



THE INDEPENDENT MONITORING BOARD

at

**HM PRISON
PRESTON**

ANNUAL REPORT

1st April 2009 – 31st March 2010

**For Presentation to the
Secretary of State**

STATUTORY ROLE OF THE INDEPENDENT MONITORING BOARD

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

The Board is specifically charged to:

Satisfy itself as to the humane and just treatment of those held in custody within its Prison, and the range and adequacy of the programmes preparing them for release.

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

Report annually to the Secretary of State on how well the prison has met the standards and requirements placed on it and what impact these have on those in its custody.

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

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SECTION 1: DESCRIPTION OF PRESTON PRISON

HMP Preston is a predominantly Victorian radial Prison, constructed between 1840 and 1895, although the site has been occupied since 1790. During this period it has fulfilled a variety of roles, including use for military purposes, and more recently as a Category C Prison. Today it operates as a Category B male local Prison, serving the Courts of Lancashire, holding male offenders aged 21+ who have been remanded in custody, are awaiting trial, or allocation to another Prison after sentencing. It is situated on a very confined site near to Preston city centre, and experiences all of the difficulties typical of this style and age of establishment. The Prison's Mission Statement explains its vision to be the 'best local Prison within the public sector Prison Service', committed to 'working in partnership with the local community to protect the public, and reduce re-offending by holding in a safe and secure environment those committed to it by the Courts'. In all that it does the prison aims to 'deliver decency and care in a safe and secure environment'. After recent progress, Preston has moved from 60th position up 45 places to 15th on the Weighted Scorecard for establishments. This makes Preston 2nd in the NW and first in their comparator group a great improvement on last **year's** position, well done to all! Preston Board reiterates its belief that Preston is a decent, caring and well managed institution.

Prison Roll: at the time of this Report (April 2010), the Prison Roll averaged around 752 with an Operational Capacity of 800 (838 by early April).

Prison Facilities: A very busy and successful year has again ensued at Preston. **As has recently been the case**, for much of the year the Prison resembled a building site. Despite this and the extra work involved for the Works department all targets for cyclical maintenance and repair were met. No mean feat! It was enlightening to be able to compare "externally contracted work" on programmes such as the New Visits and the Old Kitchen makeover as against the "in house" refurbishment of the old visits building. At the end of the externally contracted works, the in house works department had to put in a great deal of extra time and effort doing the essential fixing and finishing jobs that had not been specified in the original contract, mis-specified, omitted for cost reasons or arose during or after the contract. The strain on the Works Department was met with a solid resolution to ensure that their main role of routine maintenance was not compromised and delays to the new facilities were kept to an absolute minimum. However as of last year, we do not observe much improvement in the general cellular accommodation standards for the prisoners, and our criticisms of last year still have validity, though we are pleased to see that a very noticeable programme of re-furbishment and up-grading has continued, and that so many of the areas of the prison are much smarter and welcoming. In pursuit of the Decency agenda, the Governor introduced last year a much more rigorous set of criteria concerning the display of offensive or inappropriate material in cells. **Preston board would still like to see the office conditions in which a large number of the uniformed and partnership staff are expected to operate of a better standard.** As funding has now been secured to re-furbish the old Visits portacabins, we still hope that this can be alleviated to some degree. The distribution of Wings has continued in the same format since last year. '**A' Wing** has a mixed population of convicted, trial and remand prisoners, and also includes the Segregation Unit (A1),

and the A2 Landing, designed to offer enhanced levels of care and supervision to those prisoners in need thereof. After an uncertain start, some radical changes have now been introduced after a multi –disciplinary review, and the Board feels that a more purposeful function has been agreed for this Landing dealing with prisoners who find it difficult to manage on normal location; in particular we approve of the addition of Senior Officer from Healthcare to the core staff as part of this process. **'B' Wing** has the most diverse population, but is well managed and useful work has been done in identifying and successfully dealing with a problem of bullying on the Wing, which was high-lighted in last year's Report. In general we feel that the policy towards bullying is as effective as it has ever been in identifying the perpetrators and supporting the victims.

'C' Wing houses the Drug Detoxification Landing (C1), the Vulnerable Prisoners' Landing (C2) and a further two Landings, (C3 and C4). The number of Vulnerable **Prisoners on the landing continue to increase in percentage terms and there are currently 68 located and occasionally an overspill onto C3. Nothing much changes. It is too easy to be given VP status and too difficult to remove those who do not need to be separated**

The old method of monthly reviews, with IMB participation, has fallen into disuse. In any event, until Governors, having taken the right course of action, are fully backed by the department, they will not take the risk of anything going wrong and removing prisoners from VP status. Prisoners who get into debt on normal locations find VP status an escape method. Perhaps those that do get into debt should be considered for transfer. It is not unknown for some prisoners getting designated as VPs in order to be 'Top Dog' on the VP landing. Often many prisoners do not realize, when asked, that becoming a VP is inevitably 'for life.' It is time that the whole question of VPs be again considered at the highest level to change the whole ethos. It appears that in most other countries there is no such thing as separating prisoners in this manner. (Residential Governors do carefully scrutinise all VP applications and only give VP status if the request is legitimate and after discussion about the implications with the prisoner; there are significant numbers of prisoners who genuinely require VP status for offence related and other reasons. It is difficult to remove prisoners from the unit as they are likely to be recognised on other wings. However, prisoners have been removed from C2 and efforts continue to be directed to allocating spaces at other prisons and to use the TAB system to maximum effect. Reviews of IEP status should take place on a 3 monthly basis, as defined in the current strategy document, but it can be difficult to find the time to do this for a number of reasons).

