



HMP MORTON HALL

INDEPENDENT MONITORING BOARD Annual Report

1ST MARCH 2009 – 28TH FEBRUARY 2010

STATUTORY ROLE OF THE IMB

The Prisons Act 1952 and the Immigration and Asylum Act 1999 require every prison and IRC to be monitored by an Independent Board appointed by the Home Secretary from members of the community in which the prison or centre is situated.

The Board is specifically charged to:

- (1) Satisfy itself as to the humane and just treatment of those held in custody within its prison and the range and adequacy of the programmes preparing them for release.
- (2) Inform promptly the Secretary of State, or any official to whom he has delegated authority as it judges appropriate, any concern it has.
- (3) Report annually to the Secretary of State on how well the prison has met the standards and requirements placed on it and what impact these have on those in its custody.

To enable the Board to carry out these duties effectively its members have right of access to every prisoner and every part of the prison and also to the prison's records.

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1) **DESCRIPTION OF HMP MORTON HALL**

HMP Morton Hall was re-rolled from a male open prison to a semi-open women's prison in 2001; two additional units were opened in 2002 which together with the purpose built Seacole Unit located outside of the fence (once an Intermittent Custody Centre but now operating as a 39 bed open resettlement unit) brings the current operational capacity to 392.

During the past few years the prison has developed into a specialist foreign national centre (with in excess of 50 nationalities represented) and has also developed its own resettlement regime for prisoners who will be released into the UK.

The prison occupies a large geographic area encompassing purpose built workshops; healthcare centre; care and separation unit; library; multi-faith centre; education and learning centres; gymnasium; administration offices; dining hall and kitchens; resettlement and offender management offices; farms & gardens; visitors centre etc.

Accommodation within the main prison is provided by five residential units, all rooms being single occupancy.

Morton Hall was re-categorised to a closed women's prison in March 2009.

The average monthly prison population during the period covered by this report was 349. Statistics taken from a sample week in December 2009 show that from a total of 377 offenders: 135 (36%) were from the UK; 56 (15%) were from 15 different EU countries with a further 186 (49%) coming from 46 countries across the globe – a total of 62 countries. A comparison of data from January 2009 with February 2010 highlights the steady increase in UK Nationals with the percentage of population increasing from 33% to 38%. With the current closed regime this ratio is likely to remain or increase.

Healthcare services and support are commissioned and provided by Lincolnshire Primary Care Trust (PCT).

Lincoln College is the chosen local OLASS contractor responsible for the provision of education, training and employment information working closely with the prison's learning and skills department.

In support of the resettlement needs of offenders, strategic partnerships have been developed with a number of agencies coordinated through the Offender Management and Resettlement function, these include:
Lincolnshire Action Trust: working with offenders in areas including employment, training and education, housing and family support.

Lincolnshire Probation Service: works in partnership with the prison in the delivery of public protection and offender management of prisoners.

Carats: a counselling, assessment, referral, advice and throughcare service provided by Phoenix Futures delivering support and guidance for offenders and, where appropriate, referrals to accredited drug treatment services.

UKBA: Border Agency controlling migration and enforcing immigration and customs regulations.

Hibiscus: a UK charity which assists and supports foreign nationals (mainly Jamaican, Nigerian, Spanish and Portuguese) with maintaining family ties and seeking to facilitate referrals for accommodation, immigration and work placements.

International Organisation for Migration (IOM): who visit on a regular basis, holding workshops and open meetings to provide advice and help to foreign national prisoners voluntarily returning to their home country.

HMP Morton Hall achieved Prison Service Level 4 status in 2006, an achievement retained each year since.

Level 4 status is defined as "...Exceptionally high performing, consistently meeting or exceeding targets, no significant operating problems, achieving significantly more than similar establishments with similar resources....."

In September 2009 Morton Hall became one of only six prisons in the Prison Service to be awarded "High Performance Prison" status.

This is defined as ... "a prison that has done most to demonstrate continuous improvement in the areas of KPT Delivery, Audit, MQPL, Financial Information, Feedback from HMCIP and in the views and opinion of the Director of Offender Management and Regional Custodial Manager ..."

Out of 40 key performance targets (KPTs) set annually, 35 are presently being met or exceeded.

The Prison Service's weighted scorecard which measures key performance target achievement against a comparator group and then ranks all prisons in order of performance has been replaced with a new Performance Rating System which ranks overall scores - and in the year ending 31st March 2010 Morton Hall was ranked the Best Performing Prison in England & Wales.

2) **EXECUTIVE SUMMARY**

Morton Hall was re-categorised as a Closed Women's Prison in March 2009, which, with an already increasingly diverse foreign national population, created a whole new set of challenges for the established management team and staff to face. It is testimony to the enthusiasm, skill and experience of all staff involved that these challenges were met and managed with as much success as they undoubtedly have had.

Morton Hall was awarded the prestigious "High Performance Prison" status in September 2009 and has continued in all areas of its operation to not just maintain but improve its standard of performance.

The Board has commented on its concerns with regard to certain aspects of Healthcare delivery (see 3.3) and trusts that these issues will be resolved as part of the new contracts that are being negotiated. The Board also questions the lack of uniformity with regard to the Prisoner Management IT System that has been introduced into Public Sector prisons but not the Private Sector. These issues and others are identified within this report and we trust will add to the debate regarding the provision of these services.

Notwithstanding the additional pressures placed on staff due to the changing prisoner population it is extremely encouraging to note the success of the Learning & Skills department in over-achieving their education targets (see 3.2); the continuing success of Workshops with regard to production and work based skills (see 4.2); the outstanding results achieved by Offender Management in finding employment and education/training opportunities for women leaving prison (see 4.4) and the continuing success of the Seacole Open Unit in encouraging and supporting women to find work in the local community pre and post release.

The Board is pleased to report that in all areas and operations of the prison we believe that management and staff provide and maintain a very high standard of care and decency for those being held there, and their continuing commitment to achieving and exceeding all targets and measures set for them reflects greatly on their attitude, skill and professionalism.

It is however impossible to reflect on the past year's achievements without commenting on the 'proposed' conversion of Morton Hall into an Immigration Removal Centre. This possibility was discussed as early as October 2009 with a formal feasibility study taking place the following month.

A decision in principle was taken in December with a 'final' decision being promised in Spring 2010. Since then a tremendous amount of time, effort and resources have been invested by management and staff in providing information (to NOMS & UKBA) and the investigating and developing of plans, policies and procedures that will be needed if this conversion to IRC takes place.

The Board's role in the event of Morton Hall changing to an IRC is clear – our statutory role is well defined and we would continue to monitor the establishment, its staff and detainees, against the same standards which we monitor and measure the present regime.

If this is indeed the last Annual Report this Board presents monitoring Morton Hall as a Women's Prison, it is both necessary and relevant that we comment on the undoubted success of this establishment and its management & staff during the past nine years.

The transition and development of Morton Hall from its previous role as an Open Male prison to being a Women's prison, and then developing again to establish itself as a highly successful specialist foreign national centre, is remarkable - and a testimony to the ability, commitment and professionalism of the staff who have so enthusiastically worked there during the past decade.

