



**Independent Monitoring Board**

**HMP Lindholme**

**CAT C and CAT D (Open Site)**

**Annual Report**

**1<sup>st</sup> February 2012 – 31<sup>st</sup> January 2013**

## SECTION 1

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### STATUTORY ROLE OF THE IMB

The Prison Act 1952 and the Immigration and Asylum Act 1999 requires 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 programs preparing them for release.
- (2) Inform promptly the Secretary of State, or any Official to whom he has delegated authority as it judges appropriate, any concern it has.
- (3) **Report annually to the Secretary of State on how well the prison has met the standards and requirements placed on it and what impact these have on those in custody.**

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

## **SECTION 2**

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## **SECTION 3**

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### **DESCRIPTION OF THE PRISON**

HMP Lindholme is a Category C male working prison, occupying a very large site of approximately 128 acres close to the village of Hatfield Woodhouse, 10 miles to the east of Doncaster, South Yorkshire. It has a C.N.A (Certified Normal Accommodation) of 859 and an O.C. (Operational Capacity) of 862.

Also attached is a Category D Open Prison with an Operational Capacity of 124. Formerly a Royal Air Force Station, it was taken over by the Home Office in the mid 1980's and commissioned as a prison in 1985. During the Board's reporting year HMP Lindholme has in addition to giving prisoners training for resettlement back into the community, housed a number of FNP's (Foreign National Prisoners) of which there are 33. There are also 56 **Lifer** Prisoners and 80 **IPP** prisoners (Indeterminate sentences for public protection).

Although the prison service is responsible for the operation of the establishment, there are two main service providers – City of Manchester College for Learning and Skills and Nottingham NHS Trust for the provision of Healthcare. The Education classes are dispersed around the prison in different buildings and the Healthcare occupies the former RAF Hospital.

Further buildings have been converted to accommodate:-

The Chaplaincy, Library, Security, Prisoners Reception, Textile workshop, O.M.U. (Offender Management Unit), Administration block, Interventions unit, (which gives courses in CARATS – PASRO). A team from Shelter also occupies part of this unit. A well-equipped Gymnasium, Visits Centre and small Kitchen are additional buildings.

#### **Residential Accommodation – Category C**

The prisoners are accommodated in ten separate Wings, comprising six converted RAF dormitories and four new buildings, one of which is a small induction unit.

In addition there is a CASU (Care and Separation Unit) with a capacity to hold 24 prisoners in cellular accommodation.

The prisoners' Visits Centre is located close to the Gatehouse and Administrative block, with the prisoners' visitor reception area located immediately outside the main gate area.

#### **Industrial Area**

Providing both education and employment for prisoners this large area comprises:-

C.I.T. (Construction Industry Training), Horticulture Workshops and Green Houses, Bakery, Waste Management Section, Welding, Vehicle Maintenance, Industrial cleaning and Railtrack training course. The Prison Estate Works Department and Estate Gardens Department are also located in this area. There is also a Retail Distribution workshop

operated under the auspices of DHL which distributes the prisoners' canteen orders to 7 local prisons.

## **SECTION 4**

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### **EXECUTIVE SUMMARY**

#### **4.1 Summary of the Whole Report**

It is inevitable that once again the stringent financial circumstances facing all government and public bodies have impacted on H.M.P Lindholme working site. However, this year there has been the additional challenge of coming to terms with the clustering of the prison with H.M.P Moorland assessment site and Hatfield open site into one larger establishment. Coupled with this arrangement is the decision to place this "new prison" within the private sector, final details of which have yet to be announced. This has introduced an element of uncertainty and apprehension for staff despite the best efforts of senior management to keep everyone informed. In addition to this, a significant and experienced element of staff have opted to accept early retirement terms and it will be interesting to observe how this will impact on the general organisation of the new establishment.

Against the background of change outlined above, the decision to re-introduce into H.M.P Lindholme a Cat D facility has not been without its problems, a number of which might well have been foreseen. When planning was at its initial stage, the Board felt that expectations were being raised that could not be fulfilled, and this proved to be the case. Basically, the extent of resources and support from NOMS (National Offender Management Service) required to establish a viable Cat D facility, were vastly underestimated, and the Board raised its concerns with senior management on this particular point. After a hesitant start, the evidence from continuous visits from members of the Board indicates that matters have improved, but the problem of "cross contamination" between Cat C prisoners and Cat D prisoners remains. The Board will continue to monitor very closely this facility.

