



Annual Report
of the
Independent Monitoring Board
at

HMP/YOI Chelmsford

for reporting Year
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Monitoring fairness and respect for people in custody

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Introductory sections 1 - 3

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 Independent Monitoring Board (IMB) 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 they have 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

The Board acknowledges the efforts of the Governor and senior management team in seeking to drive through progress in this last year. Features of this have been:

- the refurbishment of some of the old Victorian wings, with the help of funding from special measures, making for a cleaner and more respectful environment, although there is still more to be achieved
- more experienced and better trained staff than at the time of our last report
- replacement of the previous healthcare provider, EPUT, by Castle Rock Group, which, so far, seems to have a much stronger presence on the wings and to collaborate more closely with prison managers.

However, the Board has major concerns about:

- the poor physical condition of the segregation unit, which needs major refurbishment to make it properly fit for purpose
- inadequate levels of staffing, leading to prisoners being locked in their cells for 22 hours a day at weekends, and education and work still being only part time. If the government's objective of reducing reoffending is to bear fruit, prisoners need to have full access to education, training and employment to improve their chances of productive work on release
- key staff members – offender supervisors and key workers, who are meant to work with prisoners to ensure steady progress towards a positive release from prison – being regularly allocated to other operational duties, thus impeding their work
- increasing incidents of prisoner-on-prisoner violence, which is not helped by an increase in the operational capacity of the prison; we have, however, been pleased to note a number of initiatives in an attempt to tackle this
- three self-inflicted deaths during the year. The Prisons and Probation Ombudsman's finding on one of these was that, when assessing whether the prisoner should be under observation, staff were guided too much by the prisoner's presentation on the day of admission and not enough by his known risk factors, a criticism made in relation to a death in custody last year as well.

Despite these concerns, the Board continues to be impressed by the care, professionalism and dedication shown by individual staff and members of the prison's senior management team in a very challenging environment. It is clear to the Board that many of the failings mentioned in this report are not the fault of HMP Chelmsford but are attributable to government policy, which has starved the Prison Service of resources over a period of years.

TO THE MINISTER

We urge the minister:

- to make every effort to eliminate overcrowding, which is in conflict with the requirements of decency and respect and is in contravention of the United Nations standard minimum rules for the treatment of prisoners
- to provide the funding needed for the installation of effective scanning devices, in order to prosecute further the battle against the smuggling of contraband into the prison

- to ensure funding for the refurbishment of A wing, including the segregation unit, so that it can be an environment that promotes dignity and respect
- to work with other government agencies to ensure that IS91 prisoners (those detained by the immigration authorities) are informed of the intention to deport at the earliest possible moment, not at the end of their term, which inevitably means that they are detained beyond the end of their sentence
- to exert influence on other government agencies to ensure provision of suitable permanent accommodation for prisoners upon release, so that no prisoner ends up on the street
- to pursue personnel recruitment policies that will ensure a stable staff base, to help to ensure that the marked fall in staff resignations during the year is continued.

TO THE GOVERNOR

We urge the Governor:

- to take further measures to reduce the levels of violence, self-harm, bullying, drug taking and drug smuggling
- to make purposeful activity full time, and to make it difficult for prisoners not to attend, so that they get the maximum opportunity to make themselves employable upon release
- to ensure that offender supervisors and key workers are given the time to perform their vital role, rather than being allocated to other duties at a moment's notice
- to ensure that key worker coverage is at 100% by the end of our next reporting year
- to continue to make every effort to ensure a clean and decent environment, including the refurbishment of A wing and elimination of accumulated rubbish around the exterior of other wings
- to ensure that when staff assess whether newly arrived prisoners should be put on an assessment in care custody and teamwork (ACCT) document, they are guided not just by the prisoner's presentation on the day but by an understanding of the prisoner's known risk factors.

3 DESCRIPTION OF THE PRISON

There has been a prison on this site in Chelmsford since 1819. The original prison (A–D wings) was built on the traditional ‘spokes of a wheel’ design, with three storeys.

Two new residential units were added in 1996 (E and F wings), and a third (G wing) was opened in 2006. There are a variety of other facilities, including a 12-bed, 24-hour healthcare centre, educational facilities, a gym and artificial sports pitch, a multi-faith room, library, kitchen, laundry, recycling centre, visitors centre and a variety of offices housing prison and agency staff.

