



HMIPS

HM INSPECTORATE OF
PRISONS FOR SCOTLAND

INSPECTING AND MONITORING

REPORT ON HMP & YOI GRAMPIAN

FULL INSPECTION

30 NOVEMBER–8 DECEMBER 2015

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INTRODUCTION AND BACKGROUND

HM Chief Inspector of Prisons for Scotland (HMCIPS) assesses the treatment and care of prisoners across the Scottish Prison Service estate against a pre-defined set of standards. These Standards are set out in the document 'Standards for Inspecting and Monitoring Prisons in Scotland', published March 2015 which can be found at <https://www.prisoninspectorescotland.gov.uk/>.

The Standards reflect the independence of the inspection of prisons in Scotland and are designed to provide information to prisoners, prison staff and the wider community on the main areas that are examined during the course of an inspection.

The Standards provide assurance to Ministers and the public that inspections are conducted in line with a framework that is consistent and that assessments are made against appropriate criteria.

While the basis for these Standards is rooted in International Human Rights treaties, conventions and in Prison Rules, they are the Standards of Her Majesty's Inspectorate of Prisons for Scotland (HMIPS).

This report is set out to reflect the performance against these standards and has 10 main sections:

Standard 1	Lawful and transparent custody
Standard 2	Decency
Standard 3	Personal safety
Standard 4	Health and wellbeing
Standard 5	Effective, courteous and humane exercise of authority
Standard 6	Respect, autonomy and protection against mistreatment
Standard 7	Purposeful activity
Standard 8	Transitions from custody to life in the community
Standard 9	Equality, dignity and respect
Standard 10	Organisational effectiveness

HMIPS assimilates information resulting in evidence based findings utilising a number of different techniques. These include:

- obtaining information and documents from the Scottish Prison Service (SPS) and the prison inspected;
- shadowing and observing Prison Service and other specialist staff as they perform their duties within the prison;
- interviewing prisoners and staff on a one-to-one basis;
- conducting focus groups with prisoners and staff;
- observing the range of services delivered within the prison at the point of delivery;
- inspecting a wide range of facilities impacting on both prisoners and staff;

- attending and observing relevant meetings impacting on both the management of the prison and the future of the prisoners such as Case Conferences; and
- reviewing policies, procedures and performance reports produced both locally and by Scottish Prison Service headquarters specialists.

HMIPS is supported in our work by inspectors from Healthcare Improvement Scotland (HIS), Education Scotland, Scottish Human Rights Commission and the Care Inspectorate.

The information gathered facilitates the compilation of a complete analysis of the prison against the standards used. This ensures that assessments are fair, balanced and accurate. In relation to each standard and quality indicator, Inspectors record their evaluation in two forms:

1. A colour coded assessment marker.

Rating		Definition
Good performance		Indicates good performance which may constitute good practice.
Satisfactory performance		Indicates overall satisfactory performance .
Generally acceptable performance		Indicates generally acceptable performance though some improvements are required.
Poor performance		Indicates poor performance and will be accompanied by a statement of what requires to be addressed.
Unacceptable performance		Indicates unacceptable performance that requires immediate attention.
Not applicable		Quality indicator is not applicable .

2. A written record of the evidence gathered is produced by the Inspector allocated each individual standard. This consists of a statement against each of the indicators contained within the standard inspected. It is important to recognise that although standards are assigned to Inspectors within the team all Inspectors have the opportunity to comment on findings at a deliberation session prior to final assessments being reached. This emphasises the fairness aspect of the process ensuring an unbiased decision is reached prior to completion of the final report.

Key facts

Location

HMP & YOI Grampian is located on the south side of the Aberdeenshire town of Peterhead.

Role

Grampian was opened on 3 March 2014 and is the first purpose built community facing prison within Scotland, capable of housing over 500 prisoners, both male and female, adult and young offenders from the Northern Community Justice Authority Area.

Brief history

On 4 June 2008, it was announced that HMP Aberdeen and HMP Peterhead were to close and one new prison would be built on part of the old Peterhead site, to be known as HMP & YOI Grampian.

HMP Aberdeen 1890 to 2014 known locally as Craiginches, was located in the Torry area of Aberdeen, on the banks of the River Dee and was designed to hold 155 prisoners.

HMP Peterhead 1888 to 2013 was designed to hold 208 prisoners. In 1911 occupancy averaged at around 350. Additional buildings were completed in 1909, 1960 and 1962, bringing the capacity of to 362. Peterhead supplied the labour force to work in Stirlinghill Quarry and the Admiralty Yard. The prisoners supported the work of a civilian labour force employed by the Admiralty to construct the Harbour of Refuge breakwater. At the time of closure in 2013 it had capacity for 142 prisoners.

Clearance of the site began in February 2012, to prepare land for the building of the new HMP & YOI Grampian.

Accommodation of HMP & YOI Grampian

This comprised three main accommodation blocks Banff Hall for female prisoners, Ellon Hall for male prisoners and Cruden Hall which at the time of inspection held no prisoners, a Separation and Reintegration Unit and a Community Integration Unit.

Population held at time of inspection

The establishment can hold up to 506 prisoners, on the 30 November, 431 prisoners were held – details of the prisoner population are outlined in Annex A.

Healthcare provider

NHS Grampian

Learning provider

Fife College

Overview by HM Chief Inspector of Prisons for Scotland

Introduction

HMP & YOI Grampian is the newest of the fifteen prisons in Scotland, having opened in March 2014. Grampian replaced two Victorian prisons in Aberdeen and Peterhead and was built adjacent to the old prison in Peterhead.

As a new prison it has been well designed and built to a high standard, with good levels of natural light throughout the establishment.

HMP & YOI Grampian was designed to be a “community facing prison”, to accommodate male and female prisoners and young offenders from the north of Scotland. An occurrence of serious disorder in its early months resulted in the removal of the male young offenders from Grampian. At the time of this inspection, there were no male young offenders in Grampian, and one of the residential Halls remained unoccupied. It is disappointing that some of the highest quality of prison estate in Scotland lies empty.

This was the first full inspection for Grampian, coming 21 months after its opening. We found a prison which was fully functioning and operating in a stable environment.

Inspection Findings

In relation to the ten Standards for Inspecting and Monitoring Prisons in Scotland used to inspect Grampian, one was assessed as **good**, five as **satisfactory**, three as **generally acceptable** and one as **poor**.

A challenge for any newly established prison is to integrate the staff who have experience of working in different settings. In the case of Grampian, this meant some from HMP Aberdeen, some from HMP Peterhead and others who were new to the prison service. For the first two years of its operation, Grampian staff have been supported by staff from other prisons in Scotland on detached duties. As staffing has stabilised and new staff have gained experience, there has been a reduction in staff turnover and an increasing level of operational confidence. Over time a unique identity and approach for those working at Grampian will continue to develop.

Overall, prisoners told us that they felt safe in HMP & YOI Grampian. Staff were respectful and courteous in their dealings with prisoners and there was evidence of positive engagement between staff and prisoners.

The strongest area of performance in Grampian related to the preparation of prisoners for their successful return to the community. Multi-agency, partnership working was central to the planning for the release of both short term and long term prisoners. The case management process was effective and engaged a wide range of internal and external partners, with a clear commitment to supporting prisoners both before and after their release. Throughcare Support Officers made an important contribution to the resettlement of prisoners into the community.

The importance of supporting positive family relationships was recognised and considerable efforts were made to help prisoners to maintain good contact. The Family Contact Officers encouraged visits from families and friends and contributed to a

positive atmosphere in the visit room. The recently opened Family Centre and Help Hub, operated by Action for Children, was an excellent purpose built facility, offering support for families and other visitors. Public transport to HMP & YOI Grampian was not easy, so the use of virtual visits via video link provided by Apex Scotland was a welcome initiative.

The spiritual needs of prisoners were well catered for by a proactive chaplaincy team. The library was a well-resourced and busy facility, valued by prisoners for its popular organised activities.

The range of educational opportunities available through the Learning Centre and workshops was of a good standard and supported prisoners' skills development well. The work available for women was limited to a narrow range of opportunities. For the small number of men who were held in protection conditions on other than offence grounds, there was a very restricted regime available which was not acceptable.

While the support for vulnerable prisoners was acceptable, the overall assessment of healthcare provision in the prison was poor. In particular, prisoners with mental health needs faced a long waiting list and there was a need for formal assessment and improved care plans for all patients. The general relationship between SPS staff and NHS staff was observed to be challenging, with scope for improved levels of joint working and mutual support.

As an example of good support for vulnerable prisoners, in the Separation and Reintegration Unit we saw evidence of excellent engagement with prisoners who had been held separately for long periods of time. There were clear plans in place to assist prisoners to reintegrate back into mainstream prison accommodation in a constructive manner.

Another example of innovative practice at Grampian was the provision of the services of an Occupational Therapist. This approach produced some very positive results for prisoners who were not otherwise engaging positively in opportunities within the prison.

It was good to note that some of the achievements of prisoners received external recognition. One example concerned prisoners from HMP & YOI Grampian who participated in the 2015 Lloyds Bank Money for Life Challenge, with both the male and female teams reaching the Scottish finals. The male prisoners team progressed to the UK final, where they won the People's Award.

Next Steps

This inspection in the early life of HMP & YOI Grampian provides a useful assessment of the progress which has been made since its opening. I am pleased to see the positive developments which have been made and the solid foundations to build on for the future.

The report identifies a number of areas of good practice which are worthy of sharing and which I hope will be taken up by other prisons in Scotland. It also highlights areas where improvements can be made, which will enhance the treatment and conditions for prisoners in Grampian. I look forward to seeing these improvements introduced through the prison's future plans.

HM Inspectorate of Prisons for Scotland will continue to monitor the progress in HMP & YOI Grampian.

David Strang
HM Chief Inspector of Prisons for Scotland

Summary of Inspection Findings

Standard 1 Lawful and transparent custody

Satisfactory performance	
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Standard 2 Decency

Satisfactory performance	
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Standard 3 Personal safety

Satisfactory performance	
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Standard 4 Health and wellbeing

Poor performance	
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Standard 5 Effective, courteous and humane exercise of authority

Satisfactory performance	
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Standard 6 Respect, autonomy and protection against mistreatment

Generally acceptable performance	
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Standard 7 Purposeful activity

Generally acceptable performance	
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Standard 8 Transitions from custody to life in the community

Good performance	
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Standard 9 Equality, dignity and respect

Generally acceptable performance	
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Standard 10 Organisational effectiveness

Satisfactory performance	
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Good Performance

There were 24 good performance Quality Indicators 1.1, 1.4, 2.1, 2.2, 2.3, 2.7, 3.14, 5.9, 5.16, 5.17, 5.18, 5.22, 6.25, 7.2, 7.8, 7.9, 7.10, 7.22, 8.1, 8.3, 8.4, 8.7, 10.7 and 10.8.

Standards, commentary and quality indicators

Standard 1: Lawful and transparent use of custody

The prison complies with administrative and procedural requirements of the law and takes appropriate action in response to the findings and recommendations of official bodies that exercise supervisory jurisdiction over it.

Commentary

The prison ensures that all prisoners are lawfully detained. Each prisoner's time in custody is accurately calculated; they are properly classified, allocated and accommodated appropriately. The prison cooperates fully with agencies which have powers to investigate matters in prison.

Inspection findings

Overall rating: Satisfactory performance ●

The administrative procedures for admitting prisoners were methodical and reliable, warrants were checked and prisoners were classified appropriately on admission. Prisoners were given clear and accurate information about their critical dates shortly after admission.

Initial assessments were carried out in a caring and professional manner with every effort made to locate prisoners in accommodation which suited their needs.

All evidence gathered suggested that prison managers discharged their statutory duties responsibly.

Quality indicators

1.1 Statutory procedures for identification and registration of prisoners are fully complied with.

Rating: Good performance ✓

Prisoners were received directly from both Peterhead and Aberdeen Sheriff Courts as well as those transferred in from other establishments. Throughout the inspection a number of prisoners were observed being admitted into the establishment from both court and as transfers in from other establishments. The processes were seen to be carried out in accordance with admission procedures. The prison had robust assurance processes in place to ensure the management of warrants within the establishment was of a high standard.

1.2 All prisoners are classified and this is recorded on the prisoner's electronic record.

Rating: Satisfactory performance ●

At the point of admission a record on PR2 (the electronic prisoner records system – version 2) was entered for the prisoner including their classification. Any prisoner

received into the establishment from another prison did so with this already in place however this was subsequently checked in reception.

1.3 All prisoners are allocated to a prison or to a location within a prison dependent on their classification, gender, vulnerability, security risk or personal medical condition.

Rating: Satisfactory performance ●

At the time of the inspection there were two main options for allocation from reception. Banff Hall for females and Ellon Hall for males. The allocation of prisoners was observed in reception at the point of admittance on a number of occasions and staff were seen to take cognisance of all the factors pertaining to this indicator. This theme was continued from the first night in custody through to the flat officer where considerable judgement was applied when locating prisoners.

1.4 A cell sharing risk assessment is carried out prior to a prisoner's allocation to cellular accommodation.

Rating: Good performance ✓

Robust processes were in place to ensure the Cell Sharing Risk Assessment (CSRA) process was implemented in both male and female residential areas. Desk instructions were in place and staff in the male residential area demonstrated the CSRA process and were observed completing a daily assurance sheet which was reviewed as part of a daily 'dash board' by the First Line Manager on duty, this was an area of **practice worthy of sharing**. Internal CSRA audits were fully compliant.

1.5 Release and conditional release eligibility dates are calculated correctly and communicated to the prisoner without delay.

Rating: Satisfactory performance ●

Information with regard to critical dates was calculated on admission and the prisoner informed prior to departing reception. Where more complex warrants existed the criminal administration team confirmed critical dates the day after admission and this was subsequently communicated to the prisoner. Robust assurance processes were in place regarding the management of warrants.

1.6 The statutory duties and powers granted to the governor or director are performed as required by law.

Rating: Satisfactory performance ●

During the inspection a range of legislation including The Prisons and Young Offenders Institutions (Scotland) Rules 2011, Food Standards Act 1999 and Health and Safety at Work Act 1974 were checked. This confirmed that statutory powers granted to the Governor were performed as required by law.

1.7 Appropriate action has been taken in response to findings or recommendations of monitoring, inspectorial, audit or judicial authorities that have reported on the performance of the prison since the last full inspection.

Rating: Satisfactory performance ●

This was the first inspection of HMP & YOI Grampian. There had however been a number of audits carried out in line with SPS policy. The results of, for example, the warrants audit where five points of good practice were given demonstrated a commitment to continuous improvement in line with this indicator.

STANDARD 2 - DECENCY

The prison reliably supplies the basic requirements of decent life to the prisoners.

Commentary

The prison provides to all prisoners the basic physical requirements for a decent life. All buildings, rooms, outdoor spaces and activity areas are of adequate size, well maintained, appropriately furnished, clean and hygienic. Each prisoner has a bed, bedding and suitable clothing, has good access to toilets and washing facilities, is provided with necessary toiletries and cleaning materials, and is properly fed. These needs are met in ways that promote each prisoner's sense of personal and cultural identity and self-respect.

Inspection findings

Rating: Satisfactory performance 

All prisoners lived in suitable conditions with some of the accommodation viewed as extremely good. Cells were well equipped with en suite facilities.

Grampian was a clean prison, and the buildings well maintained. The laundry was efficient and prison issue clothing was of a suitable standard however there were shortages of bedding.

The catering arrangements were sound. The menu provided a varied and balanced diet and portion sizes were found to be ample.

Quality Indicators

2.1 The prison buildings, accommodation and facilities were fit-for-purpose and maintained to an appropriate standard.

Rating: Good performance 

The prison was modern with lots of open space and natural light. The standard of the mainstream accommodation was good and the facilities in the mother and baby unit and the Community Integration Unit (CIU) were exceptional.

All cells were adequately furnished and equipped with integrated toilets and showers. There were tables and chairs in the centre of the wings where prisoners could dine communally. Decoration within the prison was good and the fabric of the prison was well maintained. Inspectors were pleased to note the absence of graffiti.

2.2 Good levels of cleanliness and hygiene are observed throughout the prison ensuring procedures for the prevention and control of infection are followed.

Rating: Good performance 

There was a strong emphasis on maintaining high standards of hygiene throughout the prison both internally and externally and the prison was found to be clean and tidy

throughout. Cleaning parties were efficient and prisoners carrying out this work were properly trained and equipped. Those we observed on the units worked actively and efficiently.

2.3 Cleaning materials are available to all prisoners to allow them to maintain their personal living area to a clean and hygienic standard.

Rating: Good performance 

Prisoners had ready access to cleaning materials in each of the residential areas. They appeared to appreciate the good living conditions and most seemed to take a pride in keeping their cells clean and tidy, using the equipment provided.

2.4 All prisoners have a bed which is fit for purpose and in good condition.

Rating: Generally acceptable performance 

Most prisoners had single beds, a small number of prisoners who occupied shared cells used metal framed bunk beds. The beds were fit for purpose and in reasonable condition.

