

HMYOI LANCASTER FARMS



Annual Report

2011

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IMB APPLICATION MONITORING 2011/2012

Section 1

STATUTORY ROLE OF THE IMB

The Prisons Act 1952 and the Immigration and Asylum Act 1999 require every prison to be monitored by an Independent Board appointed by the Secretary of State for 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 it judges appropriate, of any concern it has.
3. Report annually to the Secretary of State on how well the prison has met the standards and requirements placed on it and what impact these have on those in its custody

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

This report covers the period 1 February 2011 to 31 January 2012

Lancaster Farms IMB is committed to an inclusive approach to equality and diversity which encompasses and promotes greater interaction between people of different backgrounds, including race, religion, gender, nationality, sexuality, marital status, disability, age, etc. We recognise that a fully inclusive approach to diversity must also respond to differences which cut across social and cultural categories such as mental health, literacy and drug addiction.

The Board values this approach to equality and diversity in its recruitment and Board development practices, to increase the repertoire of skills and awareness amongst its members of the diverse needs and perspectives of the population of Lancaster Farms YOI. Duties are undertaken in a manner which is accessible to everyone in the establishment, regardless of their background. The Board monitors to establish that the experiences and interaction between staff, prisoners and visitors is fair and without prejudice. Where this is not the case, the Board will alert appropriate authorities and individuals, including the Governor, Senior Management, Area Manager and the Prisons Minister.

The substantive body of this report has been written by our different focus groups who each have oversight (*though not exclusively*) for a particular area.

Section 2

DESCRIPTION OF THE PRISON

Lancaster Farms YOI is the only dedicated young offender institution in the northwest. It is a modern prison with accommodation for 530 male prisoners in the age range 18 to 21. During the course of the year to which this report relates it changed from having the function of a local prison, holding both remanded and sentenced young adults, to that of a training prison. It was anticipated that once this change took place there would be a marked decrease in the 'churn', providing a more stable population, but as yet this has not been evident.

Coniston is the induction unit, Derwent houses prisoners who are mainly serving less than two years, with the remainder of the prisoners in either Windermere or Buttermere. Each unit is divided into two wings, with most accommodation in single cells, although there are a small number of double cells with bunk beds. The main centres of communal activities – Education, Workshops, Gymnasium, Chapel and Library – are easily accessible from the main compound, as is Healthcare and Ullswater Care and Separation Unit.

Food is prepared in the contracted-out kitchen and transported to the wings in heated trolleys.

Healthcare is undertaken by the North Lancashire Primary Care Trust which, in turn, uses the services of Lancashire Care NHS Foundation Trust (*the local Mental Health Trust*).

Education is provided by staff contracted through Manchester College.

Section 3

EXECUTIVE SUMMARY including matters of concern requiring a ministerial response

The prison has improved considerably in the last two years despite draconian budget and staffing cuts. The Governor continues to work hard to establish high standards and expectations and has the full support of the Board. HMYOI Lancaster Farms is a well-run institution.

A number of serious incidents have occurred during the year and these have been monitored by IMB members. Without exception they have been dealt with by staff in a professional and skilled manner. Staff on the Care and Separation Unit are to be commended for the valuable work they do with the volatile and vulnerable young men in their care.

We have been impressed with the management of change by the Healthcare Manager to take account of the massive cuts to the healthcare budget, about which we voiced our concern in last year's report. A smooth transition to new ways of working has led to a greater emphasis on mental health and this experience could be used as an exemplar for other areas of the prison. The closure of the in-patient unit and 24-hour healthcare at the end of January 2012 are major changes and we will continue to monitor closely their impact on the more vulnerable members of the prison population.

Equality and Diversity is taken seriously and effectively managed both by Senior Management and the Equality and Diversity Manager. However, more work still needs to be done in the area of support for GBT prisoners (*section 4.1*).

We have been pleased to see the employment of prisoners in the kitchen which has been well received by kitchen staff and prisoners alike. We hope that further opportunities can be identified to further increase the number of prisoners employed in areas which could improve their employment prospects on release.

It is pleasing to report that attendance at the 12 accredited vocational pathways has increased to 80% but doubts still remain about the governance and value added by Manchester College. Furthermore, while the proportion of young men locked up during the working day has reduced, still a quarter of the population are locked up during the day. We hope that further opportunities can be introduced to further reduce this number.

We consider that throughout the reporting period the prisoners at Lancaster Farms have been treated fairly and humanely. There are, however, a number of outstanding issues.

1. Further efforts be made to reduce the proportion of young men locked up in the working day. *(section 4.2 page 11)*
2. Much greater emphasis needs to be placed in the management of Resettlement and Reducing Re-offending and the important functions which this department should be providing. *(section 4.3 page 14)*
3. Facilities for visitors both in the Visits Hall and Visitors Centre remain unsatisfactory. *(section 4.3 page 14)*
4. Ensure that all interventions necessary for prisoners to be able to move forward with their sentence plans are provided at Lancaster Farms and in particular the Restorative Justice programme. *(section 4.3 page 14)*
5. The level of violence in the prison remains high and consequently so is the use of force *(section 4.5 page 18)*. When we reported this concern last year the Minister's response was to point to the alteration of the adjudication tariff from 10 to 21 days loss of association. This was a three-month trial scheme which has had no significant impact on the reduction of violent incidents.
6. The new admissions procedure is resulting in high numbers of new arrivals, often late on a Friday afternoon. This is putting considerable pressure on the delivery of first night care. *(section 4.5 page 18)*
7. It is of concern that Reporting Officers are still not always available for adjudications remanded for the Independent Adjudicator and must then be further remanded, adding to the cost to public funds. *(section 4.6 page 19)*
8. Toilets in double cells should have privacy screening. *(section 4.7 page 20)*

It should be noted that concerns 2, 3, 4, 5 and 7 were also all highlighted in our report for last year.