The segregation unit is on A wing, and vulnerable prisoners have separate accommodation on G wing. E wing provides the drug and alcohol treatment programme, and B wing is the first-night wing and induction unit.

HMP Chelmsford is currently designated as a category B local prison serving local courts, and holds those who are sentenced, on remand or on trial. It holds adults and young adults, and some foreign national prisoners. The average length of stay of a prisoner is just a few weeks, which leads to a high turnover, with a large number of transfers to and from court and other establishments each day.

At the start of the reporting year, the prison’s operational capacity had been reduced to 670 as a result of special measures and refurbishment projects. (‘Special measures’ is a performance and assurance process for identifying, managing and improving underperforming prisons through agreed and time-bound performance improvement plans.) This increased to 750 by the end of August 2019. Castle Rock Group (CRG) was awarded the contract for the provision of prison healthcare from 1 April 2019, replacing the previous incumbent, Essex Partnership University NHS Trust (EPUT). Throughout the reporting year, PeoplePlus provided education, and Sodexo was the community rehabilitation company (CRC) that subcontracted the ‘through-the-gate’ contract to Nacro.

Evidence sections 4 – 11

4 SAFETY

Safety covers many different aspects of prison life, including efforts to reduce self-harm, initiatives aimed at reducing violence and minimising the use of force, as well as new aspects of offender management in custody, including key workers, who are prison officers assigned to a small number of prisoners to provide ongoing support.

Self-harm

The Board notes that:

- The number of open ACCTs has reduced and remains low.
- Safer custody staff regularly review open ACCTs.
- Improving access to psychological therapies (IAPT) are evidence-based psychological therapies provided to people with anxiety disorders and depression. Mid Essex Psychological Therapies provides prisoners with 'talking therapies' but until recently has had narrow selection criteria. Safer custody staff have been working to widen the caseload, and this now includes prisoners on ACCTs and those who are currently self-harming.

The Board is concerned that:

- The number of incidents of self-harm has doubled during the reporting year. We are conscious, however, that multiple cases of self-harm by the same prisoner can skew the figures, and this is individually investigated.

Violence reduction

The Board is concerned that:

- Prisoner on prisoner assaults totalled 366; month on month they hovered stubbornly at around 30.
- The number of violent incidents has exceeded the target for category B prisons.
- The widespread availability of drugs has continued, despite the efforts of the prison to detect their importation into the prison and prevent their use. There are also concerns that bullying, often as a result of prisoner indebtedness, remains a major issue, and these are two primary causes of prisoner violence, injuries, and self-harm.

The Board notes that:

- Negative outcomes from mandatory drug tests have reduced, from a high of 50% to 22.4% at the end of the reporting year.
- Prisoner on staff assaults totalled 205; there was a marked decline from 36 in September 2018 to 8 in August 2019.
- There have been fewer serious incidents than in the previous reporting year. However, the number of deaths in custody totalled six, one more than in the previous year. Of the six, three were the result of natural causes, whereas all five deaths in custody in the previous year were self-inflicted.

The Board is pleased to note that:

- New initiatives to reduce levels of violence, including bullying, have been introduced. These include the following:

- violence reduction challenge meetings, where persistent violence is challenged
- challenge, support and intervention plans for the most disruptive prisoners, for which there is a regular caseload of 10
- dispute resolution (mediation), whereby trained staff help prisoners resolve disputes
- weekly conflict resolution meetings between staff and prisoners.

Use of force

The Board notes that:

- The prison records two different levels of use of force: a lower level where, for example, a guiding arm is used to lead a prisoner away; the other level comprises full use of force.

The Board is pleased to note that:

- In the previous reporting year, there were 896 incidents of use of force: 368 in the lower category, 528 in the higher. The reporting year 2018/19 has seen a reduction of 11% in each category.

Key workers

The Board is concerned to note that:

- Only around two-thirds of Chelmsford's prisoners have been allocated a key worker, and an increase in the prison's operational capacity has made further allocation more difficult, with the result that key worker delivery rates have been of the order of only one-third of target. (More detail on the key worker scheme is given in section 11.)

The Board is pleased to note that:

- There have been greater efforts to improve key worker delivery rates (for example, the duty governor's authority is now needed before officers with designated key worker responsibilities can be detailed for other duties).

5 EQUALITY AND FAIRNESS

The prison has a duty to uphold the 2010 Equality Act, which protects against discrimination, harassment and victimisation of protected groups, as well as promoting equality of opportunity.