We received numerous complaints from prisoners about the standard of the mattresses. They said they were often thin, worn and very uncomfortable. We were advised by staff that a small store of new mattresses was held and prisoners could request to have their mattress replaced. Some of the mattresses being used were no longer serviceable and did need to be replaced. There should be suitable arrangements in place to ensure that unsuitable mattresses are replaced efficiently.

2.5 All prisoners are given sufficient bedding or are allowed to supply their own. Bedding is in good condition, clean and can be laundered regularly.

Rating: Generally acceptable performance 

The bedding was in good condition and laundered once a week. Staff and prisoners were content that the arrangements in place were effective. There was however a general shortage of bedding available. Staff working in the first night in custody area stated that they constantly struggled to obtain enough duvets, pillows and mattresses for newly admitted prisoners and often had to search elsewhere in the prison to obtain the necessary items. There should be a sufficient stock of bedding readily available.

2.6 A range of toiletries and personal hygiene materials are available to all prisoners to allow them to maintain their sense of personal identity and self-respect.

Rating: Satisfactory performance 

On admission all prisoners were issued with a pack which contained soap, shampoo, a toothbrush and toothpaste. These items could be replenished free of charge on request. Prisoners were also able to purchase additional branded personal items from the canteen. Female prisoners were also able to purchase additional cosmetics from an external provider.

2.7 All prisoners have access to washing and toileting facilities that is either freely available to them or readily available on request.

Rating: Good performance 

All cells were equipped with modern toilet and shower facilities. Prisoners seemed to appreciate the privacy and convenience this provided. These facilities were amongst the best available in the Scottish Prison Estate.

2.8 All prisoners have supplied to them or are able to obtain for themselves a range of clothing suitable for the activities they undertake. The clothes available to them are in good condition, fit for purpose and allow them to maintain a sense of personal identity and self-respect. Clothing can be regularly laundered.

Rating: Generally acceptable performance 

Prisoners could wear their own clothes in the Halls and arrangements were in place for personal clothing to be brought in to the prison. The general standard of prison issue kit was reasonable and most prisoners seemed content with it. However we received reports from staff that, as with the bedding, prison kit was not always readily available. There should always be sufficient prison kit available to ensure that all prisoners can remain suitably dressed.

Laundry arrangements were efficient and prisoners were able to keep their clothes clean.

2.9 The meals served to prisoners are nutritionally sufficient, well-balanced, varied, served at the appropriate temperature and well presented.

Rating: Satisfactory performance 

There was a three week menu cycle which provided sufficient variety of choices. The food served to prisoners which we sampled was of a reasonable quality and quantity. The temperature of the food was closely monitored before it left the central kitchen and again after it arrived in the servery in the Halls. Prisoners located in the CIU were able to buy their own food and then cook it themselves.

2.10 The meals served to each prisoner conform to their dietary needs, cultural or religious norms.

Rating: Satisfactory performance 

Food consultation groups were held regularly and we were advised of changes to the menu which had resulted from issues prisoners raised at them. Catering staff were also present at one servery each serving. This gave prisoners the opportunity to raise any issues they had about the food directly. Reasonable efforts were made to cater for minority diets as well as for prisoners who had allergies and relatively few complaints were made about the food. Each living section had its own toaster, microwave and fridge freezer which prisoners had access to during the day.

STANDARD 3 - PERSONAL SAFETY

The prison takes all reasonable steps to ensure the safety of all prisoners.

Commentary

All appropriate steps are taken to minimise the levels of harm to which prisoners are exposed. Appropriate steps are taken to protect prisoners from harm from others or themselves. Where violence or accidents do occur, the circumstances are thoroughly investigated and appropriate management action taken.

Inspection findings

Overall rating: Satisfactory performance ●

Violence and the threat of violence within the prison was managed well. The complexities in terms of the population and the options open to staff when locating prisoners, in particular male prisoners required a high degree of communication, assessment and evaluation on the part of staff. This was a process supported across functions which ultimately sought to minimise acts of violence or intimidation within the prison.

There were some practices in relation to Health & Safety which were worthy of positive comment however certain aspects of this area required attention.

Non-offence protection prisoners were not afforded a quality regime, were often in their cells for more than 23 hours per day and were socially isolated. This was concerning.

Incident management and the provision of response to a staff alarm were all areas where the prison appeared to be in a state of preparedness. The prison also utilised the key vend system to provide accurate information in terms of role holders in the event of an incident occurring.

Quality Indicators

3.1 All reasonable steps are taken to minimise situations that are known to increase the risk of aggressive or violent behaviour. Where such situations are unavoidable, appropriate levels of supervision are maintained.

Rating: Satisfactory performance ●

The Intelligence Management Unit (IMU) were an integral part in minimising potential risk. Through the use of intelligence, associates and enemies were identified and this showed the complexity of keeping those assessed as 'must be separate' apart. The separation of prisoners was reflected in level 1 Ellon Hall where there were protection and non-offence protections in all sections. Sex offenders were kept separate from mainstream prisoners, with non-offence protections located within a mainstream section and their movements restricted.

The violence strategy group discussed all violent incidents and reported their actions to senior management regarding the management of risk. At the time of the inspection there were no Special Security Measures (SSM) in place. The SPS Anti-Bullying Strategy (ABS) had been utilised to challenge and manage prisoners who had

displayed bullying or intimidating behaviour. As noted in 5.9, prisoner movements were carefully co-ordinated to reduce the likelihood of violence and aggression. Areas within the establishment which catered for all populations were well controlled.

3.2 The requirements of Health and Safety legislation are observed throughout the prison.

Rating: Generally acceptable performance 

Staff were regularly updated on a range of topics relating to Health and Safety as well as various exercises and training taking place.

When an internal Health and Safety Inspection was carried out, the managers in the area were provided with a written report on the inspection findings. These highlighted issues, the remedial action required, the legal and Health and Safety/ Fire implications of failing to make improvements, a priority rating for each improvement, a timescale for completing each improvement, and where relevant photographs of the issues identified. This was an area of practice **worthy of sharing**.

Inspectors noted that a number of First Line Managers were resistant to fulfilling some of their Health and Safety duties. This had resulted in some accident investigations remaining outstanding for up to three months after they were due. These investigations were required to have been completed within ten days of being reported in order to meet the legislative requirement. **This was of concern**.

Staff and managers in some areas had failed to complete area safety checks on time, and in a small number of cases remained incomplete up to seven months after they were due. Staff and managers in a small number of areas had failed to conduct fire drills and/ or fire safety checks in their area when required to do so. Again this was of concern and should be addressed as a matter of urgency.

3.3 All activities take place according to safe systems based on realistic risk assessments.

Rating: Satisfactory performance 

Standard Operating Procedures (SOPs) were in place and available on the prison SharePoint site. A number were examined and found to be comprehensive. Staff spoken with were aware of SOPs and where they could access them.

Contact between different prisoner groups was generally well controlled. A good example of safe systems was found in the reception area where prisoners, depending on their assessment and/or gender, were kept apart. Shared services including the health service were accessed by different doors to ensure any contact was minimised.

3.4 The behaviour of staff contributes to the lowering of the risks of aggression and violence.

Rating: Generally acceptable performance 

Positive interactions between staff and prisoners were observed. If required there was a process in place for staff and prisoners to report concerns that may lead to aggression or violence with action taken as appropriate. However we observed a lack

of challenge to prisoners who displayed inappropriate behaviour towards nurses by prison staff (see also 4.1). **This was of concern.**

3.5 Care is taken during the period immediately following the admission of a prisoner to ensure their safety.

Rating: Satisfactory performance ●

Staff were aware of the processes and actions to be followed when admitting a prisoner presenting as vulnerable, as struggling to cope, or as a potential threat to staff or to other prisoners. Prisoners in both residential Halls reported having personally experienced and witnessed staff providing appropriate care.

Following a prisoner's first night in custody they were allocated to a specific residential section. Staff within the section were responsible for 'must keep separate' and other security markers in order prisoners were located in an appropriate cell.

The first night in custody cells were in the same residential section as those housing sex offenders. While this did not compromise the safety of the newly admitted prisoners (the focus of this QI) it did result in some complaints from these prisoners.

3.6 The prison implements thorough and compassionate practices to identify and care for those at risk of suicide or self-harm.

Rating: Satisfactory performance ●

The ACT2Care¹ process was utilised to manage those at risk of suicide or self-harm. The prison had been subject to three ACT2Care internal audits (October 2014, January and July 2015), receiving limited, substantial and limited assurance respectively. The ACT2Care Strategic Group had not met since July 2015, paperwork provided demonstrated that monthly audits were in place to monitor the process. Documentation in use was reviewed and found to be generally well managed. One male and one female prisoner, subject to the process, were interviewed and were complimentary regarding staff involvement in their care.

3.7 The prison takes particular care of prisoners whose appearance, behaviour, background or circumstances leave them at heightened risk of harm or abuse from others.

Rating: Poor performance ●

Staff described and appeared motivated in how they would support prisoners who presented as vulnerable in some way. Prisoners reported that staff were effective at providing support to those struggling to cope.

Of concern was that staff in Banff Hall said they felt unsupported by management in their efforts to take care of prisoners who were at heightened risk of harm.

¹ ACT2Care is the SPS' system for identifying prisoners at risk of self-harm or suicide. It aims to address the risk of suicide and suicidal behaviour and promote a caring environment where those in distress can ask for help.

Non offence protection prisoners spoken with felt they were being 'punished' for having asked to go on protection. They explained that there was no regime for non-offence protection prisoners so they could end up spending 23 hours a day in their cell, this was confirmed by staff. **This was unacceptable.** The same prisoners also reported that when they were allowed out for exercise this took place one person at a time in the SRU 'pens' so their social isolation was further reinforced. Prisoners reported that they felt discouraged from taking time in the fresh air. (See also 6.6, 7.20 and 9.1).

3.8 The allocation, management and supervision of prisoners known to present a risk takes into account the nature of the risk they present.

Rating: Satisfactory performance ●

Staff gave examples of having managed high risk prisoners, including those who appeared to be under the influence of psychoactive substances or similar, so as to make less likely any harm to themselves or others.

Prisoners reported that they felt it was a safe prison, with many stating they felt it was safer than many other prisons. Staff in Banff Hall reported that they felt safe in their work environment, whilst some staff reported that they did not always feel safe when working in Ellon Hall.

Separation and Reintegration Unit (SRU) staff took an exceptionally proactive and supportive approach to helping prisoners who were presenting as high risk. **This was positive.** There was a particularly impressive example of providing care to a prisoner who was located in the SRU during the period of the inspection. This prisoner had been presenting management challenges for a number of years in a number of establishments, and SRU staff had done exceptionally well to get this prisoner to the point where he felt prepared to spend some time away from the SRU and indeed away from the establishment.

3.9 Where bullying or harassment of prisoners is suspected or known to have taken place, steps are taken to isolate those responsible from their current or potential victims and to work with them to modify their behaviour.

Rating: Satisfactory performance ●

Staff and prisoners in both residential Halls were able to provide examples of bullying having been appropriately and proportionately challenged and managed. Staff were able to explain how to apply the ABS.

3.10 Those who have been the victims of bullying or harassment are offered support and assistance.

Rating: Satisfactory performance ●

Prisoners in both residential Halls stated that they felt victims of bullying or harassment were supported by staff. Staff were able to explain how they would support a victim of bullying.

3.11 Allegations or incidents of mistreatment, intimidation, hate, bullying, harassment or violence are investigated by a person of sufficient independence and lead to appropriate management action.

Rating: Generally acceptable performance 

Incidents were reported through the complaints system and through intelligence reports. Non offence protection prisoners said their complaints were not followed up regarding exercise and their regime in general. Complaints should be properly considered and responded to.

Physical assaults were automatically reported to the police.

3.12 Systems are in place throughout the prison to ensure that a proportionate and rapid response can be made to any emergency threat to safety or life that might occur.

Rating: Satisfactory performance 

Staff alarm response protocols ensured that pre-defined staff attended an incident initially with a secondary response activated if required. During the inspection a planned exercise to test the system was successfully carried out.

3.13 There are emergency means of communication and alarms throughout the prison; they are tested regularly and are working satisfactorily.

Rating: Satisfactory performance 

The establishment kept close control of the alarms and radios within the key vend area which were checked daily. There was a recognised radio channel for significant incidents separate from the main channel. There were some radio blind spots within the establishment which staff were aware of. We were informed the issue was being dealt with in the near future with the contractor.

3.14 There is an appropriate set of plans for managing emergencies and unpredictable events and staff are adequately trained and exercised in the roles they adopt in implementing the plans.

Rating: Good performance 

Contingency plans covered all appropriate areas. The call-out list of names and numbers of suitable staff was up-to-date and details matched the records held with the Head of Operations, in the Electronic Control Room (ECR) and on SharePoint.

The prison retained up-to-date records of staff trained and available to provide mutual support to other prisons in the event of an emergency. The establishment had an agreement with the SPS HQ to retain more staff than was nationally required due to its geographical position. The key vend system identified staff with particular Incident command team roles. **This was positive.**

STANDARD 4 - HEALTH AND WELLBEING

The prison takes all reasonable steps to ensure the health and wellbeing of all prisoners.

Commentary

All prisoners receive care and treatment which takes account of all relevant NHS standards, guidelines and evidence-based treatments. Healthcare professionals play an effective role in preventing harm associated with prison life and in promoting the health and wellbeing of all prisoners.

Inspection findings

Overall rating: Poor performance 🟡

Healthcare staffing was appropriate but the mix between primary and mental health/addictions staff required to be addressed. The Health Centre was fit for purpose.

Nurses were found to be frequently threatened and verbally abused by prisoners. Nursing staff did not feel safe attending different wings of the prison and felt unsupported by SPS staff. The general relationship between SPS and the NHS staff was observed to be challenging which had an effect on prisoners attending clinics and the delivery of healthcare.

A range of services and clinics were offered and available within acceptable timescales, however there was a waiting list of forty one prisoners to see the mental health team with no clear triage or process to assess urgency of need. We found no evidence of formal assessment or care plans for prisoners with mental health needs. Care plan documentation for those with physical health needs was basic and not outcome focussed.

Women had access to a weekly mental health drop-in clinic, however, men did not.

The lack of medium secure psychiatric beds in the community created issues as prisoners who required treatment in a psychiatric hospital were managed within the prison until such time as a bed became available.

There were good links and range of community based addictions services available. We had concerns regarding the issuing of controlled drugs. At the time of inspection the NHS Grampian Controlled Drugs team visited and identified that there were some training issues.

There was no formal one-to-one line management supervision or clinical supervision offered to mental health nursing staff to evaluate or reflect on their delivery of care and interventions.

Systems and process for infection control were concerning which we raised with NHS Grampian during the inspection.

Quality Indicators

4.1 There is an appropriate level of healthcare staffing in a range of specialisms relevant to the healthcare needs of the prisoner population.

Rating: Generally acceptable performance 

Staffing was appropriate, but there had been high bank usage due to sick and maternity leave. There was an issue in the balance between primary care staff and mental health/ addictions staff resulting in insufficient numbers of mental health/ addictions staff to cover the workload. The clinical nurse manager was aware of this matter and hoped to resolve it in the near future. The Health Centre was well managed and nurses worked within their own scope of practice. GP cover was sufficient.

We were informed, observed, and received copies of risk management documentation that showed that nurses were frequently being threatened and verbally abused by prisoners. Nursing staff no longer felt safe attending different wings of the prison, felt unsupported by SPS staff and had raised these concerns with no evidence of action being taken (see also 3.4). The relationship between NHS staff and SPS was challenging and required to be addressed.

4.2 Prisoners have direct confidential access to a healthcare professional.

Rating: Generally acceptable performance 

Multi-disciplinary self-referral forms were available with both words and symbols to show the services available which made it easier for non-English speaking prisoners to complete. Referrals were triaged by nurses. Prisoners could also speak with a nurse in the residential areas, if required. They could also be referred to the health services via prison or social work staff.

As noted in 4.1 the challenging relationship between SPS and NHS staff had an effect on prisoners attending clinics and the delivery of healthcare. Nurses were seen waiting for up to an hour between consultations as SPS staff were slow in bringing prisoners to clinics. These findings led us to conclude that the governance of healthcare between the NHS and SPS within the prison was lacking. **This was of concern.** Prisoners must be allowed to attend appointment at their allocated time.

4.3 Appropriate confidentiality of healthcare consultations and records is maintained in the prison.

Rating: Satisfactory performance 

Clinics and consultations observed demonstrated appropriate confidentiality being maintained. The prisoner's electronic health record (Vision) was updated at the time of consultation.

Consultations that took place in the SRU were held in the presence of prison officers due to the security need. The GP entered the cell and spoke at a level that maintained confidentiality. The health record was updated on return to the health centre as there was no healthcare computer access within the SRU.

