



Annual Report
of the
Independent Monitoring Board
at

HMP Erlestoke

for reporting Year
1 April 2018 to 31 March 2019

Published
September 2019



Monitoring fairness and respect for people in custody

TABLE OF CONTENTS

Introductory Sections

Section	Topic	Page
1	Statutory Role	3
2	Executive Summary	4
3	Description of Establishment	7

Evidence Sections

4	Safety	8
5	Equality and Fairness	10
6	Segregation/Care and Separation Unit	12
7	Accommodation (including communication)	13
8	Healthcare (including mental health and social care)	14
9	Education and Other Activities	16
10	Work, Vocational Training and Employment	18
11	Resettlement Preparation	20

	The Work of the IMB	22
	Applications to the IMB	23

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 presents the findings of the Independent Monitoring Board at HMP Erlestoke for the period 1 April 2018 to 31 March 2019. IMB evidence comes from observations made on visits, meetings attended, scrutiny of records and of data, informal contact with prisoners and staff, surveys and prisoner applications.

Main judgements

Are prisoners treated fairly?

A responsive management team together with effective monitoring of equality and diversity means that overall the prisoners at HMP Erlestoke are treated fairly. Further, the prison has to a large measure tackled problems with booking visits which was highlighted in last year's report.

Frequent loss of property both in transit and within the prison together with an over-bureaucratic and slow complaints system (see 7.8) causes the Board concern.

Are prisoners treated humanely?

For the most part the prisoners are treated humanely. Healthcare meets required standards and the provision of mental health has improved (see 8.5). However, the Board remains concerned at the regularity with which prisoners subject to an ACCT are confined to the CSU and the length of time that some prisoners languish in the CSU particularly when awaiting a transfer (see 6.5). Nevertheless, the Board congratulates the dedication of those officers who work on the CSU (see 6.6).

ACCT procedures require improvement. Care maps are of variable quality and the requirement for a healthcare representative to be present on a first ACCT review is rarely met (see 4.4 and 8.3).

The limited allocation of escorts for hospital visits means that some prisoners have to wait unacceptably long for treatment and places undue pressure on doctors in assessing priorities (see 8.7).

The lack of cleanliness of some wings provides a less than perfect environment for some prisoners (see 7.7).

Are prisoners prepared well for their release?

A lack of courses leading to the acquisition of employable skills and qualifications detracts from the goal of rehabilitation (see 9.1, 10.2.1 and 10.2.6).

Although not a resettlement prison, 122 prisoners were released from HMP Erlestoke which is an increase since last year. With no in-house provision to prepare prisoners for release, urgent action will be needed in the coming year if the goal of converting the prison to 50% resettlement is to be achieved effectively (see 11.6).

The key worker system needs greater attention in terms of management, quality control, training and mentoring, if it is to realise its full potential (see 11.3).

Main Areas for Development

TO THE MINISTER

- Will the Minister consider ways in which prisoner property can be better safeguarded both within individual prisons and in transit between prisons? (see 7.8).
- The establishment of GFSL following the demise of Carillion has not seen the improvements in service that were hoped for (see 7.2). Will the Minister consider ways in which the provision of maintenance and repairs may be better facilitated?

TO THE PRISON SERVICE

- Although not a resettlement prison, HMP Erlestoke continues to release prisoners and is scheduled to accommodate 50% of its population on a resettlement basis (see 11.6). What arrangements are planned to properly resource this enterprise and within what time frame?
- Some of the fabric of the prison is ageing and of poor quality (see 7.1). What plans exist to provide further investment in structural improvement?
- Prisoners continue to arrive at HMP Erlestoke to attend programmes with their programme needs assessment only taking place on arrival (see 11.5.1). This results in prisoners deemed unsuitable being sent back to their original establishment often after a long delay and with all the disruption that two moves entails. Will the Prison Service consider a change whereby the assessment is made before rather than after transfer?

TO THE GOVERNOR

- Property is frequently lost within the prison particularly at times of cell clearances (see 7.8). Can steps be taken to improve this situation?
- The present complaints system is over bureaucratic and slow (see 7.8). Are there plans to remedy this?
- The cleanliness of some wings is poor (see 7.7). Is this something that you intend to address?
- (To the Governor and Milton Keynes College) - There has been a curtailment of some courses, a lack of available recognisable qualifications and a shortage of employment opportunities (see 9.1, 10.2.1 and 10.2.6). Can this situation be improved?
- In relation to ACCT procedures the quality of care maps is not uniformly good and healthcare rarely attends a first review (see 4.4 and 8.3). What action do you intend to take?
- (to the Governor and NHS England, the commissioning body) - Can the number of hospital escorts be increased from the weekly limit of ten, so as to meet the needs of those prisoners having to wait unduly long for hospital appointments? (see 8.7).
- What steps do you intend to take to improve line management, quality control, training and mentoring for key working? (see 11.3.2 and 11.3.3).