The Board is concerned that:

- The discrimination incident report form process has not been operating effectively. This was raised by the Inspectorate of Prisons (HMIP) inspection, in 2018. It was noted in the equality action plan that this should be part of the role of wing equality and diversity representatives, but prisoner complaints suggest that further monitoring is needed.
- The intention to develop a 'buddy' system for older prisoners has not been implemented.
- It remains difficult for prisoners with mobility problems, particularly those in wheelchairs, to move around the prison unaided.

The Board is pleased to note that:

- The prison has produced an updated equality strategy for 2019/20, setting out its aims, objectives and legal responsibilities.
- Senior management team equality champions have been appointed, and quarterly equality meetings enable the monitoring of progress, in line with the equalities monitoring tool, specifying staff and prisoner equality data.
- Provisions for vulnerable prisoners have been improved, in terms of additional opportunities for education and work.
- Regular forums are held for those with particular protected characteristics (for example, Travellers).
- The chaplaincy team meets prisoners on induction and offers ongoing support, regardless of faith, race or creed. The senior chaplain serves as one of the equality champions.
- The chaplaincy team and its volunteers continue to provide support to individual and groups of prisoners whose difficulties are compounded by experiences such as family disruption, distance and bereavement.

The Board notes that:

- During the reporting year, the head of equality changed, and is due to change again. This lack of continuity and the sparse administrative resources available for equality and fairness work pose an ongoing challenge.

6 SEGREGATION/CARE AND SEPARATION UNIT

The segregation unit accommodates prisoners held in cellular confinement as a punishment following adjudication, and those who are moved from normal wings in order to maintain good order or discipline (GOOD) or for their own safety.

Many of the prisoners who are held in the unit are violent and/or vulnerable, and present considerable challenges to the officers who care for them.

We continue to be impressed by the professionalism and dedication of these officers, but their work is often made more difficult by the physical deficiencies and limitations of the building.

The Board is concerned that:

- As stated in last year's report, the physical condition of the segregation unit is poor.
- The unit is housed in the oldest part of the prison and, although the interior is generally kept clean and tidy, for much of the period under review the A wing exercise yard has been very dirty and untidy, with large amounts of rubbish – mainly sheets and other items of kit – draped over the razor wire and fencing. By the time of HMIP's independent review of progress in April 2019, this had virtually all been removed but, sadly, this improvement has not been maintained.
- The unit is in poor physical condition. The cells on the unit are draughty and cold, and often out of order – sometimes, but not always, due to prisoner action.
- The wing office and the adjudication room are too small, cluttered and poorly furnished to facilitate the work of the officers, governors and other members of prison staff, and do not provide a sufficiently calm, quiet and private space for the very many adjudications, and GOOD and ACCT reviews that take place.
- The ground floor lacks adequate drainage, and when cells are flooded and during dirty protests, waste often flows out and quickly contaminates large areas of the unit, including the offices and servery. The only way for it to be removed is by sweeping through the corridor to the exercise yard, making this area also unusable for long periods. The installation of adequate drainage and a quick and effective external method of turning off the water to individual cells is vital if disruption is to be minimised.
- It is a pity that the improvement of the wing was not prioritised ahead of that of B, C and D wings, which have recently been refurbished.

The Board is, however, pleased to note that:

- The wing servery and the showers have been refurbished.
- The GOOD reviews, ACCT reviews and adjudications attended by Board members have generally been found to be sensitively and appropriately managed, despite the limitations imposed by the physical condition of the segregation unit. However, GOOD reviews have often been delayed by the late (or sometimes absence of) arrival of a representative from the healthcare department, and we will continue to monitor whether the situation improves following the change of healthcare provider.

7 ACCOMMODATION

For the purposes of this report, 'accommodation' includes cells, food, maintenance, showers, toilets, serveries, regimes, kitchens and gym.

Government Facility Services Limited (GFSL)

Following the failure of Carillion, the government-owned facilities management company GFSL has been responsible for the maintenance of the prison. It is important that repairs are carried out thoroughly and in a timely fashion, in order to provide a safe and decent environment for prisoners.

The Board is pleased to note the progress that GFSL has made. The backlog of jobs has reduced from 850 to approximately 70, and the number of maintenance staff has risen from 12 to 31 and is approaching its benchmark target. Effort has been put into recruiting multi-skilled staff to tackle more complex tasks.