4.4 Healthcare provided in the prison meets accepted professional standards.

Rating: Poor performance 

The controlled drug (CD) team from NHS Grampian visited during the inspection. There was a competent witness arrangement in place for the checking of controlled drugs, however it was identified by the CD team that there were some training issues around the checking of controlled drugs. While there was guidance on this, there was no SOP.

Observation of the administration of medicines demonstrated a lack of compliance with best practice; one registered nurse wrote the entries in the controlled drugs register for each administration with the healthcare support worker recording and administering the controlled drug. They then signed the register as witness with the registered nurse signing the drug kardex and register as administering the drug. **This was of concern.** Staff authorised to administer CDs does not include healthcare support workers. The administration and recording of medications including controlled drugs should be carried out by a registered nurse and a SOP implemented.

During the inspection Methadone had been prescribed by a GP and given by a nurse to a prisoner for pain control. This was brought to the attention of the nurse manager that day and a review of care requested. The nurse manager also brought it to the attention of the lead clinician.

No formal one-to-one supervision was being offered to mental health nursing staff to evaluate or reflect on their delivery of care and interventions. **This was a weakness.** All nursing staff should receive appropriate line management and clinical supervision.

4.5 Where the healthcare professional identifies a need, prisoners are able to access specialist healthcare services either inside the prison or in the community.

Rating: Generally acceptable performance 

Prisoners could access the substance misuse team who offered a range of addiction services. At the time of inspection there were no waiting lists. One-to-one support, drug reducing programmes (DRP), opiate substitute treatment (OST) and naloxone training were offered. Links with community addictions services were active through 'DA', a third sector organisation who ran twice weekly groups for prisoners within the prison.

There was access to psychiatrists, clinical psychology and mental health nurses however, the mental health nursing staff had no training in supporting prisoners who had experienced trauma or training in brief psychological therapies, such as anxiety management or stress management, therefore all referrals were directed to the psychologist. This meant that the psychologist was providing low level interventions that could have been delivered by the nursing staff if they had received appropriate training. The mental health team had a waiting list of forty one prisoners during our inspection with no clear triage or process to assess urgency of need. **This was a weakness.**

The prison had access to a neuropsychologist, however this service was underutilised and referrals were low. Prisoners were not being screened at reception, therefore not being identified.

Due to a lack of medium secure psychiatric beds in the community, prisoners who were acutely mentally unwell and required treatment in a psychiatric hospital could be delayed in being transferred due to lack of a suitable bed. This resulted in these prisoners being managed within the prison, which was inappropriate and created undue distress for all concerned. We observed examples of excellent care and attention being given by prison and healthcare staff to a prisoner awaiting transfer. The mental health team should review how they manage and allocate their existing caseload and develop other options for prisoners to manage their condition. When a clinical decision had been made to admit a prisoner to a psychiatric hospital this should be carried out timeously.

Some external appointments were missed due to prisoners refusing to attend or transport by G4S being late or unavailable. Appointments to attend hospital should be facilitated. The nurse manager was working with some specialist services, for example tissue viability, to seek ways to provide more services within the prison rather than in a hospital environment. Where treatment was required at accident and emergency, systems were in place to facilitate this.

A range of clinics were held daily, with others provided as required. The dentist visited three times per week, with twenty seven prisoners on the waiting list, all were planned to be seen within three weeks. Remand prisoners only received emergency dental treatment.

4.6 Prisoners identified as having been victims of physical, mental or sexual abuse are supported and offered appropriate treatment. The relevant agencies are notified.

Rating: Generally acceptable performance 

Prisoners who suffered injury within the prison were seen immediately by the healthcare team during clinic hours. Outwith this time, the GPs operated an on-call procedure. If the injury was assessed as serious, the prisoner would attend the local accident and emergency department.

Prisoners were able to access a sexual health clinic. Open Secrets, a third sector organisation, provided support for victims of abuse. Poor communication between this service and prison healthcare staff regarding which prisoners were accessing support from this service was found. All concerned should work in a more collaborative way to improve access to this service.

A well utilised mental health drop-in clinic was provided weekly in the women's Halls of the prison. However, this was not offered in other Halls resulting in inequity of service. We were told that this service was previously provided to male prisoners in the Halls, but discontinued as prisoners did not feel secure sharing information with nursing staff due to prison officers frequently coming into the drop-in clinic. Consideration should be given to reinstate this service in other Halls and ensure confidentiality for prisoners.

Mental health nursing staff had no training in supporting prisoners who had experienced trauma or training in brief psychological therapies, such as anxiety

management or stress management, therefore all referrals were directed to the psychologist. This meant that the psychologist was providing low level interventions that could have been delivered by the nursing staff if they had received appropriate training.

A clinical psychologist had been appointed by NHS Grampian to support the mental health and addiction teams in their training, offer clinical supervision, and to develop and establish the psychological therapies matrix. This was proving difficult with progression slow. The reasons for this, staff stated, were lack of time and the constraints of prison routines with priorities given to core duties, such as administering medication. However, we also found that there was a lack of basic processes and pathways that would be expected in a healthcare setting, such as formal multidisciplinary reviews of the nursing caseload, and a lack of assessment and care planning documentation. This resulted in a lack of consistency and direction for staff delivering care.

Healthcare staff were clear regarding reporting pathways for prisoners who had disclosed incidences of abuse. There were however no written procedures regarding the notification of abuse occurring within the prison. New healthcare staff in the prison would have to be given the information on how to report incidences verbally. **This was a weakness.**

4.7 Care is taken during the period immediately following the admission of a prisoner to ensure their health and wellbeing.

Rating: Satisfactory performance 

Nurses trained in mental health did not always attend reception, as such discussion regarding mental health needs and assessment of risk was limited. Prisoners were screened for alcohol and drugs and had the opportunity to discuss issues in relation to problematic drug or alcohol use. Staff told us that shadowing for new staff in reception was variable, with the healthcare staff standard induction policy not always being adhered to.

Prisoners were seen by the GP the day after admission, Vision was used to review the initial assessment carried out in reception. The focus of the consultation was generally on mental health and addictions. General health issues were not reviewed unless a problem was highlighted on the nursing assessment. The GP completed the ACT2Care document, medication reviewed and prescribed.

Prisoners could sign a multi-agency consent form on admission, which allowed healthcare staff to share information with other agencies, such as addictions teams. Prisoners were given information on how to request GP appointments, substance abuse support, blood borne virus clinics and information on in-possession medication.

4.8 Care plans are implemented for prisoners whose physical or psychological health or capacity leaves them at risk of harm from others.

Rating: Poor performance 

We found no evidence of formal assessment or care plans for prisoners with mental health needs. There was a lack of consistency in how the mental health team communicated. The psychiatrist and nursing teams lacked a clear process for

communication, nursing staff told us that after a prisoner was reviewed by a psychiatrist, they could struggle to find out the outcome of that appointment as the psychiatrist did not record this on Vision. This resulted in nursing staff not knowing the plan of care. **This was a weakness.** Both healthcare and prison staff stated this was extremely frustrating. Prisoners referred to the mental health team should have a documented mental health assessment and outcome focused plan of care. This should be underpinned by regularly reviewing and discussing these prisoners with the wider mental health team.

Care plan documentation for prisoners with physical health needs was basic and not outcome focused.

At the daily nurse handover, a 'safety action brief' to highlight vulnerable prisoners to the wider team was used. This was a descriptor and not a discussion or review.

'Medical markers' were sent to prison staff to inform them of vulnerable patients who may require specialist care. Consent to share this information was obtained from the prisoner before this was shared with prison staff. This worked well and ensured vulnerable patients received the right medical care at the right time if needed.

4.9 Healthcare staff offer a range of clinics relevant to the prisoner population. Where the healthcare professional identifies a need, prisoners are able to access specialist healthcare services either inside the prison or in the community.

Rating: Generally acceptable performance 

As noted in 4.5 prisoners could access a range of addiction services, including access to a number of community services. Prisoners could access a neuropsychologist, psychiatry sessions, as well as clinical psychology and mental health nurses. However, the mental health nursing staff had no training in supporting prisoners who had experienced trauma or training in brief psychological therapies, such as anxiety management or stress management, therefore all referrals were directed to the psychologist. This meant that the psychologist was providing low level interventions that could have been delivered by the nursing staff if they had received appropriate training. Clinics were held for the dentist, podiatrist, sexual health, nurse and GP. All had relatively low waiting lists. Patients could expect to see the GP or nurse within one week with other services usually within a month.

As stated previously, access to clinics was dependent on SPS escorts. The healthcare manager had raised the matter with SPS who requested data to support the claim. This was now being recorded.

4.10 Preventive healthcare practices are implemented effectively in relation to Transmissible diseases.

Rating: Poor performance 

Due to the lack of input from infection control, staff training, audit and staff awareness it was not possible to say that the NHS staff would be able to contain any transmissible disease that might be introduced into the prison (See 4.11).

4.11 Preventive healthcare practices are implemented effectively in relation to the maintenance of hygiene and infection control standards.

Rating: Poor performance 

During the inspection, we were informed that the Health Centre did not have any contact with the NHS Grampian infection control team. Managers told us that policies, documents and information in relation to infection control were available via NHS Grampian Intranet. However, nursing staff were unaware that they could access this information. Healthcare staff were not using correct audit tools, not carrying out audit of practice and, worryingly, if they required any information on a condition or organism they searched the internet. They had no access to spill kits and we saw limited evidence of education for staff. We were concerned about this and raised the issue with senior management within NHS Grampian. By the end of the inspection, the NHS Grampian infection control team had been in contact with the clinical nurse manager to resolve these issues. The standard NHS national policy in relation to infection control should be followed. We will follow this up at future visits.

The Health Centre was purpose-built and fit-for-practice from an infection control perspective. Safe decontamination of dental equipment was carried out on site. Sharps bins within the health centre were assembled correctly and labelled. A range of Personal Protective Equipment was available.

4.12 Preventive healthcare practices are implemented effectively in relation to the assessment, care and treatment of those at risk of self-harm or suicide.

Rating: Generally acceptable performance 

Formal written assessments for prisoners under the care of the mental health services were found to be inconsistent with the nursing team not routinely using formalised assessment documents. There was inconsistency in the process of discussing these prisoners with no formal supervision in place for nursing staff and support provided for discussing cases not evident.

All prisoners transferred and newly admitted to the prison did not have an initial health screen carried out by a mental health nurse. This meant that not all staff carrying out the initial health screen had a comprehensive understanding of risk assessment. On admission, ACT2Care documentation was completed for all prisoners with procedures put in place for those identified as at risk.

ACT2Care case conferences adhered to guidelines. Prison and healthcare staff interacted well together and ensured the involvement of the prisoner to ascertain their needs and assess the risks appropriately, including the use of interpreting services. The information available to prison and healthcare staff in relation to one prisoner was noted to be incomplete due to lack of identification of a clear plan from a psychiatric review. Following the consultation, no entry had been made on Vision and there had been no clear communication with the mental health team to inform staff of the outcome of the assessment. Consequently, there was a lack of clarity as to whether the prisoner involved was likely to be subject to detention under the Mental Health Scotland (Act) and receive inpatient psychiatric care. There should be clear pathways and processes for communication regarding a prisoners care and treatment.

4.13 Preventive healthcare practices are implemented effectively in relation to the care and treatment of those exhibiting self-harming and addictive behaviours.

Rating: Poor performance 🟡

As noted in 4.12 prisoners transferred and newly admitted to the prison did not have an initial health screen carried out by a mental health nurse. Part of the admission health assessment included screening for substance misuse and alcohol related issues. This incorporated an initial urine toxicology test and alcohol screen. For those prisoners identified as being in withdrawal, a detoxification regime was implemented.

There was little in the way of preventative practices for supporting prisoners who were exhibiting self-harming behaviours. We observed limited treatment options for prisoners who were at risk of self-harm, and management and intervention was sporadic and inconsistent. The healthcare team should develop and introduce preventative supports and treatments for prisoners who are at risk of self-harming and suicide.

As noted in 4.9 there was limited provision for low intensity psychological therapies, and as noted in 4.5 the mental health team had a waiting list of forty one with no clear triage or process to assess urgency of need.

Some evidence of harm reduction was observed by staff providing foils and recovering needles from prisoners. Three substance misuse staff were trained in brief interventions for alcohol.

4.14 Health education activities for both prisoners and staff are implemented throughout the prison.

Rating: Generally acceptable performance 🟢

Health promotion mirrored national events, such as no smoking days and breast cancer awareness. Flu vaccinations, breast and bowel screening were offered. No evidence was observed of proactive health promotion work being undertaken. There was a reliance on the NHS Grampian Keep Well programme for those between 18-65 years of age. There was limited health promotion material within the health centre waiting areas.

Naloxone training was offered to prisoners by substance misuse nurses, either on a one-to-one basis or as part of a group. Naloxone packs were issued on liberation.

No oral health promotion was provided as there was no resource available to deliver this or provide dental hygienist input. Prisoners were issued with toothbrushes and toothpaste on arrival (see 2.6).

Some health education was opportunistic when prisoners attend for appointments such as blood borne virus and sexual health.

4.15 Healthcare professionals working in the prison are able to demonstrate an understanding of the particular ethical and procedural responsibilities that attach to practice in a prison and to evidence that they apply these in their work.

Rating: Satisfactory performance 

All NHS staff attended SPS professional boundaries training and reported that they found this useful. Staff spoken with were able to articulate the boundaries between professional and ethical issues.

The healthcare manager attended SPS senior management meetings to discuss operational issues, review incidents and contribute to resolution where possible. Meetings were held to discuss joint working issues to avoid potential conflict between prison procedures and Nursing and Midwifery Council guidelines.

4.16 Every prisoner on admission is given a health assessment, supplemented, where available, by the health record maintained by their community record. Care plans are instituted and implemented timeously.

Rating: Poor performance 

All prisoners newly admitted and transferred to the prison received an initial health screen by a nurse, which included recording of height, weight and blood pressure. All prisoners were then seen the following day by a GP who carried out a general health assessment. Prisoners were referred to the mental health team for further assessment and psychiatrist input, if appropriate.

From the GP consultations observed, little attention was given to general health unless a particular issue was raised on the initial nursing assessment.

On admission, ACT2Care documentation was completed for all prisoners. In line with policy, procedures were put in place for prisoners identified as at risk. Although it was evident that prisoners were being identified as being at risk of self-harm, as noted in 4.13 there were limited treatment options available.

We found evidence that formal written assessments and care planning for prisoners under the care of the mental health services was limited. The nursing team did not routinely use a formalised assessment or care plan documents. There was inconsistency in the process of discussing existing caseloads and the management and treatment of these prisoners. As noted in 4.4 no formal supervision was in place. All aspects of prisoner health must be taken into account when assessments are taking place and there should be formal line management or clinical supervision in place for staff to discuss cases.

4.17 Healthcare records are held for all prisoners. There are effective procedures to ensure that healthcare records accompany all prisoners who are transferred in or out of the prison.

Rating: Generally acceptable performance 

As noted in 4.3 electronic health records were maintained on Vision. Electronic community health records could be accessed by the GP if the prisoner was registered in the local area as GP cover was provided by the local practice.

Clear systems were in place to request community records for any prisoner sentenced to more than three months in prison and who was de-registered from their previous GP service. Where prisoners were transferred from other prisons, especially at short

notice, we were told that it could result in incomplete health records being sent. A log of all records was maintained and updated when a prisoner transferred in or out of the prison. Any notes leaving the prison for community appointments or for transfers were sent in sealed transfer bags.

Paper documents such as letters or test results were scanned into the electronic record with the original document being kept for four months. All paper confidential documents were shredded prior to leaving the health centre for disposal. Archived paper records were stored within the health centre. However, any paper records for current prisoners were stored on unsecured shelves within the administration room. All health records should be stored securely.

4.18 Healthcare professionals exercise all the statutory duties placed on them to advise the governor or director of any situations in which conditions of detention or decisions about any prisoner could result in physical or psychological harm.

Rating: Satisfactory performance ●

Systems and processes were in place to ensure healthcare staff made appropriate notifications in cases where there could possibly be physical or psychological harm to prisoners. These included notification of when a prisoner was not fit to work or when a prisoner required access to treatment in the community. All staff were aware of this procedure and were comfortable that it did not conflict with their professional expectations.

Notifications about prisoner health concerns were made by healthcare staff to SPS in relation to restraint and confinement concerns, with a confirmation system of action taken in place.

Staff were clear in their duty to pass on any intelligence that may compromise the health and wellbeing of the prisoner or the safe running of the prison.

4.19 Healthcare professionals fully undertake their responsibilities as described in the law and in professional guidance to assess, record and report any medical evidence of mistreatment of prisoners and to offer prisoners treatment needed as a consequence.

Rating: Satisfactory performance ●

Healthcare staff had a clear understanding of their duty of care, escalating concerns through the intelligence reporting system. Regular communication between the healthcare and SPS management teams ensured concerns were discussed.

Prisoners who complained of mistreatment would be medically assessed and supported. Information affecting the welfare of prisoners would be passed on to the appropriate SPS manager who would then initiate an investigation and involve the police if necessary. Prisoners would be offered counselling and appropriate protective measures if required.