'D' Wing contains the First Night Centre (D4) where induction procedures are carried out before a newly- admitted prisoner is moved to the main Prison. Accommodation which is separate from the radial wings, designated as **G Wing**, houses prisoners working in the Kitchens, whilst **F Wing**, also outside the radial pattern, houses prisoners involved with the Works department. Both these arrangements seem to work well and are appreciated by the prisoners in such accommodation.

Domestic and Official Visits Centre: The long-awaited Domestic and Official Visits Centre was opened just after the last reporting period ended, yet we felt at the time that it was appropriate to give our views on it in last year's Report. There is no doubt it represents a massive improvement on the old arrangements and visitors can now

meet prisoners in civilised and airy conditions, and it is well used and appreciated. However, we repeat the concern we expressed last year in that this expensive investment has been operating all this reporting period without an integrated visitor reception area! The barely adequate existing Visitors' reception area at the bottom of Ribbleton Lane by the Prison main gate has still had to be used. However we are informed that provision to include a visitor's reception in the new building is in hand. We wait and watch with interest. Identified and relatively costly alterations that the SMT and staffs had already recognised but had not been consulted on are underway; so much for inclusion of those doing the job on a daily basis and forward planning. Overall this is a great and valuable improvement and facility for Preston.

In addition to the core residential accommodation, the following facilities are available:

- A 30 bed Healthcare Centre with regional beds for local prisons
- A well stocked and managed Library and Resettlement Area
- An IT Centre with 48 computers offering 5 courses
- Well-equipped PE facilities inconveniently on 3 sites, but well-managed and delivered
- A Textiles workshop offering employment for over 30 at a time
- A Chapel and Faith Area
- A Short Duration Drugs programme unit
- A Video Court

Partner Agencies:

Healthcare: Healthcare is delivered by the Central Lancashire Primary Care Trust with Mental Health being the responsibility of the Lancashire Care Primary Care Trust

Education and Training: provided by staff from Manchester College.

Other Agencies: Over 30 other Agencies offer support in the Prison, with an impressive number of partners working in Resettlement.

SECTION 2: EXECUTIVE SUMMARY

1. An overview of the Prison April 2009-March 2010:

The Civil Service is undergoing substantial changes primarily due to the fiscal situation related to the Banking crisis, although there are a number of additional pressures coming from private sector competitors. Initial work completed in 2008/09 laid the foundations for a workforce modernisation programme that was overwhelmingly rejected last year but was to be introduced to effectively streamline the service, providing operational savings through a series of organisational changes affecting all grades.

An incentive payment was tabled during the consultation as the proposed changes included the inclusion of a number of contractual alterations. However, whilst the full proposal was and has been rejected, many of the proposed changes have been completed without the need for formal agreement under the existing terms and conditions of service.

The Ministry of Justice (MOJ) has commenced the implementation of some of the changes in light of the Government -led budgetary cuts. Initial forecast are for a reduction in expenditure of 3%, although this is the first year's target only, with second year savings likely to be in the region of 5% - 10%. The Governor has consulted widely with employees and employee representatives to encourage cost cutting ideas for year two, stating that the savings need to equate to approximately £1,000,000. He has been honest in explaining the threat to jobs and some prisoner/staff facilities and activities, highlighting his preference to make savings rather than lose jobs. **The Board would like to put on record its deep concern on staff's ability to effectively deliver and manage prisoners' expectations in the coming months due to the imposed savings and reductions in expenditure. We highlight this concern in Issues for the Minister.**

Nationally mandated instructions have already seen the middle manager positions at Principal Officer Level (PO) removed, as part of the process of streamlining the management structure. As HMP Preston boasts 9 PO grades in post this move has caused significant concern for staff and employee representatives. The restructure will affect all grades with a Job Evaluation Scheme (JES) already underway for many within the organisation. The proposal will see a reduction from six layers of staff and managers to five, with those remaining increasing their levels of responsibility or reducing their grading in line with the JES recommendations. The Board will carefully watch this situation as concerns have been voiced by several staff at senior levels that the operating capability is coming under severe pressure due to the reduced management structure and the proposed increase in operating capacity to 842.

The proposals include a review of the longstanding Operational/Non - Operational management duties that may allow the latter to undertake tasks within the operational function working within the custodial units with prisoners. This is a particular concern for the Prison Governors' Association (PGA) due to the perception that their terms and conditions may be undermined. It is also a concern for Non - Operational managers' representatives as the perception is that they will not receive remuneration for the additional tasks.

