



# **Annual Report**

## **HMP/YOI Drake Hall**

**1<sup>st</sup> November 2010  
to  
31<sup>st</sup> October 2011**

## **Section one**

### **Statutory role of the IMB**

The Prisons Act 1952 requires every prison to be monitored by an independent board appointed by the Secretary for the State of Justice from members of the community in which the prison 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 is judged 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 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 records.

## Section Two

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## **Section Three**

### **Description of HMP & YOI Drake Hall**

The prison is situated in rural Staffordshire, about a mile from the town of Eccleshall and 10 miles from Stafford and the nearest railway station. The women are accommodated in 15 houses, each with c.20 rooms; most being single rooms, with a small number of doubles.

Drake Hall is a Closed prison for women and a nominated Foreign National Centre with a certified normal holding capacity of 315. Population averaged 95% of capacity over the year of which an average of 109 (36%) were Foreign National prisoners. The number of Young Offenders in the total averaged 15 (5%).

The Adult Learning Centre is managed by City College Manchester, whose contract runs until July 2012. Prisoners' education and training needs are assessed by JHP Group, a careers information and advice service.

Healthcare provision is under the South Staffordshire Primary Care Trust.

The Library is run by Staffordshire County Council. It is open every day including Sundays and runs a Poetry Group, Storybooks for Mums and a Sunday Reading Group; total visits for the year were 19,934. A Writer in Residence has been attached to the Prison during the year.

There is a prison shop, contracted to DHL Booker who also run a warehouse in Drake Hall from which 10 other prison shops are supplied; this provides work for 41 prisoners at Drake Hall. Work is also provided through the Kitchen, Gardens, the Laundry, the CFM workshop, the Recycling Unit and Hair & Beauty Salons. As a prison with a strong remit for resettlement, Drake Hall also encourages prisoners at the appropriate stage of their sentence to find work outside the prison.

## **Section Four**

### **Executive Summary**

#### **4.1 Issues requiring a response**

Although there are signs of improvement, two of the issues raised in previous reports do not appear to have been resolved:

**(a) Transfers:** In our last two Reports we commented on the continuing inefficiencies in the transfer of prisoners' cash, property and paperwork between prisons. This continues to be a problem in terms of incomplete paperwork: lack of sentence plans, medication information, ACCT documents and education records. The lack of these is, at best, an unwanted complication to the reception/induction process but, at worst (fortunately in relatively few cases), dangerous to the prisoner concerned and to staff.

Home and family circumstances seem to continue to play too small a part in transfer decisions. Whilst the small number of women's prisons makes some problems inevitable, some consideration of these issues before a transfer is implemented and a more effective range of alternatives to visits, like the accumulated visits arrangement, would, we feel, assist the rehabilitation process.

**(b) Safer Custody Accommodation.** For the past three years we have highlighted the need for a suitable safer custody suite for vulnerable and distressed prisoners on constant watch as the only option at present is the Care and Support Unit. This was also commented on by HMIP during his last inspection. Although the staff in the Care and Support Unit continue to be considerate and supportive, it remains unsatisfactory and a matter for concern.

For the last 10 years, discussions have taken place on the prospect of replacing the two remaining wartime residential units (Plymouth and Richmond Houses). The seemingly annual need to upgrade some aspect of these buildings to prevent them becoming uninhabitable, must make the continued postponement a false economy.

We understand that a Capital Bid to replace these two units and include a Safer Custody Suite has been submitted and is being considered. The Board hopes that the Prison Service will consider this a priority and thereby help Drake Hall maintain its standards of decency and respect.

#### **4.2 Issues contained in our previous report (November 2009-October 2010)**

Paragraph references are to our 2009-10 report :

- (a) The timetabling system for prisoner movements (4.2.c) has now been running smoothly for some months and has made a significant contribution to controlling prisoner movements.
- (b) The question of the Cofely contract (4.2.d) has now been resolved and the Drake Hall budget rationalised accordingly.
- (c) We commented on the number of business changes (4.2.e) imposed on prisons. We remain concerned that the cumulative effect of annual budget reductions puts increasing strain on the ability of the prison to adapt to changes where they result in additional

- (d) The future of the Laundry (4.1.b) has, we understand, been decided and it has now been re-equipped with redundant machines from other establishments. It continues to provide both a useful service as well as a workplace for some 23 prisoners.
- (e) Domestic clothes-washing (4.1b) has now been addressed by the appointment of Laundry Orderlies but is still in the process of settling down.
- (f) Mental Health issues (4.3a) this matter has been covered under para 4.1 (b) above.