4.20 Effective measures that ensure the timeous attendance of appropriate healthcare staff in the event of medical emergencies are in place and are practised as necessary.

Rating: Satisfactory performance ●

Nurses designated as emergency responders carried radios and were not allocated duties that would stop them from attending in the event of an emergency. There were defibrillators available throughout the prison, which could usefully be supported by training for staff on advanced life support.

SPS staff had access to crash bags which included equipment for cutting through any ligatures used by prisoners.

4.21 Appropriate steps are taken prior to assess a prisoner's needs for on-going care and to assist them in securing continuity of care from community health services.

Rating: Satisfactory performance ●

Substance misuse staff described good links with community addictions services. OST was given on the days prisoners attend court or released. The prescribers were notified via phone or fax of current OST and staff said they would be contacted to verify what medicines a prisoner had had that day prior to any further prescription for OST being issued.

Links with mental health services and notifications were made when a prisoner was due for release. This would be carried out by the prisoners named mental health nurse and if deemed appropriate a referral would be sent to the receiving community mental health team prior to release of the prisoner.

Prisoners were advised how to register with a GP on release. The GP wrote a discharge summary which was included in the community health record. A months' supply was given of any medication required for a medical condition.

STANDARD 5 - EFFECTIVE, COURTEOUS AND HUMANE EXERCISE OF AUTHORITY

The prison performs the duties both to protect the public by detaining prisoners in custody and to respect the individual circumstances of each prisoner by maintaining order effectively, with courtesy and humanity.

Commentary

The prison ensures that the thorough implementation of security and supervisory duties is balanced by courteous and humane treatment of prisoners and visitors to the prison. Procedures relating to perimeter, entry and exit security, and the personal safety, searching, supervision and escorting of prisoners are implemented effectively. The level of security and supervision is not excessive.

Inspection findings

Rating: Satisfactory performance ●

Staff were respectful and courteous in their dealings with prisoners, staff and visitors. This was carried out without detriment to the safety and security of the establishment.

Processes in place for both prisoner admissions and liberations were generally acceptable. On admission prisoners were treated well and a satisfactory process was in place. On liberation the guidelines were followed however during the liberation process, prisoners were released in sight and within ear shot of the general public.

Where there was a need to impose special security measures on prisoners or where decisions have been made to locate prisoners in the SRU, all associated documentation examined was found to be appropriate and accurately completed.

There was good evidence of the part the establishment took in the reintegration of SRU prisoners through the 'Good Live's' programme. The SRU in particular could be described as best practice.

Incomplete paperwork regarding adjudications and use of force forms was found. The establishment had processes and procedures in place to ensure regular checks and searches, where appropriate, were conducted in the prison buildings, grounds and perimeter areas. There were good standard operation procedures (SOPs) in place.

Quality Indicators

5.1 Prison staff discharge all supervisory and security duties courteously and in doing so respect the individual circumstances of prisoners and visitors to the prison.

Rating: Satisfactory performance ●

Staff were observed dealing with visitors in a professional manner. A formal process for checking identification was in place for all visitors. Staff dealing with prisoners were seen to be respectful towards the prisoners' circumstances.

Route as well as other routine prisoner movements observed during the inspection were carried out in a professional manner, with interpersonal skills being used to effectively engage with prisoners in a positive manner.

5.2 The procedures for monitoring the prison perimeter are suitable and working effectively.

Rating: Satisfactory performance ●

Patrols of the establishment perimeter and checks of the Perimeter Intruder Detection System were carried out on a daily basis. A log noting that a patrol had been carried out was retained within the ECR. Reports were submitted when appropriate. Staff had access to SOPs within SharePoint as a reference.

5.3 The systems and procedures for the admission and release of prisoners are implemented effectively and courteously.

Rating: Generally acceptable performance ●

Staff working in reception carried out their role in a professional manner towards all prisoners on admission. Good team working between prison and nursing staff was observed, allowing prisoners to be dealt with as quickly as possible.

When prison and nursing staff carried out interviews, they were respectful and understanding. Each admission was treated on an individual basis, where needs were identified.

The release processes were carried out appropriately. Prisoners were released with their personal property contained in a clear plastic bag where other establishments use holdalls to provide privacy. An area of concern was the release process was carried out in the vestibule area within sight and sound of members of the public.

5.4 The systems and procedures for access and egress of all other people are implemented effectively and courteously.

Rating: Generally acceptable performance ●

All systems and processes for access and egress were covered in the SOPs. There was inconsistency in dealing with access to the establishment regarding the removal of items of clothing. This was dependent on the member of staff. Signage was on display to explain the process and adequate protection for feet was provided when footwear was required to be removed.

Booking in of visitors was carried out appropriately, with feedback from visitors positive.

5.5 The systems and procedures for controlling the entry and departure of goods to and from the prison are working effectively.

Rating: Generally acceptable performance ●

Searching of vehicles was observed but not all the equipment available was utilised by staff. The dog unit were deployed on a regular basis to carry out secondary checks on

vehicles entering and leaving the establishment. Vehicles entering the prison were escorted by a member of staff at all times.

Mail including parcels was delivered to the ECR and were not immediately X-rayed and remained there until being delivered to the vestibule. There appeared to be an unnecessary level of handling of deliveries including legal mail.

5.6 The risks presented to the community by any prisoner are assessed and appropriate security measures are adopted.

Rating: Satisfactory performance ●

Risk Management Team (RMT) meetings were held on a regular basis involving a multi-disciplinary approach. Prisoners were discussed thoroughly and plans put in place according to risk.

The establishment had protocols in place to ensure that prisoners when escorted, were risk assessed and managed accordingly. High profile prisoners on escort were managed under procedures that notified the Police of the escort. These were accessible on the SharePoint site.

5.7 The risks presented to others in the prison by any prisoner are assessed and appropriate supervision is enforced.

Rating: Satisfactory performance ●

During the inspection there were six prisoners on Rule 95; one prisoner on Rule 41; no prisoners on SSM and one prisoner on a Safe Systems of Work. Information on appropriate supervision was readily available.

Prisoners presenting a risk to others and/ or good order within the prison were highlighted through assessment and intelligence reporting. Plans for the management of prisoners were developed through multi-disciplinary forums and implemented to mitigate the risk presented by each prisoner. The violence strategy team meeting discussed and reviewed each case following an incident and reviewed previous action plans, with outcomes notified to the appropriate areas.

The ABS was utilised in line with current guidance, however no prisoner was on ABS at the time of the inspection.

5.8 The risks presented by any prisoner to themselves are assessed and appropriate supervision is applied.

Rating: Satisfactory performance ●

As noted in 3.6, the establishment managed prisoners identified at risk of self-harm or suicide using the ACT2Care strategy. During the inspection five prisoners were on ACT2Care at different stages of risk.

We observed that interviews to assess risk dealt with the information appropriately. On inspecting 'live' paperwork within the Halls, narratives appeared to be comprehensive. Only on one occasion the prisoner disclosure section was found to be incomplete.

5.9 The systems and procedures for monitoring and supervising movements and activities of prisoners inside the prison are implemented effectively.

Rating: Good performance 

The establishment population was a mix between male, female and protection prisoners and procedures for the management of prisoner movements was effective as noted in 5.1.

Prisoners were issued photographic identification cards to assist ECR in allowing passage from one controlled area to the next. Good practice was evident through the control of passage through electronic doors. Doors were opened and closed by the same member of staff.

5.10 The systems and procedures to maintain the security of prisoners when they are outside the prison are implemented effectively.

Rating: Satisfactory performance 

When prisoners were escorted by staff, to local hospitals for example, inspectors found that the establishment utilised systems and procedures that dealt with risk at an appropriate level. As noted in 5.6 the Police were only informed if high risk escorts were taking place.

5.11 The prison disciplinary system is used appropriately and in accordance with the law.

Rating: Generally acceptable performance 

Adjudications observed were found to be in line with the law and prison rules. The adjudicator explained clearly each stage of the process to the prisoner and kept the adjudication on track and in a relaxed but professional manner.

A sample of recent orderly room paperwork was checked and a number were found to be incomplete. **This was a weakness.**

The SRU had a good process for the management of those in their care and this was evident in the completion of all Rule paperwork. There were comprehensive plans in place for review and reintegration for prisoners into mainstream conditions.

5.12 The law concerning the searching of prisoners and their property is implemented thoroughly.

Rating: Satisfactory performance 

The searching of both prisoners and their property was observed, the quality of which was satisfactory. During the movement of prisoners, metal detectors were used effectively. The searching of prisoners at the end of visits was also observed. A ratio of prisoners were searched and observed to be undertaken within the law and prison rules.

5.13 The law concerning the testing of prisoners for alcohol and controlled drugs is implemented thoroughly.

Rating: Satisfactory performance ●

The testing facilities situated in Cruden Hall, which was unoccupied by prisoners, was fit-for-purpose. The unit was staffed by two full-time operations officers, who were flexible in their attendance which allowed testing to be carried out at various times. The staff fully explained the testing process and provided records that confirmed testing was regularly undertaken. In the likelihood that Cruden Hall opened the testing unit would require to be relocated.

5.14 Searches of buildings and grounds and other security checks are carried out thoroughly.

Rating: Satisfactory performance ●

As noted in 5.2 perimeter checks were logged and reports submitted where appropriate. The dog unit held records and had a schedule in place for the searching of all buildings and grounds within the prison. The dog unit was observed carrying out searches on visitors and areas efficiently and professionally.

The IMU presented information to the Tactical Tasking Co-ordination Group for action, sending out taskings on searching based on analysed information and outcomes were recorded.

5.15 The systems and procedures for tracking the movements of prisoners and reconciling prisoner numbers are implemented accurately.

Rating: Satisfactory performance ●

The tracking of the movement of prisoners was controlled by the ECR, with 5.9 describing the control of prisoners from one area to another. The ECR and reception ran 'live' prisoner numbers boards as well as a movements diary for all admissions and departures. Numbers were checked at various times throughout the day. The establishment undertook appropriate number reconciliation processes each day, meeting the SPS minimum requirements. Inspectors witnessed the process when numbers did not reconcile by way of a recheck. This process was handled in a calm and professional manner with a positive resolution.

5.16 The integrity of locking systems is audited effectively and with appropriate frequency.

Rating: Good performance ●

The estates team were responsible for checking the locking system. The team had comprehensive records and plans for maintenance with assurance being provided by the Head of Operations. The team were on call to provide assistance to the establishment when out-of-hours. Processes were in place to deal with any locking issues.

The key vend system was a 'Tracker' system. Managers were able to explain how to interrogate the system to produce various reports and to add/ remove staff from the

system. As noted in 3.14 the system also identified those staff with an incident command role.

5.17 Powers to confine prisoners to their cell, to segregate them or limit their opportunities to associate with others are exercised appropriately, with humanity and in accordance with the law.

Rating: Good performance 

During the inspection there were seven prisoners located within the SRU: One of whom had been located there for over three months. All paperwork pertaining to Rule applications were in order and met the required timescales for submission and approval. The planning process within the SRU was first-rate and, if followed, allowed the lawful use of the SRU.

Each SRU prisoner had a plan to reintegrate them back in to the mainstream prison population and a narrative was developed and communicated to the appropriate managers. The conditions within the SRU were clean and bright and there appeared to be a good atmosphere between staff and those in their care.

5.18 The management of prisoners segregated from others is effected in accordance with the law and with regard for their continuing need for a stimulating programme of activities and social contact and for treatment aimed at enabling their return to normal conditions of detention as soon as can be achieved safely.

Rating: Good performance 

Within the SRU a 'Good lives' programme was live. This involved the prisoner who had spent more than three months in the SRU. This prisoner had had a long history of being difficult to manage. Staff, particularly the prisoner's personal officer had supported him in working towards reintegration back into the mainstream. The plan was examined and we were impressed with particular aspects including that the personal officer would accompany the prisoner to another establishment to support his reintegration. This was an area of **practice worthy of sharing**.

5.19 Powers to impose enhanced security measures on a prisoner are exercised appropriately and in accordance with the law.

Rating: Satisfactory performance 

During the inspection there were no prisoners on SSM. One prisoner was currently being reviewed who was on a Safe Systems of Work protocol. SSMs had been used in the past in accordance with guidelines, with information available on SharePoint and PR2. It was observed that information from a number of areas including the IMU and the violence strategy group supported the process.

5.20 Force is used only when necessary and strictly in accordance with the law.

Rating: Generally acceptable performance 

All paperwork in relation to use of force was kept within the IMU. There were 74 recorded uses of force since the beginning of 2015. Use of force appeared to be across the different populations of the establishment with no disproportionate usage in any one area. A sample of paperwork examined was found not to be always complete. **This was a weakness.** Use of force paperwork should be completed correctly.

5.21 Physical restraints are only used when necessary and strictly in accordance with the law.

Rating: Satisfactory performance 

The use of handcuffs during prisoner escorts was appropriate. A risk assessment was carried out on each escort and the appropriate measures put in place. There were no complaints found regarding the risk assessed on escort or the use of mechanical restraints.

Only officers deemed competent through the Scottish Vocational Qualification (SVQ) process were in charge of escorts. An operations manager was responsible for checking their knowledge, understanding and application of handcuffs and closet chains prior to departure. Where high profile prisoners were involved in an escort, see 5.6, staff were briefed on risk and the management of the prisoner.

5.22 Prisoners' personal property and cash are recorded and, where appropriate, stored.

Rating: Good performance 

Clear and robust systems were in place for storing prisoners' valuable property safely and securely. There was an adequate storage facility within the reception area, which was clean, tidy and easily accessible. All monies were safely secured and taken to the office the following day. When questioned by prisoners staff were able to explain the Prisoners Personal Cash and wages systems and how to retrieve monies left from previous sentences. Duty Managers working at the weekends carried out assurance checks to ensure prisoner property was stored accurately and appropriately.

STANDARD 6 - RESPECT, AUTONOMY AND PROTECTION AGAINST MISTREATMENT

A climate of mutual respect exists between staff and prisoners. Prisoners are encouraged to take responsibility for themselves and their future. Their rights to statutory protections and complaints processes are respected.

Commentary

Throughout the prison, staff and prisoners have a mutual understanding and respect for each other and their responsibilities. They engage with each other positively and constructively. Prisoners are kept well informed about matters which affect them and are treated humanely and with understanding. If they have problems or feel threatened they are offered effective support. Prisoners are encouraged to participate in decision making about their own lives. The prison co-operates positively with agencies which exercise statutory powers of complaints, investigation or supervision.

Inspection findings

Overall rating: Generally acceptable 

Relationships between staff and prisoners were generally good. Most prisoners lived in well-equipped single accommodation and their privacy was respected. Staff exercised their authority in a sensitive way and the overall approach towards security was proportionate. The range and quality of work places was limited but under the circumstances, spaces were allocated fairly. Consultation arrangements were reasonable and prisoners were kept sufficiently well informed about what was happening in the prison.

There were some weaknesses in the complaints system.

Prisoners had opportunities to gain access to independent and community-based supports.

Quality Indicators

6.1 Relationships between staff and prisoners are respectful. The use of disrespectful language or behaviour is not tolerated.

Rating: Satisfactory performance 

Prisoners generally reported having quite good relationships with most staff. Disrespectful language and behaviour by prisoners was not widespread and where it did occur, staff usually dealt with it appropriately. There appeared to be tension in the relationships between operational, non-operational and nursing staff and this had some adverse impact on prisoners.

6.2 Staff respect prisoners' needs for privacy and personal life.

Rating: Satisfactory performance ●

The single cell, en suite accommodation which most prisoners occupied provided decent levels of privacy. We were informed that officers would normally knock on the door before entering a cell.

Telephone hoods in the Halls were quite shallow and often located close together, making it difficult to conduct a conversation privately. However most prisoners spoken with did not appear to regard this as an issue.

Cells had a small safe with a combination lock where prisoners could store personal items. Many of the safes were damaged and no longer provided security. All prisoners should have somewhere safe to locate personal items.

6.3 Staff respect prisoners' rights to confidentiality in their dealings with them.

Rating: Generally acceptable performance ●

Generally we found that staff were sensitive about the way they shared information about prisoners. We did however receive a number of complaints from female prisoners who said that details about their personal background had been inappropriately shared with other prisoners. They thought that this had been done in an attempt to help them integrate with the rest of the prisoner group. Staff should not share personal information about prisoners without their consent.

6.4 Staff achieve an environment within the prison that is orderly and predictable. Their use of authority in achieving this is seen by prisoners as legitimate.

Rating: Generally acceptable performance ●

Numerous staff working in different areas said that it had taken some time to achieve established routines within the prison. There was a general consensus that from a very difficult start, things had gradually improved. Some staff still felt that there was not enough time to get through everything that needed to be accomplished.

There was a clear view that the lack of experience of the relatively high proportion of new recruits had created difficulties initially. Most staff seemed to believe that the presence of experienced detached duty staff had a positive influence and helped new recruits to deal with prisoners in a more balanced and effective way.