Improvements

- The system for booking prisoner visits is much improved (see page 2).
- Farms and gardens are to be congratulated on the aesthetics of the estate with an abundance of flowers and seasonal flowering shrubs (see 10.2.4).
- The education department is to be congratulated on the quality of its arts and literature festival (see 9.5).

3 DESCRIPTION OF THE PRISON

- 3.1 HMP Erlestoke is an adult male category C predominantly rehabilitation, closed programmes prison, built in the grounds of the former Erlestoke Park House. It is the only prison in Wiltshire and is situated in a rural location, some 21 miles from Salisbury, and 44 miles from Bristol and 26 miles from Swindon. The nearest railway station is in Westbury some 8 miles away.
- 3.2 Many prisoners at HMP Erlestoke are classified as indeterminate sentence prisoners (ISP), with life and indeterminate public protection (IPP) sentences. The remaining population should be serving not less than four years. During this reporting year prisoners with lesser sentences have been sent to HMP Erlestoke, with the intention of creating a population where up to 50% of the prisoners are accepted on a resettlement basis. In September 2018, two young offenders were transferred to the prison with the ultimate aim of housing 30 such prisoners.
- 3.3 There are eight residential units; three are standard units, one of which is used for induction, and a fourth is dedicated to intervention programmes. There are four enhanced units, one of which is being used to house the progression regime whose aim is to help ISP and IPP prisoners provide information and evidence to the Parole Board that they can be released. The total operational capacity of the prison at the time of reporting is 524 prisoners.
- 3.4 HMP Erlestoke focuses on intervention programmes to address drug and alcohol issues and prisoners' past behaviour. Following successful completion of the programmes it is aimed to return prisoners to their original prison; however, there are times when another prison may refuse to take back a prisoner.
- 3.5 Healthcare is provided by Inspire Better Health and education is provided by Weston college (replaced as from 1 April 2019 by Milton Keynes College).
- 3.6 HMP Erlestoke continues to uphold a good image in the community and the Governor and his staff keep local residents involved and informed of relevant developments.
- 3.7 The Board is pleased to note that the charity Friends of Erlestoke Prison continues to work with the management team to provide services outside the scope of prison service budgets. The current project is to raise sufficient funds to build an all-weather sports pitch for the prison.

B Evidence sections 4 – 11

4 SAFETY

- 4.1 New prisoners have their needs and risk assessed by staff in reception, the chaplaincy and the healthcare department.
- 4.2 Induction is a one-week schedule covering all activities. A Board member meets new arrivals every Tuesday morning. Poor prisoner attendance at this session has improved with a prison officer given responsibility for attendance but is still unsatisfactory.
- 4.3 Safety is managed by a proactive team led by the head of safer prisons. Complex offenders' meetings are held weekly and safer custody meetings monthly. Listeners and equalities and violence reduction orderlies attend the monthly meetings. Commendably prisoner contributions are encouraged.
- 4.4 248 assessment care in custody and teamwork (ACCT) documents were opened in the year – a reduction of 4%. Paperwork has improved although completion of care maps is of variable quality. The number of ACCTs in the care and segregation unit (CSU) is a concern, although these cases are well managed. However, the mandatory requirement to have healthcare staff attend the first ACCT case review is rarely met. The Board is very concerned, as representation at first review has only occurred in 15% of ACCTs opened.
- 4.5 Self-isolators have varied in number during the year from five to 15 at any one time.
- 4.6 There were 326 self-harm incidents, reflecting an upward trend evident also in national statistics, although the increase was partly due to multiple self-harmers. Almost 20% of prisoners have a history of self-harm. Suicide and self harm (SASH) training targets have been achieved.
- 4.7 There were no deaths in custody.
- 4.8 At the end of the year, 93 prisoners were designated as high risk under cell share risk assessments (CSRAs) – a 15% increase from last year. Each CSRA is reviewed every 12 months. This increase has reduced single cell availability.
- 4.9 Prisoners have access to the Listeners and the Samaritans with representatives from both regularly attending the monthly safer custody meetings. Use of the Samaritans service, which is reviewed every month has been variable, with a noticeable but not unexpected peak of calls around the Christmas period. There do not appear to be any underlying reasons for the fluctuations. During the year, the Listener suite has been refurbished, including artwork by prisoners, providing a more appropriate facility.
- 4.10 There were 91 assaults by prisoner on prisoner and 58 assaults on staff. Assaults on staff were, in the main, not serious. These incidents are managed through the adjudication or incentives and earned privileges (IEP) process.
- 4.11 Violence reduction (VR) referrals have totalled 122, with bullying and debt the main reasons for violence. The VR programme aims to support victims and provide personal care plans for perpetrators to manage anger. The Board notes the recruitment/training of 11 VR prison representatives across the establishment and the on-going aspiration to develop this role.
- 4.12 Force has been used on 115 occasions to restrain prisoners. All incidents are reviewed by the use of force committee (UOF) which was resurrected during the year and now meets monthly. Levels and types of force are reviewed and show that use of force is being managed with internal actions being invoked as necessary. Completion of

