



REPORT ON

AN UNANNOUNCED FOLLOW UP

INSPECTION

OF

HM PRISON THE MOUNT

4th – 6th MARCH 2002

BY

HM CHIEF INSPECTOR OF PRISONS

INTRODUCTION

This is a broadly positive report on a Category C training prison which was overall a safe and decent place, working towards improving the amount and scope of its activities and resettlement opportunities.

We identify areas that need to be developed – the anti-bullying strategy, the need for a full-time race relations officer, an increase in work and education places, and the development of a resettlement strategy for all prisoners. We also record the effect of overcrowding on prisoners in the Mount, many of whom had to share small cells with ineffective privacy screens; and we call for more investment in offending behaviour programmes.

But the report also records examples of good practice throughout the prison. There was an active policy of health promotion, a relaxed atmosphere on the wings, with prisoners being able to purchase and prepare their own food, a creatively managed education department, a move towards relevant and accredited work opportunities, and some innovative resettlement initiatives. It is to be hoped that these have survived the rise in the prison population that has occurred since this inspection.

Overall, the Mount was clearly working towards improving outcomes for prisoners. This report recognises that and points the way to further development.

Anne Owers

HM Chief Inspector of Prisons

January 2003

CONTENTS

	Paragraph	Page
PREFACE		3
FACT PAGE		7
1. PROGRESS SINCE THE 1998 REPORT	1.01 – 1.147	9
2. TESTS OF A HEALTHY PRISON AND CONCLUSION	2.01 – 2.79	35
3. SUMMARY OF RECOMMENDATIONS	3.01 – 3.66	51

APPENDICES:

1. Inspection team
2. Daily Routines
3. Prisoner Population: Demographic details

FACT PAGE

Task of the establishment:

Male Category C Adult training prison, holding convicted prisoners with a wide range of offences and sentences up to Life imprisonment.

Area Organisation: Eastern

Number held:

Certified Normal Accommodation (CNA) was 704

Operational Capacity (OpCap) was 760

On 16 April 2002 the number of prisoners held was 757

Cost per prisoner place per annum: £16,480 (projected 2001/02)

Date of last full inspection: 16-20 March 1998

Date of last unannounced inspection: 4-6 March 2002

Description of residential units:

The original four wings – Lakes, Ellis Fowler and Brister, are brick constructed with concrete reinforced floors and ceilings on two levels (landings) with central areas for serveries, association, offices, etc. Cellular accommodation is arranged in spurs of 28 cells each, four spurs on each Wing giving a notional CNA of 112 per Wing. The Annexe, of similar construction, has two levels accommodating 36 prisoners. Two "quick build" Wings – Howard (1995) and Dixon (1999) have been added, the former with a notional CNA of 104, the latter 120. Howard and Dixon Wings are two-landing open galleried Wings.

Brief history of the establishment

The Mount was opened in 1987 as a Young Offenders Institution, and re-roled in 1992 to a male Category C prison.

The prisoner population

- 740 prisoners were held at HMP The Mount at the time of the inspection, all of whom were sentenced adult males
- 56% of prisoners were serving sentences of between 4 to 10 years
- 33% of prisoners were serving shorter sentences of between 2 to 4 years.
- Drugs (35%), Burglary (13%), Robbery (15%) and violence against the person (14%) were the most prevalent offences.
- 47% of the prisoners were aged between 21 and 30 years
- 48% of the population were ethnic minority prisoners, 40% of whom were black and 8% Asian.
- Although 21% of prisoners had no declared religion, the remainder were either Church of England (28%), Roman Catholic (19%), Muslim (16%) or other faiths (16%).
- 41% of the population were from London and a further 11% from Middlesex.

CHAPTER ONE

PROGRESS SINCE THE 1998 REPORT

To the Director General

Employment

1.01 *Prison Service Headquarters should take responsibility for their design of security gates. (8.01)*

Achieved. Despite the prison losing this Private Enterprise Contract, the Prison Service had taken responsibility for the design and manufacturing specification of security gates.

1.02 *More production work should be provided as part of a significant increase in employment places. (8.02)*

Partly achieved. Additional work places had been provided; however with the increase in the overall population this had failed to provide full employment leaving approximately 70 prisoners without work.

1.03 *More accredited training courses should be provided. (8.03)*

Achieved. Further accredited training courses were being offered. However, despite the fact that some 600 NVQ units had been awarded, opportunities to provide training in Key Skills, Basic Skills and National Vocational Qualifications (NVQs) in a number of other work and educational areas were being missed.

Health and Safety

1.04 *The green overalls should be withdrawn from all welding and similar workshops in the Prison Service. (8.04)*

Not inspected.

Health Care Centre

1.05 *The Health Care Directorate, through the Area Health Care Adviser, should ensure that all prisons in the cluster agree criteria as to the levels of sickness and disability that each prison can safely manage. These criteria should be adhered to. (8.05)*

Not applicable. Superseded by the work of the healthcare taskforce.

1.06 *The Health Care Directorate should ensure that systems are in place to provide new Health Care staff with jailcraft training. (8.06)*

Not applicable. Superseded by the work of the healthcare taskforce.

Prisoners

1.07 *The provision of accumulated visits seem to be a perennial problem at many prisons; the Prison Service should examine the problems relating to the provision of accumulated visits. (8.07)*

Not achieved. We repeat the recommendation.

Probation, Throughcare and Offending Behaviour

1.08 *Population Management Unit (PMU) should promulgate the criteria for transfer to Category D prisons; prisons should not be allowed to add additional restrictions without reference to PMU. (8.08)*

Not achieved. There had been no directives from Population Management Unit preventing open prisons and progressive transfer establishments from adding supplementary criteria for transfer to Category D prisons. **We repeat the recommendation.**

1.09 *Prison Service Headquarters should review Open Prisons' criteria and sentence Management reclassification procedures. (8.09)*

Not achieved. As above. **We repeat the recommendation.**

Reception

1.10 *Volumetric control of property should be applied more consistently across the prison estate. (8.10)*

Achieved. There are very clear Prison Service Orders that are now being complied with across the estate.

Physical Education

1.11 *Consideration should be given to providing a small artificially turfed surface to team games adjacent to the sports hall. (8.11)*

Not applicable. Recommendation withdrawn.

To the Area Manager

Management structure

1.12 *Sufficient funding should be available for a thorough throughcare programme for all prisoners. (8.12)*

Partially achieved. The Psychology Department had completed two research projects in order to make an assessment of the resettlement needs of the establishment. The first project identified the existing range of through-care provision and the second examined the profile of the prisoner population at the Mount. The Resettlement Team was working towards matching the needs identified in the prisoner profile with existing resources. A number of external bids had been submitted in order to fill the gaps identified by the research. (See also section on Resettlement).

1.13 *Funds should be provided to refurbish reception. (8.13)*

Not achieved. No funds had been provided to refurbish reception and it remained poorly designed, decorated and an unpleasant environment in which to receive new prisoners. **We reiterate our recommendation that the reception area be provided with funds for refurbishment.**

To the Governor

Anti-Bullying Policy

1.14 *Structured and appropriate training on the new Anti-Bullying scheme should be given to all staff who have contact with prisoners. (8.14)*

Not achieved. A new policy had been put in place since the last inspection but was considered to be ineffective; bullies tended to be transferred out and victims were segregated for their own protection. A further policy had been drawn up based on a model from HMP Littlehey, which it was hoped would be implemented in March 2002. A full staff meeting was planned prior to implementation to deliver staff training.

1.15 *Programmes given to suspected bullies should be developed before the introduction of the new scheme. (8.15)*

Not achieved. Programmes for suspected bullies were not planned as part of the new scheme. **We reiterate the recommendation.**

1.16 *Anti-Bullying representatives should be identified from each wing and their identities should be publicised. (8.16)*

Partially achieved. Some prisoner groups did operate but it was planned to amalgamate all committees including race, anti-suicide and anti-bullying under one umbrella. Thereafter, there would be representatives from each wing and their identities would be publicised.

1.17 *An Anti-Bullying Committee should be developed. (8.17)*

Achieved. This committee was chaired by the Head of Residence and contained representatives from all parts of the prison.

1.18 *A member of the Health Care Centre should be responsible for monitoring all F213 Injury to Inmate documents. (8.18)*

Not achieved. We reiterate the recommendation.

1.19 *The needs of bullying victims should be addressed and developed with programmes. (8.19)*

Not achieved. Such programmes did not form part of the programme that was to be introduced. **We reiterate the recommendation.**

1.20 *Staff should be trained in offering support so that all victims of bullying are encouraged to tell them when they are being bullied. (8.20)*

Not achieved. This was, however planned as part of the training day prior to implementation.