Effective communication at all levels is the essence of good administration. The Board feels that too often this has not always been the case as evidenced by the number of departmental meetings cancelled at short notice. Given the dispersed nature of the proposed new prison and its increase in terms of the prison population communication will become a matter of the highest priority. The Board would also question the organisation and procedures employed at some departmental meetings as to whether or not those attending share a common understanding of decisions taken.

Throughout the current reporting year the Board has closely monitored D.H.L. The supervision of prisoners, their observation on C.C.T.V. and the personal searches conducted when they leave the premises at the end of a work session, remains a matter of concern, as it does for the civilian staff that operates the site. Some positive steps have been made but there is much room for further improvement.

The Board has yet to be convinced that the system of procurement designed to support the prison in its delivery of cost effectiveness and value for money is working, despite the repeated re-assurances of the Minister.

Once again the decision to adopt the model of a working prison is one of the most important challenges facing H.M.P. Lindholme. It will involve a massive "culture change" in terms of current working practices with far reaching consequences for the prison population and staff. The process is one which has already affected the working practices of this Board and will require close monitoring for the foreseeable future.

## **4.2 PARTICULAR ISSUES REQUIRING A RESPONSE**

### **Communication**

The Board has raised repeated concerns about communication which still remains a problem within this establishment. Although steps have been taken in appointing a Communications Manager, this is in response to the transition **of Lindholme to a much larger prison embracing both** Moorland and Hatfield Open Site and not to the internal problems of daily communication. The Board considers that effective communication is the essence of any well run organisation. See Section 4.1 – Paragraph 3.

Further to the Board's concern regarding communication is the cancellation at short notice of scheduled meetings. See Section 4.1 Executive Summary – Paragraph 3

### **DHL**

The DHL Retail Workshop continues to be a concern to the Board in terms of general security. This issue needs to be clarified as to who is responsible for its effective discharge and problems will continue until this matter is resolved. See Section 4.1 – Paragraph 4. Prisoners removed from work in the 6 months – June to December 2012 – 68. Cost of lost products – January to December 2012 - £ 2720.83 (this figure is the cost of empty wrappers/wrapping found in the warehouse, NOT items located on searches)

### **Procurement**

This issue has been raised in previous reports and much as we welcome the comments made by the Minister concerning the matter, we are not convinced that the Tax Payer or the Prison budget receives value for money. For Lindholme, situated in an area of high unemployment which is significantly above the national average, the awarding of contracts to local business would do much to stimulate the local economy.

### **Computer System**

The Board have experienced first-hand the frustration of the length of time it takes to log onto the Quantum computer system at HMP Lindholme which regularly takes as long as thirty minutes to get to the log on screen **in order to access information**. How much staff working time is wasted due to this problem?

### **Cat D Healthcare**

The Board is concerned that the lack of provision for a Doctor in the recently refurbished Cat D healthcare is causing cross contamination of prisoners and wasting staff resources in having to escort prisoners to the Cat C healthcare.

**Would the Minister be kind enough to respond to the above concerns?**

### **4.3 PREVIOUS YEARS CONCERNS**

Despite raising the issue of Procurement in our previous reports the Board is still concerned that the Centralised Procurement System does not utilise public funds in the most effective way, especially in areas where local business could give better value for money.

This issue has again been raised in Section 4.2 item 3.

## **SECTION 5**

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### **5.1 EQUALITY AND INCLUSION**

Meetings – It has been on occasion frustrating when turning up for equality/diversity meetings only to find that they have been cancelled at short notice. Likewise some meetings have been arranged without notice. The Board appreciates that prison management is not an exact science and priorities must be met. However, it is hoped that better lines of communication that have been worked on recently will alleviate problems.

A number of cultural events took place during the reporting year. It has been noted that Lindholme offered few Family Days but this hopefully will be addressed in 2013.

Lindholme has seen a planned reduction in Foreign National Prisoners during the year. The closure of the IRC has been followed by transferring a number FNP's from Lindholme to Moorland. The UKBA staff are now sited at Moorland and there is a risk that the FNP's at Lindholme will not receive the assistance to which they are entitled.

Where prisoners have found it necessary to use the Diversity Incident Reporting Forms (DIRF) the response of the prison authorities in dealing with their complaint have been rather lax. This has been confirmed by external auditor across the estate. Steps have been taken to address this issue, but the Board will continue its monitoring work.

