



Annual Report of the Independent Monitoring Board at HMP Wayland

**For reporting year
1 June 2022 to 31 May 2023**

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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 is situated.

Under the National Monitoring Framework agreed with ministers, the Board is required to:

- 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
- inform promptly the Secretary of State, or any official to whom authority has been delegated as it judges appropriate, any concern it has
- 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.

The Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT) is an international human rights treaty designed to strengthen protection for people deprived of their liberty. The protocol recognises that such people are particularly vulnerable and aims to prevent their ill-treatment through establishing a system of visits or inspections to all places of detention. OPCAT requires that states designate a National Preventive Mechanism to carry out visits to places of detention, to monitor the treatment of and conditions for detainees and to make recommendations for the prevention of ill-treatment. The IMB is part of the United Kingdom's National Preventive Mechanism.

2. Description of the establishment

HMP Wayland, for adult males, is one of many Category C Training and Resettlement prisons in England. More than a third of all those in custody in England and Wales are held in such prisons, which are described as providing 'the opportunity to develop their own skills so they can find work and resettle back into the community on release'. That is a test we shall apply throughout this report, but especially in the issue of progression and release planning.

Wayland is a large site, which had a maximum population of 917 at the close of this reporting period.¹ Its prisoners are housed in two radically different types of accommodation: the 'old build', a 1985 series of five linked brick and block buildings, with integral sanitation but no in-cell showers, holding 511 prisoners; a newer accommodation unit, the Wensum Unit, for 96 prisoners, with full integral sanitation, including showers; and, in a separate sector of the site, five individual, ready-to-use units, mostly holding 60 prisoners each in double cells with full integral sanitation, and a small unit of 14 as the First Night unit, in total providing the balance of 406 prisoners to the prison's operational capacity. With the exception of Wensum Unit, all the prisoner accommodation throughout

¹ Figures included in this report are local management information. They reflect the prison's position at the time of reporting, but may be subject to change following further validation and therefore may not always tally with Official Statistics later published by the Ministry of Justice.

the site has continued to be plagued with serious structural and maintenance problems. Some are so severe that the affected areas have occasionally been taken out of use for emergency repair; such repairs have been ad hoc and not strategic. We comment, again, in this report, as we have done in previous reports, on this ongoing scandal.

A new, purpose-built care and separation unit (CSU), with a capacity of 14 prisoners, opened in March 2023, almost a year-and-a-half late and still with problems at the end of this reporting year. Pre-construction work began in May 2023 on a new 120-prisoner accommodation unit to replace the two condemned units demolished in 2020.

Education and work skills are provided across two large buildings capable of providing, at current usage activities, educational, vocational, and workshop skills for, the Board believes from its monitoring of actual capacities, more prisoners than the current prisoner numbers, especially as at least two areas could be logistically re-purposed.

The prison is 13 miles from the nearest rail station and three miles from the nearest bus stop, which makes visiting both difficult and expensive, as around only 15% of the prisoners are from Norfolk and Suffolk, and almost all the rest are from London and the southeast of England.

3. Key points

3.1 Main findings

Safety

- Prisoner induction management should be improved.
- There has been a pleasing reduction in prisoner self-harm and an improvement in assessment, care in custody and teamwork (ACCT) procedures.
- There has been a significant reduction in prisoner violence and in prisoners retreating to self-isolation as a coping mechanism with interpersonal difficulties.
- Incidents where Use of Force has been necessary has reduced by a significant 60% from previous years.
- Although there have been continued efforts to prevent drug importation, prisoners' easy access to New Psychoactive Substances (NPS) and illicit alcohol remains a scourge, with prisoners under the influence of drink or drugs a virtual daily occurrence.

Fair and humane treatment

- The prison's infrastructure has continued to deteriorate significantly: roofs leak in cells; the healthcare unit has been affected by rainwater penetration, cell heating across the 'new build' failed again last winter and is predicted to fail again this coming winter requiring, 200+ electric oil-filled radiators for prisoners' cells; gym facilities are under threat for the same reason and one of the two kitchens has been out of action due to major infrastructure failings. The list goes on and there are only promises of support but little action from the Prison Service in response to the problems, which this Board and the prison, have been pointing out for years.
- After considerable construction and fit-out delays, the new Segregation Unit (SU) finally opened.
- Board members have observed a welcome improvement in the general prisoner/staff relationships but much more needs to be done to improve key working outcomes.
- There needs to be a review of the management of the incentives scheme in terms of practical outcomes, especially addressing the differences in permissions which have crept in across the Prison Service and cause significant challenges in Wayland for prisoners transferred in.
- Prisoners' property losses during transfers have again been unacceptably high.

Health and wellbeing

- There continues to be a low-level, generalised discontent with access to medical services.
- Prisoner Did Not Attends (DNAs) have continued at an unacceptably high level, at approximately 16% of appointments made, with 40% of DNAs being the fault of the prison itself, with operational failings, including roll-count failings leading to regime disruption.
- After Covid-19, it took a considerable time for the prison to regain its confidence in managing an 'open' regime, due to staff shortages but also perhaps to management inertia. The new Governor saw the need for a new approach to regime management and staff confidence and to his credit opened up the regime, with pleasing results, within a few months of taking up his responsibilities.
- Illicitly brewed alcohol and NPS continues to be a scourge.

Progression and resettlement

- Our previous comments on the slowness of opening up the regime after Covid apply especially to the education and vocational training areas. Improvements have been made but, by the end of our reporting year, still had not consistently broken out of the 70% attendance levels.
- The need to properly prepare for, and deliver, a regime plan for the individual prisoner has been beset by problems of uncompleted offender assessment systems (OASys) and Sentence Plans due to Service-wide challenges and changes forced by political and operational exigencies. There needs to be a renewed focus, in the prison and the Service generally, of the need for rehabilitation to be the primary service responsibility, after maintaining its safety and security outcomes.

3.2 Main areas for development

TO THE MINISTER

The Minister should be advised that, if those tasked with responding to this report are diligent, the two issues central to the success of Wayland as a Training and Resettlement prison that the Wayland IMB believes should be considered seriously are:

- Crucially, a commitment to the creation of a national development training plan, with the staff necessary to deliver this, to take staff beyond the very basic and, frankly, as senior staff are quick to agree, unsatisfactory online instruction that passes for training in the initial eight-week course. Deliver that, and you will also create pride in the job, a realisation and a commitment to be better officers, a reduced staff churn, and a real chance for the Service to make good on its rehabilitative objectives.
- A commitment to a properly funded refurbishment and rebuilding strategy for the whole prison, and an end to the failed, piece-meal, emergency, sticking-plaster response of the past (Section 5.1: Accommodation).

But the Board also recommends that attention is paid, by all who subscribe to the value of the work done by IMBs, to the need for a greater urgency to recruit IMB members nationally. Wayland's low IMB members, against its complement, which itself was reduced by almost a third, from 21 to 15, against the stated complement four years ago for reasons of Government economies, cannot be achieved by the present low-key recruitment efforts, despite the consistent effort of the IMB Secretariat. The Board recommends a professional and properly funded advertising campaign to improve recruitment (Section: The Work of the Board).

TO THE PRISON SERVICE

- To commission a fresh analysis of the total number of staff needed to deliver the task expected of them in an important training prison in preparation for the opening of the new accommodation unit, and not just the simplistic provision of unit staff for the new accommodation (Section 4.5).
- The Board remains convinced that staff and prisoners are being let down by the vast bulk of the current accommodation known as HMP Wayland. We believe, again, that the Service's only sensible long-term option is the construction of a new prison and the demolition of the old, we again so recommend.
- To keep the daily per diem food allowance under review so that it maintains its purchasing power in the current period of high inflation (Section 5.1 - Food).

- To establish a mechanism to ensure that prisoner wages are reviewed annually, perhaps alongside the general Government-sector employment rate increases (Section 5.1: Food).
- The Service reviews its total 'profit and loss' on staff recruitment and losses, and direct that another approach, allowing recruitment to predicted vacancies, must be tried (Section 5.3).
- Wayland's budgeted cost for this year is £5,000 for missing property. We are aware that there has been a call for improvement in property management, but, nevertheless, we would ask that staff and management efforts across the Service are renewed to properly grip this problem (Section 5.8).
- There is now an extensive Care of Prisoner Policy written by the Norfolk and Norwich University Hospitals NHS Foundation Trust to improve their prisoner healthcare management. We are unaware if other main hospitals have a similar arrangement for other prisons but would recommend this initiative to the Prison Service, if not (Section 6.2).
- The Board expects the Prison Service to anticipate contractual changes that might be brought by the expected expansion of the prison and make due provision within its funds for contractual healthcare cost increases (Section 6.4).
- The takeaway from here may be that unless the Ministry of Justice and the Prison Service agree, and fund, a fully resourced rehabilitative focus on rehabilitation as the necessary corollary to a secure custodial system, that system will continue to be under extreme pressure as rehabilitation failures re-offend and are re-sentenced to custody. The Board so recommends such a focus (Section 7.3: Offender Management).
- There needs to be a rethink between the Department of Work and Pensions and the Ministry of Justice to ensure either that existing employment avenues are better allied to the needs of released prisoners or a different attempt is made to address this problem. The Board so recommends to the Service that it researches this issue and, if supported, presents the case to the Minister (Section 7.5).