Buildings and Maintenance

1.21 *The grounds' daily tidying should be improved and the paths hosed clean. (8.21)*

Achieved.

1.22 *Gutters should be cleaned regularly and kept free from obstructions. (8.22)*

Not inspected.

1.23 *Vehicle access to the Segregation Unit across a strip of grass should either be abandoned or formalised by putting down paving suitable for use by vehicles. (8.23)*

Not inspected.

Catering

1.24 *New victualling store additional freezer space should be in place before the population is increased. (8.24)*

Achieved. A new victualling store and additional freezer space had been provided. The store was in good condition with the exception of the floor covering, which was insufficiently robust to sustain the frequent movement of heavy pallets.

1.25 *Saltboxes should be replaced. (8.25)*

Achieved. Saltboxes had been replaced by sachets of salt.

1.26 *The arrangements for the cleaning of plates and utensils should be improved. (8.26)*

Not achieved. Prisoners were provided with washing up liquid and it was still established practice for them to use cell sinks. Appropriate facilities for the hygienic washing of utensils should be provided.

1.27 *The daily food allowance should be reviewed. (8.27)*

Not achieved. The catering manager was not aware of any formal review of the food allowance since the last inspection. The annual budget per prisoner was £166.

Clothing Exchange

1.28 *A record of what is issued to each prisoner on initial reception should be maintained. (8.28)*

Not achieved. We repeat the recommendation.

1.29 *Spot checks of clothing held 'in possession' should be made when cell searches are made. (8.29)*

Achieved. We were told that regular spot checks were made of 'in possession' clothing and excess kit was confiscated.

1.30 *Kit discrepancies should be managed through the incentives and earned privileges system. (8.30)*

Not achieved. Staff to whom we spoke were not aware of situations where this had happened and we found no evidence of the implementation of such a system.

1.31 *Records of losses/damage to prison clothing should be maintained and action taken to reduce them. (8.31)*

Not achieved. We repeat the recommendation.

1.32 *Consideration should be given to making the exchange of prison clothing at the clothing exchange store. (8.32)*

Partially achieved. Enhanced prisoners accommodated in the annex could exchange their clothes at the store. **We recommend that the establishment consider implementing this arrangement for all prisoners.**

1.33 *Due regard should be paid to health and safety matters in the clothing exchange store. (8.33)*

Partially achieved. Prisoners working in the store had recently begun to wear steel toe capped boots. Most were wearing gloves in their handling of soiled laundry. Only one of the five prisoners we spoke to working in the store had completed the manual-handling course. There were some concerns expressed about the brakes on the trolleys used for moving large amounts of laundry. **There should be a review of all Health and Safety issues in the laundry.**

Drug Strategy and Mandatory Drug Testing

1.34 *Consideration should be given to relocating the Mandatory Drug Testing suite. (8.34)*

Not achieved. The MDT suite was still located in the segregation unit. **We reiterate the recommendation.**

Education

1.35 *An education guidance worker should be considered. (8.35)*

Achieved. An Education Guidance Worker was now in place and providing a good service.

1.36 *A full-time teacher with experience in the diagnostic testing of adults with specific learning difficulties should be appointed. (8.36)*

Partly achieved. A full time teacher who was experienced in all aspects of pupil learning difficulties, such as dyslexia had been appointed but unfortunately had recently left. The Deputy Education Manager however was now delivering some of this work. **We repeat our original recommendation.**

1.37 *The number of ESOL classes should be increased. (8.37)*

Achieved. The number of ESOL classes had been significantly increased and was meeting the needs of the current prisoner population.

1.38 *The Induction course room on Howard Unit should be upgraded. (8.38)*

Achieved. This room was no longer being used and induction was delivered in appropriate accommodation on Lakes Unit.

1.39 *An educational needs analysis should be undertaken. (8.39)*

Achieved. This had been carried out and provision was in place to repeat this annually. As a consequence of the analysis the prison had identified a significant requirement for Level 1 word and number power and they were delivering this to prisoners who needed it.

Employment

1.40 *Systems to provide formal work allocation should be introduced. (8.40)*

Not achieved. The process was carried out on the availability of workspace and prisoners' applications. At the time of inspection we noted there was no link with sentence planning. We were told that this was in hand and that a new system would be implemented before the end of the financial year. This system would be focussed on prisoner needs and linked to sentence planning. **We recommend that the work allocation system be introduced as soon as possible.**

1.41 *A statement of work opportunities, to include details of the skills required, qualifications available and earnings paid should be made available to prisoners. (8.41)*

Partly achieved. This had been completed in all but the workshops areas.

1.42 *The arrangements to get prisoners to work and be collected at the end of each session should be improved. (8.42)*

Achieved. The system of delivering and collecting prisoners from work had been changed to one of free flow. Despite this we were disappointed to see significant slippage in the afternoon, where we observed delays of 30 to 40 minutes. This problem had been recognised by managers who were attempting to rectify it.

1.43 *Searching staff should notify the workshops of the sequence in which, and approximate times they expect to search prisoners. (8.43)*

Not achieved. Staffing shortages had made this particularly difficult to achieve. The searching of prisoners remained unplanned and continued to impinge upon the prisoners' purposeful activities.

1.44 *An inexpensive plasma cutter should be purchased. (8.44)*

Not inspected.

1.45 *The manufacturer of the guillotine should be invited to make it perform to specification at no cost to the prison. (8.45)*

Not applicable.

1.46 *A milling cutter grinder and a small surface grinder should be provided and inmates trained in their use. (8.46)*

Not applicable

1.47 *There should be a review of prisoner earnings. (8.47)*

Achieved. There had been a complete review of prisoners' pay. Prisoners were being encouraged through the pay system to access education rather than less challenging activities such as cleaning.

Farms and Gardens

1.48 *Selected prisoners should be permitted to work in the grounds outside the prison. (8.48)*

Achieved. Allocated category D prisoners did work outside the prison when required to do so. The state of the gardens and outside areas of the prison was commendable.

1.49 *The need for an extra member of the garden staff should be considered. (8.49)*

Achieved. An additional member of staff was now in place. The consequence of this was the improvement of the areas and the provision of access to NVQ training and qualifications.

1.50 *Earnings for prisoners working in the Garden Department should be reviewed. (8.50)*

Achieved. As part of an establishment wide review

1.51 *The problems of supervising prisoners in sterile areas should be resolved. (8.51)*

Not applicable. Prisoners did not need to work in any of the sterile areas of the prison.

1.52 *The maintenance of the prison surrounds should be improved. (8.52)*

Achieved. The gardens and outside areas of the prison were now in a commendable state.

1.53 *There should be a financial assessment of the benefits derived from the farms and gardens. (8.53)*

Not inspected.

Health and Safety

1.54 *The application of the Health and Safety Strategy at the shop level should be better monitored. (8.54)*

Not inspected.

1.55 *The safety audits programme should be brought up-to-date. (8.55)*

Not inspected.

1.56 *Foul and infected linen should be bagged appropriately at source. (8.56)*

Not inspected.

1.57 *A section on waste, including the handling of foul and infected linen, should be included in the Statement of Arrangements. (8.57)*

Not inspected.

Health Care

1.58 *The appointment of an F grade nurse should be considered. (8.58)*

Achieved. The establishment now had a G grade nurse as the Clinical Nurse Manager with an F grade nurse working to her. The healthcare facility was now graded as a Type 2.

1.59 *The need for clerical and secretarial support in the Health Care Centre should be reviewed. (8.59)*

Achieved. A full-time Administrative Officer was now employed to provide clerical support. Secretarial support was still provided centrally.

1.60 *Arrangements for cleaning in the Health Care Centre (Health Care Centre) should be reviewed. (8.60)*

Achieved. A prisoner who had been carefully selected and risk-assessed carried out cleaning duties but was supervised in sensitive areas.

1.61 *All registered nurses should be signed up for PREP. (8.61)*

Achieved. Responsibility to sign up for PREP rested with the individual, but everyone was given a PREP folder and received both training and clinical supervision.