Staff – the treatment of BME (Black Minority Ethnic groups) prisoners by the staff has been first class throughout the year. They have dealt with any problems that have arisen with total professionalism and a sense of care. This is also reflected in the relationship between staff & prisoners. The percentage of female staff working in the prison is good.

Just under 30% of the prisoners at Lindholme are BME, mainly Asian/Asian British and Black/Black British.

Disabilities – 10% of prisoners at Lindholme are listed as having a disability, this figure includes those who have mental health issues and are being treated as such.

The prison has systems in place to deal with issues regarding transgender; homosexuality and members of the travelling community, although these prisoners are often difficult to identify.

Given the emphasis that this prison places on Equality and Diversity, the Board is of the opinion that staffing levels do not match its declared policy, largely due to staff being deployed to other areas.



## **5.2 EDUCATION LEARNING AND SKILLS**

Education is at the heart of the rehabilitation of offenders. At one level, it provides the basic learning skills of numeracy and literacy that are necessary to perform in society as a whole. At another level, it provides the vocational courses and qualifications that will allow offenders to seek to obtain relevant employment and thus reduce re-offending.

Time and space limit consideration of the variety of courses in basic and vocational skills. The dedicated work of the course tutors in all fields ranging from basic skills to the final, short term impact of Beyond the Gate is recognised. It should be recorded that a 97% pass rate of all prisoners on courses was achieved in 2011-12: an indication of both the expertise of the tutors and the motivation of the participants.

This positive impact has been achieved in changing circumstances.

With the formation of a Cat D Wing in early 2012, the integration of Cat D prisoners into the educational provision of the Cat C establishment caused issues of motivation and resentment that affected classes. The discontinuation of this practice after a relatively short time is welcomed.

The re-tendering process of service provider began in January 2012 and was not completed until August 2012 when Manchester College was re-awarded the contract – a length of time that brought uncertainty to the teaching staff.

In August 2012 the change in the structure of Education and Learning occurred with the introduction of OLASS 4. (Offenders Learning and Skills Service) Manchester College provided a short term plan to ease the transition period. The change is significant as prisoners are assessed in the last 12 months of sentence on the pre-release date to allow planning for entry into work. While the value of this is evident, the structural change presents two issues for HMP Lindholme. It is not easy to see how two groups of prisoners fit into this structure:

- (i) IPPs, without early access to their educational needs, would be more limited in presenting supporting statements to the Parole Board hearing;
- (ii) Retired prisoners, currently 61 in Lindholme.

New funding arrangements have come into force following the 'FE' model. There are positives in this change. The move to functioning skills linked to employability rather than classroom didactic courses is to be welcomed. New courses, employment driven, have been developed: Solar power is one example. Equally, there are concerns:-

- (i) Some courses are to be reduced: e.g. PSE. Some are to be discontinued at Lindholme, specifically Art as it does not fit into the practical model of a working prison. This is a matter of regret. Art can be demonstrated to be of value to prisoners, not only in skill development, but also as a therapeutic medium. The quality of the artwork produced at Lindholme is a testimony to the success of the course.

2013 will inevitably see challenges to educational provision as HMP Lindholme moves towards becoming a working prison.

### **5.3 HEALTHCARE AND MENTAL HEALTH**

During the current reporting year, Healthcare has continued to provide an increasingly more effective service for the prison population. The Board is satisfied that on admission to the prison the medical requirements of all prisoners are identified, and where necessary acted upon by the medical staff. Once a prisoner has passed through the induction procedure any subsequent health issues are pursued.

A “user friendly” application form now in use employs simplified picture illustrations of different parts of the human anatomy which has been designed to assist prisoners with literacy and communication problems, to identify for the medical and nursing staff, potential health problems, and enable the appropriate treatment to be given.

The delivery of healthcare throughout the prison is done through the daily clinics at the centre itself and through the establishment of clinics on each of the major wings, both in the mornings and in the afternoons. Nursing staff work in teams and each team is responsible for a particular wing. This arrangement has the advantage of helping to develop a rapport between staff and patients as well as ensuring a degree of continuity which in turn can only lead to a better service for both staff and patients.