TO THE GOVERNOR

- To commission a review of the induction 'triad' process to improve its management and effectiveness (Section 4.1 and 5.3 Keyworking).
- To establish a consistent staff development training course in the management of staff/prisoner relationships (Section 4.4).
- To publish a comprehensive vision and purpose document for the new Care and Separation Unit (CSU) (Section 5.2: Segregation Unit).
- A renewed commitment to the recruitment and training support needed for re-establishing key working (Section 5.3: Keyworking).
- A review of the operation of the Incentives Scheme, with an emphasis on encouraging good behaviour and not just deterring bad (Section 5.6).
- The Board believes, from its reviews of responses to complaints, that more training is required for senior officers and custodial managers, who respond most frequently. This is to ensure that the responses not only respond to the detail of what is being complained about but are accurate and informative (Section 5.7).
- We request the Governor discusses with the healthcare contractor how the revealed dissatisfaction with healthcare surgeries can be improved (Section 6.1).
- We have, in previous reports, called for better operational liaison with healthcare to reduce or, better, eliminate, DNAs. We make this call again to the Governor to create

the conditions to improve these figures by a significant reduction in operational failures as a start (Section 6.2).

- We have, in previous annual reports, made the point that the operational side needed to work more closely with the educational. We repeat this recommendation (Section 7: Introduction).
- The Board believes that more could be done to integrate the work of the Shannon Trust and its raft of prisoner mentors, into the total education offering (Section 7.1: Education).
- We recommend that the new Head of Activities reviews this situation (the problem of excessive drop-outs from Level 1 vocational training courses) and researches a creative solution, as surely this cannot be a problem unique to Wayland (Section 7.2: Vocational Training).
- We commend this use of prisoner employment (prison refurbishment) and would look forward to its progression into accredited skills.
- We would ask the Governor to reconsider HM Inspectorate of Prisons' (HMIP) recommendation (Section 7.11) and require something more targeted at the core of the prison's responsibilities to respond to the Inspectorate's expected outcomes in relation to family contact and parenting and relationship skills programmes (Section 7.4: Family Contact).
- We would look to the Governor to ensure that attendance at Discharge Boards is a priority, even mandatory (Section 7.5).

3.3 Response to last report

The Board has decided that, this year, we will not complete a "*We said, you did*" analysis of our observations and recommendations in our last report. This is because we believe the challenging climb out of what might be called a 'Covid-cautious' regime, the prison's focus on the recommendations of the HMIP report, the departure of a Governor who had spent just a year in the job and the arrival of a new Governor halfway through our reporting year, has forced attention to returning the prison to the basics of a more acceptable regime rather than responding to the detail of our report.

We were grateful, however, for the Minister's detailed response and for the new Governor's assurance that he had read our report and we could look forward to improvements in our major concerns. We have, indeed, noted these improvements in what this report covers, have commented on those improvements and, we trust, can be forgiven for both reiterating our views raised in previous reports, where necessary, and raising further observations where these are relevant to the task that the Governor has set himself. Importantly, we look forward to the Governor's continued efforts and the honesty of his reports to us in the coming year.

Evidence sections 4 – 7

4. Safety

4.1 Reception and induction

We have remarked, in previous annual reports, that the reception, first night, and induction processes are of unique importance in any prison, and especially so in a Category C Training and Resettlement prison, as is Wayland. How, therefore, have these critical activities been managed in this current period? Our answer, informed through talking with prisoners who have been through those experiences, or are going through them, or who have something to say about them in our annual survey of prisoners' opinions, together with our review of the most recent HMIP inspection of Wayland, is that it is a very mixed bag.

The core takeaway point, however, is the Board believes the unique opportunity to assist prisoners to make the most of their time in Wayland through the 'triad' of reception, first night, and induction activities, is being squandered because of a lack of:

- determined analysis of prisoner needs
- effective staff training
- robust organisational management of the time
- failure to influence the positive attitudes of prisoners towards their sentences and the prison

Pre-Covid, there had been a First Night Centre, although this was of very short duration: literally, the first night. The pressure on accommodation and the relentless throughput of new prisoners meant that stays in this unit were rarely longer than 24 to 36 hours. It was also the case, while on many monitoring visits, that IMB members gained the impression that staff/prisoner interactions were spasmodic and unstructured. This resulted in the prison orderlies admitting that they were the ones who told new prisoners about the prison and how best to cope; who alerted staff to new receptions' personal issues that needed staff attention; and who spent the most time with the prisoners. With Covid, all that changed. This unit became repurposed to house only enhanced incentive level prisoners, and all receptions were 'cohorted' through a larger unit, the capacity of which meant that receptions spent some two to three weeks in the one unit. After Covid, the practice remained of using this unit for holding prisoners in their first few weeks, and the Board's view was communicated to prison management that this was an opportunity to create an Induction Unit.

Things moved slowly, however, and it was not until just before the inspection period that a serious attempt was made to use the time more constructively and prisoner passports were created to track the interaction of new prisoners with the various internal departments. Despite this, inspectors found that prisoners *"Did not reliably receive a thorough induction"* and that *"Records of induction were poor: the prison gave each prisoner an 'induction passport', but many were not fully completed."* The inspection assessment and recommendation was: *"All prisoners should receive a thorough and multidisciplinary induction after their vulnerabilities and risks have been properly explored on arrival."* (Section 3.9)

The prison's response to this was to advertise for staff to put themselves forward for working in the induction process unit; increase staffing for the process by one officer; carry out a 10% quality check on prisoner induction passports; make renewed efforts to get all

departments involved in the process; and improve the communication with the healthcare contractor. All these improvements were to be completed by December 2022.

But in December 2022, a new Governor was appointed because the then Governor, who had been at the prison for just 12 months, had negotiated a transfer to another prison nearer their home. We make positive comments in this report about the new Governor's strategy for turning the prison round, but they had major priorities (on which we comment). These, understandably, precluded significant attention being paid to the induction process itself, which was apparently 'bedding in' in response to the prison's Inspection Action Plan.

At this time, we also conducted our annual survey of prisoner attitudes, one section of which had to do with the induction process. It was hopeful to see that in responses to the questions about induction, 60% of prisoners reported they had spoken with staff (the survey did not specify which staff group, so it probably included offender management unit (OMU) staff, not just officer staff) about their problems on arrival. Unfortunately, however, of those who did, only 40% reported that staff had been helpful. This prompted us to raise with senior management the need for better and more specific staff training to manage the demands of the induction process, and a recognition that, like security, induction is everyone's business, not just the specific induction staff.

However, in mid-2023, the extreme pressure on accommodation throughout the Prison Service meant that, once again, every cell had to be occupied every day so that the 'luxury' of a less-than-full induction unit was unacceptable. The end result is that the process has reverted to the practice of pre-Covid, with the 14-cell unit, previously used as an enhanced unit, now in use again as the First Night unit. This means that flow-through of new prisoners from reception to their allocated permanent unit is now, once more, measured in hours. Members have reported, however, that the First Night staff do now make efforts to talk with new receptions. This is against the pressures of a constant throughput so that, inevitably, only the most obvious needs have a chance of being assessed in any detail. Also, the opportunity for prison departments to see new receptions in their induction period in one location has been lost, with all the additional time-leeching bureaucracy that this entails.

The Board, therefore, again makes the case for the Governor to make a systematic and thorough review of the objectives of the induction 'triad' so that new receptions are:

- Comprehensively needs-assessed in all areas.
- Properly inducted into the next period of their sentence, its opportunities and its benefits for their futures, the expectations that the prison has for them, their behaviours, and their family contact.
- Informed about the importance of their cooperation with staff and the staff's cooperation with them about their needs.

4.2 Suicide and self-harm, deaths in custody

The Board receives the prison's daily briefing reports, which include incidents of self-harm. Although progress has been made, the Board believes there are still too many reported incidents. As an example, a snapshot of the number reported for the period from January 2022 to May 2022 (during last year's annual report period) was 162, while it had reduced to 90 for the same period in 2023 (this reporting year). We believe that the new Governor's efforts to effect improvements in staff morale and competence, which we comment on elsewhere, have without doubt contributed to this welcome reduction in cases. This positive staff involvement has resulted, in the comparison with the prison's comparator group, in Wayland now being comfortably below the average. It's a significant change from the

position last year, when Wayland's reports of self-harm were higher than the majority of comparator prisons.

It is also pleasing to report that in the Board's regular monitoring of prisoners who are on an ACCT, we find there is an improvement in the completion of the required forms, another improvement on last year's performance. Our view, then, was that young and inexperienced staff were struggling with the requirements of the new system and reporting requirements. Now, we find that meaningful comments are recorded on more forms, and we welcome that evidence of progress in the care of prisoners who find the pains of imprisonment so overwhelming that they seek relief in self-harming behaviours. Staff deserve congratulations for that progress.

However, the Board has sadly to record that during the reporting year, and despite the improvements in care that we have noted above, there has been one death in custody in the prison. Board members attended the prison after being informed and spoke with staff and prisoners. We await the report of the Prisons & Probation Ombudsman (PPO) into that incident.

As the remit of the PPO extends to the investigation of deaths in community supervision, and as a prisoner who had very recently been discharged into community care from Wayland died in that care, we await the report of their investigation to understand if there could be learning for the prison from the incident.

4.3 Violence and violence reduction, self-isolation

As the year progressed, we have seen a gradual reduction in assaults in the prison. At the conclusion of the reporting year, the prison remains below the average in the comparator group of its prisons. Staff gradually gaining in experience and the improved use of information have, with the new policy of staff wearing body video cameras at all times, has had a major, and welcome, impact.

As the Minister, and others who have read our reports over the past few years, will appreciate, the Board has continually raised the issue of the high numbers of prisoners who have retreated into self-isolation to avoid the consequences of their own behaviour or the predations of other prisoners, or as the result of their inability to pay for the drugs they have been offered and accepted. At one stage, it seemed as though the Board was the only entity concerned with the situation. Previous Governors have tried to make improvements, but with less than acceptable success. Although by the time of the last HMIP Inspection, at the end of our last reporting year, the frequency of self-isolation had indeed been reduced from the usual high 20s to the 10s, the Inspectorate still felt it necessary to make the recommendation: *"Those self-isolating should be supported through discussing the reasons and working towards reintegration."* The new Governor has built on the work of predecessors and reinvigorated the process. The Board is pleased to report that the prison is now actively, and effectively, involved with such prisoners, with the result that, at one stage in the year, there was just one prisoner who was self-isolating. Although numbers have fluctuated a little since then, they remain far below previous years, when it was all too frequent to have close to 30 people in self-isolation.