Changes at Officer Level have attracted the biggest criticism from representative groups with the job role moving to a two tiered system including Officer 1 and Officer 2, with one working with prisoners within the residential area of the prison and the other providing support services such as drug programmes. The residential post attracts a lower rate of pay than the support post, with both posts attracting lower rates than existing Prison Officers. The Prison has already identified the need to offer additional support to new staff members entering the service under these terms and will ensure the situation is monitored.

In addition to the issues high-lighted above, there have been several industrial relations issues of note; including a recent illegal strike by a small number of staff and a legitimate strike by PCS members although the impact on the prison was manageable in both cases. Both of these disputes were due to circumstances outside of the control of local management, and we are pleased to note that by and large the relations with employees and their representatives are open and respectful. Unfortunately, structural changes within an organisation often lead to uncertainty and anger; however, the Board is certain that the SMT will continue to work hard to maintain morale at a high level.

Some of the work completed in 2009/10 is laid out in this report and highlights local initiatives that will assist in providing a more stable and supportive working environment for staff at HMP Preston.

The People Forum

The introduction of the People Forum has assisted with providing staff with an additional way to voice their concerns and for management to provide feedback on a range of people issues. The group is made up of various grades, and includes representatives from staff and partnership agencies, acting as advocates for people issues. In the first year the Forum has grown in stature although it is yet to meet its full potential.

The initiative was considered as best practice during the establishment's recent Investors In People (IIP) inspection. The reason for introducing the initiative was a disappointing completion rate for actions within the 2008/09 People Plan and the recognition by the SMT that the plan would need to be championed by those affected by it the most. Initially ten volunteer members were sought to be a part of the Forum; this has now increased to twelve with new members being attracted as the reputation of the Forum grows.

Raising the profile of the Forum has been key to the engagement of staff and partnerships. This has been completed through notice board publications, daily briefings and importantly through a specific Forum Newsletter. Four issues of the letter have been published, delivered by hand throughout the Establishment by the group members themselves. It highlights current issues and details the progress of work undertaken from the People Plan. It does not shy away from highlighting issues that cannot be progressed but endeavours to provide balanced feedback with justification why no action has been taken.

The Forum's impact has seen a greater range of issues raised for inclusion within the People Plan. They have been able to manage the delivery of the current plan through regular meetings with the HRBP and Health & Safety manager, giving their view as to whether actions have been achieved. Their involvement has placed additional emphasis on the positive elements of the plan and made it a document that is able to provide real improvements in the work place. They have managed to engage staff, partnerships and the SMT in ensuring that a viable plan is created, monitored and delivered whilst managing the expectations of all working at the Prison.

In 20010/11 the Forum members will be instrumental in the Staff Engagement Cycle and the development and delivery of the new People Plan. They have already been involved in publicising the Staff Survey and they will have representation in the forthcoming Listen-To-Improve exercises.

Governor's Consultation

Governor Holland has undertaken to be accessible to all working at Preston. Since his arrival he has put into place a series of meetings that enable staff of any grade to meet with him on a monthly basis in a meeting with no set agenda. Through these meetings he is able to gain an insight into wider staff views as well as allowing staff to speak openly with him in a relaxed atmosphere. Feedback from staff is that these are a worthwhile way of communicating and add value to the workplace culture.

There are a number of topic - specific meetings that enable certain groups to share views and question senior managers; these include: Senior Officers' meetings, Principal Officers' meetings as well as other planning and information days. Many of the issues discussed in the introduction have been debated at these meetings with actions to resolve issues being identified. One of the actions included the need to develop existing managers to allow them to undertake their roles more effectively.

Management Development

Following feedback during the Governor's consultation the Training & Development department took steps to introduce a range of training, targeted at developing managers. Whilst there are a number of courses available outside of the region, access for staff cannot be easily arranged for various reasons. As the local T&D department has been assessed as providing the required level of quality in its training it made sense to produce tailored 'in house' courses.

Development of the training continues with each course that is completed, however early indications are that these are meeting the aims and objectives of attendees.

Courses currently on offer include:

- Performance Management
- Poor Performance Management
- Charing Meetings

There are a number of advantages to delivering the courses locally including a reduction in costs, targeted learning based on staff feedback, reduced impact on regime and the ability to offer one to one follow up coaching. To support this, the Prison is currently undertaking a number of targeted managers' 360 degree assessments to assist managers to improve their own performance through constructive analysis of their performance by staff, management and peers. These assessments are targeted at present although it is envisaged that they will be made more widely available in the coming year.

Further work will continue to improve the range of training and management support options in the coming year to meet the needs of the staff following the removal of the PO grade.

Performance Recognition

Where performance is identified as being above what would normally be expected, the Prison seeks to reward the achievement. During the past year Preston has held several recognition events and rewarded many staff and partnership agency employees for their contribution to their overall success. Many of these awards were linked to the excellent performance during the HMCIP and MQPL inspections although there were a variety of other achievements.

The Prison's committee approach to the process includes Trade Union representatives and Partnership representatives that add legitimacy to the awards. Staff appreciate the recognition for their achievements and voiced this during the IIP assessment process.

As Preston SMT would like this process to be inclusive, they have committed to a review of the process as part of the HRBP Functional Improvement Plan. It is likely that they will ask the People Forum to seek further improvements in the way they identify and recognise all at HMP Preston.