The mental health of prisoners is of paramount importance in an environment which, to say the least, can be challenging and intimidating. Once again the mental health of prisoners is carefully monitored after their initial contact with the induction staff. If a mental health problem is identified at this stage, prisoners are re-assessed within five days and the appropriate steps taken. This is an essential response particularly when it is considered that a prisoner is at risk to himself or to the safety of others. In addition to the procedures already previously outlined, there is also a designated Mental Health Team whose work is complemented by the Substance Misuse Team and the Physical Health Team all of whom focus on the well-being of the prisoner.

The Board is pleased to note that the Healthcare Department delivers a robust health promotion policy which seeks to alert prisoners of health issues and guide them towards a healthier lifestyle. During this reporting year, a Smoking Cessation Programme has been undertaken as well as a Sexual Health Programme which was designed to coincide with World Aids Day. The latter attracted 165 prisoners, which was regarded as a most positive response.

The views of prisoners are actively sought and regularly canvassed concerning the quality of service they receive from this department. Steps have already been taken to further develop this approach with the proposed appointment of prisoner representatives whose role it will be to meet with healthcare staff and together ascertain ways and means whereby the service can be improved for the mutual benefit of all.

The appointment of an Independent Patient Advocate is yet another approach enabling prisoners to bring forward in confidence any concerns or complaints they might have. This has already proved to be a most useful addition to the procedures already described in seeking to accord to prisoners “a voice” in terms of their healthcare.

All in all, this has been a most positive and productive year for this particular department and the Board is satisfied that the provision of healthcare at Lindholme places the patient firmly at the centre of all it seeks to achieve.

#### **5.4 PURPOSEFUL ACTIVITY (Includes work):**

Designated as a “Working Prison“, HMP Lindholme has many varied courses designed to give both purposeful activity and knowledge of skills for rehabilitation. On all these educational and skills training courses the Board has been impressed with the level of commitment from the instructors who get the best out of their students.

##### **Gymnasium**

The Gymnasium continues to be an effective resource for a large majority of the prison population. The take up of the opportunities there is in the region of 70%. The staff are committed and are to be congratulated on the range and diversity of programmes offered.

##### **Horticulture**

Attempts are being made to grow a range of vegetables for use in the prison kitchen and in the NVQ Catering Bistro. This is a trend which the Board feels should be encouraged. The horticulture section has kept up the high standards it set last year, with the growing of bedding plants and the grounds being entered into the Doncaster in Bloom competition. Awards were gained in the following categories; Doncaster in Bloom 2012, Best Wildlife Sustainable Garden/ Silver Guilt Standard, and Business Premises, Gold Standard. However, the Board notes that the planned self-sufficiency programme has not met expectations and the growing of produce (particularly green vegetables) has been disappointing.

##### **Bakery**

Producing high quality bread and cakes for use in the catering sections this facility has given a number of prisoners the opportunity to gain employment on release. During the reporting year however, it has been beset with equipment and infestation problems which the Board raised and monitored closely. Both issues were dealt with satisfactorily.

##### **CIT (Construction Industry Training)**

This department comprises successful courses in Joinery, Painting & Decorating, Plastering, Bricklaying and Building Maintenance. During the reporting year additional courses in solar panel installation and water retention were introduced. All courses are well attended and produce work to a high standard. Within this Industrial Workshop area are further training facilities in Welding, Vehicle Maintenance and Industrial Cleaning, all enabling skills to be acquired for use on release.

##### **Railtrack**

A professional and well managed course allowing only prisoners who are clear of any drug or substance misuse to enrol. It is designed for prisoners close to the end of their sentence as there is scope for employment within the rail industry on release.

## **Waste Management**

Previous Board reports have criticised the prison management for treating this department as a forgotten area. During the reporting year however, there has been an improvement in the working environment with better indoor storage and handling facilities. The “ clustered link “ with HMP Moorland has also enabled a lot of work to be undertaken with re-cycleable waste.

The Board were also pleased to learn that four staff members of the department received their Level 4 qualification in Waste Management, the first staff in the prison service to attain this level.

## **5.5 RESETTLEMENT**

The Reducing Reoffending function is made up of the following departments:-

Offender Management

Public Protection

Resettlement Services

Programmes

Psychological Services

Accommodation

The essence of any resettlement programme is to equip prisoners for life outside the prison and ensure that the strategies offered are supported by well trained staff.

During the reporting year the OMU (Offender Management Unit) was reorganised into one single unit covering the proposed South Yorkshire Cluster and the performance over the last 12 months has been very good: the prison has a high achievement in KPT (Key Performance Targets).