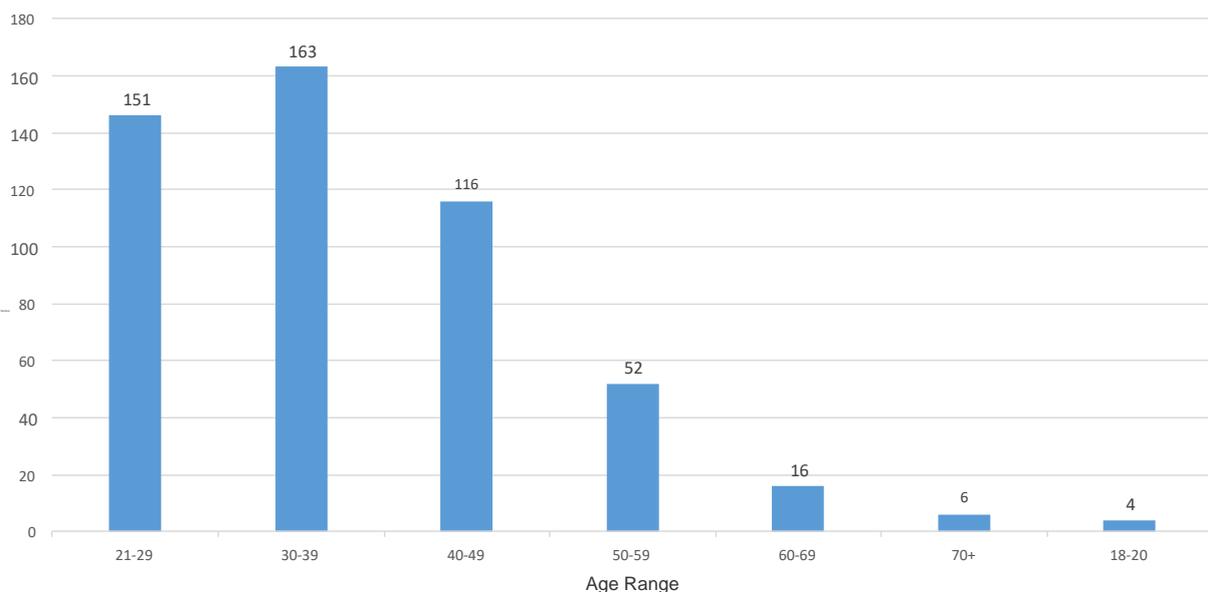
documentation to validate appropriate use of force is good in parts but has been acknowledged as needing more focus.

- 4.13 A security audit highlighted a number of areas for improvement including more vigilance required from the operational support grade (OSG) operation. More recently, intelligence led information together with collaborative working with the local police force has had success in preventing some trafficking of illicit substances into the establishment.
- 4.14 Drug and substance misuse continues to be a significant issue and is closely associated with debt, bullying and indiscipline. 40 prisoners are signed up to the integrated drug treatment system (IDTS). The dedicated well-being team offers Pillars of Recovery (a four-month programme), Alcohol Awareness (one day a week over six weeks), Inside Out (a programme to support recovery from addiction) and Spice Awareness (half a day highlighting the dangers of psychotic substances).
- 4.15 To tackle supply reduction, intelligence led searching and identification of key individuals have been reinforced by an increase in the presence of the regional dog team. In the latter half of the year, a proposal to set up a drug recovery wing has been developed. A prisoner questionnaire showed that 80% of those asked were in favour of such a facility.