#### **4.3 Other Issues of Concern or Excellence not requiring a response.**

Paragraph references are to this report:

- (a) Resettlement at Drake Hall has remained a high priority and has gone from strength to strength as the layered offender management system has settled in and staff have become more proficient in the use of PNomis. We congratulate the prison on this achievement particularly in view of the high influx of foreign national prisoners over a very short period of time following the re-role of Morton Hall.

#### **4.4 Overall Judgement**

Despite the different challenges presented by its closed status and becoming a foreign national centre, Drake Hall has continued to place an emphasis on resettlement. With that in mind, the Prison has continued to develop and maintain strong links with external organisations, whether to provide housing and social care support on release, paid outwork in preparation for release or to tackle issues such as domestic violence and drug abuse. We believe that, with the right support and encouragement, Drake Hall can play a significant part in the rehabilitation and reduction in reoffending process.

Shortly before the end of this reporting period, the Board learned that the present Governing Governor, Mrs Oakes-Richards is to leave Drake Hall to take up another post. The Board firmly believes that the improvements that have been noted and achieved over the last four years are directly as a result of her leadership and we wish her every success in her new post.

Overall the Board believes that Drake Hall has continued to provide a safe and secure environment where prisoners are treated with decency and humanity.

## **Section Five**

### **Areas that must be reported on**

	2006/7	2007/8	2008/9	2009/10	2010/11
Ave. population	273	263	249	282	299
No. of Adjudications	447	291	383	417	338
No. held in C&SU	138	67	77	133	118
Transfers from CSU	n/avail	n/avail	19	31	18
No. of ACCTs opened	n/avail	127	154	139	106
No. of R&C	n/avail	850	729	987	847
No. of UBRFs	n/avail	n/a	66	161	105
No. of DIRFs	n/avail	46	73	42	47
No. of SIRs	n/avail	1586	1985	2340	2813

#### **5.1 Diversity**

The closure of Morton Hall and the transfer of prisoners to Drake Hall put significant pressure both on the prison generally and the Diversity Team. The population of foreign nationals including BME prisoners increased from around forty to over one hundred. Unfortunately the additional funding available to Morton Hall for Foreign National prisoners to cover, for example, celebration of additional religious and cultural events, did not transfer with the prisoners. Despite this limitation the Diversity Team have managed the problems well.

A new scheme was introduced for prisoners with disabilities to reduce the waiting time standing in meds queues. Blue cards have been issued to such prisoners so that they can clearly indicate to staff that they have a disability enabling them to be seated inside Healthcare rather than waiting outside. Prisoners with disabilities continue to receive high levels of support from both the Disability Liaison Officer and Healthcare staff

The Scrutiny Panel continues to work well with Staff in the monitoring of RIRFs and the replacement DIRFs.

A computerised foreign language translation service has been introduced in Induction to alleviate the problem of a high number of foreign nationals who have little or no knowledge of the English language. This has greatly eased the problems of translation although the computer is unable to translate Chinese, Arabic and Vietnamese characters. For these prisoners BigWord is the only alternative. Foreign Nationals have also been issued with cards marked Red (no English), Amber (little English) and Green (some English) to indicate to staff their ability in the language.

The introduction of conference telephones in CFM, Reception, Healthcare and the Care & Support Unit has much improved the use of BigWord in meetings with staff and non-English speakers.

There are continuing difficulties with foreign nationals applying for ROTL. Under PSI 65, section 2.4, applications have to be approved both by the Prison and the UK Border Agency. As the latter are slow to respond, the Prison has no alternative but to deny the application at that particular ROTL Board, and require the prisoner to re-submit at a later date, with consequent possible disruption to family arrangements.

The Equality Impact Assessment system is now working well and there is a real momentum gathering in the use of the system. Unfortunately REAG has been unable to sort out problems with their computer systems so the electronic version of the NEAT Tool is currently not in use.

The introduction of the new Equality Act has led to considerable discussion in terms of how it should best be implemented at Drake Hall without compromising the efficiency of how diversity issues are currently managed. Changes planned to be introduced in November will need to be closely monitored.