Section 4

REPORTS

4.1 Equality and Diversity

General Equality and Diversity Matters

- **Lancaster Farms IMB** is roughly equally represented by men and women of varying ages, including 4 in employment, though none younger than about 40. Despite continuing efforts to recruit a diverse range of new members through local outreach and regional public speaking engagements, recruiting from ethnic minority groups remains problematic in a predominantly White semi-rural area.
- The prison's Diversity & Equality Team (DEAT) is overseen by the E & D Manager; 2 E & D Officers deliver training, investigate DIRFs, and oversee the small Foreign National population. Committed staff continue to raise awareness of equality issues, challenge racist activities and provide appropriate training for both staff and – encouragingly, in increasing numbers – wing Equality reps.
- The prison's **Diversity and Equality Action Plan** (in place since March 2009) is regularly updated to reflect progress on HMIP recommendations. **Diversity Training** is an integral module of staff full induction, and mandatory ***Challenge It, Change It*** training has now been delivered to 98.6% of staff.
- IMB members regularly attend **DEAT** meetings, the **Prisoner Equality and Diversity Forum, FN Forum** and monthly **UK Border Agency surgeries**, which advise FNPs about their deportation status.
- In 2011 two factors significantly influenced Equality & Diversity work at HMYOI Lancaster Farms. Firstly, the Equalities Act 2010 finally spurred the Prison Service's longstanding primary focus on race issues to embrace the wider field of Equality and Diversity, and in May 2011 the REAT became known as the DEAT, incorporating the former **Disability Action Team**; secondly, increasing financial cutbacks in 2011 led to a "rationalisation" of the DEAT, a former wing Officer replacing the Senior Race Equality Officer.
- The annual **faith and culture diversity programme** celebrated **Holocaust Memorial Day, Gay Awareness Month** and **Gypsy/Roma/Traveller History Month**. In future, if there are more than 4 prisoners of **Traveller/Gypsy/Roma heritage**, a forum will be convened. **Black History Month** events included a quiz, a drumming workshop, a speaker on the Slave Trade: "History Come Alive", Information Channel materials, and displays in the Library and the Gate.
- An Officer is a member of **Respect** (NOMS race equality association), but currently there is no staff rep for **GALIPs** (NOMS gay, bisexual and transgender association).
- **Food** is key in prisons, both for cultural reasons and because appetising, nutritious, plentiful food improves wellbeing. Despite stringent catering budgets, prisoner reps still report positively on the quality and variety of ethnic menu choices. After the Imam trained wing servery orderlies in correct procedure, **observance of halal requirements** has improved, all wings now keeping red halal utensils separately, and the kitchen provides halal portions in clearly-marked foil trays. Two teams of prisoners are now employed in the kitchens.
- The prison **Information Channel** run by YMCA Diversity FM is available in all cells and regularly shows films from other cultures.

- The prison has 10 Listeners and 13 prisoner **Race Equality reps**, visible throughout the prison in red polo shirts with the DEAT logo. The Information Channel shows a DVD promoting their role.
- A **photo of the DEAT team** is displayed in all residential areas, Visits, the Visitors' Centre, the Gate, Healthcare and in Ullswater (Care & Separation).
- An illustrated "easy-read" Induction booklet is in preparation, which may benefit prisoners who are not native English speakers, or have literacy difficulties.

Race Equality

Bi-monthly meetings, chaired by the Deputy Governor, are routinely attended by key staff members and community partners, including Lancashire Constabulary, the Lancaster and Wyre District Hate Crimes Officer, and Arooj (Muslim prisoner resettlement). The meetings are also attended by **Prisoners' Equality & Diversity Forum** reps, which together with the **Foreign National Prisoners' Forum** (both bi-monthly) enable prisoners to bring concerns to the DEAT.

80 DIRF incidents (Diversity Incident Reporting Forms), were reported during the year, including several raised by Correspondence Office staff about the content of incoming and outgoing mail; this continues the significant downward trend of previous years.

Some 60 **BME prisoners** represent approximately 12% of the population.

- In January 2012, the prison held 94 **known racist offenders**, representing 18% of the prison population (70 in Jan 2011.) The falling number of race-related DIRFs, despite the rising number of known racist offenders, may in part be due to the rigorous investigation of reports, and strict adjudication awards including where appropriate from the Independent Adjudicator, who can award additional days to a prisoner's sentence.
- **SMART Ethnic Monitoring** statistics indicating that BME prisoners have fewer opportunities to attend Gym, Education, etc are probably caused by the relatively small numbers (usually under 30). Evidence of discrimination over a period of 3 months is always investigated. A rolling **Equality Impact Assessment** throughout the prison assesses fairness of access to accommodation, catering, religion, activities, safer custody, etc.

In summary, thorough and committed equality and diversity work continues at Lancaster Farms, done primarily by the E & D Manager and the 2 designated E & D Officers, assisted by many other staff and young people, making the prison a safer place for all who work and live there.

Disabilities

The Disability Action Group was incorporated into the DEAT in September 2011. 13 **Disability Needs Assessments** were carried out to September 2011, 5 currently active. There are 3 new **Toe-by-Toe literacy peer mentors**. A **disability forum** was offered, but had no takers.

The YO population has few **physically disabled prisoners**, but about one-third declared a **learning disability**, including autism and dyslexia. Students are screened in Education, to provide appropriate learning support, but Officers (apart from an E & D Officer) have received no training to recognise signs of learning disabilities. The Healthcare inpatient facility had several **Learning Disability-trained nurses** until it closed on 31 January 2012. In Reach staff delivered several **Mental Health Awareness training** sessions in 2011. There is at least one signing member of staff, and Education offers staff signing courses.

- All prisoners are asked on Induction if they have a disability, and referred to the appropriate personnel. Healthcare keeps confidential records of declared disabilities, but has no formal Disability Register.

- Approximately 70% of the **2008-11 Disability Action Plan**'s objectives have been met.
- The Equality and Diversity Manager continues to act as **Disability Liaison Officer**.
- As Lancaster Farms is not a designated wheelchair-accessible prison, YO's in the northwest are accommodated elsewhere.
- Hearing-impaired prisoners have fire alarm PEEPs (**Personal Emergency Evacuation Plans**) on wings, Education, Gym, etc. 2 vibrating alarm clocks are available for hearing-impaired prisoners, and 2 **TextPhones** for hearing-impaired prisoners and visitors.
- A Department of Health/Prison Reform Trust **information booklet for prisoners with a disability** (in print/large print/audio CD) is advertised in Reception, Induction, Healthcare, Wings, Library, Family Links and Education.