Investors In People

The hard work and effort of management, staff and partnerships was recently rewarded with accreditation at IIP Bronze level, above Preston's previous core standard award. IIP found that the balance between service delivery, investment and staff development was at a level worthy of the award. As the first Prison to receive an award above the core standard, Preston is very proud to have not only retained their initial award but to have been able to develop their systems, processes and understanding to reach the next level.

It was recognised that even in difficult times for the Service, Preston is reaping the rewards of the positive culture that exists within the establishment. As remarked on last year by the Board, Preston continues to be a commendable prison in which prisoners are cared for humanely and decently and fortunately for the service many of the staff are still prepared in this time of austerity to go that extra mile on prisoners' behalf. However for all the good will and expertise that the staff continues to show, the board has serious concerns that the imposed savings and cuts in expenditure could expose them to being unable to deliver and manage prisoners' future expectations. We believe that the paring away of support resources for staff has already reached danger point and we are concerned for the possible future consequences for Preston.

2. Issues for the Minister:

Imposed budget cuts and savings in expenditure: the Board feels it important to highlight the above issues and bring their concerns directly to the Minister's attention. In last year's report we commented on the state of the public purse, (if only we had known had bad it was to get) and that Preston had risen to the challenge of making additional cuts to what was an already massively trimmed budget and felt at that time that Preston must be close to the stage where there was no more fat to cut out without putting operational safety and decency at risk. It would be criminally remiss of us therefore not to point out to the Minister our grave concerns at this latest round of imposed cuts and reductions in budget spending. We believe that the price will be to put at serious risk the quality of prisoner care and safety not to mention decency, that the inmates at Preston have grown used to over the years not through excessive support from NOMS but through the sheer hard work and determination of dedicated staff and management at Preston. **These latest cuts and savings will, we believe, leave staff exposed to the possibility of not being able to deliver a safe and satisfactory programme for the prisoners in their care. This will not do!**

3. Issues for the Prison Service:

We make no apology for reiterating issues which cause us concern year on year:

- a. Prisoner Reception area and the Gatehouse: see Section 4 (4)
- b. Cellular Accommodation: see Section 4 (5)
- c. Continued imprisonment of Foreign Nationals after the completion of their sentence: see Section 4 (6)
- d. Resettlement Work/Interventions: see Section 4 (7)

SECTION 3: MANDATORY REPORTS

1. Diversity:

The Board monitors all strands of the Diversity agenda by ensuring that it is not only represented by a named member at all the relevant meetings, but by regular personal contact with those delivering the programmes. **At each monthly Board meeting there are reports on what we term the Safety, Decency and Diversity Agenda, with reports being given on:**

- Safer Custody and Violence reduction
- Foreign Nationals
- Diversity/Race Equality
- Interventions

Diversity is currently covered by meetings of the Diversity Equality Team (DEAT) and the Race Equality Action Team (REAT) although we feel that there are

increasingly strong arguments for these 2 committees to be combined in the search for reducing duplication and limiting the amount of time busy professionals have to spend sitting round a table when they could be out and about doing good.

The DEAT meetings are well attended and chaired by the Deputy Governor. The complex issues that now have to be addressed under this heading are taken extremely seriously and excellent work in drawing up strategy documents is well under way to cover the needs of: older prisoners, trans gender and trans sexual prisoners, and gay prisoners. There is no reason for any of these groups to feel marginalized at Preston as the Diversity SO takes his role very seriously, and shows a high degree of commitment. We note that there are now dedicated Diversity Prisoner Representatives who attend the meeting and are encouraged to make an input. The appointment of these representatives is a tremendously good and sound idea but the board believes they deserve and need more formal training to help them join in debate. Important work is being done to ensure that those with a disability in the Prison are properly cared for and the Committee calls for 'reasonable' adjustments to be made in any area where it is deemed to be desirable. Agreeing the strategy documents has proved to be a longer process than was first envisaged but the areas under review are complex and legally sensitive so caution should be the watchword. Areas of concern in matters of religion or belief are raised by members of the chaplaincy team and the Committee is kept well informed of the religious festivals that need observing within the Prison. The Caterer is fully involved in any dietary requirements and occasions like Ramadan are usually catered for very professionally and with minimum inconvenience to others. The DEAT Committee, in our view, represents the best of inter disciplinary co-operation and is to be commended for the efficient and purposeful way in which it conducts its business.

The REAT meeting consists of much the same members as the DEAT, and as there is significant overlap in agenda items there is a case for some 'coming together' or a reduced frequency of meetings in my view. The REAT meetings do a great deal of work on the subject of Foreign Nationals and Race Relations within the prison; the SMART data for the month are tabled and discussed with a view to recognising trends, and the REO reports on all racist incidents with their outcomes. As with the DEAT committee, one can only applaud the seriousness with which individual members carry out their responsibilities. Thanks to these 2 groups' efforts, and their strong leadership, we are confident that Preston is both a safer and more caring environment for all but especially for those who, for whatever reason, could feel marginalized and not looked after.