Overall the IMB Board feel that the issues of diversity in Drake Hall are managed in a professional manner by a dedicated team who are both enthusiastic and committed to their roles. Diversity Reps play an important part in DREAT Meetings and are made to feel confident enough to participate fully in meetings.

## **5.2 Learning and Skills**

This facility is the responsibility of the Head of Learning and Skills. Education and much of the vocational training are provided by Manchester College.

Prisoners arriving at Drake Hall are, during their first week in Reception, assessed by JHP and allocated work placements, training and education programmes, as appropriate. Women can take a full-time programme of education or attend part-time and work for the rest of their week. Courses are well subscribed and attendance, retention and the achievement of qualifications good. HMIP was critical that the information provided by JHP was not always used effectively to drive forward programme development: this has been addressed and groups now meet regularly to try and provide programmes for the women. In the current climate, with many changes in the client group, this is not an easy or straightforward task.

Hair and Beauty continue to provide a number of women with the skills to set up their own business upon release. The Commis Chef course has also been a great success with women gaining the qualification and graduating with a celebratory lunch for invited guests from the local community. However, International Hotel Group (IHG) are unable to continue sponsoring the course but discussions are taking place with other interested parties.

Forty women have been engaged in peer tutoring in a variety of forms; classroom assistants, library and housing assistants, signpost workers and health trainers. The training of women to become health trainers is significant and commendable as is the work that they subsequently engage in with the women. This programme, jointly developed and delivered with the local PCT, has provided two women with employment with PCT's, working as Health Trainers in deprived communities.

Discussions are underway but, as yet, no qualifications are currently undertaken in other work areas: cleaning, general kitchen work, laundry etc. However, gardening has commenced with accreditation of their course.

The development and implementation of the virtual campus has been used less successfully this year and is currently without the Learn Direct involvement of previous years; its role is currently being discussed and its future involvement with careers information, advice and guidance is being redefined as is its use within the Education Department.

Although it has taken some time to implement, the introduction of individual timetabling is having a positive effect on attendance and adherence to regimes.

## **5.3 Healthcare and Mental Health**

The Department continues to function efficiently and the Healthcare/Operations meeting has proved to be an excellent forum for resolving any difficulties which may arise between the operational management of the Prison and the Healthcare Team.

The system for dealing with DNAs (do not attends) has been overhauled but remains an on-going problem. There has been lengthy discussion as to whether prisoners should be allowed to self-certificate illness for up to 3 days. A pilot scheme is to be introduced which will run in conjunction with the IEP (incentives and earned privileges) system.

The re-role of Morton Hall led to a temporary increase in the number of non-English speaking prisoners, each of which required a double appointment with the GP to take account of the language barrier. We are pleased that these numbers have now reduced to manageable proportions.

Arrangements are now in place for the prisoners to have access to a female GP.

The Board feels that eligible women should have more ready access to breast screening.

Some problems have been experienced with prisoners arriving on transfer on a Friday afternoon without their prescribed medication. This has been raised by the Prison at the periodic Allocations meetings and with the PCT.

We are pleased to report an improvement in dental waiting times over the past year since the new contract for the provision of dental services passed to South Staffs Provider Dental Services. The average wait for treatment is 4 weeks, but we are aware of some complaints that the dentist is unable to start extensive treatment if the prisoner has insufficient sentence to complete.

Overall, we feel that prisoners receive an excellent standard of healthcare and the Board receive few complaints.

#### **5.4 Offender management**

This year has been one of consolidation for Layered Offender Management (LOM), which was introduced last year with the aim of ensuring that every prisoner had a sentence plan and an Offender Supervisor to help her work through the plan. In theory, prisoners should arrive at Drake Hall with a sentence plan drawn up at their previous establishment. Gradual improvement over the year has meant that this is now usually the case and, where not, Drake Hall will produce a plan within the first week. So the aim at the start of the year, that every prisoner should have a current sentence plan, has been achieved.

One of the perceived benefits of the LOM approach, with each prisoner allocated an Offender Supervisor, is to apply logical and coherent sequencing to the sentence plan, i.e. to make the sentence plan determine the steps in the prisoner's resettlement progress rather than a piecemeal approach based on what is available at the moment and the whims of the prisoner; the challenge for next year will be to refine this approach against the background of the "Fair and Sustainable" prison service restructuring and the proposed introduction of the full working week for prisoners.