1.62 *Health Care staffing levels and types should be reviewed in light of the existing and likely future increased workload. (8.62)*

Achieved. The recent Healthcare Needs Analysis identified a shortfall that had not been met. There were also problems with the recruitment of nurses and medical officers. As the roll of the establishment increased, the pressures on healthcare became even greater. **We recommend that all shortfalls in staffing levels be remedied at the earliest possible opportunity. We further recommend that the levels of medical officer cover be reviewed, as we consider that attendance of only one hour twice per day is insufficient.**

1.63 *The facilities available in the Health Care Centre should be reviewed and brought up at least to the standard of Health Care Standard 3.1. (8.63)*

Not achieved. A capital bid for improvements had been made but had been rejected. A shortage of space remained, not least for counselling rooms. **We reiterate this recommendation.**

1.64 *Medical reception procedures should be reviewed. (8.64)*

Achieved. A GP saw all receptions but only attended for one hour. Follow up work was carried out by nursing staff that included blood pressure testing for all. This had revealed some important information about a range of conditions including hypertension, heart conditions and diabetes. **We commend this as good practice.**

1.65 *The system for reporting sick and accessing primary care should be reviewed and the introduction of triage by nursing staff considered. (8.65)*

Achieved. A triage system operated although there was no formal triage clinic. The limited attendance of a GP made this inevitable, but no less effective.

1.66 *The prison should arrange a practice visit by liaising with the dental adviser to the health authority in which the prison is sited. (8.66)*

Not applicable. This was now the responsibility of the Healthcare Taskforce.

1.67 *The contract for psychiatric services should be reviewed. (8.67)*

Achieved. Only one of two Community Psychiatric Nurse (CPN) posts had been filled, despite numerous attempts at recruitment. It was felt, however, that a third post would now be necessary, and the Community Mental Health Team would provide that funding.

1.68 *The need for forensic psychiatric input both currently and in the future should be considered. (8.68)*

Achieved. The matter remained ongoing as part of general negotiations for improved services.

1.69 *Mentally disordered patients in prison who are due for release should establish contact with their local service before they leave. (8.69)*

Achieved. The CPN worked closely with the resettlement manager who had set up a group to liaise closely with all outside agencies.

Induction

1.70 *Prisoners should be given confidential post-course evaluation sheets to raise any outstanding issues and to comment on the usefulness of course content to contribute to the evaluation of both courses. (8.70)*

Not achieved. There was no formal or confidential means of post induction course prisoner feedback. We were shown a book that prisoners were invited to write comments in. This was not confidential. None of the prisoners we spoke to had any knowledge of the book, and we noted that there only two entries had been made during the previous year. **We repeat the recommendation that prisoners should be given confidential post induction course evaluation forms. Prisoner feedback should be used to regularly review and revise the content of the induction course.**

1.71 The establishment had recently completed a review of the existing induction programme. There had been extensive consultation with staff across the establishment as well as voluntary sector workers and the Board of Visitors as part of the review process. We were disappointed that there had been no consultation with prisoners.

Prisoners should be asked to make a contribution to formal reviews of programmes and services that affect them.

1.72 *The Induction programme should be protected from disruption. (8.71)*

Partially achieved. This recommendation arose from previous practice whereby the induction programme was the first to be interrupted in the event of staff shortages across the establishment. Whilst there were still occasions when the induction programme was affected by staff shortages, this was fairly balanced with regard to the allocation and management of all staff throughout the prison.

1.73 *New receptions should be carefully screened and compatible prisoners co-located in double cells for their first few nights of custody after transfer. (8.72)*

Achieved. Risk assessments were completed and recorded before prisoners were located to a cell on their first night on Lakes Unit. Although there were 43 double cells and 72 single cells available, due to recent population pressures there had been occasions when there were insufficient numbers of single cells to accommodate prisoners who had been assessed as requiring single accommodation. This necessitated staff on Lakes Unit moving settled prisoners around, in order to create the single cells needed. *We were pleased to see an instruction to staff that multi-cell occupancy should always be risk assessed for every change of cell movement.*

1.74 *Televisions should be offered to those in reception cells. (8.73)*

Not achieved. Televisions were available only to prisoners with wing-based employment, located permanently on Lakes Unit. The supply of radios, as an alternative to televisions, available on loan to prisoners on Lakes Unit was inadequate to meet the demand. Prisoners were locked up for the night at 8.00 p.m. Prisoners should have access to a range of suitable activities to occupy themselves when they are locked up. This is particularly important on the first night. **We repeat the recommendation.**

1.75 *Night patrol staff should be made aware of the location of new prisoners and any other information. (8.74)*

Not achieved. There was no information readily available to night staff regarding new arrivals or where they were located. The wing observation book was used by day staff

to record general concerns. Consequently there was no expectation that night staff needed to be alert to prisoners who were spending their first night at The Mount. **We repeat the recommendation.** Although Listeners were available, induction staff told us that they would only inform newly arrived prisoners of this facility if they had any concerns that they might be at risk of self-harm. **All new receptions should be informed about the Listener scheme before being locked up on their first night at the Mount.**

1.76 *New receptions should be given a tour of the establishment. (8.75)*

Not achieved. New receptions had been given a tour of the establishment previously, but a decision had been taken to discontinue this part of the induction programme due to the requirement to rub down search all prisoners entering and leaving the workshops. **We had previously recommended that the tour be reintroduced, excluding a visit inside each workshop, and we repeat this recommendation.**

1.77 *A video should be prepared to describe the facilities and employment available in the prison, including the procedures for obtaining them. (8.76)*

Not achieved. There were no plans to produce a video to support the induction programme. An induction information leaflet had been produced. The leaflet included information regarding prison policies and procedures such as Race Relations, Anti-bullying, Incentives and Earned Privileges and Applications; it provided an explanation of facilities such as healthcare, gym and visits as well as the basic rules of the induction unit. It did not, however, serve to inform new prisoners of the options available at the Mount for education, training or employment and this was a missed opportunity to both reassure and motivate prisoners at an early stage. ***The induction programme included prisoner input into sessions relating to Race Relations, Anti-bullying, wing representatives, Listeners and Library and this was good practice.***

1.78 *Constructive activities to occupy all prisoners, especially those on Howard wing, (induction had been relocated to Lake Unit following this inspection) should be improved. (8.77)*

Not achieved. A new Induction Programme began each Monday and new receptions would join on the Monday following their arrival. Thus a prisoner may be required to wait up to 7 days before commencing his induction. Not only was this unsatisfactory

in terms of providing the prisoner with information about the prison, it also meant that he would spend the majority of his first few days in prison locked up in his cell. *We were pleased to ascertain that the establishment had acknowledged this unsatisfactory situation and that a rolling induction programme was about to be introduced to enable new receptions to commence their induction on the day following their arrival.*

Finance

1.79 *Action should be taken to devolve budgets. (8.78)*

Not inspected.

Personal Officer Scheme

1.80 *Wing Managers should ensure that reports in prisoners' records include positive comment. (8.79)*

Not achieved. We recommend that the establishment review the effectiveness of the personal officer scheme.

1.81 *Training in report writing should be a priority. (8.80)*

Not achieved. This should form part of the above review.

Pharmacy

1.82 *Pharmacy staff from HMP Bullingdon should visit more frequently to check the drug cupboards. (8.81)*

Not achieved. Bullingdon staff still only visited once every three months. This contract was due to end, however in March 2002 and be taken over by HMP Chelmsford. **We reiterate this recommendation for the new contract.**

1.83 *The use of Henley bags should be reviewed and consideration should be given to the use of conventional containers or Venalink packs. (8.82)*

Achieved. The use of Venalink packs had been rejected in favour of an expanded in possession policy which now involved up to one month's medication in possession, in line with NHS policy outside the prison.

1.84 *A maximum/minimum thermometer should be obtained for the fridge and a daily record of temperature should be kept. (8.83)*

Achieved.

1.85 *A new fax machine should be obtained. The Prescription and Administration Record Sheets (HRO13 5/96) should be used for all inmates. (8.84)*

Partially achieved. A new fax machine had been obtained but old white cards were still used in some instances.

1.86 *The delivery system for medicines supplied by HMP Bullingdon to HMP the Mount should be reviewed. (8.85)*

See 1.82

1.87 *A system should be implemented so that every stock item sent to HMP The Mount by HMP Bullingdon is labelled with a Control Code (in addition to the usual labelling requirements). (8.86)*

Achieved. Dispensing from stock items was carried out after checks with another nurse in line with UKCC recommendations.

1.88 *A written statement of local policy and procedures for In-Possession should be formulated and kept under review. (8.87)*

Achieved.

1.89 *The range of items supplied from the treatment room should be rationalised. (8.88)*

Achieved.

1.90 *A protocol should be set up by the pharmacist and training be made available to help the Health Care staff decide what medication, if any, would be appropriate when inmates present themselves for "special sick". (8.89)*

Achieved. These issues had been taken up by a Medicines and Therapeutics Committee that had been set up in 1998. In addition, the range of goods available in the canteen had been extended to include such things as antacids.