However, the Board is concerned that, of these 31 staff, only 10 are GFSL employees, the other 21 being agency staff, which makes the staff base vulnerable to fluctuations in attendance. It is noted that, at a national level, GFSL is transferring staff from agency to employed status. It is to be hoped that this will result in a more reliable staff base.

'Planet FM', the system for recording jobs to be done, is regarded by staff as not being accurate because of software and connectivity issues. 'Track Record' has been established to monitor compliance issues, but what is needed is one system that is accurate, comprehensive and fast.

Prisoner accommodation

The Board is concerned that:

- The vitally important refurbishment of A wing has still not progressed beyond the initial planning stage. No details of the proposals have been made available and no date has been given for the work to start. As explained in more detail in section 6, the day-to-day operation of this wing continues to be hampered by its very poor condition.
- The introduction of in-cell devices which would enable prisoners to make their own medical appointments and access other prison services, thereby freeing up officers' time, seems to have been shelved, perhaps permanently.
- The long-promised installation of effective external screens to the windows of cells on E and F wings has still not been undertaken. The absence of such screens makes it easy for prisoners to pass items from cell to cell and leads to an often-huge build-up of rubbish outside these wings. The area outside G wing, where effective screening is installed (albeit as part of the original structure of the building) is generally free of rubbish and shows what a difference well-designed and properly installed external screens would make.
- Although levels of overcrowding have been reduced during the reporting year, as a result of the impact of special measures, there is a clear danger that, now that the special measures regime has finished, overcrowding will be allowed to return to the pre-special measures level of 40%. All overcrowding is in conflict with the requirements of decency and respect, and is in contravention of the United Nations standard minimum rules for the treatment of prisoners, which state that: 'Where

sleeping accommodation is in individual cells or rooms, each prisoner shall occupy by night a cell or room by himself or herself’.

The Board is, however, pleased to note that:

- The refurbishment of B, C and D wings is now largely complete, although some faults are apparently already being reported. It is very much to be hoped that any faulty or inadequate work will be highlighted and rectified as quickly as possible.

Regimes

Throughout the reporting year, prisoners have continued to tell us that they have too little time out of their cells, and officers have said that, too often, staff shortages make the consistent provision of full regimes for prisoners difficult to achieve.

More recently, with the prison getting closer to being fully staffed, improvements have been reported on the wings. However, officers have reported that, although they often start the day with the number of staff specified by the prison’s profile, people are all too often diverted to other duties – for example, to provide escorts or to deal with emergencies or unexpected issues elsewhere in the prison.

Weekends tend to be even more problematic, and, again, we have been told that on Saturdays and Sundays the profiled numbers of officers are often not available.

The Board is concerned that:

- Despite some improvements, prisoners still spend too long in their cells; in particular, those who do not attend education and either choose not to work or are unable to get a job regularly spend 20 hours or more behind their doors on most days.

Kitchens and food

The Board is concerned that:

- The kitchen management team has reported long-standing problems with some key items of equipment – in particular, refrigerators and the large kettles used for cooking rice, custard and so forth – and complained that repair or replacement often takes far too long.
- Flooring in the kitchen, which is around 14 years old, is in need of replacement or refurbishment. Splits and tears in flooring is a cause for concern from a hygiene perspective.
- In places, clingfilm is being used to support pipework.
- A lack of cold storage space has restricted menu choices.
- Throughout the reporting period, this vital area of the prison has often had to cope with too few staff due to sickness, and prison workers who fail to attend.
- We have received complaints that, too often, the meals delivered to the wings are not in accordance with those ordered.

- There is no structured training for wing server workers, and appropriate protective clothing is often not available.

The Board is, however, pleased to note that:

- Despite these difficulties, the kitchen has, in general, continued to provide meals on a timely basis, and the introduction of a hot brunch on Saturdays and Sundays has proved popular with prisoners.
- The kitchen has also managed to cater for religious and cultural festivals.

8 HEALTHCARE (including mental health and social care)

CRG took on the provision of prison healthcare from 1 April 2019, replacing the previous incumbent, EPUT.

CRG encountered initial problems when many of EPUT's staff did not transfer to them, but there are early signs that healthcare provision has improved, although not enough time has elapsed yet to judge by how much.