LOM is now bedded in at Drake Hall, with staff fully embracing the approach after much initial hard work and prisoners are starting to benefit from the greater consistency and coherence in sentence planning. However the Board is concerned at the suggestion that LOM could be superseded by the 'Tiering' approach; if the Board understands this correctly, the ability of Offender Supervisors to set and modify the sentence plan based on the individual's progress towards rehabilitation will be significantly limited by the prescribed constraints of a pre-set tier.

A Reducing Re-offending Strategy and Action Plan is being developed with action plans for each of 9 resettlement Pathways (*Accommodation; Employment; Health; Drugs & Alcohol; Finance; Family; Attitudes & behaviour; Women affected by Violence; Women involved in Prostitution*) and drawing appropriate outside agencies into the planning. In particular work with women involved in the sex

industry, which includes about a third of the Drake Hall population, and women affected by violence, has been recognised as innovative with the Social Care S.O. winning a Butler Trust recognition award.

## **5.5 Safer Custody**

The Board are satisfied that the Safer Custody Team continue to work to ensure that all prisoners feel safe and secure in Drake Hall.

The Board attend the monthly meetings that are well represented by all departments. The Samaritans and the Listeners attend part of the meetings to give their reports which are then fully discussed.

The monthly monitoring data is well produced and all fluctuations are discussed. Self Harm incidents, Unacceptable Behaviour Incidents, Adjudications, Fights and Assaults and the use of the Care and Support Unit are all closely monitored.

The number of ACCT documents raised during the year was 106, slightly down on last year. The documents are randomly audited by the Safer Custody Senior Officer and discussed at the meeting.

The number of self harm incidents is always a concern of the Board and has been slightly higher than last year. However these figures were somewhat distorted by the months of May, June, and July which were unusually high but involved a small number of prisoners. The monthly average is 16 incidents a month involving 6.5 prisoners. The Board is satisfied that every procedure is in place to deal with these incidents.

The Care and Support Unit, is still used as a last resort to hold vulnerable prisoners. The Board has expressed the view in previous Annual Reports that this is not a suitable place to hold vulnerable and distressed prisoners. The Prison's Senior Management Team have always accepted this and the Board understands that provision has been made in the development plans for Richmond and Plymouth Houses for a special unit for vulnerable prisoners. The Board hopes that this development will receive approval and that work will be started as soon as possible.

## **5.6 Segregation**

118 prisoners were held in the Care and Support Unit during the year, and 338 Adjudications were held. There was also a reduction in the number of prisoners transferred back to fully closed conditions from the CSU. These figures are a reduction on the previous year and the Board believes that this can be attributed to the fact that the staff are encouraged to handle minor disciplinary matters by means other than adjudication and segregation.

The Board believes that the Prison has now settled into its closed status and changed population with the result that there is now a safer and more stable environment.

The staff in the Care and Support Unit merit recognition once more for the high standard of care and decency they provide, especially given its continued use for vulnerable prisoners. (see Safer Custody, para 5.5)

## **Section Six**

### **Other areas of the Prison**

#### **6.1 Security**

As commented above in para 5.6, there is a more settled atmosphere within the prison, however there has been a significant rise in SIRs. This increase is greater than would be expected just from the increase in population, and reflects the more volatile nature of the population. We are still of the opinion that not every other prison, when sending prisoners to Drake Hall, appreciates that although within a secure fence, Drake Hall has an open environment which is not suitable in every case.

During the year the prison has made more use of the BOSS chair which is now used whenever a prisoner enters the prison, whether on transfer into Drake Hall or a prisoner returning from ROTL. This caused considerable unrest earlier in the year and claims by prisoners of false positives. This was addressed by a maintenance programme on the chair to ensure its accuracy and more extensive staff training. Towards the latter part of the reporting period the number of positive indications has reduced considerably. The chair is a valuable tool for the prison and the earlier concern that prisoners could have been wrongly stigmatised by a positive reading even though the process allows a second check a few hours later, has now been allayed.

#### **6.2 Kitchen**

We are pleased to report that a recent Catering Audit to check menu planning systems and meal provision assessments scored 100%. This is reflected in the consistent positive comments that are made each week by the prisoners in the Food Comments book.

A further reflection of this is that the Deputy Catering Manager received a Regional Diversity Award for his work in developing menus catering for the ethnic, foreign national and vegan prisoner population.

The Kitchen Department also received a 1<sup>st</sup> Year Award from the Vegan Society in recognition of their work in this field.