1.91 *Issues of “special sick” medication should be recorded on the Prescription and Administration Record Chart. (8.90)*

Achieved.

1.92 *No “prescription only medicines” should be available on the wings. (8.91)*

Achieved.

1.93 *A stock audit should be undertaken by the pharmacy staff at HMP Bullingdon. (8.92)*

Achieved. The last one had been carried out in March 2001 with a further one scheduled on completion of the existing Bullingdon contract.

1.94 *Guidance with regard to the supply of special sick medication to inmates should be reviewed and updated. (8.93)*

Achieved. This work was now carried out by the Medicines and Therapeutics Committee.

1.95 *The need for health promotion should be met. (8.94)*

Partially achieved. Some liaison had taken place with the local Primary Care Trust. A number of leaflets had been made available but a shortage of funds prevented further development. An asthma clinic had been set up and counselling on smoking cessation was available. **We recommend, however, that additional funds be made available to increase the levels of health promotion across the establishment.**

Physical Education

1.96 *All prisoners should shower in the gymnasium after an activity. (8.95)*

Achieved. Facilities were available although the majority of prisoners chose to use wing facilities instead.

1.97 *Management should keep the administration of class lists for daytime PE under close review. (8.96)*

Achieved. The class lists were managed effectively and provided opportunities for most prisoners. Unfortunately, there were long waiting lists, which we were told were due to a shortage of Physical Education staff. We were also concerned to find that

35% of all prisoners did not use the physical education facilities and that there had been no research carried out to find out why this was.

1.98 *A careful review of the number of PE staff required to work the PE programme should be carried out. (8.97)*

Achieved. A review had been carried out which resulted in the recruitment of an additional physical education instructor. This position however was now vacant and the full programme could no longer be delivered. **We recommend a replacement Physical Education Instructor be appointed as soon as possible.**

1.99 *An appropriate number of Prison Officer grades should be trained as Sports and Games Officers. (8.98)*

Not achieved. There was only one trained Sports and Games Officer who was never used in this capacity. **We reiterate the recommendation that Sports and Games Officers be used in the Physical Education Department.**

Recategorisation

1.100 *A central register of all recategorisation and ROTL applications, to end result, should be maintained, to include ethnic monitoring. (8.99)*

Achieved. The practice of maintaining computerised records of all recategorisations and ROTL applications had been recently introduced. At the time of the inspection there had been no monitoring or management oversight of the data. **The data collected in relation to recategorisation and ROTL applications, including ethnic monitoring, should be included in the scrutiny and review carried out by the Resettlement Team.**

1.101 *An audit trail should be introduced to ensure prompt attention to all applications at every stage. (8.100)*

Achieved. The Sentence Management Unit had recently introduced a system to ensure that an audit trail was available in respect of recategorisation and transfer applications.

Pre-Release Course

1.102 The Pre-Release Course had been discontinued as part of a root and branch review of resettlement services throughout the establishment. (See section below on

Resettlement). Consequently, the following recommendations that referred directly to the operation and management of the Pre-Release course were no longer applicable.

1.103 *All courses delivered should be evaluated. (8.101)*

No longer applicable.

1.104 *Prisoners who have Certificates of completion should be encouraged to compile a portfolio of achievements for use on discharge. (8.102)*

No longer applicable.

1.105 *Prisoners should be selected for courses in time to complete any training required. (8.103)*

No longer applicable.

1.106 *The Job Skills course should be closely linked with Job Centres and Job Clubs in prisoners' discharge address areas, completed actual registration and application forms should be of practical benefit to prisoners on release. (8.104)*

No longer applicable.

Prisoners' Earnings and Private Cash

1.107 *A formal allocation to work system should be introduced. (8.105)*

Not achieved. See response to recommendation 8.40.

Prison Shop/Canteen

1.108 *Shop/Canteen staff should be provided with better accommodation and facilities. (8.106)*

Not achieved. There was insufficient space for staff to work and the storage facilities for stock were poor. **We repeat the recommendation.**

1.109 *Shop staff should be consulted about maximising the space within the existing accommodation and be provided with better racking and appropriate workstations. (8.107)*

Achieved. The person in charge of the canteen believed that only a change to a more appropriate building would improve the facilities. He was not in favour of additional racking.

1.110 *The use of modern IT systems for the shop should be considered. (8.108)*

Not achieved. Paperwork for each prisoner purchasing from the Canteen was completed several times by different people. There was no facility to scan bar codes on products and staff had to add up the cost of each individual items.

1.111 *Independent stocktaking should be improved. (8.109)*

Not achieved. Staff working in the shop did the regular stocktaking. We were told that, in addition, an Executive Officer would annually complete a stock take of the canteen.

Probation, Throughcare and Offending Behaviour

1.112 *Needs assessments should be on-going from Reception through to discharge and beyond to supervision in the community for appropriate prisoners. (8.110)*

Achieved. The Probation Team had devised a comprehensive assessment framework for a reception interview that was conducted with all prisoners within their first week of arrival at the Mount. ***This initial assessment required immediate consideration of post release needs and this was good practice.*** There was a plan to interview all prisoners 16 weeks prior to their release date, to ensure that any outstanding needs in relation to housing, health, family contacts and employment had been addressed. This plan was due to be implemented shortly after the inspection on 1st April 2002.

1.113 *Courses and interviews should not be disrupted and prisoners should not be removed from groups unless those actions are unavoidable. (8.111)*

Achieved.

1.114 *Sufficient resources should be provided to meet the needs of all groups of prisoners. (8.112)*

Partially achieved. See also 1.12 above.

1.115 *An assessment of accommodation should be carried out to ensure that there are adequate rooms available to enable all necessary courses to be delivered effectively and as scheduled. (8.113)*

Achieved. A portacabin had been made available for the delivery of the Reasoning and Rehabilitation (R&R) course and accommodation to run other courses was no longer an issue.

Race Relations

1.116 *A fully trained relief Race Relations Officer should be appointed. (8.114)*

Achieved. There were two members of staff who had responsibility for different aspects of Race Relations but we felt the amount required in this area warranted the appointment of a full time Race Relations Officer.

1.117 *The prison should develop closer links with external interpreters to improve the quality of translation for some foreign nationals. (8.115)*

Not achieved. We support the proposals in a report by a probation officer who had considered best practice in this area and **we recommend that the best practice described be implemented.**

1.118 *More energy and imagination needs to be invested in attracting people from ethnic minorities to join the Prison Service at The Mount in future local recruitment campaigns. (8.116)*

Achieved. The prison had advertised for staff in national ethnic minority publications. They had been involved in local recruitment fairs and further local efforts were planned.

Reception

1.119 *Small repairs should be dealt with more effectively. (8.117)*

Not achieved. Some of the work that had been identified in the last inspection still needed to be carried out. Staff told us that requests for work to be carried out were submitted, but those requests were not acted upon. We saw a very poor reception environment that required significant refurbishment and maintenance that evidently was not taking place. **We repeat the recommendation.**

1.120 *Cleaning arrangements in Reception should be improved. (8.118)*

Not achieved. The reception unit was dirty, untidy and in need of refurbishment. It was not a good environment in which to manage new prisoners. **The reception unit should organise cleaning times so that prisoner orderlies can gain access to the Unit to clean and tidy up.**

1.121 *A review of all reception work should be carried out and staffing levels adjusted accordingly to meet the needs of the work identified. (8.119)*

Achieved. A recent profiling exercise acknowledged the work of reception and allocated the appropriate staffing levels to manage this work.

1.122 *The “Statement of Vision” for Reception should be displayed and encouraged by management. (8.120)*

Achieved. The “Statement of Vision” was displayed in the reception entrance.

1.123 *Information signs should be properly fixed. (8.121)*

Achieved. Information signs were located in the waiting rooms and the corridors.

1.124 *A selection of appropriate local information sheets should be laminated and posted on notice boards in both prisoners’ holding rooms. (8.122)*

Achieved.

1.125 *A television set should be provided in the “clean” holding room. (8.123)*

Not achieved. A television and special shelving had been purchased, but still remained unavailable to prisoners. **We reiterate our recommendation that a television be provided in the “clean” holding room**

1.126 *The flooring should be repaired. (8.124)*

Achieved. The entire flooring had been replaced and was suitable for this department.

1.127 *A clean towel should be provided for each prisoner to stand on when he removes his shoes during searching. (8.125)*

Achieved. Special soft rubber flooring had been placed in the searching booth.