4.4 Use of force

In our last report, we opened this section by observing: *“The unplanned use of force over the year at Wayland has, we have been informed, either been the highest or almost so, compared to its comparator establishments. The Board has also been informed by prisoners, on numerous occasions, that staff have been too quick to use force in situations where the prisoner believed it was not called for: although they accepted that such incidents were because of their behaviour, they felt the response was too severe.”*

The above comments were against the background of 604 incidents in the use of force in the year. So it is against such figures that this reporting year's figures show a very significant drop to 239; a reduction of some 60%. The Board is of the view that, although some of this reduction can be assumed to be simply that new and inexperienced staff have become more experienced and have been less ready to respond to incidents with force when a more considered response would have been better, a significant element that must surely be the result of the new Governor's determination to ensure his staff become more confident in their abilities to use their interpersonal skills rather than respond with force early in a confrontation. Perhaps part of that confidence could also be down to their recent training in SPEAR (spontaneous protection enabling accelerated response) techniques so that they are more confident in their abilities in a range of challenging situations, and perhaps also with the roll-out of the carrying of PAVA, a pepper spray incapacitant. With both these initiatives, the Board trusts that they will be used proportionately and not lead to their use as an early response to a difficult interpersonal challenge.

But, whatever the reasons for the reduction, the Board welcomes it and suggests to the Governor that time be found for developing staff training in interpersonal skills, on which we comment elsewhere, so that the reduction noted can be taken further and the calm management of such challenges becomes the embedded norm and the example to new staff.

4.5 Preventing illicit items

Routine use of the body scanner in reception continues to prevent a range of illicit items from entering the prison, particularly mobile phone paraphernalia and drugs. However, attempts, many sophisticated, continue to be made using other means, particularly of clothing items and hidden items in supposedly, but often fraudulent, parcels from relatives or commercial organisations. Recently, the vigilance of staff in reception, monitoring parcels by means of X-ray, discovered NPS drugs in the form of adulterated pages in a book that had been expertly re-bound. Only the suspicions of an experienced staff member led to the book being cut apart and the insertions discovered.

However, in the prison, illicitly brewed alcohol (hooch), some of which is distilled and has an extremely high ethanol content, and NPS, still exist and cause dangerous situations, although, at the end of this reporting year, somewhat fewer than before.

Although the Board believes the improvements in the regime following the inspection last year have seen prisoners spending less time in their cell, which has likely contributed to a reduction in boredom and, perhaps, slightly reduced the need for either hooch or NPS to pass the time, there remains a mountain still to climb. Very recent information by prisoners in conversation with Board members indicates that drugs are freely available on all units in the prison, even on the supposedly 'drug-free' units. We are aware of the efforts continually being made by staff to combat this scourge. However, with staffing still under the pressure of reduced numbers, the Board believes that the fight against illicit substances needs an

increase in the basic level of staff available to manage prisoners on a daily basis – so, needs an increase in the target staff complement to help to achieve this. Therefore, again, we highlight that the Prison Service should use the opportunity presented by the opening of the new accommodation in the next 18 months to conduct a full staff complement reappraisal and not just a simplistic provision of unit staff for the new accommodation.

5. Fair and humane treatment

5.1 Accommodation, clothing, food

Accommodation

In terms of accommodation, the Board is tempted to repeat its comments from our report last year, as, by the end of this current reporting year so little had actually been achieved. True, work had started on the refurbishment of C Wing, but this did not extend to the installation of new-pattern cell windows (sealed windows with toughened glass and narrow vents rather than bars) and the replacement inward-opening cell doors with the modern, outward-opening anti-barricade versions. Both of these had been agreed, so we understood, when the wing had been taken off-line. Perhaps this had been because of the need to bring unused accommodation back into use quicker than had been anticipated, and a refurbishment based on cheapness and 'self-help' rather than a professionally contracted refurbishment to modern prison standards. But it still seems regrettable that these improvements had not been carried out. Nevertheless, the 'domestic' side of the wing - repainting, flooring, furniture and some facilities - had been achieved and the wing appears better for these. G wing showers did, however, receive the financial support needed for their complete renewal and this aspect, together with similar 'domestic' improvements to that of C wing, means that this wing should be back in use shortly. As we have noted, prisoner works parties have been significantly involved in both these refurbishments.

The flooring on the heavily used first floor prisoner and staff movement corridor has, however, been renewed. This has removed unsightly, and dangerous, trip hazards from the decaying concrete subfloor. However, the roof has yet to be made watertight across much of the old build, so even this new flooring is now again collecting stalagmites due to mineral-bearing rain penetration at many of the old points. We have been informed that re-roofing works are likely to be funded in the next reporting year.

Nevertheless, in the old-build units, fire alarms are domestic-quality smoke alarms rather than a properly designed and secure system, while the vast majority of doors are still not anti-barricade. C wing, for example, has only 22 such doors, with the remaining 90 cells having the old-pattern, inward-opening design, despite assurances being given several years ago, after a very serious cell fire, that a programme of continual replacement would be undertaken. In fact, in 2023, fully 30 years after anti-barricade cells became the Prison Service standard, there are only 65 such cells in the old build for a population of 511, which is just over 13% of the available single cells in the prison, and the old build mostly contains the newer receptions and the higher-risk prisoners in the overall Category C cohort.

We were informed, after the end of this reporting year, that there will be a refurbishment plan over the next five to six years, when these cells will be properly brought up to standard. We await confirmation of this plan but with little expectation of delivery. All old-build cell windows are the old pattern, leading to poor ventilation control within the cells. All of the old-build units' flat roofs remain unrepaired and water penetration has continued, leading to cells and other areas being taken out of use in attempts to find the leaks and repair ad hoc. A prisoner showed one member what he had to do in his cell to stop water dripping onto his bed and soaking it, and him, at night. He had attached a large piece of plastic sheeting under the ceiling and angled it so the water dripping from the ceiling was at least caught by the plastic 'drain' and allowed to run down the inside of his outer window wall. This had been the case for some months until the Board member took the issue up, when he was moved to another cell and his old cell taken out of use. As above, we were

informed after the close of our reporting period that the funds, often promised in the past and not provided, for the re-roofing work are hoped for in the coming year.

Additionally, we are afraid that our warnings in previous years about the dreadful state of the accommodation known as 'New Build' have largely been ignored. There have been some improvements, we accept, but nothing like the wholesale refurbishment of the buildings that is needed. During the winter, more than 200 oil-filled electric radiators had to be purchased and issued to respond to the fact that cell heating had, again, failed, and continued to fail, leaving many cells cold, with some whose windows would not shut properly.

These conditions have been reported and known about for some years, with the cause, according to Gov Facility Service Ltd (GFSL), being the poor design of the original temporary units. Local management is, once more, making arrangements to PAT-test previously issued electrical radiators (to make sure they are safe to use) and purchase new as necessary. We make the point, again, that although there is nothing so permanent as temporary in the Prison Service, these buildings need demolition and total replacement. The 'new build' kitchen is also deteriorating so rapidly that for months it was out of action while 'emergency' repairs were made. This resulted in all meals being prepared in the old build kitchen, which meant it had to cater for a population approximately twice the size for which it was designed.

It illustrates the short-termism of the Prison Service that there is now hope that, as the condition of both kitchens is so dire, they will have to be replaced. This will be with either an expensive temporary kitchen, which at least will have the benefit of being in place earlier than the other option, of a new kitchen sized to supply catering resources to the entire prison, including the new accommodation unit now being started and expected to be in operation in late 2024. These proposals were being discussed at the close of the reporting year; we trust that the decision will be made soon.

Despite these piecemeal improvements and possibilities of further improvement, the Board remains convinced that staff and prisoners are being let down by the vast bulk of the current accommodation known as HMP Wayland. We believe that the Service's only sensible long-term option is the construction of a new prison and the demolition of the old, so we again recommend.

Clothing

As we have observed before, as a category C prison, its prisoners are allowed their own clothing. For a while there were various attempts by some prisoners to 'push the boundaries' about what they could wear and where, but the new Governor has reinforced the prison's dress code and this has been generally accepted by the prisoner community. The arrangements for a '28-day reception into prison after sentence' parcel and the annual clothing parcel allowed for lifer and IPP (imprisonment for public protection) prisoners only have continued, even if clothing has to be washed to prevent them being used as 'NPS carriers'.

What disturbs the Board about clothing, however, is not the possibility of drug importation so much as the opportunity for extremely expensive items of clothing and footwear to be allowed in. For example, designer trainers, some of which can retail at £700-£800, have the potential not just to be ostentatious demonstrations of wealth and, possibly, influence, but also of envy and an incitement to aggression. The Board recognises that there seems little that can be done under the current Prison Service instructions, but trusts that when such

expensive items of clothing are received, security intelligence is informed so they know about a potential threat pattern.

Food

Although there has been a steady number of IMB applications raising concerns about food, it is the Board's experience, when members are present during mealtimes in the Servery areas, that prisoners, more frequently than in previous years, make reference to the small portions. Prisoners believe this is due to the steep increase in food costs worldwide. Invariably, they understand that the pressures on the catering service are outside their control, but the Board raises, again this year, its belief that the daily allowance of £2.70, despite being a welcome increase on the previous figure of £2.12, still does not reflect the realistic cost of either raw ingredients or the part-prepared foods that are now routinely used. For example, before current inflation eggs were £8 per box, but are now over double, at £17. Again, we bring to the Service's attention the need to keep under review the daily allowance, even if this is temporary in the current period of high inflation.

