Lead Chaplain, the team has worked more cohesively and is very proactive.
- 5.8 Halal food is available and is kept separately from other food. The arrangements for prisoners observing Ramadan are thorough and appropriate, overseen by the Imam. Kosher food is brought in to the prison pre-prepared due to the low number of Jewish prisoners. Vegetarian options are available. Vegan choices are limited as veganism is viewed as a 'lifestyle choice'.
- 5.9 The prominence of the equalities agenda has diminished over the reporting year; the Equalities Officer having less time due to staff shortages and night duties, reducing her ability to focus on the job to her previous high standard. Diversity strands are recognised but emphasis has lessened and constructive forums are frequently cancelled due to pressures on staffing.
- 5.10 The Equalities Action Team (EAT) meetings have been a concern for the Board during the reporting year; meetings have been sporadic, often cancelled at the last minute, and attendance has been poor, due to staffing pressures. The Mental Health Team Leader has only attended on one occasion and the leads for disabilities and foreign nationals have not attended at all. There has been no reporting of disabilities at the meeting.
- 5.11 There have been 17 Discrimination Incident Reporting Forms (DIRF) submitted. Of those complaining about staff behaviour, two were proven and four were inconclusive. DIRFS regarding staff complaints about prisoners were proved on 4 occasions with 1 being inconclusive. Prisoner on prisoner DIRFS numbered 6, with 3 proven, 2 inconclusive and 1 not proven. The Board consider the DIRF process satisfactory but could be improved if the Equalities officer was able to allocate more of her time to this.

6 SEGREGATION/CARE AND SEPARATION UNIT

- 6.1 The Board has observed that the Segregation Unit has been used appropriately and in accordance with the rules. Prisoners have been informed of the reasons for their Segregation, although some prisoners have demanded more evidence for their Security driven segregations. The Staff in the Unit have shown tolerance and patience and have worked hard to foster improved relationships with all prisoners in their care.
- 6.2 There have been reduced exercise facilities due to an unacceptably lengthy delay in completion of works on the exercise yards.
- 6.3 The unit lacks purposeful activity and at times there have been no batteries for radios and/or there were insufficient working radios. A prisoner subject to Deputy Director of Custody review was given some light in-cell work but this is most unusual.
- 6.4 The cells are basic and bare and the men become extremely bored as there is nothing to do.
- 6.5 The showers have had the floor patched but ingrained grime is evident in the repair and the water pipes show rust.
- 6.6 Prisoners are only allowed to attend group religious services in exceptional circumstances, although the chaplaincy team visit on a daily basis.
- 6.7 Some segregated prisoners have been transferred to the Segregation Unit at HMP Bure when the Unit at HMP Norwich was at capacity.
- 6.8 Special accommodation has been used twice during the reporting year, appropriately and only when prisoners' behaviour necessitated such a move.
- 6.9 There has been an increased number of dirty protests compared to the last reporting year, particularly in the segregation unit. These have been handled safely and with tolerance, although there have been delays on specialised cleaning of the cells and shower.
- 6.10 Two prisoners in the reporting year have been subject to DDC review. Both prisoners were considered unsafe to be on normal location; Healthcare and the Board were in agreement with this decision. One prisoner was in the unit for ten months, from the beginning of July 2015 finally being transferred out in April 2016, the other remains in the Unit from his reception on 28th September 2016. The Board feels most strongly that HMP Norwich has tried but received no support in transferring these prisoners to more appropriate establishments as quickly as possible and is of the opinion that this is completely unacceptable.
- 6.11 National PMU does not act to assist movement of difficult prisoners from Cat B locals to more suitable establishments with appropriate behavioural programmes; this is a major problem in HMP Norwich. HMP Norwich does not have the resources to manage extremely difficult prisoners on the wings and has no option for the safety of other prisoners and the establishment but to segregate.
- 6.12 The Board has attended 79 adjudications and 132 Good Reviews during the reporting year and is satisfied that prisoners have been treated fairly and with respect.