Foreign National Prisoners (FNPs)/Detainees

Lancaster Farms has a **local FN policy** and an E & D Officer also acts as the dedicated **FNP Officer**, effectively a personal officer for the small vulnerable FNP population of +/-20 from 15+ countries. About 5 FNPs attend the bi-monthly **FN Prisoners' Forum**, chaired by the FNP Officer and where possible an ESOL teacher and a Probation Officer. An IMB member attends the Forum and the monthly UKBA surgeries, and receives a monthly FN Log. FN policy matters are dealt with at DEAT meetings. There are no Reception FN reps, but the FNP Officer and Reception provide FN information, using **The Big Word** as necessary. Reception and Induction staff flag up new FN arrivals, enabling the FNP Officer to meet them within 48 hours of arrival. Most FNPs attend **ESOL classes** 3 times a week, although most speak English as their mother-tongue, or have workable English skills. The FNP Officer supports individual prisoners facing deportation, experiencing language difficulties, or cultural isolation. Monthly **FN/UKBA (UK Border Agency) surgeries** progress prisoners' deportation process. The Ministry of Justice now provides a laminated **Language Help Leaflet for FNPs** in 13 languages, using photos of 59 items/places in the prison. A leaflet about Lancaster Farms in Vietnamese, Romanian and Polish was proof-read by ESOL students. An **Induction leaflet for FNPs** will soon be available in up to 12 languages. The FN reps report little racial abuse and, where possible, are allocated accommodation with FNPs from the same culture.

If appropriate, FNPs are considered for transfer to a Category D establishment, sentence-expired FNPs are transferred to an Immigration Removal Centre, and the FNP Officer has a week's notice of all FN transfers.

- **IEP (Incentive & Earned Privileges scheme)**: SMART monitoring indicates that FNPs stay on Standard no longer than other prisoners.
- FN prisoners can purchase **Blue Cards for phone-calls** via canteen and are entitled to a statutory **monthly 5-minute free international phone-call**; a Governor's Order allows them 10 minutes.

Gay, Bisexual and Transgendered (GBT) Prisoners

The NOMS response to the IMB's 2008 report stated:

"Gay prisoners: Wellbeing forums will be established for prisoners on the wings, which will include sexuality support for gay prisoners. This initiative is included in the Diversity Policy. A Principal Officer has been identified as the GBT (gay, bisexual & transgender) rep for prisoners. In addition, the condom policy will be reviewed & revised."

In 2011, in response to this, and partly in response to an assertive prisoner's requests, a **GBT (Gay, Transgendered and Bisexual) Prisoner Forum – "GB & T Anonymous"** – was convened by the Equality and Diversity Manager. However, progress has been disappointingly slow: terms of reference were drawn up in July to protect potential participants from bullying, but

the forum has met only once. GBT prisoners are difficult to identify, potential participants concerned about confidentiality may withdraw before the meeting, and some have had associated public protection issues. In 2011 the PO identified to support GBT prisoners withdrew from that role. However, more positively –

- Listeners may soon receive **GBT Awareness training** to provide additional support for GBT prisoners.
- Prisoners can identify themselves as GBT at the Reception Healthcare check.
- The Library subscribes to *Gay News*.
- A **Condoms/Sexual Health Policy** was finally agreed in 2010. Although technically sex between prisoners is illegal, Healthcare has a duty of care to keep people safe from blood-borne infections, so condoms are available. A 5-pack of condoms is given on request to prisoners on release, (but not to those transferring out), after sexual health education during the 3-week resettlement course.

Chaplaincy/Faith Issues

All major faiths are represented on the **Chaplaincy Team**, which responds daily and promptly to prisoners' pastoral needs; there are now 6 **Prisoner Faith reps**.

- Chaplaincy reports to DEAT meetings confirm compliance with PSO4550, enabling prisoners of all faiths to practice their religion, but after finding evidence that it was more difficult for Christian prisoners to access worship than Muslims, because of the need to make an application to attend service, Chaplaincy staff now ask prisoners on Reception if they wish to be on the corporate worship list, which enables them to attend without making a weekly application; after 2 absences, they are removed from the list.
- Since the introduction of C-NOMIS, where religion is no longer a mandatory field, Chaplaincy staff now make extra efforts with Reception interviews, to ensure every prisoner's religion is correctly recorded.
- The C of E Chaplain appointed in October 2010, after a year with no Chaplain, left after only a few months, so the Area Chaplain continued to cover Sunday services. A recently appointed replacement C of E Chaplain now works 18.5 hours a week.
- After a **Chaplaincy Review**, the Co-ordinating Chaplain now also manages **Family Links**.
- The Imam responds to the pastoral needs of up to 30 Muslim worshippers, who attend Friday afternoon Juma prayers. The Imam also trains servery workers in halal food handling, working closely with civilian and prisoner Kitchen staff, undertaking detailed monthly servery inspections, checking that halal and non-halal utensils are kept separate. Muslim prisoners, provided with alarm clocks and 5-hour hot food-flasks for **Ramadan**, were able to fast and pray daily to meet their faith requirements. Ramadan ended with an **Eid Feast** celebration, and all Muslim prisoners received an Eid card from the Chaplaincy and had an opportunity to send home a DVD message. The position of the Qiblah, the Ka'abah, the Holy Mosque and Makkah are indicated in all residential areas, and a prayer timetable is published bi-monthly.
- Since the resignation of the **Buddhist Minister** for the 2-4 registered Buddhist prisoners, a replacement is being sought through the Principal Buddhist Chaplain to the Prison Service.
- After some years without a **Quaker Prison Minister**, a new one hopes to start shortly.
- Easter, Ramadan, Eid & Christmas are inclusively celebrated: all prisoners receive Eid and Christmas cards. IMB members regularly attend Sunday worship and the annual Christmas Carol Service.

- **Faith Awareness Training** is delivered monthly during Induction week, and other staff are invited to attend. Approximately 30% of staff have completed the training, including several IMB members.

Staff Equality and Diversity

Quarterly meetings are attended by an IMB member.

