



Annual Report

on

HMP/YOI Drake Hall

1st November 2011
to
31st October 2012

Section one

Statutory role of the IMB

The Prison Act 1952 and the Immigration and Asylum Act 1999 require every prison and IRC to be monitored by an independent Board appointed by the Secretary of State 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 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's 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 94.8% of capacity over the year of which an average of 54 (18%) were Foreign National prisoners. The number of Young Offenders in the total averaged 14 (14.5%).

The Adult Learning Centre is managed by Milton Keynes College whose contract started in August 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 18,390 – a slight reduction on the previous year. A Writer in Residence has been attached to the Prison during the year and has worked with some of the prisoners to develop and publish an In-house magazine which has this year won a Silver Koestler Award.

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 contained in our Previous report November 2010 – October 2011

(a) **Transfers. (4.1a)** In our last three Reports we have commented on the continuing inefficiencies in the transfer of prisoners' cash, property and paperwork between establishments. At best it continues to present inconvenience and complications for the reception and induction processes, but more seriously, in the case of medication charts and in-possession medications, a positive risk to the prisoners.

(b) **Accommodation. (4.1b)** We have over a number of years raised the issue of the condition of the two wartime residential units (Richmond and Plymouth). Once again these feature in our report on Residential Issues (*para 5.8(a) - page 10*). Whilst we understand the financial restraints which the Prison Service has to operate within, the Board nonetheless wishes to record its disappointment that the Capital Bid to replace these Units has failed.

4.2 Other issues of Concern or Excellence not requiring a response.

In our report at the end of 2009, we expressed the hope that, given the open regime of the estate, there would be a reduction in the transfer of "inappropriate" prisoners to Drake Hall, which could possibly result in a clouding and dilution of its main strength, which is resettlement. Sadly, this appears not to have been the case; however, despite the transfer of many more difficult and challenging women, the Board is pleased to note that the prison does not appear to have lost sight of its major strengths.

We have previously raised our concerns that the only accommodation for distressed and vulnerable prisoners has been the gated cell in the Care and Support Unit. We are pleased to report that plans are now under way to create a new Safe Custody Suite in one of the other buildings.

4.3 Overall Judgement

This has been a difficult year for the Prison with the inevitable unsettling effect that Fair and Sustainable has had on staff and Management plus changes in major contracts (Education and Drug treatment). At the same time, there has been a more challenging type of prisoner being allocated to the Establishment and it was also decided to seek approval to disperse Young Offenders amongst the adult population accommodation. This has not been easy and is still being risk assessed, but is on schedule to take place during the next months. All this has presented the new Governor with a challenging agenda in his first year in post.

As we outline in Section 5.5, there are tentative signs that Drake Hall's resettlement ethos is producing tangible benefits. This can only be enhanced if the plans for mentoring under-25s and drug-users and the longer term hopes for a "halfway house" facility within the prison grounds can be brought to fruition.

Despite the distractions and changes outlined above, the Board believes that Drake Hall continues to provide a safe and secure environment with a committed emphasis on preparing prisoners for resettlement and where they are treated with decency and humanity.

Section Five

	2007/8	2008/9	2009/10	2010/11	2011/2012
Ave. population	263	249	282	299	299
No. of Adjudications	291	383	417	338	719
No. held in C&SU	67	77	133	118	199
Transfers from CSU	n/avail	19	31	18	17
No. of ACCTs opened	127	154	139	106	152
No. of R&C	850	729	987	847	693
No. of UBRFs	n/a	66	161	105	96
No. of DIRFs	46	73	42	47	19
No. of SIRs	1586	1985	2340	2813	3165

5.1 Equality and Inclusion

The changes around the area of diversity arising from the introduction of the Equalities Act in 2011 were fully implemented during the year. Each of the protected characteristics has been assigned to a senior member of staff who, together with their appointed team, has the responsibility of monitoring all aspects of their particular area. Clearly a much greater number of staff are involved with the management of this important area and any teething problems in the earlier days of implementation have been professionally managed.

An Equalities Centre has recently been designed and constructed, reflecting the importance that prison management place on equality. This building, which is in the final stages of development, will greatly assist in focusing staff and prisoners alike on this important area.

Numbers of both Foreign National and BME prisoners have fallen significantly over the course of the year as the large influx of these prisoners from Morton Hall last year has filtered through the system. The percentage of Foreign Nationals fell from an average of 26.0% in 2010/11 to 18.1% in October 2012 with the BME percentage dropping from an average of 36.5% in 2010/11 to 25.1% in October 2012.