The high standard of hygiene and management remains consistent following the 5 Star Environmental Health rating awarded last year.

#### **6.3 Recycling Unit**

The Recycling Unit has gone from strength to strength, this year attaining a 76% recycling result with a working party of 18 prisoners. Discussions are taking place with the local office of a National Waste Recycling company with a view to some of the prisoners being offered temporary placements as part of their resettlement work.

#### **6.4 Toe by Toe**

The Toe-by-Toe scheme has now been running successfully for some 18 months and continues to grow. It continues to bring benefits both to those helped and to those prisoners who have been trained as mentors for the scheme. The Instructional Officer responsible for the scheme has received national recognition for her work on the scheme.

## **6.5 Chaplaincy**

The multi-faith Chaplaincy has continued to work effectively to meet the needs of an increasingly ethnically-diverse population. In conjunction with the Kitchen and the Diversity Team they have celebrated a very wide range of faith festivals during the year and the Board believes that the Chaplaincy continues to play an important part in helping to create a humane environment in the Prison.

## Section Seven

### Work of the IMB

As reported last year, the Board has been fortunate in having the Governor's presence at Board meetings when as well as responding to issues mentioned in Board Minutes, she has kept the Board informed of proposed developments and changes. The Board's good relationship with many staff at all levels, and in particular in the Care and Support Unit, has continued to some advantage in that issues can often be resolved quickly at a local level.

Once more we are grateful for the considerable help provided by the Clerk to the Board and the Prison's recognition of the importance of this role has been recognised by its inclusion in a new Service Level Agreement..

#### Statistics for year November 2010 to October 31<sup>st</sup> 2011

<i>The reporting year is November 2010 to October 2011</i>	
Recommended complement of Board members	12
No. of Board members at start of reporting year	7
No. of Board members at end of reporting year	9
No. of Board members joining within the year	5
No. of Board members leaving within the year	3
Total number of Board meetings during the year	12
Average attendance at Board meetings in the year	7
No. of attendances at meetings other than Board meetings	97
Total number of visits to the prison in the year	355
Total number of applications received	44
Total number of segregation reviews held	12
Total number of segregation reviews attended	8

The number of Applications submitted to the Board this year decreased significantly. We believe that this is partly a reflection of the improved General Application process in the prison, as well as a better understanding by prisoners of their entitlements (such as ROTLs and visits).

<b>Code</b>	<b>Subject</b>	<b>2006/7</b>	<b>2007/8</b>	<b>2008/9</b>	<b>2009/10</b>	<b>2010-11</b>
A	Accommodation	0	3	2	5	0
B	Adjudications	1	3	3	2	2
C	Diversity related	2	1	1	2	2
D	Education/employment/training	0	2	5	2	1
E	Family/ visits	6	3	8	12	5
F	Food/ kitchen related	0	1	0	0	0
G	Health related	5	3	5	9	1
H	Property	14	11	13	6	6
I	Sentence related (incl. ROTL)	8	15	10	24	14
J	Staff/ prisoner related	5	8	7	6	4
K	Transfers	3	5	8	4	6
L	Miscellaneous	4	7	6	9	3
	<b>Total</b>	<b>48</b>	<b>62</b>	<b>68</b>	<b>81</b>	<b>44</b>

## **Glossary**

ACCT	Assessment Care in Custody Teamwork
BOSS	Bodily Orifice Security Scanner
CARATS	Counselling, assessment, referral, advice & throughcare relating to drugs
CFM	Centre for Manufacturing
CSU	Care and Support Unit
DIRF	Diversity and Inequality Report Form
DREAT	Diversity and Race Equality Action Team
HDC	Home Detention Curfew
HMP	Her Majesty's Prison
HMIP	Her Majesty's Inspector of Prisons
IDTS	Integrated Drug Treatment Service
LOM	Layered Offender Management
MDT	Mandatory Drug Testing
NEAT	NOMS Equality Assessment Tool
OLASS	Offender Learning and Skills Sector
PCT	Primary Care Trust
PFI	Private Finance Initiative
P-NOMIS	Prison – National Offender Management Information System
R&C	Requests & Complaints
REAG	Regional Equality Action Group
RIRF	Racial Incident Report Form
ROTL	Release on Temporary Licence
SIR	Security Information Report
UBRF	Unsocial Behaviour Report Form
YOI	Young Offender Institution