7 ACCOMMODATION (including communication)

- 7.1 The restriction on regimes, due to staffing levels, has been a concern for the Board as restriction impacts upon the wellbeing of prisoners. During December 2016, 95 hours of gym time were lost and during the weekend of 10th and 11th December there were only 16 officers in the establishment (excluding OSGs and governor grades.) One wing is profiled for eight officers but had to unlock prisoners with only four. This raises potential risk to safety of prisoners and officers.
- 7.2 The prison is profiled for 70 officers, and for restricted regimes, 55 officers. On 20th February 2017, there were only 40 officers in the establishment and on this day 5 assaults on staff took place on one wing.
- 7.3 The results from the Board's prisoner questionnaires show that 77% of prisoners surveyed were not unlocked when they should have been throughout the reporting year and only 68% thought they had enough unlock time to complete their domestics. The Board has observed the regime is only restricted in the interests of safety.
- 7.4 Throughout the reporting year, prisoners have cited difficulties in getting phone numbers added to their pins. Pin phones and property were recorded as the highest number of prison complaints; 33% (200) of the total number of applications received by the Board were in relation to these problems. The prison has been slow to resolve the issues surrounding pin phones during the reporting year which impinges upon keeping families together. Various attempts to improve the system were overdue and ineffective. A new system for pin phones was introduced in autumn, which has ameliorated some of the system faults, with applications to the IMB reducing from 22 in August 2016 to 7 in October 2016.
- 7.5 In February 2017, the Board observed an occasion when Reception had "run out" of valid pin credit for new prisoners. The Board has also been informed of a vulnerable prisoner having to wait 4 weeks before being able to access his pin and make phone calls, and a foreign national prisoner waiting for 15 days before being able to make a phone call.
- 7.6 Applications to the board received during the latter part of the reporting year indicate that prisoners' property, when transferring between establishments continues to be an issue. 25% of all prisoner applications to the board concern property. Complaints and applications to the Board regarding cell clearances have alleged that cells are not locked following relocation or forced removals resulting in in-cell property going missing. As in-cell property is not always recorded on property cards, it is impossible for the Board to verify these allegations although the Board appreciates the magnitude of any loss of property to a prisoner who has very little to call his own. The Board is disappointed about the amount of property that goes missing due to the lack of a modern national system of property management.
- 7.7 The Board is disturbed that food hygiene is not given a higher priority both in the Kitchen and on the serveries. Kitchen workers receive an induction which covers basic safety and hygiene, but only some of them complete the course on Food Hygiene which is managed through education. Servery orderlies have not received any training or briefing on food hygiene. Food is tasted on a regular basis by the Board without complaint. However the Board has concerns about lack of officer supervision at the Serveries and also questions whether there is regular use of thermometers. In the serveries across the establishment, there is a constant shortage of white clothing, hair coverings and cleaning items, including sanitiser. The colour coded cleaning items are also often not available.
- 7.8 Prisoners have complained of rats, particularly around the Local Discharge Unit. The Board has also witnessed these rodents and concludes the pest control contract is inadequate.
- 7.9 The management of stores (Carillion) is inefficient, not showing accurate stock control figures leading to lack of essential supplies, including comestibles.
- 7.10 When cells are damaged or in need of routine repair, there are significant delays in carrying out the work owing to poor management of the maintenance contract (Carillion). This directly impacts on the Operational Capacity of the prison. The special accommodation cell in Ketts unit was out of action for a considerable period of time and the showers need further maintenance. The Showers on B and C wing are in need of refurbishment.

7 ACCOMMODATION (including communication)

- 7.11 The board is concerned about the deep cleaning schedule which is 6 monthly for kitchens, 12 monthly for showers and on an ad hoc basis for lavatories. This inadequate schedule directly impacts on the health and well-being of prisoners and does not safeguard them from disease transfer.
- 7.12 The decency agenda and the 'listening to the voice of the population' has deteriorated. The "basics" (cleaning materials on landings, clean/sized kit, AFCs - accommodation fabric checks -done thoroughly, property in cell clearances, wing applications/comps speedily replied to, etc.) are not consistently highly prioritised and prisoner forums are too frequently cancelled. The Board concludes this is due to staff shortages.