The number of DIRFs submitted by prisoners has fallen significantly during the latter part of the year, either because there has been a reduction of instances where prisoners have a need to submit a DIRF or a lack of understanding amongst the prison population of the process itself. Management has taken steps to publicise the system throughout the prison in order to educate prisoners.

The external Scrutiny Panel, which is drawn from local agencies with a diversity interest, was set up to periodically monitor a random sample of DIRFS to ensure fairness and thoroughness of investigations. The Panel has suffered with staffing issues as outside priorities have conflicted with individual members' prison duties. However recruitment has been stepped up to fill the gaps.

Catering continue to provide a diverse and appropriate range of diets for ethnic minority prisoners. The quality of food is also of a good standard.

The elderly and disabled prisoners are well cared for and the staff is committed and capable in looking after their needs.

Overall, the area of equality is managed by a dedicated team of people who are both enthusiastic and committed to their roles. Prisoner Equality Reps play an important part in Equality Committee Meetings and are genuinely made to feel confident enough to participate fully in meetings. The Board at Drake Hall continues to feel that the issues of equality in Drake Hall are professionally managed.

5.2 Education, Learning and Skills

An amount of uncertainty has been generated this year due to the change of OLASS contract, however, the education department has coped well.

During their induction weeks at Drake Hall, all women are assessed by JHP and the Education Department to ascertain their work, education, social and personal needs. This analysis is then discussed with the woman and her Offender Supervisor and incorporated into a sentence plan.

There is a range of courses on offer that address offending behaviour as well as recognized qualifications to help obtain work upon release, and the new Milton Keynes College regime is looking to enhance the range to include more work-based learning.

The basic need of all prisoners is assessed and those whose basic skill level in numeracy and literacy is below Level 1, remain in full time education until this is achieved. They are then appointed to a work placement and continue with part-time education until Level 2 is achieved.

All women, except those of Retirement age and others who are ineligible for whatever reason, are involved in either education or work.

Not all courses at Drake Hall are qualification-based, but they provide the women with opportunities to experience subjects that they may not have previously encountered; art, pottery, IT, business enterprise, healthy living etc.. However, Sequencing has recently been introduced to ensure a balance is achieved between 'nice to do' and 'need to do' courses and work.

5.3 Healthcare & Mental Health

The Healthcare Department has continued to perform efficiently and effectively despite continued short-staffing. Regrettably, the bureaucratic and lengthy recruitment process which seems to exist within the PCT has meant that the Department has had to operate with up to 4 vacancies (out of a total staff of 11) at times and the Staff are to be commended for continuing to provide an unbroken service.

The Healthcare/Operations meetings have continued and have proved invaluable in ensuring the smooth running both of medication issue times and in minimising the impact on the regime. An example of this is the system for dealing with DNAs (Do Not Attends). This has now been changed and appears to run smoothly; however, the number of DNAs, although somewhat reduced, has not gone down as much as was hoped.

Prisoners can now Self-certify sickness/illness for up to three days. Following a period of turmoil after it was first introduced, the revised system appears to be working well. Both Healthcare and Operations staff are monitoring progress closely through the Healthcare/Operations meetings.

The problem of prisoners arriving on transfer on a Friday without medication continues unchanged. There have been occasions when prisoners have arrived not only without their prescribed medication, but also without their Medication Charts, which makes it extremely difficult

for healthcare staff to ask the duty doctor to prescribe medication to cover the weekend. This matter has been raised at as many levels as deemed relevant – Clinical Governance; PCT Provider; Healthcare/Operations meetings; the sending establishment; Allocations Team. The problem remains.

Although the Department has had to operate with reduced Primary Mental Health staff for some time, the service has been maintained by judicious use of Bank nursing and cover from neighbouring establishments. The Board is happy that there has been no undue delay in providing support to those women in need.

The IDTS and CARATS services, which have run well throughout the year, are due to change next month. They are to be replaced by a new combined Drug and Alcohol Recovery Service (DARS) which is to be delivered by a new provider – Delphi Lifeline. The Board understands that the emphasis of the new service will be to work towards abstinence rather than maintenance for women with these problems. The Board will be monitoring the new service closely over the coming months.

The availability of a female GP, which has presented difficulties in the past, is now resolved and the female GP is available every week upon request.

Despite the difficulties which have presented during the year, the Board is happy that prisoners continue to receive an excellent standard of healthcare at Drake Hall.

5.4 Purposeful Activity

As indicated above, all women are assessed during their induction period. Once this analysis has been carried out, jobs are allocated, during the two-week induction period, in consultation with Offender Supervisors, JHP, education and regimes managers. The work available ranges through gardening, cleaning, laundry, packaging, hairdressing to NVQ, waste management to classroom assistant, running a prisoner information centre, the NACRO office – a wide range to cover the needs, interests and abilities of the women. A Labour Allocation review panel also meets regularly to discuss and implement any changes. Women may apply at any time for a change in work area after they have completed four weeks in their current allocated workplace.