The Board is concerned that:

- The efficiency and effectiveness of the already overstretched medical services are being adversely affected by the number of prisoners who miss appointments. The reasons for this include poor liaison between the wings and the healthcare department, as well as prisoner refusals.
- The demand for inpatient services exceeds supply. There is provision for only 12 inpatient beds, to serve a population of around 700.
- There were three prison psychiatrists when EPUT managed the contract. At the date of completion of this report, CRG employs only one. While, under normal circumstances, the psychiatrist manages the caseload, there have been circumstances when further psychiatric support has been required, but there is no mechanism to recruit locums.
- Long delays continue for prisoners with severe mental health issues, who need to be transferred to external secure mental health facilities.
- There remain staff shortages.

The Board is, however, pleased to note that:

- The number of healthcare-related prisoner applications received by the Board in the reporting period was 23% lower than in the previous year.
- Complaints received directly by the healthcare department have been dealt with more promptly than in the previous year.
- CRG has introduced weekly drop-in sessions on all wings, where nurses are on hand to help prisoners with their health issues, and there has been some reduction in the number of those who do not attend clinics.
- The smoking cessation programme is now targeted at individual prisoners who enrol on an eight-week smoking cessation programme, which is an improvement on the previous, open-ended programme.
- Wellbeing sessions are now held for inpatients. In addition, IAPT operate within the healthcare department, offering support to prisoners in the form of talking therapies, and now include prisoners on ACCTs, who previously were excluded.
- A new general practitioner contract with CRG, which started on 1 May 2019, has strengthened the integrity of medication prescription provision.

9 EDUCATION AND OTHER ACTIVITIES

Education

'Education, training and employment' is one of the seven pathways which together comprise the prison's April 2018 reducing reoffending strategy. In HMP Chelmsford, education is provided by PeoplePlus and is designed to equip prisoners with skills to make them employable on release. Most men enter the prison with entry-level E1-3 (the equivalent of primary school) levels of literacy and numeracy. PeoplePlus is funded to provide education from entry level E1 up to and including L2 (the equivalent of GCSE) level.

The Board is pleased that:

- Over-allocation of spaces in anticipation of some non-attendance is now routine, and teachers have said that wing staff are becoming more proactive about getting prisoners to classes.
- There has been a modest, but steady, reduction during the reporting year in non-attendances being unexplained (that is, no reason given or no contact at all from the wings), from 60% to 50% (which in the Board's view is still much too high).

The Board is concerned that:

- In spite of all the above, at the end of the reporting year, attendance hovered stubbornly high, at an average 62% take-up of allocated spaces.

Library

The library service is provided by Essex County Council. Earlier in the year, resignations and staff sickness had reduced the full staff complement of three to one, and reorganisations and restructuring at the council delayed replacement.

The Board is pleased that:

- In spite of this disruption, the library won the Excellence in Prison Libraries Award for their 'Family Library Time' project. Family Library Time is an added-value family visit which takes place in the prison library, rather than the visits hall. It gives families the opportunity to spend time together in a welcoming and pleasant environment, share books and stories, and take part in other book-related activities. At the end of the session, each child is given a book to take home – the dads can write a message on a label inside the book.
- We learned in May 2019 that one new member of staff was in post, and a second was due to start before the end of the reporting year. In addition, two part-time relief librarians have been recruited, to provide sickness and holiday cover.

Gym

The gym is managed and run by prison staff, and sessions are provided to prisoners from all wings.

The Board is concerned that:

- Allocations for the 16 spaces available at each session are made on a first-come, first-served basis, and some prisoners complain that they are disadvantaged by the way the process is managed on some wings.

The Board is pleased that:

- Chelmsford's population participation level is 63%, compared with a local prison average of 57% and a prison estate-wide average of 59%.
- Chelmsford's gym users have the opportunity to use these facilities for an average of 3.32 hours each per week. This puts the prison in the green, or good, zone, nationally. (Nationally held statistics use a traffic light system (red, amber, green) to represent poor, satisfactory and good performance, respectively.)

10 WORK, VOCATIONAL TRAINING and EMPLOYMENT

Work, vocational training and employment are an important part of the prison's strategy to reduce reoffending.

The Board is concerned that:

- The Prisons Information Communication Technology. Academy (PICTA) is to close during the next reporting year. PICTA has been a really popular choice for those prisoners who understand how important information and communications technology skills are for their future employment prospects and its closure will be a huge loss.