After over a year with no women governors, the one woman governor subsequently appointed has been on sick leave for most of 2011; in the current economic climate this is not regarded as a staff equality priority.

- There are currently approximately 350 staff: 66% male, 34% female (2.2% BME).
- 15 staff are on the Work Life Balance Scheme.
- Equality & Diversity Officers have been identified for Reception, the 4 Wing areas, Ullswater, Education, Healthcare and for OSGs, their roles and responsibilities yet to be clarified.

Summary of Main Recommendations

1. Effective policies should be produced and implemented to support GBT prisoners.

4.2 Learning and Skills

Learning and Skills (L & S) at Lancaster Farms has been seen to be in a healthy state by the recent HMCIP Report of the unannounced Inspection undertaken in June 2011 and it indicates that very significant progress has been made between 2008 and 2011. During this period there has been a number of improvements: training opportunities have been increased to 517 full-time places; the number of accredited qualification vocational pathways has been increased to 12; participation has been increased overall to 80% with attendance rates increasing to 91% (work), 82% (vocational training [VT]) and 84% (education); and wide-ranging and effective quality assurance arrangements for all areas of L & S have now been put in place. The report also notes other significant changes including improvements in the L & S induction process, increased achievement rates and enhanced quality in VT and Education, increased local management effectiveness, improvements in Physical Education (PE) provision, increased library attendance and resourcing, and improved success rates (now between 88-100%) for literacy and numeracy Level 1 programmes.

Further positive aspects of L & S practice have been observed by IMB members. From January 2012 attendance rates in Education have increased to 86% and, very importantly, 'send-back' rates have decreased. The key L & S meetings (Learning and Development and the Quality Improvement Group) have been noted to be extremely impressive. Eight prisoners per shift are now employed in the prison kitchen. A multi-agency resettlement course, designed to improve preparation for life after release, has continued to function in 2011. Prisoners also continue to make a positive contribution to the community. The Toe-by-Toe Scheme provides some prisoners with the opportunity to help others to read. Training continues to take place to enable prison Race Equality representatives to be more effective. Prisoners who attend the Prisoner Forum in Education and Training are trained in this role. The L & S student associations introduced in 2011 are functioning well with the prisoner representatives having been trained, several meetings held and the outcomes of the associations being fed into the quality enhancement process.

However, further issues remain. In VT the restricted links with external employers remain an obstacle to learner development, although it is worthy of note that meetings with local employers have been held in January 2012 to try to develop this connection. Delays in the supply of tools and

commissioning of equipment have led to wasted capacity in some workshops with 2011 producing particular problems because several workshops were re-tooled following the prison re-role, though some amelioration of this situation has now been achieved.

The quality of the learning process can be further improved by including short-term goals in individual learning plans in VT; extending the variety of learning resources to reduce the over-reliance on worksheets in Education and in both the widening of electronic individual learning plans to enable all prisoners to access their targets easily and be aware of their progress. Given that about one-third of Lancaster Farms' prisoners continue to be assessed as having literacy and numeracy skills below level 1, it would seem important that a 'value-added' Key Performance Target (KPT) be articulated concerning this issue. Unfortunately the Restorative Justice Course offered in 2010 was not provided in 2011, despite the potential that such a course has for reducing re-offending and the importance of reducing re-offending for the offender and broader society.

Throughout the year Board members have remarked on the generally uninspiring atmosphere in the department and have observed some prisoners appearing bored and lacking engagement in classes; some classroom displays also look tired and uninspiring. We continue to believe that the time-tabled length of lesson slots can be counter-productive.

IMB reservations remain, despite various reassurances, concerning the impact on the prisoners' learning experience of staffing changes. Concerns remain about the tendency of prisoners to make frequent changes to their L & S choices, though a start has been made to reduce this problem by providing greater rewards for those who stick with a programme. There is evidence that some prisoners are systematically unable to undertake scheduled library visits.

The PE Department provides good opportunities for access to the gym and this is greatly appreciated by prisoners; the training of prisoners as instructors is a valuable service. In the light of the planned reduction in PE staff from 11 to 8 it is to be hoped that better use can be made of the eight discipline Officers who were trained to supervise Sports and Games.

Not only should the difficulties regarding sentence planning (remarked on by the HMCIP Report) be remedied, but co-ordinating individual learning plans with sentence planning should move from aspiration to reality.

Doubts remain about the governance exercised and the value added by the Manchester College central organisation and the apparently unchanged but flawed process for awarding L & S contracts. It is to be hoped that the re-tendering process, instigated by the work in prisons programme, will benefit from a new contract awarding regime.

The proportion of young men locked up in the working day has been reduced but, nevertheless, 1 out of every 4 prisoners spend the day in their cell. Creating a KPT connected to this would concentrate efforts to deal with the problem.

Finally, we must be ready to monitor the impact on L & S at Lancaster Farms of the significant changes to be introduced under the 'work in prisons' initiative in 2012.

Summary of Main Recommendations

1. Links with external employers be further developed to provide additional opportunities for learner development.
2. Individual learning plans should include short-term goals and be co-ordinated with sentence planning.
3. Further efforts should be made to reduce the proportion of young men locked up in the working day.

4.3 Resettlement and Reducing Re-offending

This area of activity continues to be of concern to the Board as evidence would show – as outlined in last year's report – that the most important factors in the resettlement of young offenders are gaining employment, having stable housing and positive family relations. The work of the Re-offending Forum has been hampered during the last year by the long term sickness absence of the lead person and also budget cuts which have affected the Family Links Service and the Visitors Centre and Visitor Hall Services. Little of what we have recommended in our reports for the last two years has been implemented and, indeed, some areas have regressed.

The excellent initiative by partners around the 'Youth in Focus' Big Lottery Fund Programme was not successful and the involvement of external partners in the Reducing Re-offending Forum has been hampered by the economic climate and the struggles faced by partner agencies in terms of their own sustainability and financial position.