After a difficult start to the year, due to some confidentiality issues with Market Testing the SYPS (South Yorkshire Probation Service) has provided a consistency of service. The backlog of Oasys (Offender Assessment System) completions has been eliminated. However the Board is concerned that there is still a problem with offenders arriving at Lindholme without a sentence plan in place.

All offenders are interviewed and are allocated an Offender Supervisor on arrival at Lindholme. They are also allocated a Case Administrator within 48 hours. This department supports the PID (Prisoner Information Desks) and provides information to ensure that the PID workers can signpost offenders to the correct Offender Management function and also supports the pathway and MAPPA (Multi Agency Public Protection Arrangements) process.

There has been an increase in the Release on Temporary Licence due largely to the opening of I Wing, (Cat D). Life sentence prisoners from both the Cat C and the Cat D Sites have undertaken accompanied town visits.

During 2012 four themed family days were arranged and were well received by all those that attended. Families have also been invited to attend sentence planning boards and programme feedback sessions. Encouraging family links has been identified as an area for improvement during 2013. This also encompasses SHELTER, and the prison has seen excellent results over the last twelve months.

## 5.6 SAFER CUSTODY

The Board considers that the Safer Custody Team has endeavoured to make progress during this reporting period with regard to ensuring the safety and security of both Staff and Prisoners at HMP Lindholme. Considerable efforts are made to ensure prisoners at risk of suicide and self-harm are identified and appropriate documentation (Assessment Care in Custody Treatment) ACCT is raised and monitored. During 2012, 154 ACCT documents were opened

The Prison runs a Safer Custody Meeting which meets monthly, to which a member of the Board attends as an observer. Members of the Safer Prison Committee monitor review and discuss incidents of anti-social or bullying behaviour and violence. Listeners and Samaritans attend on a regular basis.

The Board is concerned that during the course of the year meetings have been summarily cancelled or rescheduled at short notice. The result has been that people have been unable to attend. These problems appeared to have increased following the merged administration HMP Lindholme and HMP Moorland.

### Registered Safer Custody Incidents - 2012

Month	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Assaults/Fights	9	8	8	15	15	7	10	6	5	1	5	9
Harassment/Threats	10	17	13	24	29	20	30	28	14	25	35	20
Debt	3	2	4	2	3	1	0	3	4	0	4	6
Other	1	0	0	2	0	1	2	0	0	4	2	2

<b>Total Monthly Incidents</b>	<b>23</b>	<b>26</b>	<b>25</b>	<b>46</b>	<b>27</b>	<b>29</b>	<b>44</b>	<b>35</b>	<b>22</b>	<b>33</b>	<b>46</b>	<b>36</b>

### **5.7 SEGREGATION CARE & SEPARATION CLOSE SUPERVISION - CASU**

The Care and Separation Unit is a custom designed building with facilities to hold 23 prisoners.

Prisoners are removed from the main stream prison for either their own safety, having received threats from other prisoners, or for punishment for non-compliance when infringements of the Prison Discipline procedures have been committed.

Offenders who have broken prison rules are dealt with on a daily basis by a presiding Governor after careful consideration is given to the evidence presented. This is held in the adjudication room and is regularly monitored by a member of the Board. In cases where a prisoner feels it is necessary to appeal his case, this is referred to the case Work Unit. A Circuit Judge also attends each month and hears those cases a presiding Governor finds are of a more serious nature. Once again a member of the Board can be present.

The Board considers the unit is well run and supervised, with prisoners being accorded respect and treated in accordance with Home Office procedures. The conduct of Adjudications is a case in point. Prisoners who appear before the presiding Governor have the charge clearly explained as well as the procedure and every care is taken to ensure that the prisoner clearly understands his legal rights.

Prisoners who are detained in the Care and Separation Unit for more than 72 hours are automatically reviewed which is a process designed to monitor the welfare of the prisoner and to plan future decisions which would affect either his continuing confinement or transfer elsewhere. The Board has to be satisfied that the procedure is fair before we are prepared to support any decisions.

The Board is concerned that there is no documentation available to ascertain the average length of time prisoners are detained in the unit throughout the year, nor any analysis regarding the number of Reviews conducted during the year.

## **5.8 RESIDENTIAL SERVICES (includes Accommodation, Food, Catering and Kitchen)**

The prisoners are accommodated in ten separate Wings, comprising six converted RAF dormitories A-F and four new build Wings, G, J, K and L which is a small induction unit.