There is an undoubted requirement to reassess the need, location and provision of services within the women's estate; but, if the decision to convert to IRC is made the Board will, naturally, be disappointed that the skills, experience and knowledge of the management and staff at Morton Hall will be lost.

Indeed, one of the Board's concerns about the length of time already taken to make this decision is that a number of key members of staff are either considering their positions or have already left to find alternative posts elsewhere.

The decision by local management to maintain an open and frank dialogue with staff about the possible conversion to IRC, from the very beginning, was – the Board believes – the correct one. The disadvantage of this approach, however, is that this creates an uncertainty about the future and an impatience to discover what the final decision will be.

The Board does wonder whether the initial time-frame given by NOMS for the decision to be made was too optimistic (in light of known and expected political activity) and whether it was in the best interests of the staff and, indeed, prison population, that this knowledge was made public as early as it was.

Whatever the decision will be, whether to remain a closed women's prison or to convert to an IRC – the Board is confident that the management and staff at Morton Hall will approach this challenge and opportunity with the same enthusiasm, skill, professionalism and success as has been evident during the past few years.

The Board looks forward to monitoring and recording their progress during the next year and wish to thank the Governor and staff for the cooperation and encouragement extended to the IMB at all times.

2.1 Questions for the Minister

a) The Board raises in this report a concern (see 4.4, page 24) regarding the introduction of the Prison-NOMIS IT system. This system is designed to replace LIDS (Local Inmate Data System) across the 132 public sector prisons becoming fully operational in May 2010.

The Board raised a similar concern (with regard to the movement of monies) in last year's annual report when the Minister replied (23/7/09) ... that it was outside of NOMS remit to direct a private sector organisation to use a specific accounting system and ... by not doing so that this would allow suppliers to offer best value solutions, rather than to respond to prescriptive procedures being imposed.

The Board believes that NOMS is currently looking into ways in which P-NOMIS can be 'linked' in to the Private Sector, in order presumably that the total prison population can benefit from (what is stated as being the main benefits):

- A national database of offender data to facilitate operational offender and prisoner management, and to produce accurate, speedy and relevant Management Information;
- Support for initiatives arising from changes in Legislation, sentencing policies and practice;
- Improvement to quality and timeliness of judicial processes.

The Board does not believe that requiring all Public and Private Prisons to use the same Prisoner Management System is ... "unnecessarily restricting an organisation's ability to provide data specific to its individual needs".

Question. Does the Minister believe that it is now time to ensure the installation and use of a 'single' national database management system – across both the Public and Private Sector – as this is in the interest of all parties and should be an agreed contractual term with contracted-out prison management organisations?

b) The Board asked in last year's annual report whether sufficient direction and guidance is being provided ... "regarding the future development, location and provision of services within the woman's estate".

The answer the Board received from the Minister (23/07/09) confirmed that ... "Morton Hall has received clear direction regarding the development of services for women in prison. Within the last year, the removal of the semi-open category and the categorisation of Morton Hall as closed has opened up the prison to a wider range of women and has better facilitated women being close to their home ... A plan has therefore been developed which will enable the prison to provide a more flexible and sensitive service for women".

The response continued to discuss other options which subject to planning permission and budgets would be considered; some of these proposals have already been completed, but not yet implemented (see 4.4, page 26).

Question. In light of this response does the Minister recognise the Board's concern regarding the future direction of this establishment when within four months of receiving the (previous) Minister's reply, it is announced that a feasibility study is taking place regarding a possible conversion of Morton Hall into an Immigration Removal Centre (IRC)?

Question. Recognising the concern raised by the Board (in the Executive Summary to this report) regarding the time taken for a definite decision to be made about the future of Morton Hall, is the Minister confident that the coalition between the Prison Service and the Probation Service, together with UKBA, have managed the communication of this process as well as they could have, and will reach the best decision for the future of this establishment?

2.2 Questions for the Prison Service

a) The Board is concerned about the provision of Dental and Optical care during the past year (see 3.3, page 14) and is aware that existing contracts are expiring and will soon need to be replaced.

Question. What can and will the Prison Service do to ensure that new healthcare contracts for the provision of these essential services reflect the (actual) needs of the prison population, and can be reliably and consistently delivered?

b) The Board raised its concern regarding the decision not to renew the Performing Rights Licences for (public) prison establishments ... and to prevent individual prisons from purchasing their own (see 4.2, page 22).

Question. Will the Prison Service explain its reasons for making this decision as the cost involved is relatively small compared to the ultimate benefit it provides to prisoners and staff throughout the prison estate?

Question. Why was it unable or unwilling to negotiate an acceptable and affordable licence fee for the provision of this important service?

Question. Why did it prevent individual prisons from funding this resource from their own budgets?

3) AREAS THAT MUST BE REPORTED ON

3.1 Diversity

Morton Hall was re-categorised to closed prison status during March 2009, since when the establishment has continued to hold a population two thirds of which are foreign national prisoners with over 50 nationalities represented. Unlike many prisons Morton Hall can be considered to be a plural establishment as there is no single racial, ethnic or national group in a majority; this makes the task of maintaining a culture that supports and celebrates diversity extremely difficult. That task is largely centred on and around the work of the Diversity and Race Equality Action Team (DREAT).

The DREAT comprises a senior manager as Head of Diversity, a full-time senior officer as Diversity Manager (DM) and a full-time officer as the Race Equality Officer (REO). In addition there are a number of other officers who assist the team on a part-time basis functioning in the Disability Liaison Officer (DLO) and Assistant REO roles. Additionally, two prisoners are employed full-time to assist the staff and a further six prisoners regularly help out in key areas and in the arrangement of events. Regular Diversity and Race Equality meetings, which are chaired by the Governor, are held separately for staff (quarterly) and with prisoner representation (bi-monthly).

All prisoners receive induction from Induction staff. Prisoners also receive an induction from the Diversity prisoner representatives during which information on appropriate behaviour and language is discussed; furthermore, each prisoner is given a written brief that details relevant legislation and the points of contact for all the strands of Diversity. Diversity prisoner representatives receive training from the DM and REO as well as specific training to enable them to deliver the induction briefs effectively.

Staff receive induction training covering all strands of diversity with specific training given on how to identify racist incidents. "Challenge it, Change it!" training courses are mandatory for all staff and conducted on a regular basis. The Board understands that almost 50% of staff have already completed the course to date and feedback on the training has been very positive.

Once prisoners have passed through Reception data is recorded with respect to any disclosed disability, special need, language barrier, etc. This information is freely available to staff and includes details of reasonable adjustments that apply. Personal evacuation plans are also included and regularly reviewed. All prisoners with disabilities are monitored in relation to access to work.

The Board has noted that the time allocated to the DLO is often reassigned to other duties, which requires the officer to catch up with disability liaison work as and when he can. The Board acknowledges the hard work, commitment and enthusiasm demonstrated by the DLO in achieving the task under these circumstances.

At Morton Hall it is recognized that extra effort is often required to help communities under stress to participate more fully in society. In an effort to encourage and develop social cohesion monthly residential meetings continue to be held on each unit. Fundamental work on issues of decency and access to services has been completed with most services tailored to the needs of the population to some degree.