The Reducing Re-offending Forum has 7 Pathways:

- Accommodation
- Education, Training and Employment
- Mental and Physical Health
- Drugs and Alcohol (Substance Misuse Services)
- Finance
- Children and Families
- Attitudes, Thinking and Behaviour

Meetings of the Forum are generally poorly attended and managed and the format linking to the Pathways is complicated and can make the understanding of an over-arching strategy difficult to identify. It has been agreed that it would be helpful to create/update the Reducing Re-offending Policy as a matter of urgency – this could also be linked to the Regional Policy.

Accommodation

The responsibility for accommodation now rests with Shelter who was successful at tender to provide this service. There continues to be some success in this area with 100% completion of Initial Assessments and the continued delivery of Induction information and the maintenance of accurate records of housing problems and NFAs. Issues around the relevance of some sections of the Resettlement Course had been raised by the IMB and it had been stated that the Course is compulsory with some compulsory and optional elements as it stands but that every effort is made to make sure it is relevant and appropriate. The Resettlement Course is delivered towards the latter end of their sentence. Housing Accommodation leaflets and referrals have been put on the wings and in relevant areas and a Directory of Housing Contacts is being prepared – although with the wide catchment of the prison this is challenging.

Education, Training and Employment

The report last year welcomed the increase in the number of orderlies employed but there was still concern that there was little real evidence of the 'Working Prisons' initiative to provide more opportunities for jobs in prisons. We were very pleased that prisoners are now employed in the kitchen and welcome the steps to engage with local employers via the Lancaster Chamber of Commerce. The current financial climate makes this a particularly difficult area, but the Board feels that there should be maximum effort to consider all opportunities to engage prisoners in meaningful work within the prison estate.

The re-role should address the high churn in the Lancaster Farms prison population and should help with the development of a whole-prison approach to planning of regime activities. The prison has some excellent facilities – notably the library facilities which could be better used.

There is to be a Curriculum Review to respond to the re-role and the tender for the OLASS contract is to be issued a year earlier than expected which should allow for a review – although there are concerns that this could also lead to a reduction in funding allocated to this area of work.

Attendance at learning and skills has risen with 82%-87% of those called attending in June and October 2011. The staff are to be congratulated on this achievement and it is hoped that spending cuts will not affect this. A student council has been introduced, which is held monthly, comprising elected representatives of the forums and Learning and Skills managers.

The Achieve North West Project has been introduced with increased hours on site by the Achieve NW project worker. However, sickness leave has delayed progress.

The Board continues to be impressed by the contribution to the rehabilitation of prisoners made by the Writer-in-Residence. He has instigated play and poetry readings and encouraged creative writing; the radio play (*Mates*) won a Koestler Award in 2011 along with two creative writing anthologies. His work is increasingly directly linked to the objective of reducing offending and he is developing a working relationship with Probation and other professionals. We hope that funding can be secured to allow this work to continue.

Further aspects of this pathway are included in section 4.2 above.

Mental and Physical Health

There is a new Health provision being commissioned and information is awaited on staffing levels to determine capacity and working patterns of remaining nurses. This is dealt with in section 4.4 below.

Drugs and Alcohol

In line with the commissioning of substance misuse services funding has transferred to the DAAT and a variety of interventions can now be considered, validated programmes running alongside accredited. Short Duration Programme (SDP) has now been replaced with Building Skills for Recovery (BSR). This is a pilot course that fits with the training population much better than SDP.

Lancaster Farms held its SMS stakeholder day at the end of November 2011 looking at the current provision and if it was reaching the needs of the population. With the many changes that this area is undergoing it is difficult to comment on the impact on prisoners and the prison – the Service will include CARATS, IDTS, CDBT, BSR and the prison alcohol worker (to be known in the future as SMS Key Workers).

Finance

This remains an area of concern with not all young men leaving the prison having bank accounts or other means of managing their finances, eg Credit Unions. The new Resettlement Course Programme has been produced with a range of mandatory and optional modules to choose from but more work is needed on this to make it more fit for purpose.

Children and Families

This continues to be an area of concern with cuts to the Family Links Service and its transfer to the Chaplaincy Service in terms of management.

In January 2012 the Board wrote to the Prisons Minister expressing concern over the mismanagement of the Visitors Centre at HMYOI Lancaster Farms, a concern which had been highlighted in three previous Annual Reports. The Visitors Centre has an important role to play in helping to keep families together yet the long-serving staff employed by Lancashire Probation Trust (LPT) to operate the centre were made redundant at the end of January 2012 without any

properly-thought-through plans in place for its future operation and management. Furthermore the Board had been very disappointed to see the lack of interest and support given by the line manager of these employees both for their well being and the maintenance of a proper service for visitors.

In his response the Minister has given an assurance that the Visitors Centre will continue to remain open and staffed by the National Offender Management Service (NOMS) and that there is a commitment to ensure the facilities are welcoming and decent for all those visiting the young men in their care at Lancaster Farms. The Board will continue to closely monitor this development.

Further concerns over facilities for visitors have been brought to the Governor's attention during the year, including complaints of the difficulties some visitors have found in contacting the prison by telephone to arrange visits and the lack of proper refreshment facilities for visitors and play area for young children in the Visits Hall. We are concerned that the situation is also likely to be exacerbated by the reduction in Visitor Days from 5 to 3 times per week.

Attitudes, Thinking and Behaviour

There are ongoing staffing problems and Anger Management Programmes will be timetabled into Education once the course plan has been completed.

Unfortunately the Restorative Justice Course offered in 2010 was not provided in 2011, despite the potential that such a course has for reducing re-offending and the importance of reducing re-offending for the offender and broader society.

Summary of Main Recommendations

1. Strong and effective management of this important area be introduced as a matter of urgency.
2. A Reducing Re-offending Strategy be drafted based on the Regional Strategy.
3. The issues of shortages of staff and staff sickness absence be addressed in terms of the Strategy Lead and Pathways.
4. Further job opportunities for prisoners be created, ideally utilising outside providers.
5. A cohesive policy for visitors be formulated and properly managed to ensure improvement to facilities in both the Visitors Centre and the Visits Hall, to make them welcoming, decent and fit for purpose.
6. Ensure that all interventions necessary for prisoners to be able to move forward with their sentence plans are provided at Lancaster Farms and in particular the restorative Justice programme.