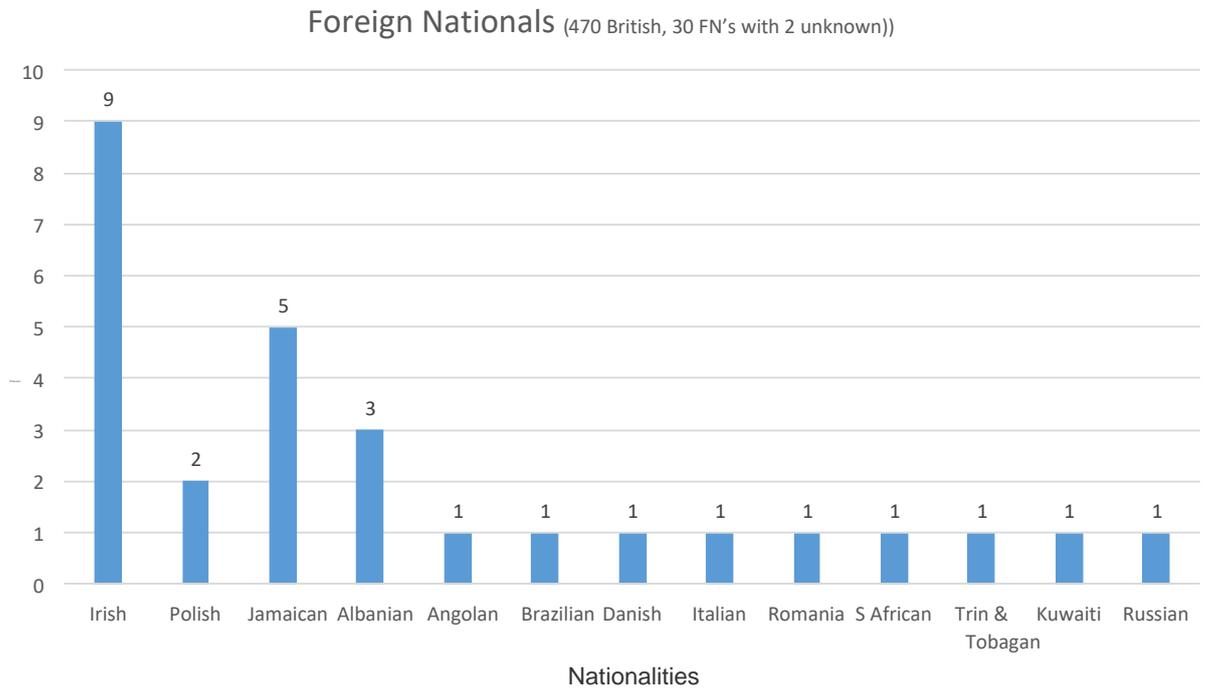
5 EQUALITY AND FAIRNESS

- 5.1 For a second year the monitoring of equality and fairness and the investigation of claims of discrimination have been given proper priority. This reverses a trend from previous years where performance was poor.
- 5.2 Quarterly meetings of the equality action team, which includes prisoners as well as management representatives, monitor compliance with the principles of the Equalities Act 2010.
- 5.3 Discrimination incident report forms (DIRFs) are dealt with in a proper, timely and fair fashion. The number of such complaints has dropped in recent years. In 2015 there were 99 complaints, whereas over the last two years these have reduced; in the reporting year the figure was 31. Each DIRF is critically examined and reports that are not complaints of discrimination are excluded from investigation. A board member examined a sample of such rejected claims and was satisfied that no genuine discrimination report had been wrongly rejected. The apparently high numbers of DIRFs in previous years were probably swelled by non-discrimination complaints which a less meticulous system had allowed to be included in the counting. The results of DIRF investigations are subject to independent audit.
- 5.4 Regular minority interest events were held in the year including black history events and Traveller history events. A LGBT (lesbian, gay, bisexual and transgender) event held on 26 February 2019 was well attended.
- 5.5 For the first-time young offenders have been admitted to the prison. Some 95% of the prison population are under the age of 60.

Age Demographic



5.6 The majority of prisoners (470) are British nationals. However, at least 13 other nations are represented in the prison population.



5.7 Nearly half of the prisoners (48.7%) record Christianity as their religion, 12.9% record their faith as Muslim and 29.5% profess to no religion.

Religion	No	%
Buddhist	14	2.8
C of E	85	16.9
Hindu	2	0.4
Jewish	8	1.6
Muslim	65	12.9
No Religion	148	29.5
Not stated	1	0.2
Other	18	3.6
Other Christian	77	15.3
Roman Catholic	83	16.5
Sikh	1	0.2

12.9% Muslims at Erlestoke
4% Muslims in custody nationally

5.8 Chaplaincy

5.9 The chapel and multi faith room are used not only for prayer but for sanctuary, peace and quiet, as well as one to one pastoral support. The faith studies groups are well attended and also offer help and support. 5.10 Daily the managing chaplain ensures that those prisoners who are self-isolating, are on an ACCT or in the CSU are visited and spoken with. All the chaplaincy staff work closely with the safer custody team.

- 5.10 The managing chaplain together with the imam, (both full time posts) ensure that all prisoners, totalling some twenty different faiths, meet with a representative of their faith at least monthly.
- 5.11 There are currently vacancies for a full time Anglican chaplain and a Roman Catholic chaplain; the remaining faiths visit on a weekly or monthly basis.
-

6 SEGREGATION/CARE AND SEPARATION UNIT

- 6.1 The care and separation unit (CSU) continues to present some of the greatest challenges.
- 6.2 Maintaining the infrastructure of the unit to an acceptable standard is a constant battle. With regular instances of wilful destruction and dirty protests, extra pressure is put upon resources and staff, although deep cleaning operations and some painting is undertaken by orderlies and prisoners.
- 6.3 The CSU has seen a steady flow of prisoners throughout the year and often has been full to capacity. Prisoners remain a mix of those segregated through poor conduct and those choosing isolation for their own protection. The staff demonstrate the ability to balance these needs and continue to deliver the prison regime in often difficult circumstances.
- 6.4 The number of prisoners in the CSU has seen a significant decrease, from 216 in 2016/17 to 130 prisoners in 2018/19. Some prisoners were multiple attendees; for these the total time served was 132 days although these figures relate to the period between January and April 2019 as the prison did not keep such data for previous years.
- 6.5 Although prisoners continue to be sent to the CSU whilst subject to an ACCT, the number of ACCTs actually opened in the CSU has decreased. Compared to 2016/17 when 55 ACCTs were opened, in 2018/19 there were 38, a 31 decrease. There were 14 incidents of self-harm recorded in the CSU. However, the number of prisoners kept in segregation conditions whilst subject to an ACCT remains a concern of the Board. So does the length of time that some prisoners spend in segregation, often awaiting transfer to another prison and often in the CSU for their own protection rather than for disciplinary reasons. For example, the figures show that a total of 10 prisoners were held for more than 42 days in CSU between January – April 2019.
- 6.6 Staffing levels have improved in parallel with the remainder of the prison and the presence of more experienced officers has helped create a steady environment in what has potential to be a volatile unit. The staff should be commended for their commitment and dedication.