Foreign Nationals: The Foreign National Strategy was revised in this last year (August 2009) with a Foreign Nationals' coordinator being appointed in May 2009. A number of initiatives and improvements in the general support available to foreign national prisoners (FNs) have been started but many are still in their infancy. The Foreign Nationals committee meets monthly and foreign nationals are a standing agenda item on the monthly REAT meeting. Over the last twelve months Preston has accommodated 248 FNs (the actual figure is probably higher than this but short sentence FNs aren't always recorded). Of these 40 have been detained on an IS91 at

some point during their sentence, and of these forty, twenty eight have been detained beyond the end of their sentence. Of those twenty eight, eight have been released into the UK and the remaining twenty have been removed to Immigration Removal Centres (IRC's) for probable deportation. Obviously we are unable to confirm what has happened to these twenty people. One significant item which arises out of the current policy is that there is positive encouragement to persuade prisoners to volunteer for the Facilitated Return Scheme (FRS) and the Early Removal Scheme (ERS); this, it would appear, is probably to bring down the number of Foreign National prisoners.

BME Statistics For 2009/10

Average total prison population was	753
Average white population	670
Average BME population	12.4%

Overall reported racist incidents this year have decreased from 64 to 51. Out of these 28 were substantiated, 21 were not and 2 reports were withdrawn. There were no appeals or staff on staff incidents. The IMB have carried out an informal audit on investigations completed and have reported that they are satisfied that the reports of racist incidents have been dealt with in a professional and appropriate manner.

2. Education and Learning and Skills:

Since the Board's last report a number of positive initiatives have happened within this area of the Prison.

As was stated last year the contract for education which was being provided by Lancaster and Morecambe College was not to be renewed; instead it was awarded to Manchester College who are now embedded and delivering well

As Preston is very much a transient prison the challenge to the staff "in making a difference" to give meaningful education and skills to prisoners in the short timeframe can be at times difficult; however it is very evident to the Board that those involved in this area are extremely dedicated in meeting this challenge.

When entering the Prison each prisoner is given a Learning and Skills Application Form as part of their induction into Preston. This is coupled with them being issued with a Unique Learner Number (ULN) by the Career Information Advisory Service which stays with the prisoner during his educational career both inside and outside the Prison.

The form itemises a comprehensive range of courses available to the prisoner and he is then invited to make his choice.

In addition to training in "soft skills" there are also practical courses which carry NVQ qualifications eg Health and Safety, Basic Food Hygiene, and Painting and Decorating to name but a few.

Applications for all courses are closely monitored which means that the department can be flexible in their delivery dependant on the demand. This is an excellent approach which maximises the needs of the prisoner.

On the 1st August 2009 the new Vocational Training Centre opened. This area was converted from the old Kitchen. This area provides the Prison with an additional 90 training spaces. The practical areas provide workshops for activities such as Industrial Cleaning which and has now been accredited by the British Industrial Cleaning Society (BICS) within a very short period of the centre opening. The BICS inspectorate commented that they were highly impressed with the facility and the high standard of course delivery. The Centre is managed by 4 dedicated Prison Officers especially trained in the skills of writing and delivering courses

On 14th August 2009, shortly after the opening of the VTC the Prison was subjected to an OFSTED inspection. Staff worked tirelessly in ensuring that they were ready to meet the rigorous demands that such an inspection requires.

The Board recognises that this has been a major achievement for the Prison and all should be congratulated on this excellent result.

By way of funding the Prison continues to accept monies from the Learning and Skill The outcome of the Inspection was very positive in that 40% of the Prison population was involved in education and the inspectors found that there were sufficient activity places to meet the needs of those wanting such courses.

Council (LSC) for in excess of 24000 hours per year.

Given that the Prison population is very transient it now offers a "Job Club" which gives prisoners an excellent insight into how to apply for a job on release. This has been very popular and has engaged and motivated prisoners to get into the workplace when leaving Prison.

Preston continues to develop and deliver meaningful education and skills programmes to all prisoners who show a willingness to develop themselves whether they are due for release or transfer. Overall the Board can report on a very challenging and successful year in the area of Education Learning and Skills whilst under severe financial constraint.

Attendance at classes

Numbers are continuing to improve in classes and the classroom efficiency for February 2010 reported to the LSC was 81%

Places Available	Expected attendance	Planned Attendance	Actual Attendance
1316	1473	1388	1105
1312	1445	1313	1006
1360	1473	1307	1055
1346	1405	1271	1042
5334	5796	5279	4208

Based on the above figures over - enrolment in March 2010 was by 9%

Staffing

One member of Staff has returned this month from long term sick. Others have been identified by the new deliverer to deliver Drug Awareness, Personal Development, Money Management and Alcohol Awareness courses. A new IT cover tutor has been brought in with a view to covering classes and providing extra support for existing staff.

VTC

The Belfast sinks have not been installed in the VTC Painting and Decorating workshop and this lack is continuing to cause problems for the tutor.

3. Healthcare and Mental Health In-Reach:

Healthcare has recovered from the unfortunate difficulties of last year much to everyone's relief. With a wide variety of multi-disciplinary staff ranging from GPs, Psychiatrists, Substance misuse specialist GPs, Counsellors, Opticians and Podiatrists to Registered General and Mental Health Nurses, Health Care Officers and Support Workers, NHS Central Lancashire is meeting the physical and mental health needs of the Prison population working in partnership with the Prison and outside agencies.