The bottom flat on Ellon Hall contained a complex and difficult mixture of prisoners, including new admissions and individuals seeking protection. Managing this safely and effectively presented a challenge, even for well organised experienced staff. We were advised that managers were aware of the difficulties that co-locating prisoners with such different needs in this way created, and solutions were being sought.

6.5 Staff challenge prisoners' unacceptable behaviour or attitudes whenever they become aware of it. They do this in a way that is assertive and courteous.

Rating: Satisfactory performance ●

The standard of behaviour and conduct by prisoners which we observed was mostly acceptable. Inspectors were present when an incident involving a prisoner behaving in an aggressive fashion occurred. Initially this was dealt with quite hastily by inexperienced officers. Shortly afterwards, however, the situation was fully de-escalated when an experienced member of staff became involved. This was further evidence of the beneficial impact that the presence of detached staff had on less experienced colleagues.

In Banff Hall, which held female prisoners, we observed a number of situations where staff demonstrated an appropriately patient and tolerant approach towards those prisoners who were behaving in an anti-social way.

6.6 Any limitations imposed on prisoners' freedoms or access to facilities are justified and the reasons for them are courteously communicated to the prisoners.

Rating: Generally acceptable performance ●

The 'keep separate' list based on risk helped determine which individuals could not safely mix. In order to maintain safety, it was used effectively to ensure that, wherever necessary, prisoners were kept apart.

As noted in 3.7 (and 7.20 in respect of exercise) the regime for non-protection prisoners, located on the bottom flat on Ellon Hall was more restricted than for other prisoners. Steps should be taken to ensure that all prisoners were offered fair opportunities to participate safely in the regime.

6.7 The operation of the system of privileges promotes a climate of activity and purpose, prisoners' responsibility for their own affairs and good face-to-face relationships with staff.

Rating: Not applicable ○

Although the grill gates were left open on the top flat in Ellon Hall where long term male prisoners were held, there was no formal system of privileges apparent within the prison.

6.8 The system by which prisoners may apply and be selected for paid work reflects as fully as possible systems of job application and selection within the community.

Rating: Generally acceptable performance ●

As we have indicated elsewhere, the underlying problem was that there were not sufficient suitable work placements available to cater for the needs of the prison population.

There was no Labour Allocation Board, and decisions about work allocation were made by one officer who interviewed all new prisoners as part of the induction process. This we were told provided relevant information about each prisoner's aptitude and interest in relation to work. We were informed that because of the high turnover of prisoners and the limited number and range of work places, there was no time to advertise positions in the normal way. Although the procedure for allocating work did not correspond to how this would be carried out in the community, the arrangements in place helped ensure that the key positions in the laundry and kitchen were kept filled. By necessity these arrangements were designed primarily to meet the needs of the prison.

6.9 Prisoners are consulted about the range of recreational activities available to them.

Rating: Satisfactory performance ●

Prisoner Information and Action Committee (PIAC) meetings took place in most of the residential areas with minutes on display. Earlier in the year prisoners had used one of these forums to raise issues specifically about the poor quality of the recreational equipment. Managers acknowledged this as a problem and although progress was slow, the matter continued to be followed up at subsequent monthly meetings. Records indicated that matters raised by prisoners were taken seriously and genuine efforts were made to try and resolve reasonable points raised.

6.10 Prisoners are consulted about the range of products available through the prison canteen.

Rating: Generally acceptable performance ●

There were several examples where prisoners had used the monthly PIAC to discuss issues about the canteen. We were informed that the canteen arrangements at Grampian were soon to become centralised. This meant that a standard approach would be adopted across the estate in order to achieve consistency and fairness. In addition to the standard canteen list, female prisoners were also given the opportunity to select from an additional range of cosmetics.

It was clear from our discussions with the canteen staff that there were difficulties between themselves and officers working in the Halls. This was reinforced by the feedback we received from operational staff. There seemed to be a lack of understanding of each other's role and it was not unusual for disagreements to take place about how canteen related matters should be handled. This was unhelpful. Working relationships between canteen staff and operational staff should be improved.

6.11 The systems for reserving places on recreational and cultural activities are equitable between prisoners and allow them to exercise personal choice.

Rating: Generally acceptable performance ●

Information about activities taking place were normally advertised in the residential areas. Prisoners wishing to participate or join in these activities put their name on a list or requested that a member of staff did it for them. The system worked on a 'first come first served basis'. The 'keep separate' list was used to make sure that any predictable conflict was avoided. Staff said they would exercise their judgement to

ensure that, particularly for popular events with limited spaces, everyone got a fair opportunity to attend. These arrangements seemed to work well for most prisoners, however it was not clear if individuals who were either unable or unwilling to put themselves forward to attend activities, received the support and encouragement necessary to participate.

All prisoners should have the opportunity to participate fairly in a range of suitable recreational and cultural activities. Where necessary additional support and encouragement should be given.

6.12 The systems for regulating prisoners' access to money held in their prison account and their own property allow them to exercise personal choice within the constraints of the law.

Rating: Generally acceptable performance 

The standard SPS administrative approach towards prisoners' finances and property were followed. Prisoners appeared to be content with these arrangements and we received no direct complaints about them.

In line with SPS policy visitors were not able to transfer money in to the prison electronically or by using bank cards, this was inconvenient due to the location of the prison.

6.13 The limits on the actions staff can take in implementing security procedures are observed.

Rating: Satisfactory performance 

Overall, staff adopted a proportionate approach towards security. We saw no evidence of staff behaving in an oppressive way towards prisoners and officers appeared willing to use their discretion to apply procedures in a sensible way. There was no evidence of informal sanctions and prisoners seemed confident about speaking openly about how they felt they were treated.

6.14 The rules in relation to medical supervision of activities and persons in circumstances of increased risk of harm or mistreatment are observed.

Rating: Satisfactory performance 

There were clear rules and procedures in place to ensure prisoners received appropriate medical supervision when at risk from harm.

A review of the welfare of prisoners took place in the event that restraint was applied and if the prisoner was unfit to attend work or programs.

Medical markers were sent to prison staff to inform them of vulnerable prisoners who may require specialist care. This system worked well and ensured these prisoners received the right medical care at the right time if needed. Medications were managed safely and prisoners were supervised when a risk was identified. However there were concerns regarding controlled drugs as noted in 4.4.

6.15 Procedures and decisions conform to established standards of natural and administrative justice.

Rating: Generally acceptable performance 

As noted in 5.11 the adjudication process was conducted reasonably well, although the documentation was not always fully completed. We received several complaints from officers who felt that the decisions taken at adjudication boards, sometimes concerning quite serious incidents, were often, in their view, too lenient and left staff feeling undermined. Managers administering the adjudication process should make sure that staff involved in these cases are kept informed about the reasons for the decisions made.

The establishment had produced its own SOP to take into account of local conditions but were based on relevant legislation and standard SPS procedures.

6.16 Prisoners' international human rights as asserted in law are respected.

Rating: Satisfactory performance 

Although there was no clear overarching statement, information covering different aspects of prisoners' rights were on display on posters and leaflets throughout the prison.

The culture within the prison was predominantly respectful. In their day to day work most of the staff we observed appeared to be informed by a human rights based approach.

6.17 Prisoners are kept well informed about prison procedures and how to access services available to them.

Rating: Satisfactory performance 

Prisoners received general information about how things within the prison operated through the induction process. This was supplemented by information delivered through the internal television service and numerous information displays. A useful prison newsletter was also produced. Most prisoners spoken with told us that the most effective way of finding out how things worked in the prison was by talking to other prisoners.

6.18 Prisoners are kept well informed about events taking place in the prison.

Rating: Satisfactory performance 

The most common way for prisoners to find out what was officially happening in the prison was through information on display on notice boards. This, combined with the informal sharing of information by word of mouth seemed to work well for most prisoners.

6.19 The prison reliably passes critical information between prisoners and their families.

Rating: Satisfactory performance ●

When prisoners needed to receive important information, standard procedures were followed. In the case of a bereavement of a close relative, this involved careful checks being carried out to verify accuracy. Care was taken to ensure that information was passed on in a private area, usually by skilled and experienced staff such as the chaplain.

6.20 Prisoners' access to information necessary to safeguard themselves against mistreatment or arbitrary decisions is observed.

Rating: Satisfactory performance ●

There was a wide range of relevant material on notice boards in the residential Halls and in the visits containing information about how prisoners and their families could seek independent help. This included contact details for the office of the Scottish Public Service Ombudsman, and support for those needing help with difficulties such as bullying and domestic abuse.

6.21 The prison complaints resolution system works well.

Rating: Generally acceptable performance ●

Over the course of the inspection and in the discussion groups prior to the inspection, most prisoners told us that they did not have a great deal of confidence in the complaints system and would tend not to use this as a means of trying to resolve an issue. Approximately thirty formal complaints were made each month. The most frequently complained about subjects related to staff and visits. There was no system for analysing patterns and trends, so for example when the number of complaints against staff almost doubled in July 2015 no explanation could subsequently be given for this.

The quality of replies to complaints was adequate however responses were sometimes 'brisk'. Providing more detail, along with a friendlier tone would be more likely to increase levels of confidence amongst prisoners.

6.22 The NHS complaints resolution system works well in the prison.

Rating: Satisfactory performance ●

Information was available on how to make a complaint. Within the health centre, a complaints log book was kept. Some complaints were escalated to NHS Grampian headquarters for investigation and response to ensure impartial investigation and response depending on the nature of the complaint. The dentist would respond to any complaints about the dental service received.

6.23 The system for allowing prisoners to book interviews with independent representatives of civil society works well.

Rating: Generally acceptable performance 

The recently established independent monitors were beginning to form effective working relationships with the prison but it was too early to say what the impact of this was yet. The monitors had begun to see prisoners and the first quarterly meeting with the Governor was just about to take place at the time of inspection.

Leaflets outlining the service provided by the monitors were available throughout the prison.

6.24 The prison gives every assistance to agencies which exercise statutory powers of complaints, investigation or supervision.

Rating: Satisfactory performance 

We were advised that the prison followed standard procedures when dealing with community-based agencies and afforded every assistance to any legitimate agency. The principal organisations which the prison dealt with were the Police, the Courts the Parole Board and Criminal Justice Social Workers. We were encouraged to see the extent to which video conferencing facilities were being used for remote court locations.

6.25 Prisoners are afforded unimpeded and confidential access to legal advice, the courts and agencies which exercise statutory powers of complaints, investigation or supervision.

Rating: Good performance 

The visiting facilities for legal agents and professionals were comfortable, spacious and provided the necessary level of privacy. Prisoners told us that they had no difficulty arranging these types of visit. Local solicitors were able to visit the prison without making an appointment in advance. We observed flexible and effective use being made of the video conferencing facilities so that prisoners could maintain close contact with their solicitors.

6.26 Citizens of states other than the UK are afforded confidential access to their states' representatives. Refugees and stateless persons are afforded privileged access to a consular office of their choice and to organisations or agencies that protect their interests.

Rating: Generally acceptable performance 

Prisoners were able to receive professional visits in a confidential setting, where it was authorised. We found no evidence that this type of support had actually been initiated by the prison for prisoners from a foreign national background. However, we were confident that if such a prisoner did make this type of request, reasonable attempts would be made to put suitable arrangements in place.

6.27 Prisoners are afforded confidential access to members of national and international parliaments who represent them.

Rating: Generally acceptable performance 

Although we found no evidence that this particular type of support had been initiated, the prison had the capacity to provide this service. We were informed that if a prisoner made a request to meet a Parliamentary representative, reasonable efforts would be made to ensure that this could take place.

STANDARD 7 - PURPOSEFUL ACTIVITY

All prisoners are encouraged to use their time in prison constructively. Positive family and community relationships are maintained. Prisoners are consulted in planning the activities offered.

Commentary

The prison assists prisoners to use their time purposefully and constructively. Prisoners' sentences are managed appropriately to prepare them for returning to their community. The prison provides a broad range of activities, opportunities and services based on the profile of needs of the prisoner population. Prisoners are supported to maintain positive relationships with family and friends in the community. Prisoners have the opportunity to participate in recreational, sporting, religious and cultural activities.

Inspection findings

Overall Rating: Generally acceptable performance 

Grampian was difficult to get to by public transport, but some use was made of virtual visits via Apex Offices in Aberdeen. Visits were mixed which allowed greater opportunities for all categories of prisoners to access these. However no visits were available in the mornings at weekends. Children's visits which were held in the early evening were not well attended.

The Family Centre and Help Hub (FC&HH) operated by Action for Children was an excellent purpose built facility, offering support for families and placement opportunities for prisoners.

Case management of prisoners was of particular note with individualised case management plans for each prisoner in place, using the semi-structured Grampian Asset Profile interview process. In line with the desistance model of rehabilitation the Case Management Board would discuss any prisoners who returned to custody to identify and act on any lessons learnt.

An alternative approach to employment and training had been developed to help prepare prisoners for employment on liberation, however few of the programmes on offer led to attainment of vocational qualifications.

A range of programmes were offered, however, for example, if a female prisoner wished to be considered for the Community Integration Unit and had not undertaken the Female Offending Behaviour Programme they would require to move to another prison within the Central Belt to be able to complete this.

The spiritual needs of prisoners were well catered for by a proactive Chaplaincy Team.

The library was a well-used and resourced facility which prisoners valued. There was good access to exercise and the gym for most, however those male prisoners who requested protection (not as a result of their offence) only had access to exercise in one of the Separation and Reintegration Unit pens and spend sometimes in excess of 23 hours within their cell – which was unacceptable.

Quality Indicators

7.1 The prison maximises the opportunities for prisoners to meet with their families and friends.

Rating: Generally acceptable performance 

Monday to Wednesday visits were undersubscribed, whilst Thursdays and Fridays were much busier. No visits were available on Saturday or Sunday morning despite the increased demand at weekends. **This was a weakness.**

Visits were mixed in that all categories of prisoner could attend and had unlimited access to visit opportunities providing spaces were available, **this was positive.**

Work had been carried out between the prison and transport providers to ensure there were regular bus provision directly from Aberdeen and Peterhead. However travel requirements for family and friends could make regular visits challenging, time consuming and expensive for many.

Virtual visits were available via Apex in Aberdeen allowing families access to relatives in custody in HMP & YOI Grampian, HMP Barlinnie, HMP Perth and HM YOI Polmont, this was an area of **practice worthy of sharing.** Work was on going to extend this. Inter Hall visits, within the prison, for close relatives were available. Family visits were encouraged via the establishment Case Management Board (CMB), the Integrated case management (ICM) process and ACT2Care. See also 3.6 and 7.8.

7.2 The arrangements made for admitting family members and friends into the prison are welcoming and offer appropriate support.

Rating: Good performance 

If visitors arrived late their visit was accommodated, where practicable, or an alternative visit was offered, if available, later that day, this was an area of **practice worthy of sharing.**

Visitors were treated courteously by staff, who were friendly and helpful. The visitor waiting area was of high standard with a variety of information available. Searching of visitors was carried out professionally and considerately with advice available regarding what could be taken into the visits room.

The offices for Family Contact Officers (FCOs) and the Access, Egress Manager were located in the visitor waiting area, this assisted with communication and contributed to a professional but relaxed atmosphere. Staff were available pre and post visits, this was an area of **practice worthy of sharing.**

7.3 Any restrictions placed on the conditions under which prisoners may meet with their families or friends take account of the importance placed on the maintenance of good family and social relationships throughout their sentence.

Rating: Satisfactory performance 

A SOP was in place which outlined the process for managing and reviewing closed visits. Available documentation evidenced that processes were utilised appropriately

and fairly with visitor and prisoner status being reviewed on a monthly basis. If an individual was placed on closed visits this did not necessarily preclude them attending visits with their children, subject to security checks. At the time of inspection five prisoners were on closed visits.

7.4 The atmosphere in the visit room is friendly and, while effective measures are adopted to ensure the security of the prison and safety of those taking visits, supervision is unobtrusive.

Rating: Generally acceptable performance 

The visit room was bright and airy with a pleasant atmosphere, however at the time of inspection it was quite cold. Twenty-seven prisoner spaces were routinely available with provision for an additional three spaces if required. Tables and chairs were not fixed, providing flexibility in the usage of space but were also a potential area of vulnerability. There was a coffee shop staffed by female prisoners.

Prisoners were searched appropriately prior to leaving and returning to their Hall. They were required to wear prison issue tops but some were observed to be wearing their own clothing underneath. Staff on duty remained unobtrusive but visible and the FCO was present during visits. Prisoners and visitors commented on the relaxed atmosphere favourably.

7.5 Opportunities are found in the prison for prisoners to interact with family members in a variety of parental and other family member roles.