The Board is, however, pleased to note that following the concerns identified by HMIP during their inspection in April 2019:

- Much work has been done to improve the availability of work, with a range of initiatives including a revised allocation process, vacancies displayed on 'Wayout TV', activity information given out via Insiders and prisoner information desk workers, new partnerships with component makers 'Gripit' and logistics company 'Woodlands Group', and a shift in focus for Jobcentre Plus from benefits to employment.
- Two-week roofing courses delivered by a local firm will run on a quarterly basis, following a successful pilot scheme.
- 'Firebreak' courses continue to be delivered by the Fire Service.
- Following consultation with the prisoners, a pay review has taken place, and new pay scales and a bonus scheme have been introduced to try to address poor take-up of work.
- Work allocation for vulnerable prisoners has increased by 17 spaces, through a range of offerings in addition to the eight full- and eight part-time jobs in the laundry.
- Accredited training continues to be delivered, with courses in construction and decorating, and industrial cleaning (delivered by PeoplePlus); health and safety in recycling (accredited by the Waste Management Industry Training and Advisory Board (WAMITAB)); and health and safety and peer mentoring in the laundry (accredited by City and Guilds). Further qualifications are planned for the laundry and the workshops.

11 RESETTLEMENT PREPARATION

Offender management unit (OMU)

It is the role of the OMU to supervise a prisoner's stay at HMP Chelmsford. Of crucial importance in this process is the offender supervisor, who works out the prisoner's sentence plan and liaises with the prisoner's offender manager (previously known as 'probation officer') so that supervision can be seamless when the prisoner leaves prison.

Within the context of the sentence plan, prisoners are allocated a key worker, who is meant to meet with them regularly to support and mentor them, and advise on any issues of concern.

The Board is concerned that:

- At the end of the reporting period, only five offender supervisors, four of whom are operational staff and the fifth non-uniformed, were in post. Operational staff have frequently been called away at a moment's notice for other duties, thus impeding their vital work.
- The key worker scheme is still not close to working as desired. At the end of the reporting year, the percentage of active key worker delivery to prisoners stood at only 30%. The reason for this poor record is given as staffing pressures. We are aware that there is a commitment to full cover for prisoners who are self-harming, violent or especially vulnerable; we acknowledge the efforts of the Governor in bringing in detached staff to give officers more time for this role; and we realise that the duty governor has to approve reallocation of key workers to other duties – but all of these measures are proof that the system is struggling. More training and supervision of staff is needed for the key worker scheme to begin to fulfil its full potential.
- The appeal process in cases of deportation is extremely long and unwieldy. Delays are built into the system because prisoners do not know about deportation until just prior to release; some are even detained on the day of release. During the reporting year, a total of 21 prisoners were detained under the relevant legislation (IS91). The average length of detention beyond end of sentence was 64 days. This is an inhumane practice, and procedures should be reformed immediately.
- On August 31st 2019 all twelve prisoners being held on indeterminate sentences for public protection were being held beyond tariff.

The Board is pleased to note that:

- Eighty percent of prisoners who apply for home detention curfew (HDC) qualify for it. It can be granted three months before the end of their sentence, and the related administrative procedures have been speeded up.

Resettlement

The Board acknowledges the substantial amount of effort and planning expended to produce a system designed to cover every aspect of a prisoner's journey, from the day he arrives in prison until the day of release.

It is acknowledged that the most crucial areas contributing to a prisoner's successful resettlement are accommodation; employment, education and training; and finance, benefit and debt. Clearly, financial, housing and employment security are vital to help prisoners reintegrate into society once they leave prison.

Resettlement is a multi-agency undertaking, the most important contributors being Nacro and Jobcentre Plus.

The Board is pleased to note that:

- Prisoners are given a clear overview of the resettlement process, by means of a resettlement information booklet which sets out the resettlement journey from the first night in prison to release; and bimonthly newsletters, which raise the profile of

the support available, recognise and celebrate success, and motivate prisoners to attend work, education and resettlement provision.

- During the period under review, the number of Nacro staff has risen from four to 10.
- Acknowledging that resettlement can be a difficult process, Nacro offers a mentoring service to prisoners once released.

Accommodation on release

The Board is concerned that:

- On average, only 60% of prisoners leave prison with an offer of accommodation. While we acknowledge that Nacro has only a limited influence on outcomes, we remain concerned about the likelihood of prisoners ending up on the street, and the associated risk of reoffending. We are pleased that the provision of accommodation on the first night following release has risen from 57% to 70%, but are conscious that this does not guarantee the quality or permanence of such accommodation.

Work

The Board is concerned that:

- Employment at six weeks following release had reduced from 17% to 9% by the end of the reporting year.
- Links with local employers such as Mitie and Veolia, which yielded good results when the National Careers Service was involved but were allowed to lapse during the previous reporting year have not been restored.