1.128 *New receptions should be offered a hot drink on arrival. (8.126)*

Achieved. All new receptions received a hot drink on arrival.

1.129 *Prisoner interviews should be held in a suitable room offering some privacy. (8.127)*

Not achieved. Reception prisoners were not interviewed in privacy. They were asked questions at the main desk, which was overlooked by prisoners. Prisoners should not be treated in this way and **we recommend all reception prisoners be interviewed in privacy.**

1.130 *Property stores should be secured at all times. (8.128)*

Not achieved. We observed that the store remained open at all times. We were informed that it was left open because no prisoners were allowed as cleaners in the unit, and all other prisoners would either be in holding rooms or subject to processing. Any member of staff could enter this room, which did not provide assurance to prisoners that their property was safe. **We repeat the recommendation that the property stores should be secured at all times.**

Religious Activities

1.131 *Prisoners in the Segregation Unit should be able to attend statutory services. (8.129)*

Not achieved. We repeat the recommendation.

1.132 *There should be a greater uniformed staff presence in the chaplaincy. (8.130)*

Not achieved. Our concern was that the chaplaincy had gained a reputation for being a location for drug dealing and bullying. Discipline staff did not attend chaplaincy activities or services to assist in prisoner supervision. They remained in offices close by. **We repeat the recommendation that there should be a greater uniformed staff presence in the chaplaincy.**

Requests and Complaints

1.133 *The processes for dealing with requests and complaints should be more closely monitored by managers. (8.131)*

Partially achieved. Some information in respect of the Key Performance Targets for the Requests and Complaints was available. However, it was not possible to immediately access information that would indicate the length of time some prisoners waited for a reply.

1.134 *The use of local application forms should be audited from time to time to ensure that it remains effective. (8.132)*

Not achieved.

1.135 *Applications should be routinely taken on seven days each week; the forms should be numbered and an audit trail introduced to respond to allegations from prisoners that applications have been lost. (8.133)*

Achieved. On all the units we visited there was evidence that staff were recording when prisoners had submitted applications, the substance of the application and the action taken by the unit staff.

Residential Accommodation

1.136 *Toilets should be descaled on a regular basis. (8.134)*

Not achieved. We repeat the recommendation.

1.137 *Graffiti should be removed from telephone privacy hoods. (8.135)*

Achieved.

1.138 *Cell notice boards should be provided; the establishment's "Acceptable Displays Policy" should be revised and managed through the Incentives and Earned Privileges Scheme. (8.136)*

Partially achieved. Cell notice boards were provided in most cells. However, staff that we spoke to had no knowledge of a written 'Acceptable Displays Policy'.

1.139 *Communal furniture should be maintained in good order, notices should be reviewed regularly, signed, dated and laminated before being displayed on wing notice boards. (8.137)*

Partially achieved. Communal furniture was maintained in good order. The condition in which notice boards were maintained varied across units. We welcome current work being undertaken to standardise these across the establishment.

1.140 *Food hygiene regulations should be published and regular inspections of wing freezers' contents should be introduced. (8.138)*

Partially achieved. The head chef checked the contents of wing freezers monthly. Food hygiene regulations were not published but practical instructions, which summarised parts of the regulations such as cleaning schedules and temperature control, were displayed on wing serveries.

Segregation Unit

1.141 *The cell furniture should be replaced and the cell floors repaired and kept clean. (8.139)*

Not achieved. This work had not been done. The general state of segregation cells was unacceptable. **A policy of regular and thorough cleaning, together with a painting programme should be implemented without delay. Furniture should be replaced immediately.**

1.142 *Greater staff continuity should be provided in the Segregation Unit. (8.140)*

Achieved. A dedicated segregation staffing team had been created.

1.143 *Two of the special cells should be converted for normal use. (8.141)*

Not achieved. We reiterate this recommendation.

Sentence Management

1.144 *Refresher Personal Officer training should be included in the Establishment Training Plan. (8.142)*

Not achieved. We repeat the recommendation.

Telephones

1.145 *All card telephones should be fitted with privacy hoods; graffiti should be removed from them. (8.143)*

Achieved.

Works Services Department

1.146 *The Works Services Department should put its house in order as a matter of urgency. (8.144)*

Not inspected.

1.147 *Statutory insurance surveys should be managed by the Works Department who should also hold all records. (8.145)*

Not inspected.

CHAPTER TWO

TESTS OF A HEALTHY PRISON AND CONCLUSION

Test 1 - Prisoners are held in safety

2.01 When examining whether or not we believe a prison is safe we look at whether staff provide a safe living environment for prisoners; whether prisoners are safe from themselves (suicide and self harm); and whether prisoners are safe from each other (bullying).

2.02 The Mount was a very large and complex establishment with prisoners moving between different areas of the prison as part of a free flow system. This system appeared to work well and we observed no tension as it took place. We observed many positive staff-prisoner interactions.

2.03 Levels of self-harm were low and at the time of the inspection there were no open F2052SHs (suicide awareness forms on prisoners identified as vulnerable). An anti suicide co-ordinator had been appointed who was addressing a range of issues but we had no major concerns about general policies and procedures.

2.04 Our main concern was over the issue of bullying. In the nine weeks prior to the inspection sixty- one F213s (report of injury to prisoner form) had been completed. Twenty-one of these involved fights or ‘suspicious’ injuries. At the time of the last inspection the anti-bullying policy was under review and a new system about to be implemented. We found exactly the same situation on this occasion. Although staff were using the Security Information Report (SIR) system to identify potential bullying incidents, there were no positive interventions in place for either bullies or victims. We were concerned that insufficient information was known about the levels of bullying or to what extent drug issues played a part. **In our view the new system will be an improvement on the old and we commend its introduction and the proposed staff training alongside it as soon as possible.**

Good Practice

2.05 Healthcare staff carried out blood pressure testing on all new receptions as a method of screening for a range of potential medical problems (hypertension, diabetes etc). *We commend this proactive approach to health promotion.*

2.06 The NHS Direct service had been made available to prisoners seeking medical advice at night. This was done by means of a mobile phone and some good protocols. *This was good practice and we recommend its introduction elsewhere.*

2.07 Some patients were moving towards one month's medication in possession in line with NHS policy in the outside community.

Areas for development

2.08 **The new anti-bullying procedure should be implemented as soon as possible and should be extended to include programmes for both bullies and victims.**

2.09 There was no acknowledgement of the 'First Night' concept at the Mount. The vulnerability of prisoners on the induction unit was confined to an assessment of the risk of suicide and self-harm, and not bullying or feelings of concern at being moved to a new establishment. This was particularly important as prisoners moved rapidly, at short notice and probably further away from home, as the pressure of numbers on the system increased.

2.10 We were also concerned that the escort contractor was bringing prisoners late in the day and in larger numbers than normal. This was putting pressure on reception staff, who were working hard to cope and, we noted, voluntarily beyond their scheduled shift times. There was an increasing risk, therefore, that vulnerability issues might be missed and that risk assessments might not be sufficiently thorough.

Test 2 - Prisoners are treated with respect as fellow human beings

2.11 At The Mount most prisoners we met felt they were treated with respect. Prisoners generally spoke positively about the staff and their treatment. Living areas

were, in the main, clean and adequately furnished. Prisoners had the opportunity to shower daily and bedding and clothing was in a good condition. *We particularly commend the opportunities there were for prisoners to cook their own food.*

2.12 We found no evidence of overt racism and there were good efforts being made to promote the awareness of different cultures.

2.13 Central to respect is the need for prisoners to receive individual attention: for example we felt that there should be easier access to doctors and more could have been done to develop an effective personal officer scheme.

2.14 Plans to make space for more prisoners through ‘doubling up’ cells along with the conditions already existing for prisoners on Lakes and Ellis Units were a concern.

Good Practice

2.15 Respect was demonstrated, particularly on the standard drug free wings, where the atmosphere was relaxed and many prisoners spoke positively about the staff and their treatment. Cells were clean, tidy, had in-cell television and kettles. The planned provision of televisions for all standard prisoners is welcomed.

2.16 There were systems in place for prisoners and staff to inform the Race Relations Officer of alleged racist incidents and these were investigated, logged and monitored. Efforts were made to ensure that prisoners were represented at the Race Relations Management Committee and in their peer support group.

2.17 Cultural Awareness Courses were promoted for staff and course feedback indicated that these were well received. The practice of having themed menu nights was a way of promoting cultural awareness and should be continued.