8 HEALTHCARE (including mental health and social care)

- 8.1 The Healthcare Centre (HCC) continues to be occupied by a high percentage of prisoners with mental health issues. On average, over a quarter of prisoners in the health care unit may have been diagnosed with a serious mental health issue; these prisoners tend to remain in Healthcare for many months as they would be unable to cope on the wings or, were they to be housed there, they would be a liability to the safety of others on the wings. The Board questions the propriety of men with such issues being incarcerated in a prison. During the reporting year, 10 prisoners who were seriously mentally unwell were transferred out to psychiatric units.
- 8.2 Several prisoners are returned to prison following a period of time in secure mental health units, but the Board has observed that it appears that some of these prisoners return with mental health issues which are clearly unresolved as they cannot be housed on normal location.
- 8.3 The high number of prisoners with mental health issues who are occupying Healthcare beds can impact upon the wellbeing of other prisoners in the unit.
- 8.4 Due to the healthcare assessment of all prisoners in Reception with referrals to the mental health team for those in need, the care of the mentally ill prisoners is comparable if not better than the care received in the community. However, the team is incredibly busy and have to prioritise on a severity of need basis. All prisoners who self-harmed in October 2016 were given primary mental health assessments (66) but only 3 were referred to in-reach mental health.
- 8.5 Mental Health training for staff remains a high priority although, as a result of staff shortages and consequent lack of training times, it is not as universal as planned.
- 8.6 During July 2016, a Needs Analysis for HMP Norwich identified that “there is a need to expand the Mental Health provision and a review of waiting times”. At the same time, 49% of prisoners stated that Healthcare provision was worse than they received in the community.
- 8.7 Following the Board’s own survey, 57% of prisoners surveyed believed it is easy to see a doctor. Observing the figures from Virgin Care, access to a GP should be given within 2 working days of request. Out of 195 referrals in February 2017, 81 were booked later than this. The longest wait was 6 days and the GP missed 1 day (i.e. 2 sessions).
- 8.8 14% of complaints to the Board concerned healthcare, with the main issue being changes to medication whilst in custody. The Board refers complaints to the Patient Advice Liaison Service system, which in January 2017 received 22 complaints and in February 2017 received 20 complaints. We have no method of assessing outcomes.
- 8.9 The Board has noted that some hospital appointments have been cancelled due to the prioritisation of need and no extra staff available for escorts. During January 2017, 5 hospital appointments were cancelled.
- 8.10 The Board remains concerned about the high numbers of prisoners on drug treatments. The provision was originally intended for 60 prisoners however this figure has exceeded 160 and this is placing a burden on the regime causing prisoners to be late for work and other activities. Rehabilitation for Addicted Prisoners’ trust (RAPt) staff are under pressure with only 3 staff to cover the main sites and the ‘churn’ precluding long in-depth work.
- 8.11 L wing prisoners display the majority of social care needs and these are well provided for by Virgincare. However, one prisoner in a wheelchair on A wing was not in a cell designed for wheelchair use and stated that his needs were not being met by HMP Norwich.

9 EDUCATION AND OTHER ACTIVITIES

- 9.1 Universal Assessment is an effective tool with good targets for development drawn up. During the reporting year, 23% of prisoners surveyed by the Board stated that they had not received this assessment; prisoners have to receive this assessment before being allocated education or work.
- 9.2 The fact that only courses up to Level 2 are available makes development difficult. Distance learning is facilitated, however the lack of computers hampers progress.
- 9.3 Attendance has increased to 83% from a low in August 2016 of 42%; however this is still below the government target of 85%. Medication delays on A wing, due to the high numbers of prisoners undergoing drug treatment, lead to education classes not being able to start on time.
- 9.4 In October 2016, there were 193 available places on education in the morning session of which only 147 were allocated, suggesting that the courses do not mirror the demands of the prisoners. In February 2017, there were 176 available places on education in the morning session of which 128 were allocated, suggesting there has been little improvement.
- 9.5 Way Out TV provides in-cell short maths and English courses; expansion of educational courses on the television would be beneficial.

10 WORK, VOCATIONAL TRAINING and EMPLOYMENT

- 10.1 Prisoners have reported that the workshops available to them are 'boring' and they do not feel the experience will help them on release. Despite the activities agenda being planned around the prisoners' needs analysis and job opportunities available in the local area, 65% of prisoners do not believe their prison job would help them on release. Some of the activities are mundane and repetitive. However, Painting and Decorating classes are popular and useful for employment outside. The new market garden is also proving popular amongst the vulnerable prisoner population.
- 10.2 Throughout the reporting year, except for December 2016, the hours worked in industry were above target and the national average. On 06/02/17 in the morning session there were 61 prisoners intentionally unemployed throughout the prison, with 312 work places available and 291 allocated on the Main site. 107 work places were available on the LDU with 95 allocated.
- 10.3 Work is sometimes cancelled due to the training day lockdowns and more frequently due to absence of instructors as there appear to be no replacement instructors readily available. Census Data is particularly patchy.
- 10.4 The Britannia Café situated in the grounds of HMP Norwich provides good work experience for Cat D prisoners, but the absence of significant qualifications is regrettable.
- 10.5 General Health and Safety for prisoners accessing work is not well defined and depends on individual orderlies delivering the briefing. No mention is made of manual handling. In the print shop there are clear signs advising ear protection should be worn, but none is available. Prisoners who work in the call centre have no Health and Safety induction and Display Screen Equipment checks have not been carried out.