4.4 Healthcare

The HMCIP Report of the unannounced inspection undertaken in June 2011 rated Healthcare as of `very high quality` and our monitoring this year concurs with this assessment.

After massive cuts in funding of **£686,000**, it was understood, following consultation meetings with staff in July, that the Inpatient Unit would be closed. Initially, these plans were to be implemented in September, but the PCT were unable to obtain inpatient mental health beds in the area and negotiations for these beds were unresolved until January 2012, when it was agreed that 2.5 beds would be available at HMP Preston, at a cost of £19,000 per bed, annually. (These costs have been hastily revised and will cost £28,000 a bed from April 2012. Any bed use that goes over this arrangement will apparently be charged at £100 per bed night).

In preparation for the closure of the Inpatient facility, the Healthcare Manager issued a revised Operational Guideline for referral of patients into the Unit, which resulted in fewer admissions, and after the inpatient beds had been agreed at Preston, the Inpatient Unit closed on 31 January 2012 with the loss of eighteen staff; two nurses were re-deployed in the prison Primary Health Service. In the meantime, In-Reach had been preparing to take *all* mental health referrals (as opposed to patients with severe and enduring mental health problems), and had been working closely with Healthcare. Two nurses from Healthcare are now working in In-Reach, which is now known as the Mental Health Service.

The major concern was reducing clinical risk as a result of the loss of the Inpatient Unit and 24-hour healthcare. After intensive work by the Healthcare Manager, a number of controls have been put in place. These include, with the regional bed access at HMP Preston, agreement of descriptions of contract and service provision. Regional bed criteria and referral forms have been forwarded to clinical staff, and there is a working party to improve the transfer process and reduce risk of `inappropriate` transfers in. An `escalation pathway` and protocol has been submitted and care pathways for mental health and physical healthcare devised. Access to the Mental Health Crisis Team for advice and support to Prison Officers out of hours has been set up. The ACCT process has been highlighted.

Handbook and laminated sheets have been provided for Officers for each wing, Governors and Night Managers and there have been 1:1 meetings between Night Managers and the Head of Healthcare, to discuss concerns and pathways, resulting in producing an `Out of Hours` HMP manager joint pathway document, which has been agreed with HMP Head of Security. There is now a designated mobile phone for GP/prisoner direct contact to inform OOH (out of hours) clinical decisions and a copy of Drivers' IDs forwarded to Security and the Centre.

Icepacks have been provided to wings for use for possible physical injuries and there is a review of all prisoners with clinical concerns by the Physical Healthcare Team prior to the end of the shift. Prescribing has been amended to ensure that all medication may be given at medication times at 8am and 4pm.

The Head of Healthcare is on call and there has been commissioner agreement for additional nursing hours for a `spot` purchase.

Gated cell use has been agreed and retained on the Inpatient area. Notices to prisoners regarding self-care and reporting sick and to prison staff regarding prisoners reporting sick have been circulated. A power-point presentation has been produced for the prisoners` TV channel about procedures for self-care and reporting sick.

The future service re-design includes multi-disciplinary transfer screening in the Healthcare Unit, including the Primary Care Service, the Mental Health Service and the Clinical Substance Misuse Team. Working hours are already being amended to include the Mental Health Service working Saturdays, Sundays and Bank Holidays (with limited hours compared to weekday working hours).

A Primary Care Learning Disability Service is commencing, and a Mental Health needs assessment will be completed. Two Healthcare Assistants are being employed within the Primary Care Unit to assist with the clinical care and organisation of the unit. The old `Inpatient Unit` will be used by the Mental Health Service to provide a safe and therapeutic area for daytime interventions.

Primary Care Services are to be transferred to LCFT (Lancashire Care Foundation Trust) from the PCT (Primary Care Trust), which will result in the majority of providers being managed by the same organisation, which has an Offender Business Unit.

Care planning for worrying patients is transparent, with the prisoner invited to multi-disciplinary care planning and a copy of their care plan discussed with them.

Prisoners continue to have easy access to a GP, within a few days. The dental waiting list is now 16 weeks, as there is now only a dentist available one morning a week (down from 3 days a week last year), though prisoners with dental pain are seen within 24 hours by the dental nurse. The waiting list for podiatry is 2 weeks, and for GUM (Genito Urinary Medicine) 4 weeks. The work that has been done by the Healthcare Manager to make sure that this totally altered service can function clinically effectively and safely, is very impressive.

In September 2011, **IDTS (Integrated Drug Treatment Services)** moved from a centre on a residential wing to Primary Healthcare, which was cost neutral and enhances privacy and therefore dignity, to patients. IDTS take part in the initial health screening of prisoners at reception, and induction and see everyone withdrawing from alcohol or drugs. They also screen for blood borne viruses + Hepatitis B and are developing a Hepatitis C screening protocol.

At present they have 3 patients on Methadone, and try to wean them off this. Subutex, a central nervous system `blocker', which gives the same feeling as Methadone, is used at detoxification and/or 2 weeks before discharge (so its use is not `diverted'). They offer brief interventions for those prisoners with alcohol problems and since October 2011 have seen approximately 450 patients. They ask how many units individuals have been drinking prior to arriving at the prison, and try to prescribe opiate blockers, such as naltrexone or acamprosate a few weeks before discharge, to stop the craving for alcohol. They also create appointments for them with their GPs. They run a group for problem alcohol users twice a week and a resettlement group once a week. They also work together with an alcohol worker employed by the prison (as do CARATS). They work together with **CARATS (Counselling, Assessment, Referral, Advice and Through-care)**. CARATS have now moved from the MOJ to the DOH. Their KPTs have changed, and they are now expected to look at outcomes. CARATS have input into sentence planning, liaise with community services, including Young Addiction in Lancaster, and make outpatients appointments after discharge. They also see everyone at Induction. They have large case loads (50+).

Health Promotion Action Planning meetings take place every two months.

Overall we have been impressed with the provision of healthcare this year at a time of great change. We will continue to monitor closely the impact of these swingeing cuts on some of the more vulnerable members of the prison population.