It is also worth recording that the practice of prisoners purchasing additional food items - tinned fish being a favourite - is also being hit by the increased canteen costs of these goods at a time when prisoner wages have not kept pace with inflation. Prisoners are increasingly likely to become less accepting of these issues as time goes on, so we ask that the Prison Service not overlook the matter of prisoner wages as it's a significant element in maintaining prison stability.

The Board does not agree with the expressed view of some staff that canteen purchases are just 'nice-to-have luxuries' but an expression of prisoners' humanity and their individuality. We know the Minister realises that the September 2022 uplift of 10% in permitted private cash increases from family members only affects a proportion of prisoners and, of course, the cost of living increase generally also bears down on families who may not have the means to provide such extra contributions. In any case, Wayland prisoner wages were 'rebalanced' in September 2021, not increased overall, to encourage greater participation in education, since when inflation has decreased the canteen purchasing power of their static wages by some 20%. We suggest to the Prison Service that there be an annual review of prisoner wages against an agreed benchmark, such as the uplift approved for Government-sector employees, for example.

5.2 Segregation

Last year we reported that the new care and separation unit (also known as the segregation unit) had still not opened. Eventually, after delay had been piled on delay, mainly caused by bureaucratic forces outside the prison's control, the unit did open, just before the end of this reporting year. Although it is considerably better than the old unit, it has its problems, not least of which is the openness of the unit. This allows prisoners to shout their dislike of the regime, or of staff, or of just being there, which easily transmits to others and adds to their already stressed environment, notwithstanding the effect on staff.

On the staff side, we hoped, in our last report, to see an upgrade in the staffing complement of the unit. This has not taken place, although a locally agreed additional member of staff was profiled. We understand this is temporary and is only required due to the fact that the unit was opened without adequate telephone coverage and with problems over staff radio reception.

The Board remains strong in its belief that not only does the doubling of the number of prisoners, when compared with the old unit, require additional staff - even if not a doubling of them - it is a failure to understand that the segregation of a larger number of prisoners brings with it a greater number of prisoner challenges to manage. This is especially crucial considering that the unit's main task should be to identify what brought the prisoners into the unit and attempt to deal with those, with the objective of a return to normality and not just stabilising them while the prison negotiates their transfer.

Too often, stabilising prisoners under Rule 45, Good Order or Discipline (GOoD), is the main concern of staff, so the best attempt can be made to show the troublesome, and troubled, prisoners in their best light to their next establishment. So, although the percentage of prisoner returns, as opposed to transfers out, has improved in this reporting year to 45% (88) of the total of those brought into the unit (194), it still means that the other 55% (the 106 transferees) bring extra work for the rest of the prison, and the prison service generally, at a time of extreme population pressures. And not only that, but the important managerial and psychological purpose of the unit, as a place of specialist examination of the needs and challenges of a particularly demanding element of the prison's population and their preparation for a return to a normal location, is undercut by the operational confusion over the purpose of the unit and, with it, the opportunity for properly dedicated staff training. The Board would like to see, despite requesting such, the kind of comprehensive vision and purpose document for the unit, behind which staff can stand, against which training can be provided, and through which the stresses on the rest of the prison and indeed the Service, can benefit. We therefore ask the Governor to commission such a document.

That our views are not outliers in the assessment of the work of the segregation unit is supported by the comments and the recommendation of the Inspectorate, which observed:

- Oversight and scrutiny of the use of segregation were weak, as was reintegration planning.
- There was not yet evidence of any creative interventions or partnership working to encourage positive behaviour or address underlying causes for segregation.
- Reviews often lacked detail and targets were too generic.
- The Inspectorate's recommendation included the need for consistent reintegration planning.

The Board monitors the Segregation Management And Review Group (SMARG) quarterly meetings and accepts that there is an impressive amount of documentation presented. There is comprehensive data across a bewildering raft of characteristics and statistics but, unless Members are missing something persistently, it is light on an examination of the key themes we have stressed above, and which the Inspectorate has laid out.

We therefore urge the Governor to initiate a 'vision and purpose' document for the segregation unit. This can unambiguously set out its responsibilities and objectives and can be used as the benchmark to decide staff profiling, activities, training, supervision and support.

5.3 Staff and prisoner relationships, key workers

Staff and prisoner relationships

The impression gained by Board members of the quality and effectiveness of staff-prisoner relationships, measured by the general atmosphere in the units, the amount of noise from prisoners, the presence of staff throughout the day and throughout the accommodation, and the knowledge demonstrated about their prisoners when asked, has improved gradually throughout the reporting year, as one would have expected, as staff became more experienced. However, there is a world of difference between staff who have become more confident in the general routines of their day, and the confidence and ability to respond appropriately to the different challenges that 120 prisoners can face staff on a daily basis. For that, serious training must be given. So, it is with regret that we must report that, when we have asked random new staff who, nevertheless, have some experience of working in their units, many have expressed the view that the amount of training they had received on interpersonal skills had certainly not prepared them for their role. They had had to find out for themselves from more senior staff, often those with only months more experience than themselves. With some, this had been a useful learning experience, but others have struggled, while watching some colleagues resigning because they 'could not hack it'.

The year's figures for leavers, although by the end of our reporting year showing signs of improvement in retentions, is not a happy story. Despite a better retention projection, the total number of prison staff against a scheduled complement of 406 against known and predicted recruitments and losses, for all reasons, in the coming period, shows a consistent under-complement of some 30 staff. It seems that the current Prison Service recruitment policy in its application to Wayland is that it is content for the prison to suffer a permanent under-provision of its only real resource, its staff, which drains management effort into tail-chasing for sufficient staff to manage the regime. The Board hopes that the Service reviews its total 'profit and loss' on staff recruitment and losses for the prison, and directs that another approach to compensate for predicted vacancies must be tried, and the Board so recommends.

On the positive side, however, Board Members are of one voice in stating that, in the months since the new Governor's arrival, staff are observed to be more cheerful, and seem more relaxed and confident, all of which, subtly, has been reflected in a similar 'normalisation' of prisoners' attitudes towards staff, and each other. The latter is also likely to have contributed to the lower assault figures, both on staff and on other prisoners.

Yet we must also report that many prisoners have told us that Wayland is, in a parody of an old bank advert, 'the prison that likes to say no'. We recognise that prisoners may be constantly 'pushing the limits', but we know prisoners are realistic about those limits. We would hope that, as the prison settles into a steadier and gradually improving tempo than it has experienced in the past few years, that it, and its better-trained and experienced staff might feel more comfortable with spending a little more time explaining the reasons for rejection rather than relying on a simple, 'No, it's not allowed', and which might lead to a different response or even a reconsideration of the issue at core.

And it is in this regard that we must record the results of our own IMB annual survey of prisoners' attitudes towards the issue of staff-prisoner relationships.

The 2023 survey revealed that a significant percentage of Wayland's prisoners admitted to feeling lonely. It may surprise some that prisoners can be lonely in an environment of close

contact with up to a thousand other people who are in the same position as themselves, serving a custodial sentence, or who are in daily contact with others who are employed to care for them, and yet still feel lonely. But, throughout the years of our surveys, a significant number of respondents have been willing to say that they have, indeed, felt lonely in Wayland. Perhaps the reduction in the feeling of loneliness, from 78% of prisoners in 2022 to 66% in 2023, could be seen as an improvement; rather, however, the IMB would ask if staff are aware of how lonely many prisoners are. Certainly, the clues are there, even if these are limited to the number of prisoners who actually approach staff and are willing to admit their loneliness. Our survey indicates that such an approach, and admission, happens about 500 times a year. The challenge, however, is how to deal with the result of that admission. Our survey, therefore, asks the follow-up question of how helpful were staff. Unfortunately, only 18% of prisoners who admitted they were lonely reported that staff were able to help, which leaves 82% who made such an important, and unforced, admission feeling let down and likely to base their future views of staff on that basis. Once again, we suggest, staff training is a vital tool to be deployed, especially in the period after a new member of staff has begun to feel more confident and therefore open to developmental challenge.

Of course, the loneliness quotient may ebb and flow in any one person, but surely it must be a component of mental well or ill being, and, if so, are staff trained to look for the signs of loneliness, and perhaps sensitively question prisoners about their current feelings? And if loneliness is associated with a lack of literacy how that should be addressed through education and the Shannon Trust, a charity working in the prison that helps disadvantaged people learn to read.

The IMB suspects that this important contingent of a prisoner's social life, and therefore his social health, is not given the attention it needs and would recommend that prison management take steps to address this hidden dimension of mental wellbeing by, we suggest, the targeted training of prisoner-facing unit staff, particularly those undertaking key-worker roles.

But it is not just the Board's belief that staff training in interpersonal skills should be improved and deepened, but also that the simpler issues of staff-prisoner relationships should be the focus of the day-to-day supervision of staff: do staff routinely understand the importance of actually doing the things they have agreed they will do for a prisoner? For, according to the free-form responses to our questions about trusting staff, the considerable number of negatives focuses on staff not being truthful to prisoners and on them not doing what they say they will do. The Board would welcome reading responses to these questions in our next survey, reflective of the staff's acceptance of the points the Board is making in this section.

Key workers

We concluded this sub-section of our report last year with the words: *"The Prison Service is letting down its staff, and its prisoners, by its current approach to the initial and development training of its most valuable resource, new staff. We say, again, this has to change."*

The Board has seen that there has been a renewed attempt to return to the required benchmarks for the operation of the key worker system, especially after the arrival of the new Governor. But he has had a mountain to climb in many operational areas, which it is clear need prioritising if an improved foundation is to be laid for change. So the Board hopes that, in the next period, there will be significant improvement on the disappointing

responses of prisoners in our 2023 survey, when we asked how often the respondent had spoken with his key worker. The results are revealing. We gave respondents the choices of: *Never, Rarely, Sometimes, Often*. The responses have been steady over the years, so the 2023 survey results are not an outlier but typical. They were: *Never 48%, Rarely 29%, Sometimes 13%, Often 9%*.