5.5 Reducing Re-offending & Resettlement

Last year we commented (in s. 5.4 Offender Management) on changes to Offender Management and their effects on the resettlement process, which has remained a central feature of the Drake Hall regime throughout the changes in status over the years from open to semi-open to closed. This year has seen a raising of the profile with structural changes to emphasise the link to the Reducing Re-offending agenda and the embedding of the 9 resettlement pathways into the prison's vision, with prominent displays throughout the site, and into all Staff Team plans.

Considerable progress has been made with sequencing: ensuring that interventions are timed appropriately for each prisoner's sentence plan, without disrupting the running of the working prison model. Regular cross-department meetings are held to ensure all strands are pulled together and links with other female prisons are being developed to facilitate transfers between establishments to take advantage of places available for interventions appropriate to the individual's sentence plan; this process should be helped by the full implementation of OLASS4.

Last year the Board expressed concern about the Tiering approach to sentence planning and whether it would impose constraints on shaping individual sentence plans. As more details have emerged about how this will be implemented, Drake Hall is developing courses in employability skills and basic literacy and numeracy to suit tier 1 and 2 prisoners so that they do not get overlooked as the emphasis moves to providing appropriate interventions for higher tier prisoners.

The prison continues to develop links outside the prison in recognition that the transition from imprisonment to re-establishment in the community is vital in reducing re-offending. In addition to continually searching out opportunities for prison work, which provides utilisable skills and for outwork placements prior to release, Drake Hall has entered partnership projects to provide mentoring for under-25s and for drug users on release.

The prison is also looking at how it can demonstrate the success of its approach. An analysis of the P-NOMIS record of the c. 160 prisoners released from Drake Hall between January and August 2011 shows that only 12% have re-appeared on the system a year later. Whilst more work is needed to validate collection methods and the figures must therefore be accepted with caution, this re-offending rate does look encouraging.

5.6 Safer Custody

This year has seen the Care and Support Unit under far more pressure than we have seen previously at Drake Hall. The Senior Management Team have chosen to manage more vulnerable and distressed prisoners rather than returning them to other prisons. The staff in the unit have been very considerate and supportive to all these prisoners and must be commended.

The Safer Custody Team hold monthly meetings that the Board attend and all departments are well represented. The Samaritans and the Listeners attend part of the meeting and give their reports. The Listeners give a useful insight into the feelings amongst the prisoners and this is discussed at length. It is a concern to the Board that the number of call-outs that the Listeners are getting seems to be rising. In September there were 234 call-outs, twice as many as is normal.

The monthly monitoring data is well produced and discussed at every meeting.

The number of ACCT documents raised this year has been understandably higher in view of the more challenging prisoners who have been at Drake Hall. Similarly, the number of self-harm incidents has risen accordingly. These are always a concern to the Board but the overall number of acts of self-harm should be viewed in the context that the numbers relate to individual incidents and that a few women will self-harm many times.

There has been a continuing programme of training for ACCT Assessors, thereby ensuring that a qualified member of staff is always available. The Board was very pleased to see that all ACCT documents raised now include a Healthcare assessment as one of the first actions. Despite this however, the problem remains that insufficient staff resources are detailed to this function on a daily basis.

Overall, the Board is satisfied that the Safer Custody Team continue to work to ensure that all prisoners feel safe and secure at Drake Hall.

5.7 Segregation

As can be seen from the table at the head of Section Five, there has been a 68% increase in the number of prisoners held in the Care and Support Unit. This is due in some part to the fact that during the period of this report, the only accommodation for distressed and vulnerable prisoners, often with Mental Health issues, has been the Care and Support Unit. Although the care provided by the Staff in this Unit is commendable, the fact that it has to be used for this purpose provides a misleading headline figure for Segregation. It is therefore pleasing to be able to report that plans are now under way to create a dedicated Safe Custody Suite in one of the other buildings (St David's).

However, it cannot be denied that much of the increase is directly related to the more challenging prisoners being transferred to Drake Hall as witnessed by the more than doubling of the number of adjudications.

The Board has been kept informed within 24 hours of all moves to segregation and has generally

been notified of Reviews which we attend and which have been properly conducted with appropriate specialists in attendance. On the few occasions where we have not been notified in time of the Review, the Member concerned has visited the CSU later and carried out a retrospective assessment of the decision after interviewing the relevant people.