4.5 Safer Custody

Security

A Board member is present at the monthly Security meetings which are normally well attended by various representatives including Police Liaison. A total of 2461 SIRs were submitted during 2011 and these are always closely monitored. Mobile phone and drug activity has reduced since last year and has been low for a number of months although there were significant finds of 'hooch' over the Christmas period. It is suspected that 'legal highs' are increasing in use and concern that they are not detectable by the standard drug tests used by the Prison Service. There has been no real progress on the level of fights and assaults which continue at a high level. Such incidents are spread evenly across all units and there is no intelligence to suggest that they are the result of concerted, organised activity by any one group. A total of 84 DIRFs were raised in 2011, every incident under this heading being race-related. Security intelligence indicates that there are at present only low levels of extremism in Lancaster Farms and, where it does exist, relates to right-wing extremism.

Suicide and Self-Harm Awareness

The SSH meeting is attended by a representative from the Samaritans who supports the Listeners; a Listener also attends the meetings. At each meeting all ACCT documents are quality-checked

and any notable incidents of self-harm are highlighted and discussed. The Listener Scheme is now well established but, sadly, some of the Listeners are no sooner trained than they are moved to other establishments. It had been hoped that following the first re-role (when we no longer had juveniles) the churn of prisoners would be reduced far more than turned out to be the case. It is to be hoped that the recent re-role from a local to a training prison will stabilise the prison population. It is planned to run a Listener training programme in March and the Security Department will be asked for suitability clearance for prisoners wishing to undertake this training. Now that the Healthcare Ward has been closed the Board will be monitoring the care of vulnerable prisoners who are held in residential areas. We have been, and will continue to monitor, the reception and first night care now that prisoners are only admitted on two afternoons per week. This has resulted in high numbers of admissions, sometimes quite late on a Friday afternoon, and concern has been expressed that on occasions it has been difficult for staff to provide adequate first night care.

In-Reach staff are now working different hours including weekends and bank holidays. They will be seeing all prisoners on an ACCT whether they have mental health problems or not. They will also be running group sessions around the issue of self-harming.

The staff in the Safer Custody Unit work hard to ensure that vulnerable prisoners are well supported on all locations within the prison.

Violence Reduction

Over the course of the year there have been 355 prisoners charged with fighting and 161 charged with assault, several of these involving repeat offenders. Adjudicating Governors continue to award the maximum penalty for any violence but this has had little, if any, effect. The Board recognises that fighting is more prevalent in this age group and that fights are more likely to happen in the presence of staff where they can be stopped quickly before they escalate into something more serious.

The Violence Reduction meeting continues to monitor this situation and 'hot spots' are named and advertised each month. The time and place of every act is recorded and used for deciding 'hot spots' and identifying any underlying factors. Prisoners are 'de briefed' and any information gained is used to try to allay further violence.

The TAB scheme is working better than in previous years and prisoners know that there is zero tolerance of bullying. When prisoners get to TAB 3 level they are segregated and perpetrators of bullying are transferred out rather than the victim being transferred. At present the prison does not offer any interventions for either bullies or victims of bullying. This might be something which could be considered in the future.

The Safer Custody Unit staff collect and collate information, analyse it and circulate results to relevant areas. In the re-profile which is taking place there is funding identified to appoint a full-time Violence Reduction Co-ordinator. The Board recognises that this alone will not stop fighting but in the long term the information and knowledge gained by this person could go some way towards reducing the level of violence.

Use of Force

During the year the number of use of force incidents was 511 compared to 358 last year, a rise of 42%. There were 42 planned incidents and 469 spontaneous; full C & R was used on 256 occasions and cuffs were applied to 172 prisoners. There were 75 injuries to staff and 11 to prisoners. A baton was drawn on 14 occasions and used on 4 occasions. There were no complaints from prisoners as a result of use of force.

It is disappointing that on occasions the Use of Force meeting is poorly attended and there are reports of paperwork either not being submitted or not being completed satisfactorily, despite

training being given and efforts made to chase this up. This seems very unsatisfactory as this is the staff safeguard if complaints are made at some future date. This really needs to be addressed.

Summary of Main Recommendations

1. Consideration be given to the introduction of suitable interventions for both bullies and victims to further reduce the level of bullying incidents.
2. Positive action is taken to reduce the use of force and ensure a better attendance by relevant personnel at meetings and efficient completion of paperwork.
3. The provision of 'first night care' to new admissions is reviewed to ensure that it is always possible to deliver it *before* the first night.
4. Further steps be taken to reduce the high level of assaults and fighting.

4.6 Separation and Care Unit

The Separation and Care Unit is housed in Ullswater wing. It consists of 12 cells, 2 of which are camera cells and 5 are safer cells, 2 special cells, an adjudication room, education room and mini gym. The unit is part of the Operations and Security Management Group.

During the year there have been 428 prisoners held in Ullswater, a similar number to last year – 171 of these were held on GOOD, a small decrease from the previous year. A number were held for several weeks because of being involved in serious incidents on residential wings. A total of 28 young men on an open ACCT were held. The Board recognises that this is not entirely satisfactory, but the staff on the unit make every effort to house these vulnerable young men in camera or safer cells and frequent observation and interaction takes place. The special cell has only been used on 6 occasions during the year, a marked improvement on previous years.

The regime on Ullswater runs well and is based on preparing the young men for re-integration to normal location. Intervention plans are made for prisoners who are held for any length of time and who need to modify their behaviour to enable them to be returned to residential units. Prisoners are able to continue their gym courses whilst in the unit.

There have been significant improvements in the education provision in the unit and further improvements are planned. The education is now far more structured in line with main stream education and each prisoner has a portfolio of achievement which shows any progress made, even if it is only reading a book and showing an understanding of its content. The aim is that this will cover a process of transition with the prisoner following a range of subjects on a "This is me" journey and will include looking at issues around anger, conflict, aggression, submission and assertiveness. The portfolio will go with the prisoner when he leaves the unit and will show what he has achieved during his time in Separation and Care and make him realise that time was not wasted but provided a valuable, positive experience which will hopefully have positive impact on his self-esteem and self-image.