The purpose built Healthcare centre opened in 2006 with a CNA of 30 and serves both the prisoners of Preston and also provides 12 regional beds which other North West Prisons can access based on clinical need. There are both Physical and Mental inpatient departments as well as a Primary Care Team based in Preston, a drug dependency unit, a dental suite and various clinical rooms which offer;

- Sexual Health and BBV screening
- Chronic disease (diabetes, asthma, epilepsy, CHD and palliative care)
- Leg Ulcer management
- Dressing's clinic
- Well Man clinic
- Older person's clinic
- Physiotherapy
- Continence advice
- Phlebotomy clinics

Mental Health Services consist of the new and growing crisis team which contains Nurses, Graduate Workers who provide CBT, Mental Health OT, Counsellors and admin support. The crisis team work in partnership with the Mental Health In Reach team who are commissioned from Lancashire Care NHS Trust.

Support Services:

There are many support services such as a full time Dental Service in a brand new purpose built, fully equipped dental surgery. Forensic Psychiatric services from Guild Lodge are contracted to provide six sessions a week.

Opticians and Podiatrists both provide two sessions a month and Physiotherapists provide clinics when required.

The PCT have recently been awarded a Tele-Medicine contract which will eventually allow them the use of portable x-ray, scanner and ECG equipment which can be linked up via tele-med to a hospital doctor who can then advise on an appropriate course of treatment.

Currently the tele-med is being used to provide consultations with over 50 hospital specialists reducing the need for prisoners to attend outside hospital appointments and reducing the waiting time which a prisoner would normally expect for an external appointment. All hospital consultations now go through tele-med.

4. Safer Custody and Suicide Prevention:

During the past year all members of the Safer Preston team have continued to work hard at making Preston Prison a safer place to live and work.

The committee has met each month. An IMB member has attended the majority of these meetings and always been made most welcome.

The quality of the observations entered in both the ACCT and TAB documentation is reviewed at each committee meeting with any relevant comments being fed back. These generally continue to be of a high standard.

A wide range of statistics is gathered and reviewed at each meeting: assaults, use of force, adjudications, threats/abuse, MDT, racial incidents, use of IEP, self harm incidents, use of special cells, use of GOOD, Complaints, etc.

The Chaplaincy has continued to play a major role in the ACCT review team.

Trained Listeners are located on all wings. The Samaritans who attend and provide constructive input to the above meetings train the Listeners.

The Samaritans also hold regular meetings in the Chapel and of the Wings.

An 'Insider' scheme is operated at Preston. They are not used as Listeners but are there to pass on information to other prisoners.

All incidents of self-harm are discussed and where a prisoner is thought to be at particular risk all aspects of his care are reviewed.

Near miss interviews are carried out for all prisoners who self harm and are admitted to hospital as a result.

A Violence Reduction Action Plan is still in place and has been for several years.

It is reviewed at most meetings.

Violent incident investigations are reviewed and any lessons learnt identified.

Appropriate action is initiated when necessary.

Cell share risk assessment is fully implemented with reviews taking place as appropriate.

Feedback from the Prisoner Consultative Committee is received most months.

The IMB has no concerns that should be raised in this Annual Report.

5. Segregation Unit:

As in previous years, the Board monitors the use of Control and Restraint techniques and also adjudications, with members regularly sitting in on the latter including those conducted by the Independent Adjudicator.

Again this year the board has been impressed by the dedication and professionalism of the Segregation Staff in dealing with some very difficult and challenging prisoners. The increased Prison population has again been accompanied by a rise in the number of restraints. Great effort has gone into managing restraints and difficult situations without recourse to the use of special accommodation. This has been very successful with the use of special cells much reduced and not used at all in the first quarter of 2010. The Prison's tough stance on drugs has been reflected in the number of adjudications and the number of prisoners held on the Unit.

In particular there has been a noticeable number of licence recall Prisoners coming back into Prison carrying drugs (plugged) for resale in the prison. These prisoners are usually held in the Segregation Unit until the contraband is handed over. This can lead to prolonged stays. There has been the continued problem of a backlog of cases adjourned for the Independent Adjudicator. It is hoped that this situation will now improve with the appointment of a second District Judge in the area. Despite the reassurance given in the reply to last year's Annual Report, the heating on the unit is not fixed and has again given rise to complaints from Prisoners and Staff on their behalf this last winter.