This is where the rubber hits the road in key working, in the frequency of contact. Frequency of contact has to happen before meaningful contact can take place. Prisoners do not open up to staff just when staff ask them; there has to be trust in the process; trust that the staff will use information sensitively and confidentially, and trust that the staff know how to respond to the information given. The challenges of insufficient and inexperienced staff, of course, make such hopes fragile, and we have noted, with a resigned acceptance of the reality of those two challenges, that the standards of key worker sessions have been markedly reduced, with the lowest acceptable being a fortnightly 'check in'. Nevertheless, there are still some staff detailed for key work duties for whom there may be an opportunity for a longer conversation that can be recorded. Despite this maintenance of the idea of key working, the current practice does not provide the opportunities for serious rehabilitative work with prisoners at which the policy is aimed. We believe, therefore, that both a local management commitment to key working and the Service's supportive commitment to recruit staff must recognise that it must be in it for the long haul and committed to the effort needed for the training and supervision necessary. The Board hopes to see that commitment in the next reporting year.

5.4 Equality and diversity

The Wayland Equality and Diversity Group has managed to meet reasonably regularly, has continued to produce useful statistics and has responded to our concerns when we have revealed to them that some sought-after jobs within the prison, such as the Mobile Maintenance Team of trusted prisoners, for example, have not displayed the diversity of members that would seem indicated by the ethnic proportions within the prisoner community. We are pleased that moves are now being made to ensure that this aspect of the prison's activities does reflect the core values of the Service. It seems to the Board that this is another area where a properly organised induction process and programme would pay dividends, by increasing the openness of this area at the start of a prisoner's Wayland experience.

5.5 Faith and pastoral support

Although the Sycamore Tree course, a victim awareness programme that teaches the principles of restorative justice, has not yet been reinstated after the Covid hiatus, we are informed that the first cohort will start in the summer on their six-week course. We welcome this re-commencement of what the Board has previously seen as a very worthwhile experience for prisoners who wish to work towards understanding how their offending has hurt others and how they can build their own lives after release with worthwhile aims and hope. These courses will be run by a new external volunteer, and the Board welcomes the invitation to observe a session.

During the reporting year, prayer services have resumed. The Friday Prayers for Muslims is, again, particularly well attended - sometimes by over 100 prisoners. The Board understands that measures are being considered to safely manage such a large group of prisoners in one area, as the current location is becoming crowded and is likely to be more so as the prison takes on more prisoners in the next period.

Religious education courses have begun with a Church of England-led bible study group, a Roman Catholic Rosary group and an Islamic study group.

There is also now a bereavement support group, led by two volunteers, which has been greatly appreciated by the prisoners grieving lost loved ones.

The main Christian service, a carol service, at Christmas, was very well attended by prisoners and was moving and well planned, with singing enhanced by an outside local choir.

At the close of our reporting year, we understand that the chaplaincy lead has been confirmed and an experienced Wayland chaplain also confirmed as chaplaincy coordinator, with an additional Imam recruited to support the existing Imam.

5.6 Incentives schemes

The Incentives Scheme at Wayland is one of those issues that prisoners bring to us, in terms of their dissatisfaction with it, from time to time, but is accepted largely resignedly as one of the things that cannot be changed. One consistent aspect of such complaints is that there is frequently a recourse to a downgrading without due cause. We did report that many prisoners felt that the scheme was used as a 'back-door punishment', with unconfirmed evidence of wrongdoing used as justification for a downgrade. We hoped, then, that this may have been due to new staff not being as familiar with the scheme after its absence during the pandemic. The fewer complaints of that nature this year could, therefore, be due to better staff familiarity and experience.

However, when we have discussed the impact of the scheme with prisoners, it is often the case that the previously quoted acceptance that 'nothing can be changed anyway' is the dominant feeling.

The Board found it surprising, therefore, that the Inspectorate, despite commenting on the lack of the scheme's creativity or engagement with prisoners with reference to the Incentives Scheme, a Key concern recommendation centred only on the challenge, support and intervention plan (CSIP) management of troublesome prisoners, rather than the positive encouragement of the majority through the incentive scheme rewarding them with 'positive reports'. *(1.47 Key concern: Challenge, support and intervention plans (CSIPs) were not used widely or to full effect to manage perpetrators and victims of antisocial behaviour. There was little to motivate and encourage prisoners to improve their behaviour.)*

In the Board's similar view, significant positive support for examples of good behaviour of the many is very consistently overshadowed by a concentration on the deterrence of the fewer badly behaved. This is often mentioned to us by prisoners, who state quite forcefully (and sometimes out of personal experience) that the only way to get things done is by bad behaviour, as this gets staff attention and action. Sometimes, this has been in the extreme context of forcing a transfer after the 'normal channels' have been ignored or denied, but is often not.

The Board has had some success with its request that 'positive' mark-ups on the national offender management information system (NOMIS) should be made, and the prisoners informed of such, at least as often as the 'negatives'. But we believe that an opportunity is being lost with the prison's lack of curiosity about how positive behaviour is to be

encouraged. To some extent this may be because the scope for tangible rewards is limited by national Prison Service limits and strictures on what may be permitted. But it has come to the Board's attention on numerous occasions that other prisons, even those of a higher security category, seem to have taken unilateral action in this context without dire results; the strictures on gaming consoles being a sore case in point!

However, the Board's intention in relaying its opinion in this section of our report is not to suggest individual relaxations of the scheme's provisions, but to draw attention to the Inspectorate's apparent 'nod' in the direction of a creative response to the issue of an incentives policy targeted on improving desired behaviour and not just suppressing the undesired. In this sense the Board would see value in linking incentives to the positive completion of targets designed to support the concerns in a prisoner's sentence plan and also in his agreement over improvement targets discussed in meaningful key worker sessions. This would have the dual benefit of reinforcing positive behaviours *and* the relationship with key working. We acknowledge that further training would be needed to manage and supervise such a scheme, but the Board believes the benefits would far outweigh the costs.

5.7 Complaints

As will be clear from the differences between last year and this in the data section, the Board had fewer applications this year, probably because the opening up of the regime has allowed greater communication with staff, so more problems have been solved at an earlier stage. Nevertheless, there have still been some 300 IMB applications, with a significant number being the mismanagement of property within the establishment and the lateness, or absence, of follow-on property. We comment on this in the next section.

From information supplied by the prison, the management of complaints, in terms of the Comp 1 (ordinary complaint forms) and Comp 1A system (appeal forms), has been broadly the same as in previous years, with most being responded to in the required timeframe. However, what the Board has noticed when researching the history behind prisoners' applications, is that the completeness of the response, and sometimes even its relevance, has been lacking. We have brought the most extreme responses to the attention of senior staff. As there is little that a quality check on a small percentage of responses can do, other than to demonstrate that such a check is done, we suggest that training is required, at least at the levels of senior officer and custodial manager, who respond most frequently. The problem seems ideally suited to an online tutorial approach, with the scores on the test questions passed to the officer's line manager for information and action as appropriate.

5.8 Property

Questions from prisoners on missing property is a perennial problem, which seriously affects the lives and the attitudes of prisoners. Yet the Service seems unable, or unwilling, to get to grips with what is, after all, a simple task: if a prisoner cannot travel accompanied by his property to his new establishment (often due to the refusal of the escort contractor to take it, for example), then the sending prison should get the property that's been left behind to him at his new establishment without undue delay. In many cases this does happen, but it is far from a certainty. With Wayland's prisoner churn rate in the year approximately 800, the 61 cases of IMB property applications after transfer indicates a failure rate, with property of some 8% of transfers, an unacceptably high figure, we would suggest.

We have, again this year, had to contact, Chair to Chair, the sending prison in order to either expedite seriously delayed property or even to establish what is claimed to have

happened. Sometimes this has been successful, but on other occasions it has merely highlighted the apparent inability of prisons to, routinely, keep sufficiently detailed records of what was alleged to have been sent and when, to allow a proper check on what happened. This is despite a recent 'prisoner property policy framework' urging staff to do their job. The litigation costs, both financial and in terms of staff time lost in managing this, are significant and the Board was astonished to discover that there is even the prison post of litigation officer. We have been informed that the budgeted financial cost for Wayland this year is £5,000 for missing property. Surely the Service's budget could be better spent, and the Board trusts but, regrettably, from experience with little expectation of improvement, that staff and management efforts across the Service are renewed to properly grip this problem.

6. Health and wellbeing

6.1 Healthcare general

In our annual survey of prisoners' attitudes, we asked questions of their perceptions of the healthcare service - not detailed medical questions but simple ones such as 'What do you think about the healthcare at Wayland?'.

Unfortunately, the results of our 2023 survey are not encouraging.

We asked in Q 24 how easy it was to make an appointment with various healthcare specialists - this was a proxy for their general relationship with healthcare. Unfortunately, the 2023 results are worse than those for 2022, although not greatly so. Nevertheless, an average drop of seven percentage points from an already low proportion who found making contact easy - 21.5% in 2023, down from 28.75% in 2022 - is a disappointment. We urge the healthcare contractor to consider these findings and review their contact management systems.

We asked in Q 9 how satisfied prisoners were about complaints they had made to healthcare. On this, the dial has not shifted at all from 2022, when two-thirds of prisoners expressed dissatisfaction with their complaint results. Perhaps, it might be said, that the current dissatisfaction with healthcare and GP surgeries in the UK generally means that we should not be surprised at this result. But we are, because the impact of this level of dissatisfaction is far more toxic and spills over into other areas of the prison's activities more so than in a dispersed wider community. As we understand that the Governor is the holder of the contract for healthcare, we request that he discuss with the healthcare contractor how the revealed dissatisfaction with healthcare surgeries can be improved.