Rating: Satisfactory performance 

A number of initiatives were in place which promoted family contact, including supported visits. Visits intended to offer specific support to prisoners and families, for instance for prisoners who have been never been in custody or those newly admitted and were arranged via prison based Social Work, FCO or other partner organisations. This was an area of **practice worthy of sharing**. Children's visits, which were not well attended, focused on parental engagement with children, took place on weekdays 17:55-18:55 hrs. Many families stated these timings did not suit, mainly due to the time taken to reach the prison by public transport. Discussions were on-going with local education authorities to review timings which may involve school age children receiving permission to spend time out with the classroom to attend these specific visits. Visits should be available at times to ensure children can visit their parents who are in prison.

A number of specific events including a Halloween party had been held successfully and were well attended.

The FC&HH opened in September 2015; which was a joint venture between SPS and Northern Community Justice Authority, operated by Action for Children. This was an excellent, purpose built facility which provided support for families and placements opportunities for prisoners in custody and on liberation. Two FCOs were seconded to the centre, provided family induction, in addition Shelter and Families Outside were also on site and offered advice and support to visiting families. This was a good example of partnership working.

7.6 Where it is not possible for families to use the normal arrangements for visits, the prison is proactive in taking alternative steps to assist prisoners in sustaining family relationships.

Rating: Satisfactory performance 

A variety of initiatives to promote alternative ways of family contact was in place. For example, as noted in 7.1, virtual visits via Apex allowed family contact by video conferencing. Inter-Hall and inter-prison visits were facilitated between near relatives, as were accumulated visits.

Telephone contact was available, however prisoners who had requested protection status reported often not receiving the opportunity to access the telephone on a daily basis, stating time constraints were quoted by staff as the reason. All prisoners should have access to telephones daily irrespective of status.

The 'email a prisoner' initiative was also utilised to maintain family contact, families could email in and messages were printed off centrally and delivered to prisoners.

7.7 The arrangements to facilitate a free flow of communication between prisoners and their families help the prisoners to sustain family ties.

Rating: Satisfactory performance 

As noted in 7.5 at the FC&HH induction for visitors was provided by a FCO, this along with support from Shelter, Action for Children and Families Outside ensured that a comprehensive amount of information was available.

Inter-Hall and inter-prison visits as per 7.1 were available and children's and supported visits had a markedly more relaxed atmosphere. FCOs were available for all visit sessions to provide support and information as required.

Special events were held for instance a Christmas Party was planned for families to participate in.

7.8 Prisoners and where appropriate their families, participate in their case management. Prisoners are consulted about case management decisions reached.

Rating: Good performance 

A behavioural engagement meeting was held monthly to discuss prisoners refusing to engage with their sentence management process.

Prisoners' families could attend case conferences if the prisoner wished them to. Staff explained the benefits of both the prisoner and their families attending, but it was ultimately for the prisoner to decide. When family members were not invited to attend staff investigated the reason(s) for this and recorded these. With the most frequently given reason was 'prisoner does not want family members to attend'. In the eight months prior to the inspection the numbers of case conferences attended by the prisoner's family ranged between 11% (two families) and 28% (four families) though in August 2015, 66.7% of case conferences (six) were attended by family members. ICM staff did not know why there had been a peak in August.

Family members attending a case conference were asked to complete a questionnaire about their experience of having attended. This was done in order to help staff identify ways in which family members might be either encouraged or discouraged to attend in future. This was an area of **practice worthy of sharing**.

7.9 Prisoners are encouraged to maintain and develop a range of social relationships that will help in their successful return to their communities on release.

Rating: Good performance



Visits provided a pleasant, relatively 'uninstitutionalised' environment in which prisoners and their families could meet and maintain their family relationships.

The FC&HH provided an environment outside the prison gates in which suitable prisoners and their families were encouraged to meet. Staff working there had a very good knowledge of many of the prisoners and their family members. **This was positive.**

The CIU enabled prisoners in the later stages of their sentence to lead a normal life in all aspects apart from where they eat and sleep at night, including being able to hold down a job in the community, and being able to visit family and friends in the community. Prisoners were also able to access home leaves from the CIU.

7.10 The prison operates an individualised approach to effective prisoner case management.

Rating: Good performance



Offender outcomes staff co-ordinated a proactive multi-agency approach to case management throughout and beyond a prisoner's period in custody.

Prisoners were interviewed using a semi-structured Grampian Asset Profile interview within two weeks of arriving at the prison. This helped the staff and prisoners to identify their hopes for the future, their plans to achieve this, their qualifications and work experience, qualifications and skills that they would like to have, their family relationships, anybody else who supported them, their life in the period leading up to their offence, their thoughts on why they offended, their general health and well-being, and any other information which they feel might be relevant. Each prisoner was then discussed at the CMB in order to generate an individualised case management plan. This was an area of **practice worthy of sharing**.

Weekly CMBs were attended by appropriate partner agencies and staff. It was clear that there was a good level of knowledge of individual prisoners across this group. Prisoners attended the CMB at key points in their sentence in order that all the relevant agencies were able to co-ordinate their efforts in supporting each prisoner through and beyond custody.

When a prisoner returned to custody after having been released from the prison the CMB would discuss the case in order to identify any lessons learned and proposed support that might make their next release more successful. This was consistent with the desistance model of rehabilitation.

7.11 The systems and procedures operated by the prison to identify or select prisoners for release or periods of leave outside the prison are implemented fairly and effectively.

Rating: Satisfactory performance ●

There was clear evidence that information on the entire prison population was reviewed weekly to identify any prisoners whose sentence dates meant that they were now due to be considered for release or periods of leave outside the prison, including being eligible to be considered for the CIU.

A tracker was used to record which prisoners were currently in the CIU, which prisoners would soon become eligible for the CIU, and which prisoners had been offered but had refused a place in the CIU.

7.12 Sentence management procedures are implemented as prescribed and take account of critical dates for progression, release on parole or licence.

Rating: Satisfactory performance ●

ICM staff checked the prisoner population information weekly in order to identify any imminent critical dates in terms of progression eligibility, release on parole eligibility, and release on licence eligibility. Where imminent dates did flag up ICM took the lead in setting up the relevant case meetings and/ or sharing the information with partner agencies. ICM staff demonstrated a good working knowledge of their systems and tasks were allocated to named individuals, and appeared committed to meeting their legal and procedural obligations.

7.13 The risk management measures that have to be observed in respect of prisoners serving Orders for Lifelong Restriction (OLR) and those subject to Multi-Agency Public Protection Arrangements are implemented.

Rating: Satisfactory performance ●

There had been only one OLR prisoner who had been transferred out before any relevant reports had been due, as such it was not possible to conduct a meaningful assessment of the prison's processes for managing OLR prisoners.

The RMT, ICM staff, and the CMB demonstrated awareness of which prisoners were subject to Multi-Agency Public Protection Arrangements (MAPPA) and included updating MAPPA co-ordinators when such a prisoner was being considered for progression. Staff tasked with linking with MAPPA partners demonstrated knowledge and experience of the processes and reported having strong working relationships with the co-ordinators. They demonstrated a good working knowledge of those prisoners who were subject to management through MAPPA.

When a prisoner was considered a risk to children and/ or was not managed through the MAPPA process, staff actively contributed to the Multi-Agency Resource Service which aimed to keep children safe who might be at risk.

7.14 There is an appropriate and sufficient range of employment and training opportunities available to prisoners.

Rating: Generally acceptable performance 

Grampian had developed an alternative approach to employment and training opportunities. As part of the prison's strategic drive to prepare prisoners for employment upon liberation, vocational programmes were designed to develop and enhance employment-ready, life-skills required by local employers. However, few programmes supported attainment of vocational qualifications. The prison did deliver a few SVQs in radio broadcasting and sound recording. With a small number of prisoners attained fork-lift truck driving qualifications with large numbers attaining industrial cleaning qualifications.

Work parties were available to short and long term male and female convicted prisoners. However, few, in line with the prison's employability policy, led to vocational qualifications. Untried female prisoners were able to access the laundry work party. However, apart from Passman duties in Banff Hall, the visits shop and laundry were the only work party available to convicted female prisoners. This caused frustration for a number of female prisoners, who would value opportunities to engage in productive and more rewarding activities through alternative work party deployment, currently only made available to male prisoners. Existing practice did not support development of female offenders' employability skills, promote gender equality or enhance progression opportunities.

7.15 There is an appropriate and sufficient range of educational, including physical and health educational, activities available to the prisoners.

Rating: Generally acceptable performance 

Fife College was contracted to deliver education provision. As part of an approach to embed learning across the prison's vocational programmes, and to support development of employability skills, teaching staff attended vocational workshops to deliver core skills and supported prisoners to engage in online learning through computers distributed within vocational workshops. These on-line programmes were generally popular with prisoners, contained a good spread of relevant content and supported understanding of a broad range of vocational topics. Large numbers of prisoners completed units of learning, including health and safety units, and succeeded in attaining Construction Skills Certification Scheme cards which supported them to apply for employment in construction related industry upon release from prison. Through completion of Fife College Moodle Offender Learning Environment (MOLE) programmes, many prisoners attained certificates of achievement and units of credit. However, a number had not yet been credit rated, so could not be promoted as being equivalent to other nationally recognised qualifications. A few prisoners undertook distance learning through programmes made available by Dumfries and Galloway College.

Education programmes were promoted during induction, with prisoners invited to complete the Big Plus Challenge which indicated their levels of literacy and numeracy and preparedness for further learning. Just over half of prisoners undertook this and were able to attend the Learning Centre. The range of programmes offered in the Learning Centre ranged from Scottish Credit and Qualification Framework level 2-6, and did not provide all prisoners with suitable breadth, depth and range of learning

opportunities. As a result, the needs of some individual prisoners were not routinely being met.

Where prisoners required additional help or support to engage in learning activities, teaching staff scheduled one-to-one sessions which were held throughout the week.

Approximately half of the prison population were scheduled to attend Learning Centre programmes, but a significant number failed to attend for a variety of reasons, including court appearances, prison-related meetings and through voluntary absence. There was very little unmet demand for prisoners attending education programmes and most classes had vacancies.

7.16 There is an appropriate and sufficient range of therapeutic, treatment and cognitive development opportunities available to prisoners.

Rating: Satisfactory performance ●

The prison based social work team had recently devised a domestic violence programme using elements from various extant domestic violence interventions. The first session of this intervention was delivered during the inspection. Although this intervention had not been accredited, the main facilitator had extensive experience of delivering domestic abuse interventions, and was conscious of the potential benefits and limitations of delivering an 'ad hoc' intervention.

Prisoners had access to an occupational therapist, a neuropsychologist, and a psychiatrist specialising in substance issues in addition to the NHS mental health and primary care teams.

The occupational therapist was in the early stages of setting up a new service based on a model of assisting prisoners to address a range of potential obstacles to achieving a non-offending lifestyle ranging from diet and sleep issues through substance misuse and anger issues to finance management and communication skills. There was evidence that this service had already provided positive support to prisoners who otherwise may have been 'missed' by the more established interventions and teams. **This was positive.**

Prisoners with a requirement to complete sex offending group work, high intensity violence group work, or the Female Offending Behaviour Programme (FOBP) were required to relocate to other establishments in order to access those interventions. This could make contact with family members difficult for the duration of their stay at the other establishment which was often located in the Central Belt.

7.17 There is an appropriate and sufficient range of social and relational skills training activities available to prisoners.

Rating: Satisfactory performance ●

Elements of social and relational skills training were included in the Constructs, Controlling Anger and Regulating Emotions and SROBP programmes. As such prisoners who took part in these would have had access to social and relational skills training. Like other establishments there were no specific 'social and relational skills training' courses available.

Prison workshop staff had opportunities to encourage appropriate social and relational skills in the prisoners working there, although this was not witnessed as happening during the inspection. Residential Hall staff were seen to encourage such skills in their daily dealings with prisoners.

7.18 All purposeful activities provided are of good quality and encourage the engagement of prisoners. Prisoners are consulted in planning the activities offered.

Rating: Generally acceptable performance 

The range of provision delivered through the Learning Centre and workshops was of good standard overall and supported prisoners' skill development well. The Learning Centre was bright, modern, well-furnished and provided a supportive atmosphere for promotion and engagement in learning activities. A number of classrooms contained computers which provided access to vocational materials through MOLE. Overall, prisoners valued and made good use of these resources. Relationships between teaching staff and prisoners were positive and helped create a purposeful climate for learning. Teaching staff supported individual prisoners well.

A number of male prisoners participated in the Storybook Dad initiative where prisoners read a passage of text, recorded their own words and sent a Compact Disc to their children. A similar scheme for female prisoners known as Storybook Mums had lower levels of take-up.

During upcycling workshops, prisoners made furniture from broken-up pallets for use at a local venue. However, not all prisoners participated during these sessions. In some work parties, prisoners did not contribute at all. There was insufficient work of value to complete and prisoners socialised together rather than contributed actively in workshop tasks. This disengagement caused challenges for staff who had to maintain control throughout the session. There were also lengthy periods of prisoner inactivity, due to lack of work to complete in British Institute of Cleaning Science and laundry work parties. As a result prisoners were not always purposefully engaged.

7.19 The scheduling of activities and individual prisoner's access to them is organised so that each prisoner takes part in the activities agreed for them.

Rating: Satisfactory performance 

The scheduling of activities was well managed and supported prisoners to attend and benefit from a range of training and learning opportunities. In order to reduce the number of regimes required to be accommodated throughout the week, short and long term prisoners were grouped together and often attended the same work parties and Learning Centre classes. This ensured greater levels of choice in terms of education classes or work party selection and made it easier to timetable provision. However, on occasion, when prisoners requested a change of work party, there could be delays in confirming and implementing these.

While prisoners had good access to a range of purposeful activities, they did not always take advantage of these. On average two-thirds of prisoners attended their allocated Learning Centre programmes while three-quarters of prisoners attended their allocated work parties. There were no waiting lists for any educational or workshop activities.

7.20 All prisoners have the opportunity to take exercise for at least an hour in the open air every day. Provision is made for this to be realistically available in all seasons and conditions of weather.

Rating: Poor performance 

Exercise was carried out as per Prison Rules with times staggered to take account of male prisoner categorisation. All categories of female prisoners exercised together and were also offered additional sessions in the evening, **this was positive**.

Male prisoners who had requested protection status were also offered exercise, this was at 09:00 hrs. in the enclosed SRU exercise pens. They were required to exercise alone if they accepted this offer, those interviewed stated they rarely exercised due to the location and segregation conditions. They stated they felt they were being punished as they had asked for protection status and that the solution offered by staff, to remedy their situation, was to move into mainstream conditions. Staff, when interviewed could not offer any explanation for the process in place for exercise procedures for this population. In addition prisoners managed under non offence protection status reported that they were seldom let out of their cells, spending more than 23 hours per day in this environment. **This was unacceptable**.

Prisoners who request protection status should be offered exercise under the same parameters as all other prisoner categories and also offered a reasonable daily regime offering quality time out of their cells.

7.21 Prisoners are assisted in their religious observations.

Rating: Satisfactory performance 

The Chaplaincy Team was well integrated into the prison and the multi-faith area was purpose built and of a high standard. Religious services for the Reformed Tradition, Muslim and Roman Catholic faiths were held weekly. Services for male prisoners were segregated according to their category and those who requested protection status had no access to services, being seen instead on an individual basis.

Proactive one-to-one sessions were provided for prisoners seeking support and these were well received and popular.

7.22 Prisoners are afforded access to a library which is well-stocked with materials that take account of the cultural and religious backgrounds of the prisoner population.

Rating: Good performance 

The library was managed by a full time qualified librarian supported by a full time and a part time library assistants. Library staff were employed by Aberdeenshire Council and actively encouraged prisoners to engage in reading activities and were knowledgeable about library services. The library was readily accessible, well furnished and popular. All prisoners had access to the library through weekly scheduled visits. Almost all prisoners made good use of the library stock and borrowed books and DVDs regularly.

A good range of books including large-print books, audio books and foreign language books were available. Through Aberdeenshire library services, prisoners' requests for additional books and DVDs were met promptly. The library had legal texts for prisoners to access. Occasionally the library held author discussion meetings, where authors visited the prison and discussed their books with prisoners.

7.23 Prisoners are afforded access to participate in sporting or fitness activities relevant to a wide range of interests, needs and abilities.

Rating: Generally acceptable performance 

Prisoners benefited from access to high quality indoor and outdoor sporting and fitness facilities. The gym was well-equipped with around a quarter of the prison population regularly using the facilities, although usage was lower amongst female prisoners. All prisoners completed an induction session prior to accessing the fitness equipment. Residential Halls had a small satellite gym containing cardio-vascular machines.

Staff organised a programme of structured activities, including circuit training and beginners classes to encouraging a better uptake of activities by prisoners. Physical Training Instructors had worked cooperatively with Learning Centre staff to deliver programmes of Core Skills through Football and Core Skills through Sport. However, prisoners did not have the opportunity to gain sport qualifications. There were some good links with external organisations, with events being held such as Show Racism the Red Card. However, links with a wider range of external agencies was not sufficiently developed to provide greater benefits for prisoners.

7.24 Prisoners are afforded access to participate in recreational, self-help or peer-support activities relevant to a wide range of interests and abilities.