Diversity and race equality continues to be supported by information provided for prisoners and staff on dedicated notice boards located in key areas of the prison. Information on different countries, cultures and religions is provided on the boards, as are details of planned diversity and cultural events together with notable dates and occasions important to the different nationalities, cultures and religions represented within the prison.

The Diversity department hosted and supported many major events throughout 2009: Chinese New Year; Race, Nationality, Sexual Orientation & Religion in the form of dance, drama and songs during the annual Diversity event in August; a nationality-themed workplace fashion show; a Christmas Eve Quiz which was based on how Christmas is celebrated in different countries; and the Christmas Diversity event which included talent in the form of singing and dancing from around the world.

The past year has seen further progress on engaging the prison population in diversity with the introduction of the 'Diversity Topic of the Month'. Displays, based on one of the strands of diversity, are located in two areas of the prison - the dining hall for the prisoners and the Gate for the staff. Questions relating to the diversity topic of the month are included in the Diversity Quiz Night, which is held monthly. The prisoner's magazine "Women's Voice" is also themed on the diversity topic of the month and features related articles and poems as well as various cultural awareness pieces that cover all strands of diversity.

The 'Country of the Month' event has continued throughout 2009. It comprises displays that provide information of the selected country which are exhibited in all Units, the Dining Hall, the Education Department, the administration building, and at the Gate. The kitchens support this programme by providing an accompaniment to the main meal that is prepared and cooked by prisoners from the country being celebrated. Leaflets are also circulated in the dining hall and staff bistro providing information on the country of the month.

The Board is mindful that it is particularly difficult for all prisoners in such a diverse and wide-ranging population to maintain family contact. For many women visits are not an option and the cost of telephone calls are often prohibitively expensive. There have been further efforts made within the establishment to offer a wider range of opportunities for maintaining contact with families, including continued access to the 'emailprisoner.com' services and the introduction of DVD messaging.

Significant progress has been made in the area of community engagement. A community engagement/networking event was held in July 2009 (another being held in January 2010) which resulted in the creation of partnerships with many external organisations and three external members being appointed to the DREAT.

The pro-active nature of the management and staff at Morton Hall ensures that the ever-present challenges in an establishment with such a diverse population are largely overcome. This dedication and commitment goes a long way to ensuring that the prisoners live in an environment where discrimination on the grounds of nationality, race, culture, creed or sexual orientation is unacceptable and will not be tolerated.

3.2 Learning and Skills

This has been a year of continuing improvement for the Learning and Skills department, from both the OLASS (Offender Learning & Skills Service) and non OLASS provision. Lincoln College was successful in the latest round of OLASS tendering, continuing as the Education provider – a decision which ensured continuity and stability for the tutorial staff and their students. The provision of IT resources was reviewed and enhanced during the past year; this saw the introduction of a full department intranet and classroom networking system as well as SMART interactive whiteboards being placed into all classrooms.

Currently education is provided for an average of 240 hours per week spread over a four and a half day week. All classes with the exception of hairdressing are part-time; there are 135 students attending part time courses with 25 on full-time equivalents (one class in the morning and another in the afternoon). The majority of courses on offer are 'roll on-roll off' with the exception of business studies, travel & tourism and hairdressing. A full careers information and advice service (CIAS) is offered to all students and education staff participate in both sentence planning and pre-discharge boards. The education department fully participates in, and supports, all cultural and diversity events.

The prison continues to prioritise attendance at Learning and Skills against other regime influences. This decision has resulted in the key performance targets for classroom attendance in the year up to 31st December 2009 achieving 90.1% against a target of 80.0%.

The outside of OLASS provision has also increased. There are currently 23 members of staff who have achieved the A1 assessor's award; this has allowed a significant increase in both the number of qualifications available (now over 20), and the number of students who can participate. Up to 31st December 2009 the prison had achieved 517 work-related skills outcomes against a yearly target of 200 and has direct claim status at Level 1 for the NVQs in Performing

Manufacturing Operations, Food Preparation, Cooking and Customer Service. Furthermore students are actively encouraged to participate in Higher Education via the Open University. There are presently 10 students participating in such courses; one student having recently completed her BSc degree, celebrating with a small (OU attended) graduation service.

It was disappointing to note the ending of the contract for the Writer in Residence in September 2009, however prior to her departure her students compiled two anthologies of their work which were successful in achieving recognition from the Koestler Awards, one of which won a Platinum award. It was a particularly good year for Morton Hall prisoners with 8 Koestler awards being won in total.

The production output from the local prison radio station has increased and there has been considerable development of both the radio station and in-cell TV systems; the prison is therefore in a good position to introduce the prospective national NOMS radio service in due course.

The Prison Library, run by the Lincolnshire Library Service which matches funding provided by the Prison Service, continues to be an excellent facility with new books being purchased on a regular basis. The use of the library has increased by over 17% during the last year with about 30% of all prisoners using the library on a Friday afternoon. This increase is partly due to the provision of a DVD loan facility. The availability of local language books for the Foreign National prisoners has also noticeably increased. Regrettably, a difficulty in recruiting part-time staff has meant that weekend openings of the Library are now restricted to alternate Saturdays only.

3.3 Healthcare and Mental Health

Healthcare services are provided by the Lincolnshire Primary Care Trust and operated through a Type 2 healthcare centre (meaning that no inpatient facilities are available). A full-time Healthcare Manager supports and leads a nurse-led primary care service operating from a modern self-contained centre. Healthcare's core day starts from 7.45 am and continues through until out of hours cover is provided by the PCT from 6.30 pm (Mon-Fri) and from 4.30 pm (Sat/Sun).

During the past year a new full-time Healthcare Manager was appointed (the previous manager having resigned to take up a position in the private sector) and a Physiotherapist introduced for the first time, attending one day per week and seeing approximately 48 patients a month.

Staffing has not proved to be a particular problem during the past year and cover for maternity leave, sickness and holidays has not been an issue. However, recruitment, when required, remains slow – an issue commented on by this Board in many previous reports.

The current recruiting practice employed by the Prison Service requires qualified staff to have a minimum of 12 months experience before a full-time contract can be offered. The effect of this is that newly qualified staff can only work in the prison on a temporary basis and most do so for a short period before leaving for a full-time contract elsewhere. This resulting loss of talent to the Prison Service would be avoided if current recruitment practice was reviewed.

An in-patient and out-patient service is provided by Lincoln County Hospital and Newark Hospital. We are told that the speed at which patients are seen at these two hospitals has not improved during the past year due, apparently, to an inadequate prison escort system; the provision of available officers for escort duties often being problematic. Whether this is due to a shortage of available staff brought about by efficiency savings or the management process itself, is unclear.

The contract with these hospitals provides for one morning and one afternoon appointment only, leading to long waiting lists which occasionally have to be prioritised according to medical need or (in the case of foreign nationals) length of time waited and release date.

Contracted external services provide Dental and Optical clinics with Podiatry and Physiotherapy services also available. The provision of dental services has been of great concern to all concerned throughout the past year due to the high number of cancelled clinics. The current provider, Lincolnshire Primary Care Salaried Dental Service, are contracted to provide a minimum of two dental sessions per week (Monday morning and afternoon). During a 4 month period last year, information provided to the Board indicated that 33% of planned sessions were cancelled leading to waiting lists for treatment of up to 12 weeks. The situation became so bad that the Board Chairman agreed to provide the Healthcare Manager a formal letter of concern which was passed to the PCT for consideration.