6.2 Physical healthcare

Physical health care is mostly back to normal, although at the beginning of the reporting year regime changes sometimes made contact difficult. Fortunately, there has been no disruption due to any nurses' strikes.

Attendance at medical appointments has been poor for many years. Although these are being monitored more closely, with, for the first time, the head of healthcare having to report the figures daily to the Governor, there does not seem to be a huge improvement. Over the year, the DNA (Did Not Attend) appointments for the three areas we have tracked, below, in comparison with the pre-Covid 2019-2020 year to reflect the same 'normal' operational arrangements, and 2020-2021 in the 'Covid lockdowns' time were:

MEDICAL AREA	2019-2020	2020-2021	2022-2023
GP	24%	14%	11%
NURSE CLINICS	28%	11%	12%
DENTISTRY	55%	15%	16%

This is a significant and welcome improvement on the pre-Covid results and closely matches the 2020-2021 figures, when medical consultations often took place at the cell door due to Covid management methods.

However, the problem of DNAs is not yet solved. As examples of the daily actuality:

- On one day, 53 appointments were booked, but only 36 attended.
- On another day, 45 were booked, but only 22 attended.

An examination of the annual figures, below, shows that the above snapshots give an accurate picture of the reality, and the cost, of the failed appointments. We say 'cost', as every missed appointment is a cost, both in time wasted and, quite probably, in greater time demands being made later when the medical reason for the appointment has got worse.

In terms of comeback on the prisoners who voluntarily decide not to attend their appointment, whether due to the fact that they 'feel better now' or because they prefer to attend some other activity, such as the gym, it seems that there is none. Perhaps adding attendance at agreed healthcare appointments could be part of the Incentives Scheme review of the prisoner's cooperation with the prison, as well as encouraging the learning of the 'soft skills' of society?

But a prisoner's failure to attend is only one reason for missed appointments, as almost 40% of the total number of prisoner DNAs is caused by 'No Access'. This is when the operational prison side has failed to unlock individual prisoners either in time, or at all, usually due to late successful roll-checks, therefore preventing whole cohorts of prisoners from attending their healthcare appointments.

TABLE OF MISSED APPOINTMENTS WITH REASONS

2022-23 MONTH	TOTAL APPOINTMENTS BOOKED	DID NOT ATTENDS (PRISONER FAILURES)	NO ACCESS (OPERATIONAL PRISON FAILURES)
JUNE	2307	326	230
JULY	2320	302	210
AUGUST	2643	219	300
SEPTEMBER	2199	253	189
OCTOBER	2369	222	163
NOVEMBER	2450	312	151
DECEMBER	2417	268	103
JANUARY	2643	203	153
FEBRUARY	2434	185	109
MARCH	2983	259	174
APRIL	2718	208	159
MAY	3286	260	105
TOTAL	30769	3017	2046

The above table shows that every month, approximately the same percentage of failures against appointments was experienced. In detail, almost exactly 10% of failure to attend healthcare appointments was due to prisoners themselves failing to attend, while over 6% were due to operational failings preventing their attendance, even if, in the 2046 figure, such failures, 10% - or 200 - might not have attended anyway. That this waste of skilled time and, therefore money, has happened year after year is astonishing. We have, in previous reports, called for better operational liaison with healthcare to reduce or, better, eliminate, this waste of resources. We make this call again to the Governor to create the conditions to improve these figures by a significant reduction in operational failures as a start.

However, it is pleasing to report that prisoners tell us that their experience of outside hospital involvement has been better in the past year, and, certainly, the Norfolk and

Norwich University Hospitals NHS Foundation Trust (NNUH) has shown a welcome willingness to do what they can to improve prisoners' healthcare experiences with them. Admittedly, a few hospital appointments were cancelled in the reporting year, because of the lack of staff for escorts, and no telemedicine consultations have taken place all year. Staff at the NNUH, however, did hold a remote patient forum, which was well attended, to get the prisoners' views of their hospital experience and any suggestions for improvement. As a result, there is now an extensive Care of Prisoner Policy, written by the hospital to improve their prisoner healthcare management. We are unaware if other main hospitals have a similar arrangement for other prisons, but would recommend this initiative to the Prison Service, if not.

Screening has continued, this being one of the Public Health England aims. A total of 91% of prisoners were screened for blood-borne viruses on arrival in reception and 100% of prisoners had an NHS Health Check. In October 2022, a Hepatitis C High Intensity Test and Treat day was planned, and a Safeguarding Policy across the three Norfolk prisons is in place, with an In-patient pathway being worked on.

Although HMP Norwich has converted 10 beds in their 24-hour healthcare into beds for prisoners from the three Norfolk prisons to use after discharge from hospital if they need it, there seems to be a general lack of awareness of this facility in planning for hospital aftercare. This might be due, we hear, to issues over which prison's budget is affected by such a move. We suggest this facility could also work innovatively as a 'virtual ward', as happens now with discharged patients from general hospitals. But we accept internet connectivity could be a problem and would not always be suitable for prisoners with mental health problems without specially trained nurses. We are pleased to learn, however, that further discussion is also taking place about release planning of those under medical management for the continuity of care and the Reconnect service, provided by Forward Trust, supports vulnerable people leaving prison to access healthcare in the community.

6.3 Mental health

To the constant concern for the management of mental healthcare in the daily life of the prison, there is now a recognition that there needs to be more awareness of neurodiversity within the prison population. Wayland already has a Neurodiversity Support Manager in place, and training in the recognition of the disparate needs of prisoners with neurodiversity has taken place for staff. This needs to continue beyond the few that have so far attended these sessions. Perhaps the prison could consider innovative training approaches, such as making a video of a particularly engaging training session on neurodiversity, witnessed by an IMB Member, so all staff could at least be brought up to date with help to recognise some of the challenging neurodiversity issues they face on a frequent basis. The Board welcomes the commitment to the employment of a neurodiversity support manager in the prison in the coming year.

6.4 Social care

The Board has welcomed the gradual improvement in the prison's management of those prisoners who have social care needs: the waiting time for the necessary aids is not so long as it has been in the recent past and the cooperation with Norfolk County Council Social Care Department has been observed to be effective. There are, however, concerns from the healthcare provider, Practice Plus, about whether they will have sufficient staff and funds to manage the expected increase in prisoner numbers with the expansion of the prison should the proportion of those prisoners needing social care interventions increase. The Board expects the Prison Service to anticipate contractual changes that might be

brought by the increase and make due provision within its funds for contractual cost increases. However, currently, the prison is developing a plan to work with Norfolk County Council to support this and to supply occupational health needs as legislatively necessary.

6.5 Time out of cell, regime

It is not unfair to state that Wayland found getting back to a pre-Covid regime difficult. There were so many variations adopted that the details became blurred. Towards the end of 2022, however, the pace of change slowed, the chaos and fragmented approach calmed, and the Board felt that the regime now stood a chance of properly 'opening up'; even if it wasn't fully open yet. The equivalent of just three days per week regime purposeful activity was at least a start. There was still a great deal more lock-up than during pre-Covid, but at least there was the benefit of predictability. With the arrival of the new Governor, this has changed and the regime was brought back to a pre-Covid normality in a couple of months, in terms of prisoner activities. The results are that staff and prisoners feel, look, and behave in a more relaxed and 'normal prison' manner, rather than the edgy and dissatisfied tenor amongst prisoners and the low morale amongst staff that we had noticed in the first half of this reporting period. The Board feels that the whole prison has a more 'cheerful' atmosphere, even if that might be an unexpected term to describe the atmosphere of a custodial prison!

In the regime at the end of this reporting period, therefore, time out of cell has improved markedly, with prisoners able to work for eight half-day sessions per week. The other two sessions are reserved for staff training in mandatory refresher courses and a programme of more general information, with, for the prisoners, the canteen management activity which, to ensure effective control and canteen safe management takes the Friday afternoon session, as is common throughout the Service.

The abiding difficulty, however, of inaccurate roll-checks leading to regime disruption is still there at the end of this reporting period, although there are signs that the next few months may see improvement.

A significant element of any prison regime is access to the gym and other physical activity. The Board regrets that the popular parkrun no longer operates, because, we have been informed, some of the track has been built on. A plan, however, exists for five-a-side football once the pitch is constructed, and the gym staff have had training as football referees.

Finally, despite the serious challenges of water penetration to areas of the gym, making use of the sports hall is literally dependent on the weather, the gym still manages to provide activities for about 200 prisoners a day.

6.6 Drug and alcohol rehabilitation

The prison's ability to create an environment where drugs and alcohol do not disrupt the regime as a daily reality does not seem effective, it seems to the Board. Hardly a day goes by when the daily briefing does not record, two, three or more prisoners recorded as being UTI (Under The Influence). As the open day is less than 12 hours, we must assume that, when the cell doors are closed for the night, the making and drinking of hooch (illicitly brewed alcohol) and the smoking, through vapes of paper adulterated with NPS, must surely also go on.

Constant vigilance does prevent a great deal of illicit substances coming into the prison, but it still comes in, through one means or another, and, in the case of hooch, is even made in the prison from easily obtainable ingredients. We have also been told by prisoners, and

confirmed as possible in the opinion of some staff, that prisoners are combining locally available substances to create a liquid mimicking the effects of NPS, the dried version of which is used in adulterated vaping devices. However, if the view of prison management is correct in believing that locally-produced NPS-style substances are either rare or non-existent, and would require a laboratory to make, the very large number of times that finds of adulterated paper in the prison, either with or without re-engineered vaping equipment, are reported in daily security bulletins would seem to indicate that the importation into Wayland of NPS substances or as adulterated items through a variety of means is greatly more than feared. All this as background makes the job of drug and alcohol rehabilitation even more challenging, although, of course, it could be said that the situation merely replicates that in open society, where drugs and alcohol are readily available, even to those members of Narcanon (which helps people overcome drug addiction), or Alcoholics Anonymous, who are trying to remain abstinent.