2.18 *We commend the ideas and recommendations in a recent report by a Probation Officer on ‘Interpreting and Translating Issues to non-English speaking Foreign Nationals’.* The report offered some practical solutions including the use of Language Line. **The Race Relations Management Team should consider the findings and recommendations in the report.**

2.19 The prison had introduced a system where the Request and Complaints clerk personally collected Requests and Complaints forms daily from the secure boxes on each unit. This was aimed at improving prisoners' confidence in the system.

2.20 Prisoners were allowed a degree of creativity and self-expression through being allowed to purchase and prepare their own food. This enhances a feeling of respect and is commended.

Areas for development

2.21 Members of staff shared the role of Race Relations Officer. One member of staff was frequently detailed to cover for absent colleagues taking him away from this important task. **The Governor should appoint a full time Race Relations Officer.**

2.22 There was a need for greater sensitivity of staff to cultural and religious issues and practices that are important to prisoners. There was, for example, the need for more understanding when conducting searches of property and living areas.

2.23 There was a good manual system in place for tracking Request and Complaint forms but important management information was not readily available. For example, data relating to the number of forms submitted under confidential access were available but would have required a manual count by the clerk. **An improved system for monitoring this information should be devised.**

2.24 Of common concern to both prisoners and staff was the impact that 'doubling up' cells was having on the quality of prisoners' lives. It was planned that more prisoners would be required to share cells that were in our view far too small for two prisoners. Some prisoners prefer to have company but others will find the conditions oppressive and threatening. In addition, some staff expressed concerns that this would be compounded by the anticipated loss of more staff and the consequences this would have for the regime. **There was the need to ensure that the extra spaces that were being created should be across all units and not concentrated in specific areas of the prison. Prisoners should be asked to volunteer to share a cell in the first instance.**

2.25 For all prisoners the use of the in cell toilet in the presence of another individual is degrading. At The Mount an effort had been made to provide modesty screens around the toilets. These were inadequate and did not afford a prisoner sufficient privacy. **Improved privacy screens should be installed.**

2.26 Shower facilities on most of the units were in need of refurbishment and there was a need for a programme for the de-scaling of cell toilets.

2.27 **More should be done to enhance the physical environment in Reception, which together with the Segregation Unit was in a poor physical state, particularly the cell toilets; an extensive cleaning programme should be instituted.**

2.28 Most prisoners were still washing plates in cell basins with washing up liquid provided. This was established practice on units. This was not hygienic. **Proper facilities for washing utensils should be made available.**

2.29 When we last inspected, prisoners had a choice to eat in cell or use the dining room. We highlighted this as an example of good practice. This was no longer happening. The opportunity for prisoners to dine out should be reconsidered. This takes on more significance given the increasing need to hold two people in single cells. We saw prisoners sitting on closed toilet seats eating meals in their cells. **Communal dining facilities should be offered.**

2.30 All prisoners arriving at The Mount were placed on the Lakes Unit for a period of induction. This could involve the removal of privileges, such as the wearing of personal clothing, something a prisoner may have worked towards in a previous establishment. Coupled with the physical conditions and the regime offered on Lakes, many prisoners would consider this as a regressive move. This can affect a prisoner's feeling of self worth and fails to recognise his previous individual progress. We were pleased to see that a comprehensive review of induction was being conducted.

2.31 All prisoners should be given the opportunity to attend religious services. Whilst we accept that there will be exceptional situations, we were concerned that prisoners on the Segregation Unit were routinely not getting access to religious services. We were told this was a consequence of insufficient staffing. This was also the case when we last inspected. **Prisoners on the Segregation Unit should not routinely be denied this opportunity.**

2.32 We welcomed the report by a probation officer, on the provision for interpreters and translators for Foreign Nationals who were unable to understand English. We were told that Language Line was seen as too expensive and there was no budget for this service. There was a need to develop the use of this service for interpretation in a range of formal settings such as in adjudications or in the preparation of parole reports. Such services could be crucial to understanding the anxieties of prisoners who are at risk of self-harm. **The report had drawn on practice from elsewhere in the service and the Race Relations Management Team should consider its findings and recommendations.**

2.33 There was no adequate system for the monitoring of kit and this was needed. **There was a need for regular staff to be detailed to work in the Clothing Exchange Store and for someone to take ownership and manage issues relating to prisoners' kit.** There were however, adequate facilities for prisoners to have their own clothing washed on the units.

2.34 There was a need to develop the personal officer role. Many prisoners did not feel that they had any investment in personal officers. There needed to be a more proactive approach from officers and this needed to be reflected in what was written in history sheets to evidence this work. **There was no senior manager with the responsibility for policy on personal officers and this should be addressed.**

2.35 There was far too little direct access to a doctor. He was available for only two hours per day. Each unit could list only two people per day to see the doctor. There was, however, good access to other healthcare personnel on a daily basis. We were told that prisoners were often advised to put their names down to see the doctor, but in

practice this was not possible if there were already two names on the list. **Prisoners' access to doctors should be reviewed.**

Test 3 - Prisoners are expected to improve themselves and are given the opportunity to engage in purposeful activities

2.36 The purposeful activity within the prison could best be described as work in progress. A holistic approach had been adopted which was planned to include education and trade skills into all activities. Significant progress had been made in applying key and basic skills across the prison and 600 National Vocational Qualification (NVQ) credits had been obtained. Despite this there were insufficient activity opportunities in place, which resulted in long waiting lists across the establishment. Many prisoners had become bored and disillusioned as a result.

2.37 The purposeful activity that was being delivered was significantly less than some other category "C" prisons; despite this it was encouraging to see that the quality of activity was good. Significant improvement had taken place from last year, when the prison recorded an average of 18.3 hours per prisoner and ranked 33rd out of 34 prisons. Currently an average of 22 hours purposeful activity was being delivered, but there was potential to improve upon this.

2.38 The enthusiasm of the managers to improve these facilities for prisoners was in no doubt. We were satisfied that this prison was working hard to provide increased work places. Employment for all was a realistic expectation for the following year.

Good Practice

2.39 The management of the Education Department was competent and creative. There was a close working relationship between the prison and the contractor, resulting in good quality education for prisoners.

2.40 Prisoners' needs were regularly assessed and highlighted the need for learning at level one and below. This was being delivered, despite the fact that current national targets did not recognise it.

2.41 Health and safety, manual handling, and preparation for work had been removed from the education contract and were being delivered by prison staff. Instead, a new black study group had been put into the contract.

2.42 The resettlement programme had been restructured and now involved activities in the education and workshop areas.

2.43 The education department was launching a new course alongside the resettlement programme that was broadly based on an old pre-release course. This would better meet the needs of prisoners being discharged in obtaining employment and housing.

2.44 Significant progress had been made in education to provide prisoners with opportunities to achieve a wide range of qualifications including basic skills, key skills and various NVQs.

2.45 Classes in education were controlled and well run. We noted that over 160 prisoners worked in this environment, demonstrating the outstanding relationships that the teachers had developed.

2.46 The workshop resource was impressive. We were further impressed with the plans to develop and maximise these resources by reducing undemanding, poor quality work that was being offered by the Private Enterprise Scheme in favour of more relevant work that would offer key and basic skills and even NVQ accreditations.

2.47 We were impressed with the work that had gone into the window frame workshop that was training prisoners to a recognised qualified standard and providing them with relevant opportunities on release.

2.48 The prison was offering opportunities for prisoners to address their offending behaviour through cognitive skills programmes and drug rehabilitation.

2.49 The physical education department was running a varied programme that gave most prisoners the opportunity to keep fit and enjoy a broad range of sporting activities. Prisoners spoke highly of this provision.

2.50 We were aware that the prison gardens and grounds within the prison were in extremely good condition and that this area of work was employing a large work force of prisoners who were able to obtain NVQs in horticultural work.

2.51 Prisoners who were serving long sentences could achieve NVQs in the kitchen.

2.52 A recent pay review took into account the importance of education and work based skills and of the need for prisoners to address their offending behaviour. This enabled prisoners to seek constructive activity rather than undemanding but comparatively well-paid tasks.

Areas for development

2.53 We acknowledge the recent regime improvements by the prison. However we noted that there was some significant slippage in the afternoon periods, which was costing the prison both time and money. We observed that on average 30 to 40 minutes were being lost moving prisoners to activities and that some early closures were also reported. Prisoners told us that this unpredictability of regime was upsetting and had caused courses to be lengthened needlessly. **We recommend the regime be better managed to ensure that activities commence on time and that predictability of regime is sustained.**

2.54 Despite much of the good quality work that was taking place we found that there were not enough opportunities for all prisoners to be fully employed, either at work or in education, and this led to long waiting lists. **We recommend the prison actively pursue every opportunity to increase its work and education based activities throughout the establishment.**

2.55 The education curriculum provided a range of subjects through the core day, but nothing in the evening. Recognising the financial constraints and the need to deliver essential education, **we recommend the establishment increase the**

education provision to reduce waiting lists and broaden the scope of education to include evening classes and a wider choice of subjects.