7 ACCOMMODATION (including communication)

- 7.1 Although some wings are entirely satisfactory, the prison has many ageing and, in some cases, poor quality units and needs major investment to improve the standard of accommodation. Avebury wing is an ageing prefabricated structure but even the more modern wings such as Alfred and Wessex urgently require attention. On Alfred wing there are windows that are not fit for purpose and the showers in both Alfred and Wessex are in an unacceptably poor state of repair. Capital projects have been approved in principle but funds have yet to be allocated.
- 7.2 The emergence of government facility services ltd (GFSL) has not led to the improvement in routine maintenance that was hoped for. However, some improvement in the timeliness of routine repairs has been noted, although the emphasis is on reactive, rather than preventive, maintenance. With GFSL understaffed it may be some time before measurable improvements are seen.
- 7.3 Of particular concern is the apparent inability of GFSL to properly manage large contracts. Thus, many projects earmarked for completion in the current year will now carry over to the following year. Amongst these is the reconfiguration and improvement of the healthcare building, enhanced security arrangements for Alfred and Wessex wings and work to Sarum unit to prevent rooftop access as a means of protest.
- 7.4 Recent changes have taken place in GFSL's senior management team; hopefully this may lead to some improvement.
- 7.5 Deep cleans continue to be an issue. This is a contracted-out service overseen by GFSL. Often work has been poor and GFSL has had to call the contractors back to remedy unsatisfactory work - a repeating theme over a number of years.
- 7.6 Imber unit currently houses prisoners completing phases one and two of the progression regime. As the cell doors are without locks, only enhanced prisoners not subject to an ACCT are eligible for the unit. Progression regime prisoners express frustration that the kitchen and shop facilities planned as part of the regime have not yet been provided.
- 7.7 The Board has been concerned with the standard of cleanliness in and outside some wings. Silbury A officers have devised their own incentive system whereby access to the gym facilities on the wing is given to cleaners once they have completed their work to a satisfactory standard. As a result, Silbury A's standard of cleanliness is generally high as tends to be the case on the enhanced units. However, there are some wings where the opposite can be true. Management should place a higher emphasis on the need to maintain cleanliness on all wings.
- 7.8 Loss of property continues to be the subject of a disproportionate amount of complaints and applications, both on transfer between prisons and also within the establishment particularly at the time of cell clearances on the removal of a prisoner to the CSU.

8 HEALTHCARE (including mental health and social care)

- 8.1 The statutory goal of a health service in prison equivalent to that in the community is largely achieved and fears expressed in last year's report that standards might be declining have not been realised.
- 8.2 Full staffing has been achieved with both clinical and administrative posts. One beneficiary has been the complaints system, with complaints now dealt with in a timely fashion. Although complaints have increased by over 65% this is partly due to a more rigorous approach to complaint recording but also due to the withdrawal on clinical grounds of the medication mentioned below (8.9) and does not in the Board's view signify a reduction in standards.
- 8.3 The Board remains greatly concerned that there is rarely a healthcare representative present at a first ACCT review although mandated by PSI 64/2011. Healthcare was only present on 37 out of 248 first ACCT reviews. Often healthcare is not made aware of a review or the review takes place on a weekend when a healthcare representative is not available.
- 8.4 During the year the practice of making daily healthcare visits to everyone on an ACCT was ended and restricted to those whose perceived need warranted a visit. As a result of the staff saving a well-man clinic has been established.
- 8.5 At the beginning of the year mental health services were under considerable pressure due to staff shortages. With two registered mental nurses and a third concentrating on substance misuse, mental health services have improved. A psychiatrist attends monthly and currently this is sufficient to deal with referrals without a waiting list.
- 8.6 Waiting times for GP appointments has averaged 21 days but a reduction of weekly GP sessions from five to four is likely to extend waiting times. However, a "see and treat" system whereby applications for medical treatment are collected daily from sealed boxes on the wings by nurses has led to a swift disposal of minor ailments and a less frenetic atmosphere in the healthcare waiting room with appointments better coordinated.
- 8.7 Escorted visits for hospital outpatient appointments are limited to ten a week (two a day). This is the limit funded by National Health Service England as the commissioning body and has a number of consequences:
 - 8.7.1 Less urgent appointments are postponed when more pressing needs arise, leading sometimes to unacceptable delays for what may initially have been a non-urgent appointment.
 - 8.7.2 GPs are sometimes put in a difficult position of prioritising cases among medical needs of similar weight.
 - 8.7.3 Although the Governor has been flexible in increasing the number of daily escorts when needed, there is rigid adherence to the ten-escort limit per week.
- 8.8 The healthcare building is a single storey structure with an unprotected flat roof. This has provided disaffected prisoners with an easily accessed venue for roof-top protests. Such protests close healthcare and lead to delays and cancellation of medical appointments, a source of considerable inconvenience for prisoners.
- 8.9 Clinical concerns with regard to the perceived over-prescription of the potentially addictive anxiolytic / neuropathic drugs gabapentin and pregabalin have led to a decision to confine these drugs to those for whom the drug is deemed appropriate. A number of prisoners no longer prescribed the drugs reacted angrily. Some applications from prisoners on the subject have been received. However, a programme of information and education has convinced others of the benefits of the policy.