At the close of the reporting year, however, we were informed of two local initiatives that will seek to address this problem and capitalise on the opportunities the multiple different units within the prison provide. It is intended to create a drug recovery wing, and a separate independent substance-free living unit, for which we trust there will be targeted staff training proposed. However, given the extreme population pressures on the Service and the prison, the Board does not underestimate the challenges of getting these two initiatives off the ground, when every cell must be occupied – another example of the drag on a proper rehabilitation strategy in an establishment where there must be a 100% occupancy rate on a daily basis. Nevertheless, we hope that the attempt is made and is able to send a powerful signal to the prison community that a life free of drugs is at least possible.

Wayland's drug treatment is managed by Phoenix Futures and there has been increased awareness on the wings of their presence and help, with E wing testing the concept of the recovery wing, and where Phoenix staff take group work sessions twice a week. Phoenix is also using WayOut TV (the Wayland in-cell communication and entertainment tool) to show a film about harm reduction and the support available. In June, Phoenix Futures held a family day, which was Jubilee themed, and also workers from Alcoholics Anonymous have been visiting. It was also pleasing to know that a Wayland peer supporter (a prisoner) was able to film a segment for the Phoenix Futures roadshow/conference and to attend the conference remotely.

6.7 Soft skills

While many of the topics normally covered in this section remain out of reach in the prison's current state of regime management, the main topic that the Board has noted a welcome increase in is the extent to which peer support has itself been supported. There are a number of violence reduction mentors and also, we are particularly pleased to note, an increase in the number of Shannon Trust mentors (teaching fellow-prisoners to read) who are now allowed to leave their particular units to deliver such help where they are needed. The Board looks forward to more such 'soft skills' activity in the future, especially where an improvement can be made to the parenting skills of prisoners and greater integration with outside charities, despite the distance of the prison from large centres of population. We recognise that this may be delayed until the development of the site is complete in our next reporting year.

7. Progression and resettlement

Introduction to 7.1 and 7.2

In April 2022, an unannounced inspection of Wayland was carried out by an HMIP team. At the start of our reporting year the prison received the news that the inspection report on educational activities, carried out by Ofsted, had resulted in an identical assessment for all areas; that every area was rated inadequate. Such a critical assessment was not a surprise to the Board: we have commented on the various failures of educational activities in many previous annual reports. We thought, however, that this assessment would be a wake-up call for management and that we should soon see tangible improvements. But turning round a tanker, so to speak, takes time, and the education and vocational sectors do not work in isolation. Slowly, therefore, through this reporting year, but faster in its second half, educational and vocational activities have come out of the long shadow of Covid and begun to operate more consistently. Nevertheless, as we have observed, those activities rely on others, particularly the operational sector, and it is less than acceptable, financially or rehabilitatively, to have a full teaching and training complement if allocated prisoners do not turn up. The new Governor has made it clear that he expects a much higher attendance percentage against allocated places than he inherited. At the end of our reporting year there has been some improvement, but not enough; attendances have not consistently broken out of the 70% percentages. This has been due to all the old factors; late roll counts, occasional operational emergencies, prisoners not being unlocked at the right time, or at all, prisoners just not attending or refusing to attend their allocated class, and clashes with other appointments with other departments.

We have, in previous annual reports, made the point that the operational side needed to work more closely with education. We repeat this recommendation now, and hope that the recent recruitment of the previous educational director as the prison's head of activities will be the key to ensuring that that relationship is developed and that the Governor's aim to significantly improve attendances in educational activities is realised.

7.1 Education, library

Education

We have commented above on the major challenge facing the educational activities sector; if these can be overcome, the facilities prisoners use are impressive, with light, airy and spacious rooms for general classes, mostly computer-equipped and with an IT hub having further specialist equipment and software. Art classes have started again and are appreciated by prisoners, while basic literacy and numeracy classes are well-resourced. Nevertheless, there are still significant numbers of prisoners who cannot read and although the Shannon Trust has increased their contribution of a trained coordinator to 0.6 (about 21 hours a week) of a full-time post, the Board still believes that more could be done to integrate the work of the Shannon trust and its raft of prisoner mentors into the total education offering. The Board is aware of some educationalists' concerns over the Shannon Trust methods, but it is a proven system for helping a non-reader to read. We trust that the cooperation we have called for between the operational and educational sides can use the Shannon Trust's input creatively.

On the plus side, however, the successful completion of basic educational needs in literacy and numeracy have returned to pre-Covid levels, with very near 100% success rates.

Library

By the close of our reporting year, the library was – just - back in business as a library that prisoners could actually visit rather than a book depository they could not. The contractor has changed and a new librarian has been appointed, so the Board hopes that the library, as an activity as well as a learning resource, can be brought back to life in the coming year. We do appreciate that staffing issues have made non-educational visits to the library harder to manage, but it would be good to see the library once more a vibrant part of the total educational and prison offering.

7.2 Vocational training, work

Vocational training

Much of what we have reported in the sub-section above on education applies to vocational training; not all courses have been open throughout the period, but when they have, they have been subject to the same cancellations as for education. We have also observed the electrical course, capable of taking 12 prisoners, operating with just three, due not to the usual reason but because of the way the courses are structured. For some reason, which the educationalist of experience on the Board cannot understand, many courses cannot be managed as 'roll-offs and on' but must be cohorted. There are moves afoot, we are informed, to increase one of the Level 1's in a skill to two such, in order that the cohorted next level, Level 2, has sufficient starters after the drop-outs from Level 1. That, of course, raises the suitability of the selection process for such course with a drop-out rate of some 50% and suggests this process needs to be urgently reviewed, or at least for a cheaper and quicker way of sifting out the drop-outs to be found. We recommend that the new head of activities review this situation and research a creative solution, as surely this cannot be a problem unique to Wayland. The alternative, that no-one has a better answer, seems somewhat dubious.

Work

Work has been affected by both Covid and what might be termed 'institutional long Covid': the former, obviously, due to social distancing and work largely limited to essential services, and the latter due to low staff numbers and decisions about regime priorities, even after the split of either morning or afternoon work attendances for three days a week, which was introduced at the start of our reporting year. The confusion and frustration shared by both staff and prisoners over the unpredictability of this later arrangement, recorded by the Inspectorate, continued well into the first half of our reporting year. Things had begun to improve slightly in December, but the change of Governor accelerated this so that, by the close of our reporting year, the prison was back to what would be considered 'normal running', albeit still with rough edges, as we have noted.

Wing workers and cleaners had largely regained a sense of stability and predictability by the start of our reporting year, but there was one initiative that showed what could be done with a bit of creativity. This was the use of prisoner work parties to assist Government Facility Services Ltd (GFSL), plus allocated officers to carry out the less-skilled elements of the refurbishment of C wing, which had been taken out of the line with the expectation of a major, contractual refurbishment. This did not happen but at least the prisoner work parties were able to take up old cell flooring, thoroughly clean and redecorate the wing throughout, re-equip cells with new whitewood furniture, assembling this where required, and install new beds.

The success of this project not only meant that the wing was brought back on line earlier than anticipated, in time to prove much needed cellular capacity to the Prison Service, but that similar effort was deployed in the refurbishment of G wing, while its block showers were contractually refurbished, again, expected to bring on line much-needed capacity. We commend this use of prisoner employment and would look forward to its expansion into accredited skills.

7.3 Offender management, progression

During the year, the Offender Behaviour Programmes, therapeutic courses that are principally led by psychologists, have slowly recovered from the Covid period, when all such courses ceased. The Board has been informed that both targets and completions were lower at the start of this reporting year, due to the "...required gradual roll-up of programmes throughout the target year, rather than an immediate return to full delivery." The Board accepts that prisoner psychological programmes are always a challenge to organise, assess for, and cohort, and are also subject to outside policy changes, as was the case with the Resolve courses during this period. However, the Board sees the very slow start of these programmes in the current year as yet another result of the prison's reluctance to re-open after the Covid-fearful period had given way to a Covid-cautious reluctance to open the regime, about which we have commented elsewhere. The Board hopes that the coming year's completions will show a return to a more encouraging figure on which we can report.

Nevertheless, in the final analysis, offender management should not be confined to identifiable 'programmes', as it is always and only about progression, through sentence to release. It is about establishing what particular needs each prisoner has for his rehabilitation, whether that is specialist interventions targeting interpersonal aggression, family relationships, anger management or an array of other identifiable behavioural needs. Or it could be employment readiness in some form, through skills acquisition, education, or the soft skills of actually turning up to work, on time and properly dressed. In the view of the Board, all the foregoing needs include a clear-eyed focus on the rehabilitative role of the prison, but what seems to happen is that other factors, and priorities, frequently intervene. A system in which a key determinant of progression, the sentence plan, is often absent through the offender assessment system (OASys) forms not being completed for months, sometimes a considerable number of months, after sentence, is unlikely to be taken seriously by prisoners. We understand that to deal with the delays there is even a central unit now managing the interviews externally to the prison needed for an OASys sentence plan prior to category and parole reviews, with, sometimes, this interview being conducted just days before a Category D review.

Yet even the time-tabling of Category reviews can clash with the policy for placing prisoners on, say, the Kaizen behavioural management course (for men who have been convicted of violent or sexual offences). It appears to be policy to delay commencement of such a course until a prisoner's last 12 months, which, effectively, precludes him from either any, or at least a long enough, acclimatisation period in open conditions. The Board has responded to many such issues over the past year; indeed, a significant number of IMB applications have to do with felt-unfairness in the Category D review and management process.