SECTION 4: AREAS OF GOOD PRACTICE AND AREAS OF CONCERN

The Board would also like to draw attention to **good practice/improvement** in the following areas:

- 1. Prisoners' Consultative Committee:** Since its commencement about two years ago, this committee has become a sustaining and most useful meeting. It enables prisoners to air their problems and grievances before they become major problems. It also allows the management to convey their thoughts and ideas about recent developments. Normally about 15 prisoner representatives from all parts of the prison attend including VP's. It is always chaired by the Residential Governor. The Kitchen Manager and a senior Nurse are always in attendance. Also although not on a regular basis, the Security Governor, Head of Learning and Skills, the Head Librarian and a representative of the catalogue company attend. Other members of staff will attend if requested to do so. The Residential Governor presents both a verbal and paper report about various items from the previous month's meeting, information of what actions have been taken about any problems that have been discussed, including everything that has been addressed or changed, what is not possible to do and the reasons why not and what is still pending. The minutes and action plans are circulated to all residential areas. In the opinion of the Board this committee has had a considerable influence in reducing each month the number of Applications received. A Board member is always in attendance to answer any queries or questions/comments on the Board's activities. On occasion members of other local IMBs attend having expressed interest in this very successful committee.
- 2. The Supply Reduction Team:** another year on and once again it needs to be said that the officers working in the dedicated search team, acting on the excellent security information and the vigilance of those working in correspondence, have

made significant inroads on the availability of mobile phones and drugs in the Prison, to the benefit of all.

- 3. Family Days:** in last year's Report we were fearful that the very successful Family Days would have to be discontinued owing to withdrawal of funding by the Diocese. We are delighted that the funding is being continued through the Prison and would like to commend all the often un-sung work that goes into the planning and staging of these important events, involving a great deal of commitment by staff to the families and prisoners attending.

The following areas cause the Board concern:

- 4. Prisoner Reception Area and the Gatehouse:** we are only too well aware that in raising this subject year after year we could be criticised for unoriginality, and accused of failing to move on. However, we cannot accept this criticism as absolutely nothing appears to be planned to improve two key areas of the prison, our annual pleas fall on the deafest of deaf ears, and we have yet to receive anything like a constructive or reasoned response. It is not as though we are alone in this concern; HMCIP in its August 2009 report stated "Preston does not deserve the quality of reception area and service that it has. Its success and operating ability is entirely due to its dedicated and capable staff". There is no reason to go into any more detail as our arguments have been well presented in the last three years' Reports to my knowledge. Suffice to say that neither of these areas is anywhere like 'fit for purpose' and in our opinion cannot go on being disregarded ad infinitum. Issues of decency, humanity and staff and prisoner safety are involved here. **Receiving Prisoners in and out of Custody is a Local Prisons core work, these facilities do not meet the expected standard given the prisons role!**
- 5. Cellular Accommodation:** yet another of our annual and recurring topics! Last year's Report was a repeat of earlier concerns and the situation is still no different. August 2009's HMCIP report states clearly "Cells designed for one prisoner should not accommodate two" and that "Cell ventilation should be improved". We realise the issue is a much bigger one than the accommodation at Preston Prison, and there is not a hope in the proverbial of any change in the near future given the even more parlous state of the public finances. Yet not to remind the general public that the shared cell accommodation is in a cell designed for one and with an uncovered lavatory as 24 hour accompaniment, would be a dereliction of our duty.
- 6. Continued imprisonment of Foreign Nationals beyond their sentence completion date:** Places at Immigration Centres continue to be not readily available for foreign nationals at Preston it would seem. Maybe it's a case of the numbers involved but regularly we still have prisoners who have serious and valid family related reasons for a move to an Immigration Centre yet the system seems to be so sclerotic that it can do nothing for them. For how long are we (and the staff working with foreign nationals) to be expected to counsel patience? We

repeat what was said last year and the year before. This is most probably one of the most irritating replies one is forced to give in a prison, and I wonder how many of us would find ourselves with sufficient reserves of that commodity to sit back and take it. We are in breach of the rules yet can do nothing about it. This is highly unsatisfactory.

7. Resettlement Work/Interventions: the HMCIP Report carried out at Preston in August 2009 commented on the fact that there was no resettlement strategy in place at Preston but that there was an action plan which outlined the objectives of each of the reducing reoffending pathways and the targets. It identified that the Strategic Management of Resettlement required further development but that the prison was appropriately focused on the assessment and allocation of its largely short-term population. It went on to say that an effective offender management unit ensured appropriate sentence and custody planning, although at times, moving prisoners on to appropriate training prisons was proving difficult. Work on most of the Resettlement pathways was satisfactory but scope for development remained. The report went on to say that there was only limited access to pre-release courses and that there were no pre-discharge boards. The Board notes that a dedicated and capable full time housing officer is in place but the department is not adequately resourced by any means. If all the recommendations in the HMCIP report regarding Resettlement are to be undertaken then much needed additional resources will have to be found. **We identify the short duration programme (SDP) and the focus on resettlement programme (FOR) as being two excellent programmes meeting all their targets, receiving positive feedback and good audits. However the practitioners do not seem to be listened to when they mention that the programmes are suffering through lack of basic administration support thereby causing Treatment staff and managers having to resort to out of hours clerical duties to ensure acceptable programme delivery. This is again another example of Preston staff going that extra mile to support the prison and the imposition of unrealistic programme targets whilst instigating budget cuts. This is unacceptable**