- 8.10 An isolated diagnosis of latent tuberculosis (TB) led to a health-screen by Public Health England. This coincided with a false newspaper report that a TB infected badger had burrowed into the prison. The resultant health scare among prisoners and staff was handled well by the healthcare team and concern soon subsided.
- 8.11 The somewhat tired state of the healthcare premises has improved with paint and new carpets. A full refurbishment and re-modelling of the premises awaits a tendering process.
- 8.12 A frailty pathway for elderly prisoners includes a falls risk assessment and the provision of equipment. A dementia nurse has also been identified. However, there is a lack of engagement with Wiltshire County Council, which to date has provided little input to adult social care for prisoners despite obligations in that regard under the Care Act 2014.
- 8.13 Six health trainers provide one-to-one sessions for those wishing to address negative lifestyle behaviours in a range of areas including eating, physical activity, alcohol and smoking.
- 8.14 A blood-borne virus nurse has been recruited to support the diagnosis and management of men with HIV and hepatitis.
- 8.15 A patient forum has been established, meeting every two months.
- 8.15.1 There are two dental sessions a week. Urgent referrals are typically dealt with within the week, with routine appointments seen on average in 28 days. Thereafter the regularity of check-ups is determined based on the patient's dental health.
- 8.15.2 Complaints are infrequent.
-

9 EDUCATION AND OTHER ACTIVITIES

- 9.1 Recruitment continues to be a problem, aggravated by the time taken to obtain security clearance. This partly explains why, when the education department was the subject of an internal inspection by Weston College in October 2018, although most of the courses were graded 'two' (good), the overall grade was a 'three' (requires improvement) because several courses were not running. The department has been unable to recruit tutors for carpentry, bricks and plastering, cleaning and, until January 2019, for fork lift truck and warehousing. This is a great disappointment as these courses are particularly popular. There have also been problems with retaining (after December 2018) functional skills English and maths tutors, and the recruitment of replacements has been hampered by the changeover of education provider (taking place from April 2019) from Weston College to Milton Keynes College. Gaps in these courses were filled by the deputy manager, the generalist and sessional tutors.
- 9.2 The generalist has continued her outreach functional skills work, with English and maths being taught on the units and in the workshops. Six prisoners have successfully completed the award in education and training Level three, which has qualified them as teaching assistants. Two of these are going forward to CET (certificate in education and training'). Turning Pages and Times 2 are working well with the help of peer mentors, and the department has again encouraged the Reading Ahead programme in which 185 prisoners have completed the six-book challenge. The 3/5 maths challenge is also still on offer.
- 9.3 In response to Ofsted (2017), the department undertook a formal curriculum needs analysis, consulting the prisoners and assessing the national picture in job opportunities, especially in those businesses which are willing to employ ex-prisoners. Weston College responded to this with an appropriate curriculum. Allocation of individual prisoners to courses is determined by an induction process supplemented with information from OMU. Some careers input would be welcome in this area, but the national careers service contract with prisons was terminated in March 2018. Erlestoke has actively pursued plans to employ a private careers advice provider, and information and guidance (IAG) services are shortly to provide careers advice on a one year contract.
- 9.4 457 learners have undertaken courses in education (a slight drop from the 516 of the previous year, due to the courses mentioned that did not run) and successful completion is at 80%. Attendance levels at 75% are an improvement on last year's at 67%; 'acceptable absences' having been reduced by better liaison between the education and interventions (offender behaviour programmes) department. Also, some progress has been made in encouraging the unit staff to ensure that prisoners get to education.
- 9.5 Various extension activities continue to be the jewel in the crown of Erlestoke's education provision. For a third year running the department organised an arts and literature festival in March 2019 (Pinned Up at Erlestoke). Twenty-five varied sessions led by noted outside speakers were attended by over one third of the prison population. The department is to be commended for the impressive amount of work (and imagination) which went into providing this opportunity for the prisoners – an opportunity seized with both hands. In addition, courses are being run in ceramics, art, origami, creative writing, professional cookery, and becoming a personal trainer. Many of the products of these courses were presented for Koestler Trust awards in April.
- 9.6 Links with Salisbury Cathedral have been maintained. Some prisoners designed, and the stone masons from the cathedral executed, a memorial stone to mark the centenary of the end of World War I, which now stands in the grounds of the prison. Further, in conjunction with Bath Spa University, some prisoners are engaged in a project called

Chain Gang which shares their creative writing with prisoners in the USA; others are studying criminology.