Rating: Satisfactory performance 

Prisoners were informed of the range of activities available during the induction process. Learning Centre staff supported prisoners to develop their literacy and creative skills through production of the prison newspaper 'Inside Oot'. This was compiled and edited by prisoners, with support from Learning Centre staff, and was produced four times per year.

Peer tutors located in the Learning Centre encouraged prisoners to engage in learning activities when based in their residential Halls. The Learning Centre had recruited and trained eleven prisoners to undertake peer mentoring duties. They were supported in these roles through completion of a peer mentoring programme, certificated by Award Scheme Development and Accreditation Network, delivered by Learning Centre staff and spanning a six-week duration. This approach ensured peer tutors had appropriate understanding of their roles and the approaches required to engage and support prisoners. Peer tutors provided support to prisoners when undertaking work party duties and attending Learning Centre provision. Prisoners said they valued the support provided to them by their allocated peer mentors.

7.25 Prisoners have access to a variety of cultural activities and events and are encouraged to participate in them.

Rating: Satisfactory performance ●

Learning Centre and prison staff supported prisoners to engage in a range of cultural activities. This approach encouraged self-improvement and helped ensure prisoners engaged in purposeful activity.

Through Learning Centre awards ceremonies, prisoner success was celebrated. Prisoners were presented with awards, during formal well promoted events, which recognised and celebrated the achievements they had made and certificates they had completed.

Through the Lloyds Bank Money for Life Challenge 2015, female prisoners reached the Scottish final. They created their own beauty products to demonstrate how people could save money and avoid potentially harmful chemicals. Male prisoners also entered the same competition and they too reached the Scottish final. Their project related to promoting the challenges and costs in leaving prison and setting up home. They attained the People's Award and were put forward for the UK final which they duly won and were awarded the People's Champion UK and received £1,000 for donation to a charity of their choice.

A small number of prisoners received awards from the Koestler Trust when entering competitions to showcase their paintings, written and spoken text and media skills. Through fundraising activities, prisoners raised funds for a range of local charitable causes.

STANDARD 8 - TRANSITIONS FROM CUSTODY TO LIFE IN THE COMMUNITY

Prisoners are prepared for their successful return to the community.

Commentary

The prison is active in supporting prisoners for returning successfully to their community at the conclusion of their sentence. The prison works with agencies in the community to ensure that resettlement plans are prepared, including specific plans for employment, training, education, healthcare, housing and financial management.

Inspection findings

Overall rating: Good performance



Multi-agency, partnership working was central to release planning for both short and long term prisoners. The Case Management Board (CMB) process for short term prisoners engaged a wide range of internal and external partners; with participants demonstrating a high level of participation and commitment to ensuring Community Integration Plans met the needs and addressed the risks posed by individuals returning to the community.

The CMB demonstrated a collaborative approach, with open communication between partners who worked together to formulate individualised support plans. Agencies worked well with one another and actively engaged with prisoners, pre and post release.

The Integrated Case Management (ICM) process for long term prisoners was well established, compliant with national guidance and operated within expected timescales. Attendance by Community Based Criminal Justice Social Workers from across the Northern Community Justice Authority was very good and the contribution made by Prison Based Social Workers highly valued. Whilst attendance by personal officers had improved in recent months, it was an area which required improvement.

The Throughcare Support Officer (TSO) Service was fully operational, with officers making an important contribution to the resettlement of prisoners upon release.

Community Integration Planning identified the risks of reoffending and related needs of each individual prisoner with relevant interventions being put in place to address the issues identified. For individuals who did not have a permanent address to return to, release plans aimed to ensure a same day housing appointment took place on the day of release.

Overall, the prison was good at preparing prisoners for their successful return to the community with the CMB process viewed as a particular example of **practice worthy of sharing**.

Quality Indicators

8.1 The prison encourages government agencies, private and third sector organisations who offer services relevant to the community integration needs of each prisoner to jointly agree an appropriate plan.

Rating: Good performance 

The CMB enabled effective engagement with partners by including a wide range of agencies in the planning for release process. The CMB met weekly to identify the needs of all new short term prisoners and to agree pre-release plans approximately four to six weeks prior to release. The CMB also enabled partners to discuss any individual who may require a review of their Community Integration Plan (CIP).

Relevant information was sensitively considered and decisions taken as to the agencies best suited to provide a package of support to each individual upon release. Members of the CMB spoken with felt valued, presented as knowledgeable and motivated to engage with, and offer services to, individual prisoners, a number of whom were previously known to them.

Families Outside and Action for Children made an important contribution to the CMB process by offering support and advice to families and providing a perspective on how plans may be influenced by, or impact upon, wider community considerations. A clear consideration of how CIPs may impact upon children, family members and communities was evident.

8.2 Where there is a statutory duty on any agency to supervise a prisoner after release, all reasonable steps are taken to ensure this happens.

Rating: Generally acceptable performance 

The ICM process aimed to ensure a holistic and seamless assessment, delivery of interventions and transition from prison to community by criminal justice partners was well embedded within the prison. Parole Dossiers and Risk Assessments were completed on time. Prison Based Social Workers (PBSW) were central to the effective operation of the ICM process and their role was valued highly by partners and by prisoners. Community Based Criminal Justice Social Workers had a high attendance rate, either attending in person or participating via electronic means, other key partner agencies attended as required.

Although not a statutory requirement, all women within HMP & YOI Grampian had an allocated social worker. PBSW and psychology were co-located which supported collaborative working and information sharing.

The ICM chair had developed a training programme for SPS colleagues and actively promoted the ICM process within the prison. The chair advised relevant staff of meeting schedules two weeks in advance, ensured Hall managers were aware of the dates and telephoned the personal officer on the morning of the case conference as a final reminder. In spite of these efforts, attendance at ICMs by personal officers at the time of inspection was 50%. **This was a concern.**

8.3 Where prisoners have been engaged in development or treatment programmes during their sentence, the prison takes appropriate action to enable them to continue or reinforce the programme on their return to the community.

Rating: Good performance 

CIPs recognised the work undertaken during a sentence and sought to build on progress made by linking prisoners to resources in the community. Successful examples were given such as the ADJUST² service, whilst funding for the project ended in March 2015, the approach and learning around continuity of care, training and outreach support was viewed by funders as being successfully embedded within the prison. This approach was now being taken forward by the CMB and TSOs.

For male prisoners returning to Aberdeen City, the Foyer was seen as a key partner in the provision of education, training, mentoring, counselling, employment support and health improvement initiatives. For women the Connections Women's Centre was viewed as an important source of support for women, staff from the project visited the prison every Thursday.

During an ICM we heard about the significant support received by one prisoner and the plans made for him to continue engaging with Drugs Action³ services upon release. A real source of pride to the prisoner related to receiving a Recovery Star Award in recognition of their recovery and contribution made to supporting the efforts of others in his role as a peer mentor.

8.4 As prisoners near release all reasonable steps are taken to ensure appointments and interviews are in place with relevant agencies.

Rating: Good performance 

The CMB and ICM process ensured that appropriate appointments were in place prior to release. Increasingly prisoners were being collected from the gate by TSOs at the point of release and accompanied to appointments with housing, health and support agencies.

Job Centre Plus staff visited the prison twice per week and were a key partner within the CMB process. Within the CMB meeting, participants actively exchanged information, arranged appointments and agreed tasks with a view to ensuring the CIP was successfully delivered upon release.

8.5 As prisoners near release all reasonable steps are taken to ensure that accommodation will be available.

Rating: Satisfactory performance 

The accommodation status of newly sentenced prisoners was identified during induction and issues addressed during the sentence with a view to informing pre-release action plans. For prisoners being released on statutory licence the supervising social worker held responsibility for assessing the suitability of release addresses.

In a bid to reduce the incidents of tenancies being lost due to rent arrears arrangements were in place via North East Scotland Credit Union (NESCU) for prisoners to make payments from their earnings with a view to continuing these upon

² ADJUST service (Aberdeen Delivering Joint Up Service Transitions) a partnership between Station House Media Unit (SHMU), Aberdeen City Criminal Justice Social Work and SPS.

³ Drugs Action is a specialist provider of drug and alcohol services in the North East of Scotland.

release. Clearly taking payments from earnings of £12 per week was unlikely to resolve the issue in the longer term, however by showing willing to address the issue it was hoped that the prisoner's efforts would be recognised and any eviction action avoided.

Housing representatives from Aberdeen City held surgeries in the prison fortnightly and attended the CMB, with other local authority areas attending as required. Families Outside and Shelter also offered support and advice on housing issues.

Within ICMs, staff had a good awareness of local authority accommodation providers and actively sought solutions to housing issues. Where prisoners were being released 'No Fixed Abode', same day housing appointments were arranged where possible. Individuals being released from prison did not have any automatic right to accommodation and there was no means of booking or securing accommodation prior to release. Local authorities had a statutory duty to assess homeless applications and, in appropriate cases, provide emergency homeless accommodation for a maximum of twenty-eight days. It was clear that the absence of specific accommodation was anxiety provoking for many prisoners preparing for release, particularly those who had served lengthy sentences and made significant progress in addressing substance misuse issues.

The prison had seconded an officer to the housing charity, 'Shelter' with a view to addressing accommodation issues and removing potential barriers. This was viewed as having brought value to efforts to address accommodation issues, however the future funding of the post was uncertain.

Applications for housing were submitted on line. Whilst we saw housing agencies attempt to overcome this barrier by providing prisoners with paper application forms, not having access to secure internet systems to seek housing excluded prisoners from mainstream housing processes.

8.6 As prisoners near release all reasonable steps are taken to help them find work or enrol for training or education.

Rating: Satisfactory performance ●

Prisoners released on statutory licence received appropriate support from Community Based Social Workers. The employment and training needs of other prisoners were appropriately addressed by the CMB supported by partner agencies.

The Occupational Therapy service was valued in preparing some of the most vulnerable prisoners for release and addressing deficits which affected employability. An example being one man supported by TSOs to attend an employment resource with the Occupational Therapy assessment used to ensure social and leisure activities fitted with his ability. **This was positive.**

As well as attending the prison twice weekly to address benefit and employment issues, Job Centre Plus staff met with TSOs monthly to ensure services were responsive to the needs of individuals. The Law Society and Apex had trained prisoners on disclosure in order they were aware of their responsibilities under the Rehabilitation of Offenders Act 1974.

8.7 As prisoners near release all reasonable steps are taken to help them manage their financial affairs.

Rating: Good performance



As noted in 8.5 prisoners with rent arrears were actively encouraged to make use of the services offered by NESCU. Agencies demonstrated a good understanding of how poverty impacted upon vulnerable individuals and families. A good example being that a Money and Debt Adviser from Shelter was based within the FC&HH during the week and offered advice and information to families. Families were also referred to food banks and clothing providers as necessary. A local business provided information on saving money by 'up-cycling' furniture.

8.8 The prison reliably discharges its statutory duties to assist the resettlement of prisoners on release.

Rating: Satisfactory performance



In preparing prisoners for their return to the community, the prison had employed six TSOs, who played a key role in ensuring the effective planning and delivery of CIPs. Strong partnerships with both internal colleagues and external partners had been developed. The TSOs worked with prisoners, willing to engage with support upon release. The TSOs built relationships with prisoners during the final weeks of their sentence, arranged appointments, met the prisoner at the gate and accompanied them to key appointments. One-to-one support was provided over a four to six week period following liberation during which time, ex-prisoners were introduced to partner agencies with a view to accessing support in the longer term if required.

Shine Women's Mentoring Public Social Partnership was delivered in the Northern Community Justice Area by mentors employed by Turning Point Scotland and Apex. Whilst staffing issues which had impacted upon service delivery had been resolved, mentors had high caseloads across a large geographical area which may have implications for service capacity and sustainability.

A New Routes mentor provided a service to men under the age of 25. Given that young men under the age of 21 serving short sentences were accommodated at HM YOI Polmont, this service operated across both establishments resulting in significant travel for the member of staff involved.

Longer term prisoners had their resettlement needs systematically addressed within the ICM process.

The CIU could accommodate ten males and seven females who met the criteria and had a minimum of six months still to serve on sentences of 12 months or more (excluding life sentences). The CIU made a significant contribution to supporting resettlement by offering an opportunity for prisoners to reside in less restrictive conditions, access community work placements and facilitating periods of home leave, all of which enabled prisoners to practice the skills required to desist from offending. The Unit was managed and supported by experienced staff who had formed positive working relationships with prisoners. Prisoners were expected to have completed all outstanding programmes prior to entering the facility, as noted in 7.16 the FOBP programme was not offered and women were reluctant to transfer to HMP & YOI Cornton Vale in order to participate. This resulted in fewer women who may potentially

benefit from participating in the CIU environment in residence. **This was disappointing.**

8.9 Where the prison offers any services to prisoners after their release, those services are well planned and effectively supervised.

Rating: Satisfactory performance ●

The ICM process conformed to national guidance and the Offender Outcomes Team, gathered data on outcomes. A record of decisions made and actions to be undertaken was recorded within the minutes of the respective meetings.

The work of the six TSOs was well planned, supervised and delivered in accordance with the CIP. When planned interventions had not progressed as expected, managers reflected on what had not worked with a view to identifying learning to inform future decisions. **This was positive.**

STANDARD 9 - EQUALITY, DIGNITY AND RESPECT

The prison employs fair processes whilst ensuring it meets the distinct needs of all prisoner groups irrespective of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation.

Commentary

The prison ensures that all prisoners experience equality of opportunity and outcomes whilst ensuring that the law that applies to any specific group of prisoners is implemented in ways that recognise and respect particular needs.

Inspection findings

Overall rating: Generally acceptable performance 

During the course of the inspection we gained a sense of the challenges facing Grampian to ensure prisoners were treated with dignity. While the prison did not have a local Equality and Diversity Strategy and action plan, there was a willingness by staff to “do the right thing”. Prisoners, generally, felt staff treated them with dignity and respect.

Staff, in the main, felt supported by management and there were good staffing levels. However, management could be more proactive in tackling mistreatment, particularly when it involved racial abuse, either between prisoners or between prisoners and staff.

There were a number of examples of good practice such as the ‘Good Lives Project’ in the SRU, pastoral support and family visits. These should be shared with other prisons.

We were concerned with the regime provided to prisoners in ‘non offence protection’. Prisoners did not have access to a full regime and spent 23 hours per day in their cells, with one hour of exercise in individual pens, usually used for prisoners in the SRU.

The prisoners expressed their satisfaction in exercising their beliefs and religion in both public and private settings.

There was a mixed response to formal complaint handling from all groups in the prison, with women feeling more positive about it. Both the prison and healthcare partners were making progress towards better health care, but this remained variable. The transitional arrangements for medical treatment and follow-up upon return from hospital seemed inadequate. We were also concerned with methadone being used as pain relief medication.

As has been noted in other prisons, foreign nationals were a marginalised group due to language barriers. Steps need to be taken to address this issue.

Both the mother and baby unit and disability adapted cells were of high standards, however, prisoners with a disability had not been adequately identified so they did not benefit from the services provided in the prison. Older prisoners were treated with dignity and LGBT prisoners had not been identified.

Quality Indicators

9.1 The prison's Equality and Diversity Strategy meets the legal requirements of all groups of prisoners including those with protected characteristics.

Rating: Generally acceptable performance 

The prison did not have a local Equality and Diversity (E&D) strategy or action plan, but staff had received training and were able to refer to the SPS national strategy. There was an E&D Committee in place, with plans to involve at least one prisoner representative and develop an action plan. HMIPS will monitor developments.

There was a mixed response to formal complaint handling from all groups in the prison, with women feeling more positive about it.

We were concerned with the regime provided to prisoners in 'non offence protection', and that they spent 23 hours per day in their cells (see 3.7 and 7.20). The European Committee for the Prevention of Torture and Inhuman or Degrading Treatment (CPT) emphasises in this context

“States have an obligation to provide a safe environment for those confined to prison and should attempt to fulfil this obligation by allowing as much social interaction as possible among prisoners, consistent with the maintenance of good order.” CPT, GR 21 § 56 (d)

The CPT also states that

“special efforts should be made to identify other prisoners with whom the prisoner concerned could safely associate and situations where it would be possible to bring the person out of cell.” CPT, GR 2 § 61(d)

9.2 Staff understand and play an active role in implementing the prison's Equality and Diversity Strategy.

Rating: Generally acceptable performance 

As noted in 9.1 there was no local E&D strategy, staff spoke of how they “treated everyone the same” and a willingness to “do the right thing”. This highlighted the need for further training and a deeper understanding of the need to recognise diversity in “treating like cases alike and unlike cases differently”.

Prisoners, both women and men, in the main felt staff treated them with dignity and respect, with generally positive relationships observed. However, management could be more proactive in tackling mistreatment. We were informed of an incident of racial abuse between prisoners in Banff Hall. Reports differed as to how this matter was dealt with, with both prisoners apparently being segregated. The individual subject to the abuse had been provided with an incident report form but the onus appeared to be on her to pursue matters. We also heard of repeated instances of racial abuse from prisoners towards staff in Ellon Hall. Management had offered consistent support in encouraging victims of abuse to report incidents and had, on one occasion, themselves reported an incident to the police. However the outcome of the charges had not been communicated back to the individual. A systematic approach to dealing

with repeated instances of racial abuse should be taken, to prevent the behaviour escalating.