It is of great concern to the Board that the reasons for cancelling these sessions were entirely due to a) Bank Holiday Mondays (x3) causing automatic cancellation and b) there being no provision for replacement of staff due to sickness and/or (planned) holidays. Neither of which are acceptable excuses. There appeared to be no ability or inclination by the provider to pro-actively manage these concerns. The Service Level Agreement for this provision is being renewed in May 2010 and the Healthcare Manager is looking into the possibility to directly employ a permanent dentist from the Lincoln Community Health Board. The Board welcomes any initiative which would improve this service.

Additionally, the Board are also concerned about the availability of Optical appointments and the subsequent delivery time for spectacles once the prescription has been made. There appears to be a delay in prisoners getting an appointment and then, once a prescription has been issued, a subsequent delay whilst the providing company awaits invoicing and full (cleared) payment before despatching the spectacles. This policy is leading to unnecessarily long delays

with many prisoners unable to work due to a lack of glasses. The Board questioned why standard over the counter reading glasses could not be purchased (through the canteen?) once a reading deficiency has been measured – to be told that this was not possible due to medical and legal concerns.

The Board shares the Healthcare Manager's concern regarding the Optometry service and the decision to look into the feasibility of changing the current supplier or, at the very least, the current service level agreement.

Last year the Board commented on the number of missed (failed to attend) appointments and we note that there are still an unacceptably high number of prisoners who do not turn up for appointments. Healthcare have surveyed the reasons given for this failure and have recognised that communication of the appointment time (to the prisoner) is usually a significant factor. There can be problems with appointment slips being delivered too late by staff; problems with understanding due to language and interpretation; concerns of privacy and confidentiality when passing the information to the patient, etc. Currently the system is being reviewed with one option looked at being the listing of appointments on residential unit's notice boards.

As part of this desire to improve communication and understanding the Healthcare Manager is seeking to improve the way in which complaints are managed. Although all internally raised healthcare complaints are responded to very quickly the overall complaints process through to the PCT is not as well communicated or understood with relevant literature requiring translation.

The Healthcare Manager also intends to review and update the information provided to prisoners at both unit and individual level. A healthcare open day is being planned (to be held in the gym) at which prisoners can obtain more information and meet with representatives of the organisations providing medical services to the prison.

In last year's report the Board raised concern regarding the (regular) availability of a female GP; we are pleased to report that a female GP now attends on two days a week – a GP clinic being held daily, Monday to Friday.

Similarly, the Board is also very pleased to have been informed that Morton Hall is now part of the System 1 Health Information IT system which allows for prisoners medical records to be opened and entries made, logged to individual prisons. This national system will be operating in all but three prisons by the end of 2010 and will allow for full and easy access to all medical records, including treatment profiles and healthcare appointments etc. This has completely resolved the important issue of, and consequential problems related to, prisoners arriving at establishments without their medical records.

Mental Health Services are, since February 2010, provided by Lincolnshire Partnership Trust and not directly managed by the Healthcare Manager or the PCT. As part of that change, an occupational therapist attends for 1 day per

month; a psychiatrist for 1.5 days per month and a cognitive therapist started in January.

Since the re-categorisation of Morton Hall to closed status (March 2009) there has been a noticeable change in prisoner profile. Prisoners now present with more complex mental health issues and there has been a marked rise in the number of prisoners on methadone. Although the Board is pleased to note the availability of Mental Health Awareness Training for staff we are concerned to be informed that attendance at training sessions by POELTS can be poor as there are difficulties in them being released from other duties.

With Healthcare again operating within budget, a plan to dramatically improve and modernise the facilities and services offered was discussed and agreed, with work beginning towards the end of 2009. These works have now been completed. The reception area has been re-designed and re-fitted to incorporate a new reception counter with wheelchair access, at which staff have fully computerised and confidential access to the appointments system; a wall mounted computer screen is now used to provide and communicate information to the prisoners, and indicate when the Doctor is free for the next appointment.

New and more spacious consulting rooms have been built and the Mental Health Team and Integrated Drug Treatment System for Prisons (IDTS) Team each have their own offices. (It is noted that although the Integrated Drug Treatment programme has been set up it is not yet fully operational). The Pharmacy has been given its own reception area and waiting room with separate access and a privacy screen behind which the prisoner is dispensed their medication. An Iris Recognition System (costing some £30,000) has been installed for Methadone dispensing which automatically provides the individuals required dosage, collected by the nurse and then passed to the prisoner after a further ID check. The medication storage area has been made larger to compensate for the greater demand and to ensure sufficient supplies are maintained over the weekend period.

Future projects to enhance the quality and accessibility of service provided, which the Healthcare manager is keen to look at, include the introduction of a system whereby a prisoner could possibly link up with a GP by video link.

The Board is pleased to report on the continuing success of the healthcare department and its staff, and in particular wish to congratulate them on their efficient management and implementation of policy with reference to TB (of particular importance in a foreign national establishment). Earlier this year one case of TB was diagnosed and managed very quickly, and very effectively, and it is believed they may be put forward for a well-deserved award for their work in this area.

3.4 Safer Custody

Morton Hall continues to adopt a high profile approach and commitment to the monitoring and management of Safer Custody which includes violence reduction, anti-bullying, suicide and self-harm prevention. The Safer Custody Team is the focal point for the bringing together of all areas of the prison to monitor, review, discuss and develop strategies to better manage a diverse and, since the re-categorisation to closed status, an increasingly more complex prisoner profile.

Regular monthly meetings bring together staff from all areas of the prison, external agencies (such as the Samaritans) and prisoner representatives trained as Listeners and in Violence Reduction to discuss any and all issues relevant to the care and protection of the prisoner population. Attendance by all (prison service) members of this meeting is mandatory and any area not able to attend for whatever reason has to submit a written report (in advance) so that discussion at the meeting remains informed and constructive.

Much work has been done during the past year to develop and extend the role of the Listener. The Safer Custody Team has run regular promotions to attract and enlist prisoners to be trained in this important role including raising awareness through the prison radio and internal prison TV channel – initiatives commented on in last year's IMB Annual Report. Posters are also prominently displayed in all residential units. The presence of the Samaritans is essential as they provide the specialist support and training the Listeners require. Listeners play a large and important role with the identification and support of fellow prisoners who may be at risk, vulnerable, feeling low or depressed; this may be due to (external) problems with family and dependants or (internal) problems with relationships or bullying, for example. Listeners are easily identified within the establishment by the yellow T-shirts they wear, provided by the prison; they work on a rota system which ensures there is always someone available to talk with.

The Board understands that during the past six months the prison has struggled to enlist new recruits; one reason for this could be that prisoners are not always in prison long enough to receive the full training required. To compensate for this Staff now approach prisoners at the induction stage, asking if they have previous experience or a desire to work in this area.