Significant improvements to A Wing shower and toilet facilities were completed in March 2012 and minor shower refurbishments were completed on D Wing.

In June 2012 there was a significant loss of power to J Wing and the CASU resulting in the closure of both units. Approximately 200 prisoners were relocated to other establishments including Lindholme Cat D site. The Board noted that the Staff carried out this exercise efficiently, decently and safely and are to be commended. Accommodation re-opened in early October 2012 after a complete refurbishment.

In addition there is a CASU (Care and Separation Unit) with a capacity to hold 24 prisoners in cellular accommodation.

Catering Staff have worked tirelessly to produce a quality menu that takes into account all requirements especially during religious festivals. A food committee including prisoner representation has been set up during the recording year.

The condition of the kitchen has occupied the attention of the Board for a number of years and as a result the prison service concluded that this facility was not fit for purpose. It is a tribute to the catering staff that despite their working environment meals have always been prepared to a high standard. It is particularly gratifying to this Board that after years of campaigning a new kitchen will be completed in April 2013.



## **5.9 CATEGORY D - OPEN SITE**

The Open Site is a Resettlement Unit primarily for Indeterminate Sentenced Prisoners. The purpose of the unit is to provide the offenders with a structured and supervised gradual reintegration into the community. The objective is that the prisoners leave with restored family relationships, accommodation and employment as well as the support and motivation to continue a crime free life style.

Each prisoner's progress is planned and supervised in accordance with an individual on-going multi-disciplinary assessment process.

The facility opened on 6<sup>th</sup> March 2012 on the site of the former Immigration Removal Centre which officially closed on January 31<sup>st</sup> 2012. This only allowed a very short period of time to carry out any refurbishments and to put into place the necessary management plans and regimes for a very different sort of establishment.

Prior to opening, a series of weekly Governor and staff meetings were held to plan and prepare for the opening of the unit. The Board and a member of the National Offender Management Service were invited to attend. The Board felt that the Governor certainly had a challenge to manage and organise the transition to a Category D establishment on what was considered to be insufficient and unrealistic funding.

Reservations were expressed concerning Category D prisoners working or using facilities on the Category C side. This included Education, Healthcare, Chaplaincy and Work places. The Board also recognised that when the site was opened it was not fully operational and that time was needed to build up resources, facilities, regime patterns and to establish good practice. Towards this end a Head of Open Sites was appointed to manage both Lindholme and Hatfield Category D establishments, the aim being to work together and share good practice.

Although some initial teething problems are likely with any new establishment, the Board observed problems on their Rota visits and additionally were concerned at the growing number of complaints from prisoners in the first three months.

A number of issues arose initially. One of these related to staffing and included the lack of a dedicated staff team and insufficient staff. The Board felt that some staff were perhaps unsure about their role in a Category D establishment and possibly needed time to adjust to the very different demands and skills required. Further issues concerned a failure to meet prisoners' expectation of a Category D Open site. These included the lack of facilities and purposeful activities, and what prisoners perceived to be lack of progress in getting them work opportunities both on and off the site. Prisoners were also concerned about having to access facilities on the Category C site.

The Board was able to arrange a special meeting with the Governing Governor on 1<sup>st</sup> August to discuss various issues of concern. This was a frank and full discussion. It was also clear that management were aware of some of the problems raised and were already initiating plans to address these issues.

Unfortunately two further difficulties arose in June / July 2012 which posed additional challenges to the management team. Unexpectedly a large wing on the Category C site closed and 54 Category D prisoners there were transferred to the open site in one day. It was always planned that the population would be incremental and this unprecedented influx of new prisoners could not have been predicted. This was managed exceptionally well and procedures were put in place to accommodate the increased numbers of both Determinate and Indeterminate Sentenced prisoners.

In July 2012, for security reasons it was determined that the prisoners would no longer have access to the Category C site. This meant that everything possible had to be facilitated on the open site, which at that time had limited work, educational and recreational facilities available.

### **Accommodation**

The unit is spacious and set in pleasant grounds with some fencing removed to give a more open appearance to the site. Rooms are large, freshly decorated and accommodate 2/3 prisoners. Single occupation is not possible unless there are special circumstances. The rooms now have new blinds, additional shelving, and storage furniture. Prisoners are allowed to personalise their rooms. Shower rooms are communal. On-going plans include provision of new gym facilities and a new multi faith room.