Benefits

The Board is pleased to note that:

- Prisoners with a sentence of less than six months have the housing element of universal credit continued, although the personal element ceases when they enter prison.
- Nacro can now help with the process of establishing a bank account (which prisoners need for payment of universal credit) if they do not already have one, and can also make sure that they are issued with a 'citizen's card' if they do not have a recognised form of identification.

However, the Board is concerned that:

- Prisoners are not able to expedite their application for universal credit from within the prison, the 'virtual campus' (the prison's secure intranet system) not yet being adequate for this purpose. It is to be hoped that the pilot projects being run currently to upgrade the virtual campus will yield results and that government policy will be adjusted to facilitate applications from within prison.

Visits

The visiting facility exists to help prisoners maintain relationships with friends and family. The visits hall is open plan, and split into three distinct areas where each category of prisoner may have visitors. These areas are clearly defined by the type of seating, the largest area being for 'enhanced' prisoners, a smaller area for 'standard' prisoners and a smaller area still for 'basic' prisoners.

The Board is concerned that:

- Despite visitor comments, the disabled parking facilities have not been improved. It is, however, acknowledged that parking space at the prison generally is severely limited.
- Visitors tell us that their visiting time is reduced because of the time it takes to get through security procedures.
- Not all visiting areas are being fully utilised. The seating area for basic prisoners is under-used.

The Board is pleased that:

- When we have engaged with visitors, they all were, in the main, positive about their visits experience, and there is generally no delay in getting a visit booking.
- Visitors are treated with respect by security and visits staff. The atmosphere in the visits hall continues to be good.
- Facilities for children are good, thanks to the excellent work of the Ormiston Trust.

12 BOARD STATISTICS

Recommended complement of Board members	19
Number of Board members at the start of the reporting period	13
Number of Board members at the end of the reporting period	17
Total number of visits to the establishment	366
Total number of segregation reviews attended	41

13 APPLICATIONS TO THE BOARD

Code	Subject	Current reporting year	Previous reporting year
A	Accommodation, including laundry, clothing, ablutions	20	12
B	Discipline, including adjudications; incentives and earned privileges; sanctions	1	5
C	Equality	10	6
D	Purposeful activity, including education, work, training, library, regime, time out of cell	8	8
E 1	Letters, visits, telephones, public protection restrictions	8	3
E 2	Finance, including pay, private monies, spends	1	0
F	Food and kitchens	6	10
G	Health, including physical, mental, social care	47	61
H 1	Property within this establishment	55	36
H 2	Property during transfer or in another establishment or location	13	12
H 3	Canteen, facility list, catalogue(s)	8	4
I	Sentence management, including HDC, release on temporary licence, parole, release dates, recategorisation	15	25
J	Staff/prisoner concerns, including bullying	29	18
K	Transfers	6	4
L	Miscellaneous	39	28
	Total number of IMB applications	266	232

GLOSSARY

ACCT Assessment, care in custody and teamwork (case management for prisoners at risk of suicide or self-harm)

Adjudication The formal internal disciplinary procedure for prisoners

Application A request by a prisoner for a personal interview with the IMB

Category B Prisoners for whom the highest conditions of security are not necessary but for whom escape must be made very difficult

CRC Community rehabilitation company

Discrimination incident report form Form which prisoners use to submit complaints about discrimination

Duty governor in charge of the routine operation of the prison on a given day

GFSL Government Facility Services Ltd (a government-run maintenance company)

GOOD Good Order and/or Discipline (Prison Service Rule under which a prisoner can be segregated)

EPUT Essex Partnership University NHS Trust

HDC Home detention curfew (early release 'tagging' scheme)

HMIP Her Majesty's Inspectorate of Prisons

HMP Her Majesty's Prison

IS91 Refers to those detained by the immigration authorities

Insiders Prisoners who introduce new arrivals to prison life

Key worker Prison officer given responsibility for supporting a small number of prisoners under the Offender Management in Custody scheme

Offender Management in Custody: Scheme providing prisoners with key workers

OMU Offender management unit

Safer custody The mechanism employed by the prison to keep prisoners from harm

Special measures Performance and assurance process for identifying, managing and improving underperforming prisons through agreed and time-bound performance improvement plans

Through the gate Services to help prisoners resettle in the community on their release

Virtual campus Internet access to community education, training and employment opportunities