9.3 Prisoners of all ages are treated with dignity, respect and according to their individual needs.

Rating: Generally acceptable performance 

See also 9.4. A wide age range of prisoners were held, including older prisoners and female young offenders. All ages were found to be treated with dignity and respect.

Both the prison and healthcare partners were making progress towards better health care, but this remained variable. We found some issues with healthcare affecting both young and older prisoners. Transitional arrangements for medical treatment and follow-up upon return from hospital was of concern. An older prisoner reported returning from hospital following an eye operation with a letter explaining that she required sterile wipes, however these were not provided until two days before her stitches were due to be removed, almost two weeks later. Methadone being prescribed as pain relief was concerning (see 4.4). The establishment should ensure for prisoners of all ages that medical treatment was not prejudiced upon their return from hospital.

We encountered two older prisoners with significant joint issues (osteoporosis, arthritis and multiple hip operations) who complained that they were only provided with the standard thin mattress, which left them in discomfort or pain. Reasonable adjustments to bedding should be made for long term conditions of this nature, which could amount to a disability. One of the prisoners was, in fact, in an accessible cell and accordingly already identified as disabled, however, this issue had not been addressed.

It was also important that older prisoners receive age appropriate educational, recreational, and vocational opportunities. Some prisoners, particularly female prisoners complained about the lack of both recreational and vocational opportunities (see 7.14).

9.4 Prisoners with disabilities are treated with dignity, respect and according to their individual needs.

Rating: Generally acceptable performance 

Accessible cells were of a high standard and a number of additional adjustments such as talking clocks available.

As highlighted in 9.3, we encountered prisoners with long-term conditions such as osteoporosis and arthritis which may amount to a disability, however these individuals had not all been identified as disabled and accordingly reasonable adjustments had not been made for their needs (see comments on mattresses in 9.3). Prisoners with disabilities, who cannot participate in the 'normal' regime of the prison, should be provided with adequate job opportunities.

We were impressed with the proactive steps taken in identifying and supporting individuals on ACT2Care. This was a good example of positive protection of the right to life (Article 2 ECHR) and the right to the highest attainable standard of physical and mental health (Article 12 International Covenant on Economic, Social and Cultural

Rights). The positive impact of ACT2Care was reflected in comments by prisoners. We were told of robust psychiatric and psychological support being offered to prisoners with identified specialist needs in the SRU.

9.5 Prisoners who have undergone or are in the process of transforming from one gender to another are treated with dignity, respect and according to their individual needs.

Rating: Not applicable ○

No prisoners in this category had been identified.

9.6 Prisoners who are married or who have entered into civil partnership unions are treated with dignity, respect and according to their individual needs.

Rating: Satisfactory performance ●

Prisoners spoke positively of visits in maintaining relationships. Chaplains had carried out two marriages inside the prison. This demonstrated good practice in realising the right to private and family life for prisoners (Article 8 ECHR).

Many foreign nationals experienced additional barriers in maintaining their private and family life. A number of prisoners whose families were based in England and outside the UK explained that the vast majority of their wages were spent on making telephone calls to family. This was especially an issue for those from outside the UK for whom costs could be prohibitive (upwards of £1 per minute). In combination with the communication barriers for these prisoners within the prison (see 9.8) the risk of isolation was increased. While appreciating the need for security, we see no reason why affordable internet based communication cannot be extended beyond the current provision (see 7.1).

9.7 Women prisoners are treated with dignity, and their individual needs are met including those associated with pregnancy and maternity.

Rating: Satisfactory performance ●

The mother and baby unit cells were of high quality although they had not yet been used.

Decisions to allow children to stay with their mothers in prison should be based on the best interests of the child (UN Convention on the Rights of the Child and UN Bangkok Rules). Particular efforts should be made to provide appropriate programmes for pregnant women, nursing mothers and women with children in prison.

9.8 Prisoners of all racial groups and nationalities are treated with dignity, respect and according to their individual needs.

Rating: Generally acceptable performance ●

The majority of prisoners held at the time of inspection were white British with a small number of prisoners from other racial groups or nationalities. We saw some evidence of particular tensions between different ethnic or nationality groups (see 9.2).

As noted in other inspection reports, foreign nationals could be a marginalised, isolated and vulnerable group due to language barriers. It was clear that many procedures such as access to legal representation or Consular Officials were not very accessible as they relied on the ability of a person to communicate. Whilst some staff had used their initiative and relied on other prisoners to translate, this could lead to misunderstandings and infringement of private life. It could also lead to isolation. The requirement to ensure that prisoners were communicated with appropriately was wider than just language barriers but must also address issues to ensure individuals who require support were provided with it.

Access, via telephone, to a language line provided an interpretation service, however there appeared to be little provision for dealing with issues requiring more immediate communication.

There was a lack of written information provided to foreign nationals in a language they could understand, with only certain papers, such as canteen information, being provided. Information appeared to be particularly lacking around certain key events, such as release arrangements. **This was a weakness.**

9.9 Prisoners of all religious groups are treated with dignity, respect and according to their individual needs.

Rating: Satisfactory performance ●

The prisoners expressed their satisfaction in exercising their belief and religion in both public and private.

Food appropriate to the dietary requirements of all faiths represented in the prison was provided.

Prisoners spoke highly of the support offered by Chaplaincy staff. The provision of services and one to one support for religious practice was in place for all faiths, with less common religious groups catered for as and when necessary. A number of progressive initiatives had also been undertaken by the chaplaincy service, such as promoting Lesbian, gay, bisexual and transgender (LGBT) rights, suicide prevention and awareness raising of black bisexual individuals.

9.10 Prisoners of all genders are treated with dignity, respect and according to their individual needs.

Rating: Satisfactory performance ●

In general the performance of the indicator was satisfactory, however as noted there was a degree of gender bias in the work available (7.14) and access to mental health drop in clinics (4.6) which could impact on prisoners individual needs.

9.11 Prisoners of any sexual orientation are treated with dignity, respect and according to their individual needs.

Rating: Satisfactory performance ●

At the time of inspection no LGBT prisoners had been identified by the establishment. LGBT issues were covered in equality and diversity training which was part of the core

training for new staff, and as noted in 9.9 LGBT rights had been promoted by the Chaplaincy team. No issues were raised by prisoners or staff in respect of this indicator.

Standard 10: Organisational effectiveness

The prison's priorities are consistent with the achievement of these standards and are clearly communicated to all staff. There is a shared commitment by all people working in the prison to co-operate constructively to deliver these priorities.

Commentary

Staff understand how their work contributes directly to the achievement of the prison's priorities. The prison management team shows leadership in deploying its resources effectively to achieve improved performance. It ensures that staff have the skills necessary to perform their roles well. All staff work well with others in the prison and with agencies which provide services to prisoners. The prison works collaboratively and professionally with other prisons, and other criminal justice organisations.

Inspection findings

Overall rating: Satisfactory performance ●

It was very apparent that HMP & YOI Grampian was a fully functioning prison despite the closure of one of the residential areas. There was a feeling of order and calmness which was at odds with what might have been expected, given Grampian's recent experience. Clearly there is a job to be done in communicating the real Grampian to the wider audience.

There had been a number of difficulties in terms of staffing the prison however this now appeared to be fairly settled with a coherent management plan in place to both address and maintain staffing levels over the coming year.

Grampian had established their place amongst the wider SPS and this was evidenced in terms of their commitment to the management of difficult prisoners. There was evidence of practice worthy of sharing happening with one such prisoner. This also strengthened the working in partnership approach with other prisons which was fully integrated. The challenge for Grampian remains to ensure this approach can be replicated where appropriate with other prisoners requiring the same level of treatment and care.

There was strong evidence provided in relation to the prison's ability to work in partnership with a range of agencies. The common goal was that of supporting prisoners either during their sentence or on release. The Case Management Board appeared to play a pivotal role in this process.

Quality indicators

10.1 The prison successfully implements plans to improve performance against these standards. The management team gives clear leadership by communicating the prison's priorities and what is expected of all staff.

Rating: Satisfactory performance ●

At the time of the inspection it was clear that Grampian despite the limitations in terms of population management was operating as a fully functioning prison. A recent change to the Governor had brought about some fresh impetus in relation to communication and the way ahead. A meeting was attended during the inspection where the Governor and senior team discussed priorities and expectations. This was part of a coherent plan to take the prison forward under new leadership and appeared to be having the desired impact across the prison.

10.2 The management team makes regular and effective use of information in improving the prison's performance against these standards.

Rating: Generally acceptable performance 

There were plans in place to describe what was required to achieve priorities and key performance indicators. At a strategic level, regular business performance meetings were held to monitor progress against the prison's priorities, key performance indicators and any risks that had been identified.

A system was in place which managed a range of data which was geared to improve performance. There was some evidence that this was being utilised though it appeared to be in its early stages of making a real impact.

10.3 Staff are clear about the contribution they are expected to make to the priorities of the prison and each is trained to fulfil the requirements of their role. Succession and development training plans are in place.

Rating: Satisfactory performance 

There was a clear message delivered about the role of staff across the prison. The understanding of this message was supplemented by on the job training for those in new roles and by a mentoring scheme. The dynamics at Grampian were somewhat different in the sense that at the time of inspection there were still a number of residential staff and First Line Managers there on detached duty. Plans were in place to reduce this to minimum levels with succession planning, mentoring and on the job training used as a means of filling gaps left in the staffing profile. Whilst there was some concern voiced by a number of staff in relation to the future staffing in terms of experience there appeared to be sound judgement and thought in relation to the future staffing model and what that would look like.

10.4 Good performance at work is recognised by the prison in ways that are valued by staff. Effective steps are taken to remedy inappropriate behaviour or poor performance.

Rating: Generally acceptable performance 

There was no formal reward and recognition strategy in place, however there was an acknowledgement by a number of staff that they felt good performance was recognised by in particular their First Line Manager. There was a genuine feeling expressed across a range of levels and disciplines that Grampian received little or no recognition for what it had achieved from the SPS in a wider context. This was something the senior team expressed a desire to change.

During the inspection there were no staff being managed for poor performance and there was evidence provided that two probationers had been dismissed due to behavioural issues whilst off duty.

10.5 Staff at all levels understand the value of work undertaken by others.

Rating: Generally acceptable performance 

There did not appear to be any issues in relation to this indicator other than between the operational/ residential staff and the staff from NHS. A number of examples where there was a lack of understanding between these groups was highlighted during the inspection. This was brought to the attention of the Governor during the inspection process.

On a positive note the relationship between Social Work and the operational staff group was excellent demonstrating the value of cross functional working in particular when it came to the management of a difficult prisoner in the SRU. The staff who worked in the FC&HH also commented on the positive relationship they had with staff within the prison and this was witnessed during the inspection.

10.6 Each functional staff group understands and respects the work undertaken by each of the other functions.

Rating: Satisfactory performance 

Other than the difficulties between operational and NHS staff and canteen and Hall staff as previously discussed there appeared to be a positive relationship between all other disciplines. This has been complemented by a series of recent team building events which took place between June and August with approximately eight staff attending each. It was evident during the inspection that the education staff played an integral part in terms of including an element of the prisoner population who were otherwise difficult to gain engagement from. This was recognised by other staff groups and evidenced the cohesive nature of the work being undertaken at Grampian.

10.7 The prison is effective in fostering supportive working relationships with other parts of the prison system.

Rating: Good performance 

There was strong evidence that Grampian had developed good links and working relationships with other elements of the prison system. This was prevalent both in terms of a commitment the management of prisoners in general. Worthy of note was the relationship between Grampian and Inverness in relation to the placement and management of a difficult prisoner. Even more positive was the effect this was having on another difficult prisoner located in the SRU who saw this as a potential route out for himself at a future date.

There was also positive relations with a number of prisons in terms of accumulated visits and the detached duty staffing arrangements which were in existence.

10.8 The prison works effectively in partnership with agencies which share responsibility for managing and supporting prisoners.

Rating: Good performance 

Worthy of particular mention was the Case Management Board which sat weekly and was cited on numerous occasions throughout the inspection by a number of inspectors as good practice. This was seen as an excellent vehicle for managing prisoners in Grampian. Fife College clearly played an integral part in the partnership working arrangements which existed and were viewed as positive contributors across a range of disciplines within the prison. Job Centre plus in Aberdeen City were also cited as playing an effective part as a partner agency.

10.9 The prison works effectively in partnership with organisations that provide services either during their sentence or on release.

Rating: Satisfactory performance 

In particular three agencies were cited as playing a significantly effective part in providing services to prisoners. These were Job Centre plus, housing in Aberdeen City and Women's Connections. There were clearly other agencies which contributed to the assessment of this indicator which was overall a very positive reflection of Grampian's strategy in relation to managing prisoners.

10.10 The prison is effective in communicating its work to the public and in maintaining constructive relationships with local and national media.

Rating: Generally acceptable performance 

It was clear that Grampian had made efforts to be viewed in a positive light by the local community and the press in the general sense. The introduction of the FC&HH and the service it provided to the local community were positive steps in this direction. Speaking to the Governor it was clear that Grampian had the support of some influential business people and this could only bode well for the future reintegration of prisoners in the North East.

In terms of media coverage this was undoubtedly a challenge which the Governor was keen to meet and utilise to best effect for Grampian.

Prison population profile on 30 November 2015

Status	Number of prisoners
Untried Male Adults	99
Untried Female Adults	14
Untried Male Young Offenders	0
Untried Female Young Offenders	0
Sentenced Male Adults	282
Sentenced Female Adults	33
Sentenced Male Young Offenders	0
Sentenced Female Young Offenders	3
Recalled Life Prisoners	0
Convicted Prisoners Awaiting Sentencing	0
Prisoners Awaiting Deportation	2 (not included in total)
Under 16s	0
Civil Prisoners	0
Home Detention Curfew (HDC)	20 (not included in total)

Sentence	Number of prisoners
At court	0
Convicted awaiting sentence	0
Untried/ Remand	113
0 – 1 month	3
1 – 2 months	1
2 – 3 months	7
3 – 4 months	10
4 – 5 months	7
5 – 6 months	16
6 months to less than 12 months	31
12 months to less than 2 years	66
2 years to less than 4 years	83
4 years to less than 10 years	71
10 years and over (not life)	6
Life	17
Order for Lifelong Restriction (OLR)	0

Age	Number of prisoners
Minimum age:	18
Under 21 years	3
21 years to 29 years	151
30 years to 39 years	159
40 years to 49 years	77
50 years to 59 years	31
60 years to 69 years	8
70 years plus	2
Maximum age:	77
At court	0

Total number of prisoners	431
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Data provided by SPS.

Inspection team

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Malcolm Smith, Acting Deputy Chief Inspector
Ian Macfadyen, Inspector of Prisons
Malcolm Smith, Inspector of Prisons

Audrey Fairnie, Care Inspectorate
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Cath Hailey, Healthcare Improvement Scotland
Irene Robertson, Healthcare Improvement Scotland
Helen Samborek, Healthcare Improvement Scotland
Ian Smith, Healthcare Improvement Scotland

Cathy Asante, Scottish Human Rights Commission
Diego Quiroz, Scottish Human Rights Commission

Acronyms

ABS	Anti-Bullying Strategy
ACT2Care	Scottish Prison Service suicide prevention strategy
CD	Controlled Drugs
CIP	Community Integration Plans
CIU	Community Integration Unit
CMB	Case Management Board
CPT	The European Committee for the Prevention of Torture and Inhuman or Degrading Treatment
CSRA	Cell Sharing Risk Assessments
DRP	Drug Reducing Programme
E&D	Equality and Diversity
ECHR	European Convention on Human Rights
ECR	Electronic Control Room
FC&HH	Family Centre and Help Hub
FCO	Family Contact Officer
FOBP	Female Offending Behaviour Programme
GP	General Practitioner
HMP	Her Majesty's Prison
ICM	Integrated Case Management
LGBT	Lesbian, Gay, Bisexual and Transgender
IMU	Intelligence Management Unit
MAPPA	Multi-Agency Public Protection Arrangements
MOLE	Moodle Offender Learning Environment
NESCU	North East Scotland Credit Union
OLR	Order for Lifelong Restriction
OST	Opiate Substitute Treatment
PBSW	Prison Based Social Worker
PIAC	Prisoner Information and Action Committee
PR2	The SPS electronic prisoner records system – version 2
QI	Quality Indicator
RMT	Risk Management Team
SOP	Standard Operating Procedure
SPS	Scottish Prison Service
SROBP	Substance Related Offending Behaviour Programme
SRU	Separation and Reintegration Unit
SSM	Special Security Measures
SVQ	Scottish Vocational Qualification
TSO	Throughcare Support Officer
YOI	Young Offenders Institution



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