The challenges facing the Safer Custody Team have been affected by the re-categorisation of Morton Hall from a semi-open establishment to a Closed Prison status in March 2009. This move reflected the changes taking place within the female prison population as a result (in part) of the Corston Report, allowing for greater flexibility in the use of the women's estate and providing multi-functional establishments closer to the home of prisoners. The result for Morton Hall was that almost immediately a greater number of women with more difficult and challenging behaviour patterns entered the prison; woman who would not previously have met the criteria of a semi-open establishment.

As a consequence of this the Board is aware of increasing levels of bullying, abuse, minor assaults and racism - albeit compared to previously very low levels. The Board is very pleased to record how staff have responded to this challenge and very quickly adapted their skills and methods to the needs and requirements of this more demanding prisoner population.

The effect of this change to the population can in simple terms be illustrated by reviewing i) the number of adjudications, ii) the number of adjudications resulting in cellular confinement (CC), iii) the average length of stay of a prisoner held in the Care & Separation Unit (CSU).

A comparison of data comparing the 4th quarters of 2008 and 2009 show:

| | 2008 (4th Qtr) | 2009 (4th Qtr) |
|-------------------------------------|----------------------------------|----------------------------------|
| Total adjudications for period | 59 | 83 |
| Total adjudications awarded CC | 8 | 26 |
| Percentage CC against adjudications | 13.55% | 31.32% |
| | | |
| Total days in CSU | 26 | 90 |
| Total Prisoners | 7 | 11 |
| Average length of stay | 3.71 days | 8.18 days |

The Board is aware that there are many and varied reasons that can influence such figures and that there are individual fluctuations that occur from month to month and quarter to quarter, nevertheless this represents a trend showing an increase in the severity of punishment awarded and the increase in length of time individuals are kept in segregation. The Board is also aware that a small number of disruptive and challenging prisoners can have a highly significant impact on the overall statistics produced. An Adjudications Standardisation meeting takes place on a regular basis to ensure the effective and consistent management of the system and fairness of award given.

As previously stated, the Board is very confident that members of the safer custody team effectively and fairly manage and respond to the demands of a changing and more challenging prisoner population.

During the past year many improvements have been made regarding the efficiency and effectiveness of communication between IMB members and prison staff. Responding to issues raised in previous reports, the Board appointed a nominated member to work more closely with the Safer Custody and CSU teams. One of the benefits of this closer relationship has been the introduction of updated and more relevant procedures and protocols which have ensured a quicker, more reliable and better informed notification (to all IMB members) of prisoners when relocated, due to (for example) being placed on adjudication, held on R45 GOOD/OI, awarded CC or where there has been a Use of Physical Restraint. The ability of the Board to monitor and respond to activities in this most important area of the prison has been greatly enhanced. This improvement reflects directly on the commitment and professionalism of all staff involved.

3.5 Care and Separation

The Care and Separation Unit (CSU) is located adjoining the Healthcare Centre and comprises five cells, one constant observation gated cell, an adjudication room, officer's quarters and a small exercise yard. There is also an additional constant watch cell located on Fry residential unit. The Board believes all areas of the CSU are fully operational and meet all functional requirements, being kept in a safe, clean and hygienic condition at all times.

In previous years the Board has reported its concerns regarding the heating in this area, or lack of it. This has led to many complaints from prisoners and there has been a need for the issuing of extra bedding and warm clothing, such as fleeces. Staff continued to monitor the temperature in the cells confirming that temperatures were not at an acceptable level and by liaising with the Works department possible solutions were considered. The problem of heat loss was not helped by there being vents in the cell windows which could not be fully closed. The replacement of the windows was deemed too expensive an option and temporary covers, attached with Velcro, were tested without much success. Finally after further consideration by the Works department a decision was made to install a larger pump which would improve the flow of water through the heating system. This appears to have been very successful as the temperature is now noticeably higher when entering CSU and very few complaints have been received (since) regarding the temperature in the cells.

Board members visit the CSU regularly during each rota week, talking to staff and prisoners, and record comments and observations in the Day Log and individual prisoner's records. The CSU can remain unused for long periods although the Board notes a higher level of use compared to the last reporting period (see 3.4). The number of recorded Rule 45 segregations for Good Order or Discipline / Own Interest is still relatively few with the majority of prisoners attending the unit for adjudications and cellular confinement punishment.

All relevant records, files and logs are regularly inspected with comments made by members, and the Board can report that it believes all documentation is properly kept, managed and recorded. The Board was particularly impressed with the manner in which staff responded to the requirements of the new PSO 1700 (Sep. 09) which brought about substantial changes to the Purpose & Authority for Segregation, and introduced the Initial Segregation Health Screen (ISHS) – a development of the previous Initial Segregation Safety Screen. The Board was very pleased and grateful that members of CSU were, in their own time, willing to present and discuss these changes at a full Board meeting.

Board members are pleased to report that they believe CSU staff provide and maintain a very high standard of care and decency for those being held in segregation; providing a safe, supportive and relaxed atmosphere whilst at the same time very effectively managing prisoner needs.

4) Other areas of the prison on which the Board has issues to report

4.1 Catering & Kitchens

Food is prepared for and provided by prisoners in a purpose built dining hall and kitchen facility managed by a catering manager and civilian caterers. The main kitchen provides a good and sufficiently varied menu designed to cater for a large and diverse prison population - woman from over 50 different countries and representing many faiths, religions and cultural backgrounds with a variety of health and dietary needs.

A new catering manager was appointed part-way through the year and has approached the challenge of responding to those needs with a positive attitude, good knowledge, skill and enthusiasm.

A monthly catering meeting attended by staff and prisoner representatives (set up as a response to issues raised at the Prisoner Representative Group meetings) provides a forum for questions, queries, complaints and new ideas to be listened to, answered and acted upon.

Kitchen staff play an important and integral role in the supporting of numerous Diversity events (see 3.1) through the preparation and provision of special foods and meals to celebrate and reflect the needs of many religious and cultural groups. There is also an increasing demand and need for specialist food preparation and healthier eating options for those on medical diets and diets of choice, such as vegetarians and vegans – all of whom are very successfully catered for.

It is pleasing to note that much of the vegetables purchased for the kitchens have been produced by the Prison Farms & Gardens, enabling a constant source of “fresh” produce which assists the catering manager to operate within his (tight) budget.

The Board has commented in previous reports of the difficulties associated with a pre-select menu, its occasional abuse, and the consequential waste or over-production of food. A closer monitoring of this system and better food management has reduced this problem but the Board recognises the underlying difficulty when dealing with such a large and diverse prison population.

The Bistro is a separate facility operated on a non-profit basis for the benefit of staff and guests, providing an extensive menu of top quality food prepared by prisoners under staff supervision. The women working here are trained to NVQ levels in restaurant and customer service skills. Both the kitchen and Bistro operations have seen an increase in the NVQ success rate and are meeting all educational targets.

The kitchen and Bistro operations benefit from a settled management team who work well together and very effectively manage the prisoners working in those

areas. The Board recognises that whilst there will inevitably be minor criticisms of an operation that caters for such a wide and diverse population, the overall quality and range of food provided is generally of a reasonable and acceptable standard and reflects well on the commitment and professionalism of the staff involved. A view reflected in an excellent report issued after a visit made to the catering department last summer by a team from North Kesteven District Council.