2.56 Bearing in mind the excellent relationships in the education department between prisoners and staff and acknowledging that teachers are better skilled in controlling classroom environments, we considered that the arrangement for officers to be present purely in order to register students was superfluous. **With the prison's critical staff shortages we recommend consideration be given to redeploying these education patrol staff to more appropriate work.**

2.57 The physical education department was failing to make use of its potential in that the links with the education department were underdeveloped. Missed opportunities were evident in key and basic skills, and the absence of NVQs was disappointing. **The links between education and physical education should be improved with key and basic skills and NVQ accreditations offered from the courses and work accomplished in this department.**

2.58 We noted the plans to increase the lifer population in the prison from 15 to 100. We commend this initiative. However we urge the prison to consider the implications in managing this group of prisoners. Opportunities for purposeful activities for these prisoners, as well as staff training needs, have very significant resourcing implications. **We recommend that there should be careful strategic planning prior to the introduction of a significant increase in the lifer population.**

2.59 Prisoners on induction or located on the induction unit were subjected to an impoverished regime. Prisoners were subjected to long periods of inactivity in their cells and were not regularly afforded exercise in the fresh air. New receptions arrived at the prison enthusiastic and eager to progress and make use of the prison's opportunities. We spoke to many prisoners who reported major disappointment and dissatisfaction following their initial introduction to the Mount. Recent doubling up of these prisoners was compounding the problem. **We recommend that the regime on the induction unit be improved and that doubling up, unless through choice, on this unit be stopped. Exercise in the fresh air should be offered, as required in prison rules.**

2.60 There were plans to secure private contract work that provide opportunities to give significantly enhanced wages and creditable skills and training qualifications. **We recommend that the prison incorporate this into the incentive and earned privileges scheme and promote education level 2 as a prerequisite to obtaining placements in these workshops.**

Test 4 - Prisoners are helped to reduce the likelihood of their re-offending and prepare for release

2.61 A Resettlement Strategy was in the process of being developed at the Mount. A considerable amount of work had been done following a detailed mapping exercise and review of all existing throughcare services. Policies and procedures had been rewritten; new compacts with voluntary organisations had been agreed and some non-accredited programmes evaluated and revised.

2.62 On the whole, links between the Sentence Management Unit, Offending Behaviour Programmes and reintegration work were being strengthened. This had gone some way towards creating a resettlement culture within the prison.

2.63 We were pleased to see that the prison had placed emphasis on ensuring the appropriateness of resources and the quality of services. In the interim there had been a depletion of some resettlement resources, for example it had been decided to discontinue the pre-release course. This had created some temporary gaps in provision that the establishment was in the process of filling.

2.64 We were impressed with the high quality of some of the resettlement projects that the establishment was about to introduce, and the considerable work that had gone into submitting bids to fund a variety of new pre-release initiatives, for example the Restart Resettlement Project.

2.65 However, we were concerned that such targeted programmes were limited in terms of the potential numbers of prisoners able to access them (in the case of the Restart Resettlement Project, just 80). Not only was there a risk of creating a two-tier

resettlement programme, there was a possibility that concentrated targeted provision could impact upon the establishment's capacity to deliver an adequate resettlement programme to the majority of the prison population.

Good Practice

2.66 The establishment had recognised that the existing induction programme was in need of revision and had completed a formal review. We were pleased to learn that the induction programme was due to change from a closed programme at the time of the inspection (resulting in new receptions waiting up to a week to begin their induction) to a rolling programme enabling prisoners to commence their induction the day after their arrival.

2.67 The accredited offending behaviour programme, Reasoning and Rehabilitation, had been introduced in 2001. The establishment had capacity to deliver four courses each year and had submitted a bid in order to double that capacity. The course was delivered jointly by psychology staff and officers and we commend the formation of a dedicated officer group for programmes, with the purpose of ensuring stability.

2.68 A number of voluntary organisations worked in the Mount, assisting with resettlement issues. In addition to the overall review of work carried out with various voluntary organisations, the establishment had refined its procedures for carrying out checks upon individual volunteers working in the establishment. The revised procedure began with a referral form, followed up by a NACRO interview report, and culminated in checks undertaken by the establishment's security and personnel departments. It was extremely thorough.

2.69 Input from the Healthcare Centre into resettlement initiatives included the development of a new rehabilitation unit delivering the Rapt 12-Step programme and the provision of smoking cessation counselling to prisoners, as part of services to promote healthy lifestyles.

2.70 There was also a well-established prison counselling service enabling prisoners to access skilled support in working with their emotional difficulties and life problems. It had been recently re-launched with the addition of supervision provided by the

prison and more recognition being given to the value of counselling within the establishment's mainstream service provision.

2.71 We were particularly impressed with a new prisoner led resettlement initiative. At the time of the inspection eight prisoners were about to complete a course of training enabling them to deliver housing and welfare advice to other prisoners. Not only was this an innovative service for prisoners run by prisoners, it provided those who had been trained to deliver the advice with an accreditation that could be used for further training as part of a career in housing and welfare advice. Moreover, there was a rolling course for prisoner training to deliver the programme. This was an excellent project.

Areas for development

2.72 Resettlement should begin with induction and prisoners were not receiving adequate information and advice during their induction programme at the Mount in order to begin their rehabilitation from the outset. For example, prisoners were not given information regarding offending behaviour programmes or Home Detention Curfew (HDC) or Release on Temporary Licence (ROTL) during induction.

2.73 The induction programme should serve to motivate prisoners; they need to know what is on offer within the establishment and how to access the help they need. We were aware of an ongoing review of induction at the time of the inspection. **We recommend that an introduction to all aspects of resettlement be included as part of the induction programme.**

2.74 Various assessments of the needs of individual prisoners were carried out during the induction programme, but those assessments were not necessarily used to ensure that resources were matched to identified need. For example, there were neither labour boards nor a system of work allocation that aimed to address the needs of prisoners or use their existing skills. An administrative officer allocated work from a waiting list without any system of prioritisation. **We support the establishment's proposal to introduce multi-disciplinary work allocation boards to ensure that purposeful activity is allocated to prisoners in accordance with their identified skills and needs and recommend its early introduction.**

2.75 Sentence planning was staffed by a designated sentence management unit but staff redeployment had impacted upon the unit's capacity to complete initial sentence plans. There were no sentence planning boards and no operational links with education or workshops. Generally, prisoners at the Mount expressed dissatisfaction with the sentence planning process. **Initial sentence plans should be completed within set timescales and sentence planning boards should take place to ensure that prisoners' resettlement needs are addressed at the earliest possible opportunity.**

2.76 The responsibility for applications and the administration of the system relating to Release on Temporary Licence (ROTL) was devolved to personal officers and wing senior officers. Consequently there was no consistency in approach to ROTL across the establishment and generally applications and approvals for ROTL were low. **ROTL should be routinely considered as part of a staged preparation for release and we recommend that the establishment introduce a formal system to ensure that there is a proactive and consistent approach to ROTL for all eligible prisoners.**

2.77 Whilst the establishment had made commendable efforts to bid for external funding to deliver a variety of offending behaviour programmes, we were concerned that the Mount had not been given the priority that we believe it deserves in terms of external funding. There had been no provision in the first round of Comprehensive Spending Review funding. **We recommend that the Mount be given external funding in order to deliver a range of high quality offending behaviour programmes sufficient to meet the demands of its population.**

2.78 One of the residential units, known as "The Annex" was used as a "super enhanced" wing. Prisoners were located there following an application and subject to them meeting the qualifying criteria. The function of the Annex was unclear and as such the potential opportunities that it offered, as part of a staged resettlement programme for suitable prisoners, including those who were awaiting transfer to open

conditions, had been missed. **We recommend that the role and function of the Annex be reviewed with the purpose of considering its potential as a pre-release resettlement unit.**

2.79 The development of a Resettlement Strategy specific to the Mount had been held in abeyance pending the completion of an area wide resettlement strategy and the completion of the joint Resettlement Business Plan between the prison and Hertfordshire Probation Service. In the meantime, a multi-agency Resettlement Group had been established to deal with operational issues.