### **Population**

The facility opened in March with 9 prisoners, the plan being was to slowly build up the population over time and to gradually implement practice and procedures. By May there were still only 25 prisoners. The Population Management Unit was asked to address the low occupancy rate with a steady stream of prisoners until full capacity was reached, but this never materialised as requested. However, the transfer of the 54 Category D prisoners from the closed site in June resulted in an occupancy of 86 at the end of the reporting period.

### **Staff**

The staff shortage initially experienced and which included some sickness absence has now returned to the adequate numbers originally envisaged. An additional senior member of staff was seconded from Hatfield Open site to bring in his expertise. His brief was to give the staff confidence to manage the daily interactions with residents and be able to assist them with their questions/progress within the resettlement setting. It was decided that both Hatfield and Lindholme would adopt similar practice where appropriate and each site would use joint policies and paper work. Staffs received training and were able to observe procedures at Hatfield Open site and regular meetings were set up for staff to express their concerns.

Additionally forums were set up for prisoners to make observations as the site was newly opened.

This combined positive approach has enabled staff to move forward and to share good practice and learn new skills, although they are still on a learning curve.

### **Release on Temporary Licence and Work Opportunities**

ROTL Boards were held weekly from May onwards as prisoners became eligible. Staff have worked hard to bring on stream more work opportunities and voluntary community activities for the prisoners. Gradually more prisoners are going out for Resettlement Day Release to maintain family ties, to start work activities and to attend courses, all of which helps to assist their resettlement plans. Some prisoners have had Resettlement Overnight Licences for up to 3 nights which have been successful. Inevitably there have been failures when prisoners have not adhered to the conditions of their licence. These prisoners are reassessed and are usually relocated in closed prisons.

Work available on site includes cleaning, self-decoration, kitchen, PIDs (prisoner information desk), inductions, laundry, library and orderlies for wings, reception and gym. Gardening and grounds maintenance is offered in and around both Lindholme and Moorland prisons. Plans are now in place for the provision of poly tunnels and accompanying horticultural qualifications. There will also be additional classes for Information Technology and Virtual Campus.

Outside placements include Mencap, DHL Warehouse, Lighthouse, Doncaster Refurnish, Rotherham Furniture Plus, Sobriety projects, a local animal sanctuary and college courses. In-house activities include weekly visits from the National Careers Service together with the Beyond the Gate courses. The first course has been completed by 7 prisoners and 4 have continued for an extra week to obtain the certificate. The centre aims to have at least 50% of prisoners involved in outside visits, work and various activities.

The programme is designed to give prisoners a competitive edge and to be ready for the employment market whether they opt to go into further education, training, employment, or run their own business on release. Another course is planned. Regrettably this is the only educational programme available at the moment.

As more prisoners obtain work opportunities outside the prison the need for vehicles has increased. Two people carriers have been planned and drivers identified expressly to get prisoners to and from their places of work. There have been delays in procurement but these are now available.

### **Gym Facilities**

Prisoners use gym facilities on the closed site 4 evenings per week and the free weights area on site at any time.

### **Health Care**

Initially prisoners had access to nurse consultation on site, but had to use the full facilities on the closed site for access to doctor, dentist, optician and other services.

However, a suite of rooms has now been refurbished to provide a Healthcare Centre and this has been operational since August. A dedicated nurse is in attendance, but access for the doctor, specialist clinics and methadone supervision is still only available on the closed site and prisoners have to be escorted there which takes up valuable staff time. The Board

considers that some provision should be made for a doctor's attendance on site, albeit recognising that this may have to be an evening surgery.

### **Kitchen**

The kitchen is fairly modern and can cater comfortably for the number of prisoners. Prisoners pre-select food options and for those who are working out a pack up meal is provided and they take their hot meal when they return. A food comment book is available which the chef reviews regularly.

### **Library**

The new library opened in July. It is in a light, airy and pleasantly appointed room. Currently it is open on Monday evenings and Friday afternoons.

### **Religion**

Originally it was envisaged that prisoners would be able to access all religious and pastoral needs through the Category C establishment. When this ceased provision was made for ministers to visit the open site on a regular weekly basis. The original Chapel and Mosque have closed and a multi faith room is to be created. The Chaplaincy is monitoring and reviewing needs to ensure appropriate provision is made.