The Board appreciates the work done in the CSU by all the officers who have shown great consideration and care for all the distressed and vulnerable prisoners who have been kept there during the year. We hope the new unit in St David's will relieve the pressure in the CSU.

The Board is pleased to report that the organisation and running of the CSU are of a good standard. We are also pleased to report that there are no "long-stayers" in CSU here.

5.8 Residential Services

(a) Accommodation.

Despite the age of some of the buildings, Drake Hall overall provides good quality accommodation in both residential and occupational areas. The women are housed in single storey blocks which provide single and double rooms. The well-kept grounds surrounding the blocks provide space and openness which assists in separating personal accommodation from educational and workplace departments. The kitchen and dining areas are light and airy and throughout the Prison general conditions in all areas appear well maintained.

However, the Board feels that it must continue to highlight the poor conditions in the two remaining wartime residential units, Plymouth and Richmond. This has been ongoing for the last 10 years. Despite the continual efforts of the Estates and Works departments, the condensation in the rooms and the inadequate shower and toilet facilities are totally unacceptable. In Richmond the 4 showers that are used by 40 prisoners are continually the subject of complaints to the Board. Additionally, Richmond is used as the Induction unit, so the first impressions of Drake Hall that the prisoners get is one of the dismal and totally inadequate facilities. The Prison has endeavoured to get funding for the replacement of these units, but has been turned down.

(b) Food

The quality of food at Drake Hall is excellent. This is supported by Prisoners both verbally, by written feedback comments and by monitoring by the Board. The Catering department continues to produce a wide variety of meals to meet all dietary and religious requirements. Their task will be made more difficult when the recently announced reduction in Prisoner meal allowance comes into force.

There are very occasionally a few negative comments, however when acknowledging the number of Prisoners to be catered for, (approximately 300) and the choice of meals provided throughout the day, this is probably inevitable and complaints are always responded to, if not always to the complainants' taste.

The Board believes that the ingenuity of the Catering staff in being able to provide the quality of food with the means at their disposal is to be commended.

Section Six

Other Areas of the Prison

6.1 Chaplaincy

During the latter part of the year the Coordinating Chaplain has retired but continues for the moment in a part-time role. Whilst this will leave the Chaplaincy with only a part-time Coordinator, the Board is confident that the excellent work will continue under the new incumbent.

Section Seven

Work of the IMB

The new Governor, who has been in post since February 2012, has continued the previous, much appreciated, practice of attending the Board's monthly meetings. This has allowed a frank and open exchange of views as well as the Governor responding to issues raised in the Minutes of the previous meeting.

The Board's good relationship with many staff at all levels, and in particular in the Care and Support Unit, has continued with the advantage that issues are often resolved quickly at a local level.

The Board continues to be grateful for the considerable support provided by the Clerk to the Board. It is with some disappointment that we have learned that under Fair and Sustainable, the duties of Clerk will have to be carried out by a new individual employed in a different Hub.

Board Statistics for the period November 2011 to October 31st 2012

Recommended complement of Board members	12
No. of Board members at the start of the reporting period	10
No. of Board members at the end of reporting period	8
No. of new members joining within the reporting period	1
No. of members leaving within the reporting period	3
Total number of Board meetings during the reporting period	12
Total number of visits to the Establishment	340
Total number of segregation reviews held	36
Total number of segregation reviews attended	30

Over the year, the average attendance at Board meetings was 8.

In addition, the Board attended 102 Prison meetings in an observer role. The meetings ranged over the whole annual programme of Management, Strategic, Departmental, and Prisoner Forum meetings.

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

Code	Subject	2007/8	2008/9	2009/10	2010-11	2011/2012
A	Accommodation	3	2	5	0	1
B	Adjudications	3	3	2	2	0
C	Diversity related	1	1	2	2	0
D	Education/employment/training	2	5	2	1	2
E	Family/ visits	3	8	12	5	2
F	Food/ kitchen related	1	0	0	0	0
G	Health related	3	5	9	1	7
H	Property	11	13	6	6	9
I	Sentence related (incl. ROTL)	15	10	24	14	14
J	Staff/ prisoner related	8	7	6	4	5
K	Transfers	5	8	4	6	2
L	Miscellaneous	7	6	9	3	2
	Total	62	68	81	44	44

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
DARS	Drug and Alcohol Recovery Service
DIRF	Diversity and Inequality Report Form
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
OLASS	Offender Learning and Skills Sector
PCT	Primary Care Trust
P-NOMIS	Prison – National Offender Management Information System
R&C	Requests & Complaints
ROTL	Release on Temporary Licence
SIR	Security Information Report
UBRF	Unsocial Behaviour Report Form
YO	Young Offender
YOI	Young Offender Institution