9.7 The library.

9.7.1 The library continues to play an important role in prison life. Almost 100% of prisoners join, and between 300 and 330 visits are paid each week. Steps have been taken to ensure that prisoners are not in the library when they should be in education. The ability to source books through the Wiltshire library service helps to ensure that the diverse needs of all groups within the prison can be met.

9.7.2 Story Book Dads DVDs are increasingly popular – 88 recordings having been made in the last year – up from 64 previously. Book Packs (which prisoners can give to their young children at visits) are still popular, and are funded by the Friends of Erlestoke. As last year, the library facilitated the Reading Ahead scheme which performed impressively. A book group of about 11 members meets once a month to discuss a chosen book.

9.8 The gym and fitness suite

9.8.1 At full strength the physical education department is staffed with four instructors (PEIs), though currently one is on sick leave and another will not be fully qualified until August 2019. However, more than 50% of prisoners use the facilities, and up to 50 sessions per week are being conducted (30 last year). This includes dedicated sessions for the over 50s. Staff sickness has brought a temporary halt to the volleyball.

9.8.2 The concern expressed in last year's report about the state of the building housing the fitness suite was well-founded. The building has been closed and equipment moved to a vacant workshop where there is more space, though no shower facilities. Ironically, its use has become more popular with both prisoners and staff. However, this is a temporary and not altogether satisfactory solution.

9.8.3 The Friends of Erlestoke continue to sponsor a range of activities and to fund-raise for an outdoor all-weather pitch. The estimated cost is £500,000, and over £125,000 is currently in hand. This is a remarkable achievement by the Friends.

10 WORK, VOCATIONAL TRAINING and EMPLOYMENT

10.1 Overview

10.1.1 An increasing number of prisoners refuse to attend work or education although the prison has improved communication regarding these individuals. The daily labour-roll, details of which are included on the duty manager's report, is discussed at the daily management meeting where figures are checked and challenged. The labour-roll is available to all prison staff.

Procedures are in place to follow up identified long-term non-attenders by wing staff, offender supervisors and key workers but an improvement has not yet emerged.

Workshops are more popular than education (probably due to pay).

Those over pensionable age have a choice to work if they wish and most do so.

10.1.2 Prisoners are assessed during the induction period and education needs and work preferences identified. Positions that become available are advertised on wing noticeboards.

10.1.3 Not required for work

10.2.4 Records show whether prisoners have initially attended but do not identify those who have then been returned to the wings – a regular occurrence. An escort system to move missing prisoners to their required location is to be replaced by making wing staff responsible for correct movements. Those prisoners who do not pick a role are allocated a work place and expected to attend. Prisoner records are updated to show their role and their attendance is monitored but this has limited success in achieving attendance.

10.2. Industry opportunities

10.2.1 There are currently more prisoners wanting work than is available.

There are four dedicated workshop buildings on site.

A community company, formed by the prison, sells the farms and gardens/ wood workshop produce.

The prison selects 12 prisoners to take NVQs a month, with 36 prisoners at any one time on this programme. There are Level 1 courses in cleaning and support services and customer service and Level 2 courses in performing manufacturing operations; cleaning and support services and customer service.

City and Guilds certificates courses are available in fork lift truck driving, institution of occupational safety and health (IOSH) and warehousing skills. Priority for these courses is given to prisoners near the end of their sentences.

10.2.2 The industries manager has set up a scheme to resource and resell bicycles to replace a bicycle refurbishment project run with Julian House (a homeless charity). This employs around 15 prisoners who are able to gain an NVQ in bike maintenance.

10.2.3 There are contracts with Grip it and Bulk Hardware - employing 23 prisoners constructing various components. S and N2 employ 26 prisoners who pack fragrances.

10.2.4 Farms and gardens employs around 30 prisoners with seasonal fluctuations. Prisoners work to maintain the estate and grow vegetables and plants for the farm shop. The gardens around the estate are of exceptional standard as mentioned in a national paper this year.

10.2.5 The wood workshop employs three prisoners who make-to-order garden furniture.

10.2.6 Kitchens employ 22 prisoners with a high turnover. The positions are only open to low risk prisoners. An NVQ in catering cannot currently be offered due to unavailability of staff for training.

10.2.8 Approximately 153 orderlies are employed in various roles to assist in the smooth running of the prison

10.2.9 Efforts to engage additional companies to provide employment through New Futures Network and PSPI (prison services and prison industries) continues but local companies are reluctant to endure the security delays when delivering or collecting product.

10.3 A reducing reoffending report was produced in July 2018. Key findings suggest that 66% of prisoners felt supported by their instructor and 83% felt safe in their place of work. However, 71% would like to see more workplace qualifications made available.