4.2 Enterprise / Regimes

Enterprise & Regimes incorporates Health & Safety; Fire; Workshops; Farms & Gardens; Kitchen, Bistro and Canteen - with its own functional head working within and under the overall responsibility of Head of Learning, Skills and Employment. The Workshop areas are a very important part of the prison regime, not only to provide purposeful activity and skill/training opportunities for prisoners but also to create profit for the prison thereby supporting and enhancing the prisoners pay structure.

The current (worsening) economic climate has put pressure on the number and value of contracts brought into the prison, and it is therefore to the great credit of the Contracts manager and workshop colleagues that the prison has retained as many commercial contracts as it has, and indeed managed to attract new ones. This year has seen the successful introduction of a Dyson Vacuum Cleaner recycling workshop, working with a local recycling company to refurbish Dyson cleaners for re-sale.

All workshops have performed very well during the year as was highlighted by Workshop 1 being awarded "Best workshop in a female prison" in the prestigious Elton Trophy awards. This workshop has developed a successful partnership with the multi-national company Eaton-Moeller, with a company representative visiting the prison on a part-time basis to ensure the quality, training and supervision exercised is the same as it would be outside.

Additionally the Elton Trophy Committee recognised the supervising instructor of Workshop 7, by awarding her a Personal Commendation for her passion and commitment working with female prisoners. This was illustrated by her innovative approach to Age Concern, organising a contract to refurbish and re-make clothes at a time when existing work was drying up.

All workshop instructors hold assessor awards allowing them to provide work based skills qualifications to the women working under their supervision.

The Board is pleased to report that Work Related Skills targets are being exceeded, with Purposeful Activity targets of 29 hours per prisoner per week being consistently achieved. The Board has always taken a keen interest in the operation of the workshops and believes the work of staff and prisoners in these areas is of the highest standard and congratulates all concerned.

The Board was, however, very concerned to hear that NOMS had decided not to renew the current licensing arrangement with the Performing Rights Society, thereby preventing the playing of music in all workshop areas – as they are classified as being ‘public areas’. The IMB understand that this prohibition on playing music extends to all areas of the prison (staff areas, administration, communal areas, switchboards etc.) except for a prisoner’s cell as that is deemed to be their ‘home’. We also understand that music can be played in education as part of a learning activity and in areas of religious worship. The National Offender Management Service previously paid a licence fee to PRS which expired at the end of 2009 and we understand the total renewal cost for all establishments in England & Wales would be around £500,000. NOMS have also forbidden individual prisons from purchasing “individual” licences.

The lack of music being played around the prison and particularly in the workshops has certainly diminished the quality and enjoyment of life for many prisoners and, we daresay, has had a similar effect on the many staff who have enjoyed background music whilst working – or indeed listening to music at their desks during lunch-breaks etc. The absence of radio has also prevented staff from listening to local radio stations for weather reports, road conditions etc., information that could be of great use to them.

Accepting that there is no reason why Prisons should receive an automatic exemption from paying this fee, the Board does ask why a special rate reflecting the very specific and distinct circumstances of prisoners and prison service personnel could not be negotiated, and why NOMS do not believe this “relatively” small price (per establishment) is worth paying for the mutual benefit of prisoners and staff.

4.3 Farms & Gardens

A key priority for prisons is the rehabilitation of prisoners back into society and to reduce the risk of re-offending. The aim of the Farms & Gardens operation at Morton Hall is to support that objective by providing an opportunity for prisoners to acquire meaningful life skills and qualifications that can assist them in obtaining employment upon release. In many cases skills and knowledge that can, without the need for expensive or sophisticated equipment, be employed anywhere in the world.

Qualifications can be gained in areas as diverse as tractor driving, the handling and maintenance of agricultural equipment, the keeping of animals, floristry, horticulture, turf maintenance, and waste disposal and recycling. An increasing number of City & Guilds accredited Level 2 qualifications are available for prisoners and the number of awards earned are increasing year on year.

As previously mentioned (see 4.1) this area produces a significant amount of vegetables and eggs which are sold to the kitchens; surplus has in the past been sold in the Farm Shop (to the public) but this is now unfortunately closed.

The prison's commitment to waste management and recycling continues to be a high priority with all organic kitchen waste being collected, passed through an industrial composting machine and turned into commercial quality dry compost. Other dry kitchen waste is manually separated for recycling. Not only does this operation create precious financial savings for the prison, it provides invaluable recycling knowledge which can be learnt and utilised wherever in the world the prisoner is released to.

There is a strong, experienced and knowledgeable management and staff team operating in this area and although they lost one member during the year, a replacement was found who brought with him fresh and new ideas all readily accepted and met with enthusiasm.

As with all areas of the prison Farms & Gardens have worked hard to become more cost effective and to reduce operating costs wherever possible. As well as looking to the future with a five year forward plan being developed, opportunities for immediate cost reductions have also been looked at. The large consumption of water has recently been of great concern (not just in Farms as the Governor has introduced initiatives to monitor and reduce usage across the whole prison) and the decision to switch to manual (by hand) watering has been introduced with immediate effect.

The Board believes the Farms & Gardens operation is an outstanding asset for this prison and its success is testimony to the hard work, commitment and skill shown by all the staff working there. It is interesting to note that in recent years this area does not appear to have received the same recognition as it has in the past. The Board recognises and hopes that whilst this area might not always be the most 'fashionable', it will continue to receive the support and recognition it so richly deserves.

4.4 Offender Management and Resettlement

The Offender Management and Resettlement function continues to cope admirably with the many changes, introductions of new procedures and management restructuring that has continued throughout the past year – and not always being at full strength, having an un-filled EO post for most of this time.

The Board is pleased to report that staff have remained productive and work-focused, maintaining their usual (very) high standard of work and professionalism and achieving or exceeding all relevant KPT's.

Last year 93% of prisoners released had been found accommodation; this year the figure achieved was 98% (against a target of 85.5%). The targets for women

leaving to find employment (13.2%) and to receive education and training (14.5%) were comfortably exceeded with figures of 26.6% and 22.6% respectively. This is an outstanding result for this department.

The P-NOMIS system which is designed to provide a seamless flow of prisoner information through IT applications was introduced towards the end of December 2009. This system will eventually replace existing LIDS and IRS systems although, as private sector prisons have not yet made a commitment to adopt this system, the two systems will still to some extent need to co-exist.

The Board is aware of the many and numerous problems staff initially faced with the implementation of this system. Training support at a national level appeared to be ill-conceived and lacking in purpose with many staff reporting that the information and support they needed was not available to them. An informal self-help network of contacts throughout the prison estate seemed to bridge the gaps left by the formal training material. Certainly the basic induction training given to staff (and IMB members) seemed more designed to comply with a “tick-box” training requirement rather than an attempt to impart any real working knowledge of the system.

In common with other areas of the prison the change to closed conditions had an impact on the work carried out in this department. The Probation Service was particularly affected by this change and the consequential increase in British National prisoners which increased their workload. Despite these pressures the quality of their service and commitment to the work of the resettlement team remained very high.

Other external based organisations continue to provide important and necessary services: Hibiscus is one of the few agencies that provide assistance with accommodation and welfare support for foreign nationals and although their work is restricted to Jamaican, Nigerian, Spanish and Portuguese women the Board is very aware of the value prisoners attach to this organisation’s regular weekly visits to the prison.