SECTION 5: THE WORK OF THE INDEPENDENT MONITORING BOARD

During the reporting period the Board held its 12 statutory monthly meetings. Each time either the No1 Governor or his Deputy joined us and gave a detailed report of the previous month; as of last year, the attendance averaged 82% of the membership. At some meetings we were pleased to have a member of the Senior Management Team as our guest and this has helped publicise the work we do, as well as helping the understanding of our role in the Prison for both staff and prisoners. **Our monitoring role** was carried out by Rota visits, by taking Applications, by seeing every prisoner on Rule 45 and attending the weekly review of his case, as well as by attending a wide range of meetings as observers. In the reporting period **37 Rota visits were carried out**, down on last year but still carried out with care and conducted in groups of two. Each member takes a particular interest in one aspect of the Prison regime and reports back to colleagues

on a regular basis. Additionally, Adjudications, by both Governors and the District Judge, were witnessed, ACCT (Assessment, Care in Custody and Teamwork) document reviews attended from time to time, and Resettlement Exit interviews observed. We were regularly in attendance at the Prisoners' Consultative Committee. Although it is impracticable in a busy local prison for the Board to be represented at the daily induction sessions, we have an entry about our role in the Induction Booklet given out to each prisoner on reception. The Chairman meets each month with the No1 Governor. We were pleased to be represented at the very successful Family Days, and it is common practice at Preston for IMB members to make 'non-duty visits to the Prison, additional to the visits required to carry out their Rota duties, and this commitment is reflected in the high number of total visits to the Prison over the reporting period as seen in the table below:

Recommended complement of members	17
Number of Board members at start of the reporting period	13
Number of Board members at the end of the reporting period	13
Number of new members joining in the reporting period	0
Number of members leaving within the reporting period	3
Number of attendances at meetings other than Board meetings	417
Total number of visits to the Prison including all meetings	546
Total number of Applications received	361
Total number of weekly Segregation Reviews held **	52
Number of Segregation Reviews attended by the Board	58

** It is our practice to ensure that a duty member is present at the weekly R45 review, which sometimes coincides with the 72 hour review. **All prisoners put on Rule 45 (for their own protection or for disciplinary reasons) are visited by a member of the Board within 24 hours of being informed by the Segregation Unit.**

APPLICATIONS: 160 visits to the prison were made by members of the Board to deal with Applications which totalled **361** in the reporting period compared with **435** in 2008/09. All Application categories are shown in the following table:

Code		Subject	Totals
Accommodation	A1	Cell Quality	6
	A2	Wing/Cell allocation	7
	A3	Regime / Association	9
Adjudication & Segregation	B1	Adjudications - Internal	3
	B2	Adjudications - External	0
	B3	Rule 45/49 Segregation	1
Diversity	C1	Racist issues referred to prison staff	0
	C2	Racist issues not referred to Staff	0
	C3	Other diversity issues e.g. Disability	1

ETE & Regimes	D1	Education / Employment	14
	D2	IEP	11
Family / Visits	E1	Visits	38
	E2	Resettlement Issues	1
	E3	Mail / Pin phones	12
	E4	Money Matters	20
Food/Kitchen related	F1	Food / Kitchen issues	8
Health Related	G1	Health issues	39
Property	H1	Property related to previous prison	27
	H2	Property related to current prison	31
	H3	Canteen/Argos/Facilities list	5
Sentence Related	I1	Basic Sentence (inc remand time)	6
	I2	HDC	0
	I3	Immigration/Deportation	4
	I4	Categorisation	8
	I5	Police days	0
	I6	ROTL	0
	I7	Parole Board	3
Staff/Prisoner/Detainee related	J1	Apps about Staff	35
	J2	Apps about prisoners/detainees	3
	J3	Apps from Staff	0
Transfers	K1	Transfers	22
Miscellaneous	L1	Miscellaneous	47
		Total	361

CONCLUDING REMARKS AND ACKNOWLEDGEMENTS: we hope that this summary view of the work at HMP Preston conveys:

- Continuing good leadership at both senior and middle management level
- A high degree of staff commitment despite the problems on the industrial relations front at a national level
- A commitment to deliver excellence despite increased draconian financial constraints
- Very effective working with partner agencies to the benefit of prisoners
- A readiness to be self critical and review established procedures that are not working
- A commitment to the Healthy Prison criteria
- A recognition of the need for Diversity in all its forms
- A sensible realisation of the continuing challenges ahead both financial and staffing

- A shared vision that Preston can and must do better
- An optimism tempered by realism

Year after year, we comment on the professionalism and dedication of all staffs at Preston Prison. Again, many of achievements noted in this Report would not have happened if all the staff, regardless of grade, discipline or employer, had not made their own distinctive contributions, and the Board would like to record this fact. Team work is part of the Prison's culture and strength. We would also like to acknowledge the support and help of management and staff in carrying out our task, and thank them for their unfailing courtesy and co-operation. The staff at HMP Preston are showing commendable ambition for the future (in spite of horrendous imposed cuts to an already impoverished budget), which the Board shares, whilst hoping that the conditions for all concerned will be improved to enable that ambition to be fulfilled. Specifically, we repeat what was said in the executive Summary of this report: 'Preston is a commendable prison in which prisoners are cared for humanely and decently, and in which many staff are ready to go that extra mile on prisoners' behalf.' We particularly valued over the last year the support and understanding of our work shown by the Governor, Paul Holland, and his Deputy, Mark Hanson.

Michael A Watson
Chairman
On behalf of the Independent Monitoring Board
HM Prison Preston
June 2010