11 RESETTLEMENT PREPARATION

- 11.1 Offender Assessment and Sentence Management System (OASys) documents are not always being completed on time because staff in the Offender Management Unit are being deployed to other areas of the prison to assist with delivering the regime as a result of staff shortages. The Board has been informed by the Wayland IMB that some HMP Norwich prisoners who are transferred swiftly do not arrive with completed OASys documents.
- 11.2 In January 2017 there were 42 prisoners on Release on Temporary Licence (ROTL). ROTL procedures are robust but ROTL's are currently only applicable to Cat D prisoners. Prisoners state that the laydown period in Britannia House is frustrating and this period of restricted ROTL inhibits their progress as they are limited to onsite work at Café Britannia, in the house or in the gardens. The Board notes, however, that there is good support for prisoners who are resident at Britannia House and outside jobs are encouraged and supported.
- 11.3 Home Detention Curfew (HDC) is being used effectively but with some prisoners complaining of delays. The board notes that in February 2017, 27 reports were sent to the Community Rehabilitation Company (CRC) with an average of 15 days to complete (2016 year average 18 days) and 10 were outstanding i.e. 37%. In the same month 5 reports were sent to the National Probation Service (NPS) with an average of 9 days to complete (2016 year average 21 days) but of those 5, 2 were outstanding i.e. 40%. The main reason for rejection is offence related (e.g. weapons in public places etc.) and the main reasons given for any prison delays is the Band 4s being taken for other duties (see 11.1 above). The prison received a high number of appeals against HDC decisions in December 2016.
- 11.4 The Board has grave concerns about the lack of effectiveness of the St Giles Trust Community Rehabilitation Company (CRC). They remain overwhelmed by the volume and complex nature of the caseload. Prisoners report that they have no idea of any practical preparations for their release, communication with the CRC being poor. Various systems of engagement e.g. a drop-in on the LDU, an appointment system etc. have all failed to produce satisfactory outcomes. The figures for outcomes have decreased and those for employment, training and education on release are unacceptably low. It is difficult to clarify the full extent of this problem within HMP Norwich as we have only been able to view the St Giles figures for the Cluster, and their outcomes are opaque.
- 11.5 Family links are encouraged and support is provided by Ormiston Families via the Visitors Centre. This centre is well managed and welcoming. Family visits are encouraged and baby bonding sessions and in-cell parenting courses are also offered. This contract is extremely effective and an excellent example of good practice. Family Days used to be offered on the LDU but these have not taken place in the reporting year and lack of prison staff to facilitate them has been offered as the reason.

12 Work of Board

During the reporting year the Board has completed 865 visits to the establishment and responded to 602 written applications. 132 segregation reviews have been attended, with further monitoring of paperwork when we have been unable to attend a review, along with 79 adjudications. The establishment is complex with 3 distinct and separate sites which necessitate a more comprehensive monitoring regime to ensure that all areas of HMP Norwich are covered over the reporting year.

In May 2016, October 2016 and February 2017 the Board carried out a snapshot of surveys of prisoners' views across all of the wings covering a range of topics, the results of which are quoted in the relevant sections above. The surveys covered 46 prisoners in May 2016, 48 in October 2016 and 47 in February 2017, approximately 18% of the prison population. The Board is looking to update this survey for 2017-18 and increase the random sampling.

The Board has held 3 in-house training sessions covering Annual Report and Targeted Monitoring, Annual Team Performance Review and Team Building. The Board visited the IMB at HMP Bure and the National Tactical Response Group at Hatfield Woodehouse. Board members have attended various National training courses and attended the IMB National conference in London. Members of the AMIMB have also visited HMP Long Lartin and attended the AMIMB conference.

A successful recruitment campaign was carried out in September with 7 new members being recommended for appointment to the IMB, 5 of whom were recommended to the IMB at HMP Norwich. The Board is awaiting confirmation of these appointments and considers this delay unjustifiable.

The Board has contacted the Secretary of State on three occasions during the reporting year: postponement of the local recruitment campaign, shortage of smoke hoods and the allocation of funding for the Visitors Centre Contracts. The Board has been extremely disappointed by the delay in response on the first issue and has yet to receive a response on the latter issues sent in December 2016, despite follow up communication.

BOARD STATISTICS	
Recommended Complement of Board Members	16
Number of Board members at the start of the reporting period	15
Number of Board members at the end of the reporting period	13*
Total number of visits to the Establishment	865*
Total number of segregation reviews attended	132

*one member is on a year's sabbatical

13 Applications to the IMB

Code	Subject	Current reporting year	Previous reporting year
A	Accommodation including laundry, clothing, ablutions	9	18
B	Discipline including adjudications, IEP, sanctions	23	16
C	Equality	5	7
D	Purposeful Activity including education, work, training, library, regime, time out of cell	54	42
E 1	Letters, visits, phones, public protection restrictions	56	40
E 2	Finance including pay, private monies, spends	12	14
F	Food and kitchens	4	9
G	Health including physical, mental, social care	84	96
H 1	Property within this establishment	92	91
H 2	Property during transfer or in another establishment or location	51	50
H 3	Canteen, facility list, catalogue(s)	11	16
I	Sentence management including HDC, ROTL, parole, release dates, re-categorisation	21	32
J	Staff/prisoner concerns including bullying	34	33
K	Transfers	43	58
L	Other/Miscellaneous	103	48
	Total number of IMB applications	602	570