The work of Hibiscus has been supplemented to some extent with the recent involvement of the International Organisation for Migration (IOM) which visits on a regular basis, holding workshops and open meetings to provide advice and help to FN prisoners voluntarily returning to their home countries.

The Lincolnshire Action Trust (LAT) which offers housing and accommodation advice to prisoners has seen a few changes to their structure and team members in the past year but has continued to provide a high level of support to UK prisoners in the areas of family, housing and employment. Courses they provide, such as Money Management and Assertiveness Training are ideal and perfectly complement OMU run courses such as Anger Management.

The Board commented in last year’s report about the improving contact UKBA staff were having with prisoners. This support and involvement was dramatically

improved following the decision by NOMS and UKBA in March 2009 to locate a UKBA office at HMP Morton Hall. This was to be a “hub” operation supporting activities not just within Morton Hall but also the surrounding East Midlands area.

The office was based in a building outside of the perimeter fence which allowed UKBA staff to easily visit the OMU on a daily basis. This had an immediate and beneficial effect as was demonstrated by an almost complete lack of applications being made to the Board on immigration issues in subsequent months. Their regular presence and commitment made a noticeable difference to the number of queries OMU staff had to deal with on a weekly basis. A weekly surgery session was started in July, held by UKBA staff, which had a good uptake and resolved many small queries and anxieties regularly experienced by foreign national women. A further consequence of this involvement was the substantial reduction in the numbers of detainees held after the expiration of their sentence, and indeed the length of time they had to be held.

The Board was disappointed that recent events have necessitated the removing of this “hub” operation to HMP Lindholme, and it is to be hoped that the presence of an Immigration Officer on only two days each week will maintain the level and quality of service to which prisoners at Morton Hall have only recently become accustomed.

Seacole Unit:

The Seacole unit is located outside the fence and operates as an open resettlement unit for up to 39 women. The success of this operation and the skills and knowledge of the staff working there have continued to grow during the past year. For most of the year it has run at near full capacity with about half of the prisoners attending work or education classes within the main prison and the other half working outside the prison, in the local community, in either paid or voluntary positions. A number of these “temporary” jobs have led to the offer of full-time employment upon release.

The regime provided within this facility nurtures and supports the women, allowing them to gain in confidence, encouraging the development and learning of skills, better preparing them for their release back into society. A recent example of this was the decision to allow the prisoners to organize and prepare their own meals at weekends. The use of the small gym has also been encouraged and is now well utilized; a reflection of the pride the women are taking in their appearance and general health.

A family room has been prepared which can be used by mothers to be with their children on visit days. Rather than wandering around the local City, women can now prepare a light meal for their children and spend some “quality” time with them in a safe and secure environment. This introduction has been well utilized, well received and appreciated.

As part of the possible future development of the Seacole Unit two further projects were completed during the past year.

1) A National Dog Breeding & Training Centre was commissioned. This is to provide employment for “open” category prisoners under the supervision and management of a Training Manager. Although completed this facility is not yet operational.

2) A business case was commissioned to provide an independent living unit for 13 women prisoners at Morton Hall; this would comply with recommendations within the Corston report for small independent custody units for women.

The plan was to convert and extend two prison service houses close to the Seacole unit. These building works have since been completed but the facility is not yet in use.

Throughout the past year, even though the direction, purpose and very existence of this resettlement unit was at times in doubt, the staff in Seacole unit have continued to show remarkable dedication and commitment to their work and the help, assistance and guidance they offer to prisoners in their charge is highly commendable.

4.5 Residential

Excluding the Seacole Unit, which is located on the prison estate but outside of the fence, accommodation in the main prison is provided by three (single-storey) residential units and two ready to use two-storey (RTU) units. On the “traditional” styled units, single occupancy cells are located on spurs each having a kitchen, laundry room and wash/shower bathrooms. Many of these bathroom facilities have been upgraded during the past year which is a great improvement. The wing kitchens are very small but the provision of kettles, microwaves, toasters and fridges enables prisoners to prepare light meals for themselves. These facilities can be occasionally misused, which has resulted in subsequent intervention and training. The RTU’s have purpose built single cell ensuite accommodation, on two floors, with prisoners being provided pass keys to their own rooms. Laundry rooms and communal kitchen areas are also provided.

Association rooms are provided on all units for the use of prisoners, containing settees (some of which could do with replacement), tables, TV’s etc. Prisoner Information files translated into a dozen or so common languages are located here for reference purposes.

All units have a number of well-placed and regularly updated notice and information boards; photographs and details of key members of staff and prisoner representatives (such as Listeners, Diversity team, Violence Reduction, Befrienders etc.) are posted on these boards and are a valuable source of reference and knowledge for the residents. Large white-boards are used for daily information purposes and are constantly updated.

All cells are provided with an information file containing important induction and additional prison information. A survey conducted by IMB members during the past year showed that these files are not regularly updated and that information is often missing or out of date. Residential officers are aware of this problem and will be introducing more regular checks to ensure this information stays current.

The change to closed conditions has led to an increase in the number of challenging prisoners arriving at Morton Hall and a subsequent increase in assaults, bullying and racism etc (see 3.4); there has also been a noticeable increase in the number of ACCT documents opened. Residential staff have risen to this challenge and responded positively to the management of what is becoming an increasingly diverse and complex (age, sentence, race, nationality, religion etc) prisoner population. The Board recognises the difficulties associated with managing and responding to these different needs and expectations, and also the problem of ensuring a fair and consistent approach and response when dealing with these issues.

4.6 Reception

The Reception Unit is the first sight prisoners have of a new establishment and sets the tone for their stay within that prison. The Reception Unit at Morton Hall is recognised as not being fit for purpose and this has been the case for a number of years. There have been many attempts to provide suitable alternative facilities; the latest being a proposal which involved a planned extension of the fence to encompass the Seacole Unit which would allow for the conversion of an activity centre into a purpose built, enlarged, well-designed reception unit and first night centre (March 2009).

Although reaching the planning stages, concerns regarding the costs of development and subsequent discussion regarding the future of Morton Hall have meant that no action has yet been taken.

However, mindful of these shortcomings, prison management have made a number of functional changes to the existing facility to improve and enhance the performance of this unit.

A decision was made to ensure that Reception was staffed with caring and supportive officers who fully understood the problems and difficulties facing incoming prisoners who have little or no command of the English language.

It was decided to make the reception area a friendlier place with the introduction of soft furnishings and a hot drinks service for prisoners on arrival.

A team of prisoner "Befrienders" has also been appointed; these are women trained to take care of new prisoners by escorting them to their accommodation, showing them around the prison, explaining how everything works, where and how to get what they need ... and the rules and regulations they need to comply with.

Staff are continuing to build on the work and procedures put in place last year to deal with the ongoing problem associated with the transfer of prisoner's property and monies from sending establishments. Extra care is taken at the reception stage to identify any lost or missing property; once identified, staff will fax the previous establishment requesting assistance and follow these enquiries through to a (satisfactory) conclusion. This process has dramatically reduced the number of formal complaints raised by prisoners to recover lost, missing or delayed payments of monies - complaints that can often become very protracted.