But even if everything comes together for a prisoner's progression, it can be further affected by entirely non-offender management considerations. These can be either political, with decisions for open conditions or release being rescinded by concerns other than a

prisoner's individual progression needs, or operational, where a lack of closed prison capacity encourages an increase in Category D approvals in what might be termed category grade deflation.

The take-away from this may be that unless the Ministry of Justice and the Prison Service agree, and fund, a fully resourced focus on rehabilitation as the necessary complement to a secure custodial system, that system will continue to be under extreme pressure as rehabilitation failures re-offend and are re-sentenced to custody. The Board so recommends such a focus.

7.4 Family contact

The Board regrets to record that the Inspectorate's downbeat assessment of the whole area of family support for prisoners showed almost no real improvement for a major part of the reporting year. The Board wearily read the prison's action plan to respond to the Inspectorate's clear recommendations, seeing in it much the same approach of unspecified, untargeted and uninspiring declarations. Much of the response was seemingly an attempt to draw the teeth of the real core of the recommendations that the Inspectorate had already characterised as being the way the prison had responded to many of its tasks and challenges. The few positive reactions have been to redecorate the visits hall, equip it with new furniture, install vending machines and refurbish the visitors' centre, which still lacks even a sign identifying the building. The issues of parenting classes for prisoners, the restarting of the Storybook Dads charity-sponsored activity, whereby DVDs can be recorded by prisoners and sent to their children, something which the Board had been pressing for in our last annual report, are still not in place (although we are told the intention is there to restart them). Once again, therefore, despite there being a team of two family development officers, a vibrant, enthusiastic and creative approach to the needs of prisoners and their families seems, as yet, to be beyond Wayland's reach. We would ask the Governor to reconsider the Inspectorate's Recommendation 7.11 and require something more targeted at the core of the prison's responsibilities to respond to the Inspectorate's Expected Outcomes in relation to family contact, and the parenting and relationship skills programmes.

7.5 Resettlement planning

In this reporting year, there have been major changes in Resettlement Preparation at HMP Wayland. During the Covid period, the restrictions on activities and meetings due to the pandemic, combined with the MoJ's termination of its contracts with the Community Rehabilitation Companies (which had been responsible for prisoners' post-release supervision and assistance), little help was given to the men when they left prison. This was particularly the case with employment, accommodation and official identity, all very important considerations in reducing re-offending. Also, during this period, men had limited personal contact with professionals in these fields, while the helpful Discharge Boards' arrangements (explained below), which had also ended with Covid, did not start again until 2023. All this was allowed to happen, despite it being well-known and accepted by the Government and the Prison Service, that if men are not to return to prison, they need a job, somewhere to live and a legal identity so that they can access bank accounts and any relevant benefits.

However, during this reporting year there have been encouraging developments. The most important changes this year were the appointments of:

- A new Governor, to be responsible for reducing re-offending.

- A Primary Employment Lead (PEL).
- A strategic housing specialist, who works with HMP Bure, HMP Norwich and HMP Wayland.
- A probation resettlement officer.
- An ID and banking administrator who works with information advice and guidance staff (IAGS), Job Centre Plus, and the Future Projects scheme, 'Chances'.

In addition, a new employment hub has been created in the prison where men come for their Discharge Boards and individual resettlement interviews. It is planned that the room will also be equipped with IT access for the men searching for employment opportunities. The room is well equipped and attractive.

The employment of the Primary Employment Lead and the role's integration into other resettlement services will, we are confident, significantly improve opportunities for men at HMP Wayland as they approach their release through the examples of:

- *Employer visits to HMP Wayland:* for example, Wates Employment Paths Workshop, different paths for career development after release, and Bridgeway Consulting (promoting opportunities in the railway industry).
- *Job fairs* with various employers attending, including Norse, Wates and Elite Railways - 45 men attended.
- *12 week Discharge Boards* with the objective of assessing the needs of men leaving prison and to provide adequate support around housing, wellbeing, employment, finances and training.

Even though the scheme is very new, we are pleased to record that, already by the end of our reporting year:

- *Digital Tools at HMP Wayland* were used in promoting job vacancies, events, direct communication with prisoners and a Highways Academy survey in which 236 prisoners took part.
- *The Identity and Banking Administrator (IDBA)* arranged for 53 birth certificates to be issued for prisoners and for 48 bank accounts to be opened for prisoners preparing for release, in the period between January and April 2023.

Although the positive impact of this combined resettlement initiative is clear, it is also evident that collaborative improvement with the custodial management staff is also needed. The Board has made this point before, in relation to education: that more needs to be done to ensure that the custodial staff support the specialist staff by ensuring that attendance by prisoners is improved, indeed, assured.

Examples:

- On 13 March, 17 men were invited to the Discharge Boards. Only nine attended and two had been transferred to another prison. Six prisoners, therefore, did not benefit, a failure rate of 40%.
- On 11 April, 14 men were invited, eight men attended and one man had been transferred to another prison; the five prisoners who did not attend represented another 40% failure rate.

We would look to the Governor to ensure that attendance at Discharge Boards is a priority, even mandatory.

On the specialist side, the consistent attendance at Discharge Boards of the PEL, IDBA, OMU, IAGS, Job Centre Plus, and Chances was welcome, which is very different from attendance before Covid, when very few attended Discharge Boards.

But one of the key questions of a successful resettlement must be: have these changes had any impact on men getting employment when they leave prison?

The initial figures seem somewhat disappointing, in that in March 2023, of the 16 men released, only two were in employment after six weeks; nine were not in employment and claiming Universal Credit; and five were not in employment but for a good reason, such as retirement, full-time education or being a full-time carer. This resulted in just under 20% of men being in work after six weeks. The Board was surprised that this is classified as a good result (at least in comparison to other prisons of a similar type).

Realistically, however, the task is always going to be challenging for Wayland, as such a high percentage of prisoners released are not 'local'. This means it is almost impossible for the supportive relationships to be made with employers who could be helpful on release. As the prison is enlarged, this problem will only get worse. It is a great pity that the attempt to form local relationships through setting up the Community Rehabilitation Companies went so disastrously wrong. There needs to be a rethink between the Department of Work and Pensions and the Ministry of Justice to ensure that either existing employment avenues are better allied to the needs of released prisoners, or a different attempt is made to address this problem. The Board so recommends to the Prison Service that it researches this issue and, if supported, presents the case to the Minister.

The other main question for a successful resettlement is: have the changes in the management of accommodation provision for men when they leave Prison had any impact?

Accommodation on release is only officially measured on the basis of 'First Night of Release'. On this basis the final figure for February 2023 showed 86% in accommodation and 85% in March 2023.

A closer examination, however, reveals that in February and March there were a number of different accommodation outcomes for 35 prisoners released:

- 14 were in Approved Premises
- 1 was in BASS (Bail/Home Detention Curfew)
- 2 had Homeless Probation Provision
- 7 were with Friends and Family on a settled basis
- 5 were in private rental
- 2 were in social rental (council housing)
- 2 were in supported housing
- 2 were in transient short-term housing provided by the council, with many changes of address.

From the above figures, only 45% were in some form of settled accommodation, while the rest were in different types of short-term accommodation. The Board is of the view that as settled employment is likely to be linked to settled accommodation, there would be considerable benefit in bringing these two needs together after release in the initiative we have called for above.

8. The work of the IMB

Board statistics

Recommended complement of Board members	15
Number of Board members at the start of the reporting period	8
Number of Board members at the end of the reporting period	8
Total number of visits to the establishment	322

It will be noted that the actual Board membership is half of what it should be but that the average monthly attendance of members at the prison is more than what is stated as the expected in IMB recruitment literature. The Board believes that only by a properly funded advertising campaign, including the use of television, will the public's knowledge, image and therefore attractiveness of IMB volunteering, be brought to a wider audience and therefore pool of potential volunteers. We recommend this to the Minister as the body responsible for the maintenance of the responsibilities of Independent Monitoring Boards.

Applications to the IMB

Code	Subject	Previous reporting year	Current reporting year
A	Accommodation, including laundry, clothing, ablutions	16	10
B	Discipline, including adjudications, incentives scheme, sanctions	18	19
C	Equality	7	8
D	Purposeful activity, including education, work, training, time out of cell	14	9
E1	Letters, visits, telephones, public protection, restrictions	7	14
E2	Finance, including pay, private monies, spends	22	18
F	Food and kitchens	9	3
G	Health, including physical, mental, social care	42	35
H1	Property within the establishment	54	56
H2	Property during transfer or in another facility	60	61
H3	Canteen, facility list, catalogues	6	3
I	Sentence management, including HDC, ROTL, parole, release dates, re-categorisation	54	27
J	Staff/prisoner concerns, including bullying	33	11
K	Transfers	27	21
L	Miscellaneous	0	0
	Total number of applications	369	295

Commentary on changes in applications year to year: The total number of applications this reporting year is 80% of those in the previous year. The significant differences include D and E1, where there are fewer complaints about activity, as the prison opened up its regime, but more complaints about family contact, as the opening up of visits did not keep pace with the opening of the regime. H1 and H2 applications – property – have shown a continued high level of dissatisfaction, although total IMB applications for all reasons are 20% down on the previous year. In contrast, I and J show a significant drop compared with the previous year, which is pleasing to note.

Annex A

Service providers

- Healthcare:
 - Practice Plus Ltd
 - Forward Trust
 - NHS England
 - Norfolk and Suffolk NHS Foundation Trust
 - CDS (Community Dental Services) Education: People Plus Ltd
- Prisoner Canteen: DHL Ltd
- Facilities Maintenance: GFSL Ltd
- Prisoner Visitation: Ormiston Prisoners' Family Services



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