2.80 There was a need to establish a Resettlement Policy Committee in order, firstly, to agree the strategy and then to oversee the ongoing delivery of the strategy and **we recommend that such a committee be formed at the earliest possible opportunity to ensure that the strategy begins to evolve.**

CHAPTER THREE

SUMMARY OF RECOMMENDATIONS

Recommendations marked with a * are repeated from the previous report

To the Director General

- 9.01 The provision of accumulated visits seem to be a perennial problem at many prisons; the Prison Service should examine the problems relating to the provision of accumulated visits. (1.07)*
- 9.02 Population Management Unit (PMU) should promulgate the criteria for transfer to Category D prisons; prisons should not be allowed to add additional restrictions without reference to PMU. (1.08)*
- 9.03 Prison Service Headquarters should review Open Prisons' criteria and sentence Management recategorisation procedures. (1.09)*

To the Area Manager

- 9.04 Funds should be provided to refurbish the reception area. (1.13)*
- 9.05 The Mount should be given external funding to deliver a range of high quality offending behaviour programmes sufficient to meet the demands of its population. (2.77)

To the Governor

Anti-Bullying Policy

- 9.06 Programmes should be developed for suspected bullies. (1.15)*

- 9.07 A member of the Health Care Centre should be responsible for monitoring all F213 Injury to Inmate documents. (1.18)*
- 9.08 The needs of bullying victims should be addressed and programmes developed. (1.19)*

Clothing Exchange

- 9.09 A record should be maintained of what is issued to each prisoner on initial reception. (1.28)*
- 9.10 Records of losses/damage to prison clothing should be maintained and action taken to reduce them. (1.31)*
- 9.11 The arrangement whereby enhanced prisoners accommodated in the Annex can exchange their clothes at the store should be implemented for all prisoners. (1.32)
- 9.12 There should be a review of all Health and Safety issues in the laundry. (1.33)

Drug Strategy and Mandatory Drug Testing

- 9.13 The Mandatory Drug Testing suite should be relocated. (1.34) *

Education

- 9.14 A full-time teacher with experience in the diagnostic testing of adults with specific learning difficulties should be appointed. (1.36)*

Employment

- 9.15 The work allocation system should be introduced as soon as possible. (1.40)*

Health Care

- 9.16 All shortfalls in staffing levels should be remedied at the earliest possible opportunity. The levels of medical officer cover should be reviewed. (1.62)

9.17 The facilities available in the Health Care Centre should be reviewed and brought up at least to the standard of Health Care Standard 3.1. (1.63)*

Induction

9.18 Prisoners should be given confidential post induction course evaluation forms. Prisoner feedback should be used to regularly review and revise the content of the induction course. (1.70)*

9.19 Prisoners should be asked to make a contribution to formal reviews of programmes and services that affect them. (1.71)

9.20 Televisions should be offered to those in reception cells. (1.74)*

9.21 Night patrol staff should be made aware of the location of new prisoners and any other information. (1.75)*

9.22 All new receptions should be informed about the Listener scheme before being locked up on their first night at the Mount. (1.75)

9.23 New receptions should be given a tour of the establishment, excluding a visit inside each workshop. (1.76)*

Personal Officer Scheme

9.24 The establishment should review of the effectiveness of the personal officer scheme. (1.80)

9.25 Training in report writing should form part of the review of the personal officer scheme. (1.81)

Pharmacy

9.26 Pharmacy staff from HMP Chelmsford should visit to check the drug cupboards. (1.82)

9.27 Additional funds should be made available to increase the levels of health promotion across the establishment. (1.95)

Physical Education

9.28 A replacement Physical Education Instructor should be appointed as soon as possible. (1.98)

9.29 An appropriate number of Prison Officer grades should be trained as Sports and Games Officers. (1.99)*

Recategorisation

9.30 The data collected in relation to recategorisation and ROTL applications, including ethnic monitoring, should be included in the scrutiny and review carried out by the Resettlement Team. (1.100)

Prison Shop/Canteen

9.31 Shop/Canteen staff should be provided with better accommodation and facilities. (1.108)*

Race Relations

9.32 Best practice, as described in the recent report, should be implemented. (1.117)

Reception

9.33 Small repairs should be dealt with more effectively. (1.119) *

9.34 The reception unit should organise cleaning times so that prisoner orderlies can gain access to the Unit to clean and tidy up. (1.120) *

9.35 A television set should be provided in the “clean” holding room (1.125)*

9.36 Reception prisoner interviews should be held in a suitable room offering some privacy. (1.129)*

9.37 Property stores should be secured at all times. (1.130)*

Religious Activities

9.38 Prisoners in the Segregation Unit should be able to attend statutory services. (1.131)* (2.31)

9.39 There should be a greater uniformed staff presence in the chaplaincy. (1.132)*

Residential Accommodation

9.40 Toilets should be de-scaled on a regular basis. (1.136)*

Segregation Unit

9.41 A policy of regular and thorough cleaning, together with a painting programme should be implemented without delay. Furniture should be replaced immediately. (1.141)

9.42 Two of the special cells should be converted for normal use. (1.143)*

Sentence Management

9.43 Refresher Personal Officer Training should be included in the establishment's training plan. (1.144)*

Test 1 - Prisoners are held in safety

9.44 The new anti-bullying procedure should be implemented as soon as possible and should be extended to include programmes for both bullies and victims. (2.08)

Test 2 - Prisoners are treated with respect as fellow human beings

9.45 The Race Relations Management Team should consider the findings and recommendations in the report '*Interpreting and Translating Issues to non-English speaking Foreign Nationals*'. (2.18) (2.32)

9.46 The Governor should appoint a full time Race Relations Officer. (2.21)

9.47 An improved system for monitoring Request and Complaint information should be devised. (2.23)

- 9.48 The establishment should ensure that the extra spaces that are being created are across all units and not concentrated in specific areas of the prison. Prisoners should be asked to volunteer to share a cell in the first instance. (2.24)
- 9.49 Improved privacy screens should be installed around in-cell toilets. (2.25)
- 9.50 More should be done to enhance the physical environment in Reception and the Segregation Unit, particularly the cell toilets, and an extensive cleaning programme should be instituted. (2.27)
- 9.51 Proper facilities for washing eating utensils should be made available. (2.28)
- 9.52 Communal dining facilities should be offered. (2.29)
- 9.53 Regular staff should be detailed to work in the Clothing Exchange Store and there should be clear ownership and management of issues relating to prisoners' kit. (2.33)
- 9.54 The lack of a senior manager with responsibility for policy on personal officers should be addressed. (2.34)
- 9.55 Prisoners' access to doctors should be reviewed. (2.35)

Test 3 - Prisoners are expected to improve themselves and are given the opportunity to engage in purposeful activities

- 9.56 The regime should be better managed to ensure that activities commence on time and that predictability of regime is sustained. (2.53)
- 9.57 The prison should actively pursue every opportunity to increase its work and education based activities throughout the establishment. (2.54)

- 9.58 The establishment should increase the education provision to reduce waiting lists and broaden the scope of education to include evening classes and a wider choice of subjects. (2.55)
- 9.59 Consideration should be given to redeploying education patrol staff to more appropriate work. (2.56)
- 9.60 The links between education and physical education should be improved with key and basic skills and NVQ accreditations offered from the courses and work accomplished in the education department. (2.57)
- 9.61 There should be careful strategic planning prior to the introduction of a significant increase in the lifer population. (2.58)
- 9.62 The regime on the induction unit should be improved and doubling up, unless through choice, on this unit should be stopped. Exercise in the fresh air should be offered, as required in prison rules. (2.59)
- 9.63 The prison should incorporate the planned private contract work into the incentive and earned privileges scheme and promote education level 2 as a prerequisite to obtaining placements in these workshops. (2.60)

Test 4 - Prisoners are helped to reduce the likelihood of their re-offending and prepare for release

- 9.64 An introduction to all aspects of resettlement should be included as part of the induction programme. (2.73)
- 9.65 Purposeful activity should be allocated to prisoners in accordance with their identified skills and needs. (2.74)
- 9.66 Initial sentence plans should be completed within set timescales and sentence-planning boards should take place to ensure that prisoners' resettlement needs are addressed at the earliest possible opportunity. (2.75)

- 9.67 Release on Temporary Licence (ROTL) should be routinely considered as part of a staged preparation for release and the establishment should introduce a formal system to ensure that there is a proactive and consistent approach to it for all eligible prisoners. (2.76)
- 9.68 The role and function of the Annex should be reviewed with the purpose of considering its potential as a pre-release resettlement unit. (2.78)
- 9.69 A Resettlement Policy Committee should be formed at the earliest possible opportunity to ensure that the strategy begins to evolve. (2.80)