The Head of Finance and the Finance Manager work tirelessly in following up these complaints, and with great success; unfortunately delays can still occur, particularly with movements of monies from the private to the public sector.

Accepting all the physical limitations imposed on the Reception area the Board has been pleased to see the improvements that have taken place and congratulate the staff on this progress.

4.7 Personnel and Training (HR)

The HR and training team have had another busy year overseeing the introduction of the latest phases of existing projects such as TOMI - the Training Operating Model Implementation system, part of the Phoenix project designed to transform the management of HR - and the implementation of new projects such as P-NOMIS, the electronic prisoner record system which will replace LIDS and IRS.

The National Standardisation, Benchmarking and Costing Project together with (nationally imposed) planned efficiency changes and internal management restructuring has seen a number of officers and staff leave/change positions or see positions not being filled. Some of these changes have been managed with little impact on staff or prisoners whilst others (such as those in OMU) have resulted in substantially increased workloads for the staff remaining. Such decisions are perhaps inevitable when efficiency savings are imposed and although recent decisions appear to have been managed as efficiently as possible the Board would be concerned if further loss of personnel was required to achieve budgetary targets.

The P-NOMIS introduction took up a large amount of staff time, both for the internal trainers involved and for all the staff who attended the courses. The Board has nothing but praise for the work and commitment of the internal trainers involved although we express some concerns regarding the quality and relevance of the national training courses provided and the subsequent support available to staff (see 4.4). The system itself was launched in December 09 and a number of problems were immediately identified, many of which required individual staff to consult with other establishments to receive practical

assistance and guidance. Some problems appeared to be due to actual flaws in the system and others were resolved with practice, familiarity and experience.

Other major and important projects which HR & Training oversaw included the national Work Force Modernisation and Corporate Self Rostering initiatives. The 'My Detail' IT project was introduced across the whole estate and was found to have a great number of technical problems; the staff team involved with the implementation had to work extremely hard to manage this project (and its deficiencies) and are to be congratulated on their progress.

The Annual Staff Engagement Survey (October 09) saw 80% of staff respond (against 78% 2008), the third highest in the Region; the results of which were then discussed and reviewed in a "Listen to Improve" event which took place in March 2010. A new format for this event was introduced, a 'World Café' approach, receiving high levels of staff approval with some 84% of those attending believing it to be a great success. This event also helped staff to discuss their thoughts and feelings regarding the possibility of Morton Hall becoming an IRC, and although this was an emotive subject it highlighted the need for open discussions, and we believe Management will be holding similar events in the near future. The resulting action points from this event, together with the Staff Survey results will feed into the People Plan Year 5 and the HR team will be looking for staff volunteers to work with them and the Deputy Governor to progress this.

The Board was pleased to be invited to the second (annual) Celebration of Achievements event which was attended by the High Sheriff of Lincolnshire, at which many members of staff received awards and recognition in front of family, friends and colleagues. This is a superb event and the Board congratulates all those involved and recognised on this occasion.

A selection of prisoners (116) took part in the annual Measurement of Quality of Prison Life (MQPL) Survey, and although there are recognised deficiencies in the process with regard to foreign nationals (the survey is only in English) the report highlighted a 30% increase in satisfaction levels, placing Morton Hall in the top 10% of prisons nationally.

The hard work and dedication of the HR team was recognised in four categories of the Prison Service Our People Awards – winning the Attendance Management category, and they were also finalists in two categories of the prestigious Personnel Today Awards. The year was completed by managing the successful re-accreditation of the Investors in People award; the assessor highly praising the quality and professionalism of all staff and the support they receive.

Sentiments which the Board is only to pleased to support.

5) THE WORK OF THE INDEPENDENT MONITORING BOARD

5.1 Overview

This was a transitional year for the Board with two of our most senior and experienced members leaving after 12 years plus service, together with a recently appointed member. This loss was partly balanced by two new members joining at the beginning and part-way through the year, and the incoming transfer of an experienced member from another local IMB.

All members benefit from national (IMB) training courses and thematic workshops as well as attending relevant local prison service training sessions. Guest speakers from different areas of the prison are regularly invited to monthly Board meetings to address members on special interest topics, department functions and procedures. During the past year presentations have been received from the Disability Liaison Officer; Senior Probation Officer; IDTS (Integrated Drug Treatment System) Project Management, and members from CSU (Care and Separation Unit).

Board members attended the Annual IMB conference and full Board visits have been made to HMP Glen Parva and HMP/IRC Lindholme. The inaugural IMB Open Day in August saw members' husbands/wives or close relatives being shown around the prison, seeing and observing the role of the IMB at first hand. This was a great success and it is hoped to be repeated on an annual basis.

There has been a 40% increase in applications to the Board this year, with 65 % of all applications received in the first six months of the year. This is, we believe, as a direct response to the change from semi-open to closed conditions in March 2009 and the effect this had on the category of prisoners received.

A corresponding increase in the number of British nationals has also contributed to higher levels of applications regarding personal property, health and prison transfers. The numbers of applications reduced as the year progressed possibly due to a settling prison population with a better understanding and acceptance of the regime.

5.2 Board statistics

| | |
|--|--------------|
| Recommended complement of Board Members | 15 |
| Number of Board members at start of reporting period | 13 |
| Number of Board members at end of reporting period | 13 |
| Number of new members joining within the reporting period | 3 |
| Number of members leaving within reporting period | 3 |
| Number of attendances at meetings other than Board meetings | 69 (approx) |
| Total number of visits to the prison (including all meetings) | 540 (approx) |
| Total number of applications received. | 169 |
| Total number of prisoners (initially) located in CSU under R45 | 13 |
| Total number of R45 reviews attended | 8 |

5.3 Prisoner applications to the Board

| Code | Subject | 2006/7 | 2007/8 | 2008/9 | 2009/10 |
|------|-------------------------------------|------------|------------|------------|------------|
| A | Accommodation | 7 | 5 | 6 | 2 |
| B | Adjudications | 3 | 7 | 3 | 7 |
| C | Diversity related | 1 | 2 | 3 | 3 |
| D | Education/employment/training | 12 | 8 | 5 | 6 |
| E | Family/visits | 24 | 15 | 21 | 18 |
| F | Food/kitchen related | 6 | 10 | 5 | 4 |
| G | Health related | 21 | 17 | 2 | 10 |
| H | Property (incl. monies) | 167 | 129 | 30 | 61 |
| I | Sentence related | 38 | 14 | 24 | 19 |
| J | Staff/prisoner/detainee related | 17 | 7 | 5 | 7 |
| K | Transfers | 7 | 3 | 3 | 15 |
| L | Miscellaneous | 18 | 17 | 13 | 17 |
| | Total number of applications | 321 | 236 | 120 | 169 |
| | Average monthly population | 329 | 328 | 348 | 349 |
| | Applications : Population | .98 | .72 | .35 | .48 |

2005/6: Accommodation 8; Adjudications 9; Diversity related 0; Education/employment/training 7; Family/visits 11; Food/kitchen related 2; Health related 17; Property (incl. monies) 88; Sentence related 32; Staff/prisoner/detainee related 12; Transfers 4; Miscellaneous 17.
 Total Applications 207; Average population 280; Applications: Population .74