Ullswater is a very busy unit with adjudications taking place every morning and sometimes into the afternoon. Over the year there were 2646 adjudications with 304 being remanded for the Independent Adjudicator (IA) who attends monthly. There are still occasions when cases are remanded for the IA and then adjourned by him because Reporting Officers are not on duty or evidence not available. The Board feels that in some cases this is quite unsatisfactory as it is known in advance when he will be attending and it is felt that duty rotas could be planned to make sure that the Reporting Officer is available. This is particularly unsatisfactory when legal representatives have made an effort to be present. Board members have also commented on occasions at the inadequacy of some conduct reports presented at adjudications, which can be to the detriment of the prisoner.

The exercise yard for the unit has recently been converted into 5 smaller spaces, rather like cages. Whilst we understand that having to exercise each prisoner individually is costly on staff time, we are also aware that some very valuable work was done by the Officers on a one-to-one basis with prisoners in the exercise yard. We will be monitoring this aspect of the regime carefully, and feel sure that the staff on the unit will find ways of compensating for this change.

Board members visit Ullswater at least 3 times weekly and make sure they speak to each prisoner held there. Staff always facilitate this aspect of our work. During the visits members sit in on a few adjudications and have always found them to be conducted professionally and fairly by Adjudicating Governors. GOOD reviews are held on Monday, Wednesday and Friday and, where possible, members will be present. Again these have been found to be conducted fairly and satisfactorily for all concerned.

Relationships between Board members and staff on Ullswater are very good and during the year we have seen excellent examples of prisoner/staff interaction and we regularly see examples of de-escalation techniques being used to calm situations which could quite easily get out of hand.

Overall Ullswater is an efficient unit housing some extremely vulnerable and some extremely volatile young men who are all treated equally well by staff who show a real commitment to their work.

Summary of Main Recommendations

1. Better planning of visits by the Independent Adjudicator to ensure that the number of cases adjourned because of lack of the Reporting Officer or evidence are minimised.

4.7 Residential Units

The residential units are visited by Board members on at least three occasions each week and throughout the year we have generally found them to be settled and calm, with a generally good relationship between prisoners and staff. An exception to this was during a period of hot weather during the summer when an unsettled atmosphere was present and the level of violence increased. Prisoners complained of high temperatures in their cells, perhaps exacerbated by the recent policy of sealing up cell windows, and we wonder if the change of behaviour was attributable to this. We reported our concerns on the lack of cell ventilation in our report last year.

Although the majority of prisoners are accommodated in single cells there are a number of double cells on each wing. We remain concerned at the lack of privacy screening in these cells which we believe is demeaning for the occupants.

The various serious incidents which have occurred during the year have been monitored by Board members, who have reported on the professional and expeditious way in which staff have dealt with them.

The Personal Officer Scheme generally works satisfactorily, with some very conscientious and caring Officers. However, on occasions applications by prisoners to the IMB reveal problems which should have been dealt with promptly by Personal Officers. It is to be hoped that the good practice exhibited by many Officers can act as a role model to reduce the 'no-can-do' approach of the minority.

Food sampled on the wings during rota visits has generally been satisfactory and complaints on inadequate portion size earlier in the year have largely been addressed, with problems now most likely occurring through insufficient monitoring of portion control by Officers supervising wing serveries. Monitoring of food complaints by the Catering Manager has greatly improved and we have been pleased at the commitment shown to improve the quality and service of the food on the limited budget available.

We reported last year of concerns over food being served early at lunchtime, with prisoners locked away unnecessarily early, thereby curtailing time out of cell. This has continued on occasions this year but what is of more concern is the planned change of regime whereby all meals will be taken in-cell, to reduce staffing costs. We believe that this is a retrograde step, not only reducing the time out of cell, but removing an important opportunity for the socialisation of prisoners as part of the rehabilitation process.

The prison grounds are well cared for, providing an attractive environment and although there are times when litter is present this is far less frequent than reported upon in previous years.

Summary of Main Recommendations

1. Cell temperature and ventilation be monitored during hot weather and steps taken to improve this if it becomes excessive.
2. Toilets in double cells should have privacy screening.
3. The planned change of regime to prisoners eating in-cell be reconsidered.

IMB APPLICATION MONITORING 2011/2012

As at 31-01-12

SUBJECT	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	TOTAL	% OF TOTAL
CELL QUALITY				1						7		1	9	4.7
CELL/WING ALLOCATION			1										1	0.5
ADJUDICATIONS – INTERNAL			2		1	1	1		1	2		1	9	4.7
ADJUDICATIONS – EXTERNAL		1					2						3	1.6
RACIAL ISSUES REFERRED TO STAFF				1								1	2	1.2
RACIAL ISSUES NOT REFERRED												1	1	0.6
OTHER DIVERSITY ISSUES													-	-
EDUCATION/TRAINING/EMPLOYMENT		2	2	1	1	1			2			3	12	6.3
VISITS				1			1	2	3			2	9	4.7
RESETTLEMENT ISSUES													-	-
MAIL/PIN PHONE ISSUES	1	2	1							3			7	3.7
FOOD/KITCHEN ISSUES		3		2		1		1	1				8	4.2
ALL HEALTH-RELATED ISSUES	2					1		1		1			5	2.6
PROPERTY – PREVIOUS PRISON	1	5	2	3	3	5		3	2	1	1		26	13.8
PROPERTY – CURRENT PRISON				2	3	4	2					2	13	6.9
CANTEEN/FACILITIES LIST		1				1		1		3		2	8	4.2
BASIC SENTENCE		2			1							1	4	2.1
HDC	1				2				2	2			7	3.7
IMMIGRATION/DEPORTATION ISSUES		1									1		2	1.2
CATEGORISATION													-	-
POLICE DAYS													-	-
ROTL									1				1	0.6
PAROLE													-	-
APPLICATIONS ABOUT STAFF	1	1		3	1	2	2			2	1	2	15	8.0
APPLICATIONS ABOUT PRISONERS													-	-
APPLICATIONS FROM STAFF	1									1			2	1.2
TRANSFER ISSUES	1	1	2			1	1	2	4	1	3	5	21	11.2
MISCELLANEOUS ISSUES	2		2	3	1		1		1	7	5	1	23	12.3
TOTALS:	10	19	12	17	12	20	8	10	17	30	11	22	188	100.0