10.4 There are no ROTL (released on temporary license) work opportunities currently.

11 RESETTLEMENT PREPARATION

- 11.1 The introduction of the offender management in custody (OMiC) concept aims to improve offender management and resettlement preparation to reduce reoffending.
- 11.2 The Board is impressed by the management of and individual staff's quality and commitment in the OMU; this unit consists of 21 staff including management, prisoner offender managers (POMs) and case administrators. Most decisions relating to a prisoner's progress during his time in prison are made in this unit. There are two categories of POMs:
- 11.2.1 Probation Service POMs, through training and experience, are well qualified to manage high-risk prisoners. HMP Erlestoke had 273 such prisoners as of 31 March 2019 out of a total of 504. The Probation Service team, which consists of one full-time and three part-time staff, can only manage 135 of these prisoners. This leaves 138 high-risk prisoners managed by less qualified prison POMs. This level of resourcing is not in the long-term interests of these prisoners nor of the OMU.
- 11.2.2 Prison POMs (formerly offender supervisors), do not have sufficient training to handle the high-risk categories of prisoner as effectively as Probation Service POMs. The Board is pleased that the OMU is moving all prison POMs away from diversionary operational matters. There remains a backlog of some 50-60 OASys reports at present. Each OASys is comprehensive and time consuming to complete.

Key workers (KW):

- 11.3 Each KW is allocated approximately five prisoners who will be located on different wings.
- 11.3.1 From January 2019, metrics are collected on the KW system, allowing HMP Erlestoke to monitor efficiency. These include the number of hours made available to each KW, whether the KW had face-to-face contact with the prisoner, whether a national offender manager information system (NOMIS) entry has been made and any operational distractions during that day to divert attention from these hours. The metrics will continue to be improved.
- 11.3.2 Some problems with the implementation of the KW system are already apparent:
- Each KW reports to their custodial manager (CM) who has no direct responsibility for prisoners outside their wing; key working is perhaps seen as distracting from the CM's priority – the operational functioning of their wing.
 - Quality control is not in place and there are no sanctions on KWs who are ineffective.
 - Refresher training is undertaken but attendance has been poor.
 - Some prison officers enjoy the interaction with 'their prisoners' but others find it distracting. At the same time, it is not easy to obtain prisoner buy-in.
- 11.3.3 The Board is concerned that without a concerted push with line management, quality control, training and mentoring as well as sanctions for non-performance, the KW project may well fail.

Progression regime:

- 11.4 The progression regime has started well with 30 participating prisoners with an intended increase to 80. Results thus far are anecdotally encouraging. A specific aspect

is enhanced behaviour monitoring (EBM) providing prisoners with frequent feed-back on their progress and ongoing goals. The prisoners, the POMs and prison officers involved are enthusiastic about the regime and EBM. The knock-on effect is additional pressure on POMs, making the Probation Service resource shortfall even more acute now, let alone when participants increase.

Offending behaviour programmes at HMP Erlestoke:

11.5 HMP Erlestoke conducts Kaizen courses as well as Being New Me Plus (BNM+) programmes specifically for violent prisoners. This has led to an increasing number of violent prisoners coming to the prison.

11.5.1 The prison is funded to conduct the necessary programme needs assessment (PNA) for each prisoner once a transfer has been completed, although a cursory assessment is carried out prior to transfer. This results in violent prisoners spending six weeks or more waiting at the prison and, if unsuitable or requiring a different course, a further wait for transfer back to the prison of origin. This results in disappointment and/or bad behaviour prior to attending a suitable course.

Resettlement prison:

11.6 HMP Erlestoke is to become a 50% resettlement prison. This will take time to implement as at present the prison relies on personnel from HMP Guys Marsh assisting with resettlement advice. Internal staff including a Band 4 and two advisors will be required to achieve this. The existing level of resettlement has been:

- April 2017/March 2018: 92 releases
 - April 2018/March 2019: 122 releases
-

C Section – Work of Board

BOARD STATISTICS	
Recommended Complement of Board Members	12
Number of Board members at the start of the reporting period	9
Number of Board members at the end of the reporting period	10
Total number of visits to the Establishment	400
Total number of segregation reviews attended	52

D Section - Applications

Code	Subject	Current reporting year	Previous reporting year
A	Accommodation including laundry, clothing, ablutions	6	2
B	Discipline including adjudications, IEP, sanctions	10	5
C	Equality	2	2
D	Purposeful Activity including education, work, training, library, regime, time out of cell	11	3
E 1	Letters, visits, phones, public protection restrictions	8	7
E 2	Finance including pay, private monies, spends	5	2
F	Food and kitchens	4	14
G	Health including physical, mental, social care	28	6
H 1	Property within this establishment	23	11
H 2	Property during transfer or in another establishment or location	37	44
H 3	Canteen, facility list, catalogue(s)	0	2
I	Sentence management including HDC, ROTL, parole, release dates, re-categorisation	11	16
J	Staff/prisoner concerns including bullying	16	4
K	Transfers	14	11
	Total number of IMB applications	175	129