### **Visits Hall**

This is a pleasant room with good facilities for both adult and children visitors. Visits are allowed each weekend. A café bar has been set up and is run by two prisoners who serve refreshments to the visitors. In August the first victim and offender face to face meeting took place most successfully.

### **Conclusion**

**On reflection the Board feels that the unit opened before adequate provision was in place to accommodate the needs and expectations of this group of prisoners. In the Board's opinion there were predictable problems, not least the limited funding and the provision of sufficient trained staff which further added to the difficulties.**

**However the Management recognised the problems, courteously dealt with the concerns the Board raised and responded in a positive manner to rectify the situation. Within a very short time there were visible signs of improvement.**

**It is accepted that there is probably more to do as far as embedding processes are concerned and establishing good practice. Most importantly everyone is committed to achieving a safe environment for staff and prisoners, steadily improving facilities, seeking more employment opportunities and working towards reduction in re-offending.**

## **SECTION 6**

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### **CHAPLAINCY**

2012 has been a challenging year for the Lindholme Chaplaincy. In addition to normal duties the Chaplaincy Team has had to deal with three areas of concern and their possible impact on performance. These issues were Staffing levels, Market Testing of the Prison and the opening of a Category D establishment.

#### **Staffing Levels**

The year commenced without the Church of England Chaplain, having left to take up another appointment. Additionally the co-ordinating Chaplain, who held the post of Catholic priest, was scheduled to leave in February to take up work in a parish.

Due to market testing restrictions it was learned that the two vacant posts could not be replaced. This put a great deal of extra work on the remainder of the staff who responded superbly by giving more time and putting in additional sessions. Some extra sessional staff had to be recruited and the Imam has taken on additional hours. Not having a member of staff in a full time position to manage and lead the Chaplaincy on a day to day basis may have contributed to some difficulties in maintaining communication, continuity and consistency within the team.

#### **Market Testing**

This has brought about a degree of uncertainty. The possible merger of Lindholme, with Moorland and Hatfield prisons had implications of a joint chaplaincy team being formed between the three establishments. In fact two joint meetings were held and the intention was to host further joint meetings to look at the issues. These meetings ceased without any resolutions being taken forward.

#### **Category D Establishment**

Initially numbers of prisoners were very small but have been built up over the year to 86 places. It was envisaged that these prisoners could access all religious and pastoral needs through the Category C establishment. For security reasons this ceased and the Category D residents now have Chaplaincy access on their own Category D site. This is still being monitored and reviewed to ensure the most appropriate provision is provided.

The Chaplaincy staff carry out the usual statutory duties which include visits on a daily basis to the Care and Separation Unit and Receptions. Whenever possible they attend the regular daily Senior Management meetings. Small group sessions are held for prisoners which include Within the Walls, Rosary, Travellers' group and Bereavement themes. Regular services and provision is made for Baptist, Buddhist, Church of England, Free Church, Hindu, Jehovah's Witness, Jewish, Islam, Mormon, Roman Catholic and Sikh beliefs. Most special celebrations/feasts have been covered including MahaShrivatri, Holi Day, Vaisakhi, Ascension Day, Easter, Pentecost, Buddha day, Ramadan, Eid, Diwali, Birthday of Guru Nanak, Remembrance Day and Christmas. On World Suicide Prevention Day there was an opportunity to light a candle in remembrance of everyone who has tragically lost a loved one.

The Chapel has had some refurbishment and redecoration. A small quiet room is being created for those staff wishing to meet with chaplains and for those wishing to have some time for personal meditation. Additionally time has been spent in reorganising and updating library books which are now systematically shelved for ease of access.

The Chaplaincy has had regular monthly meetings but unfortunately attendance by senior management has been rare. This is possibly due to the redeployment of managers and the increased work load of governors in connection with the bid process. This has brought about some delays in decision making and sadly has resulted in the Chaplaincy members feeling undervalued. This is such a pity as their work is very specialised, providing religious succour, comfort and pastoral care to men who find themselves in what may be difficult and unfortunate personal circumstances.

The year ends on a positive note with the appointment of a Resettlement Governor who, whilst based at Moorland, will have overall management of the Chaplaincy teams.

The Board would like to congratulate the Chaplaincy team for their perseverance and tenacity. Given the staff shortages and the uncertainty of the future, they have rallied and worked together throughout the year maintaining a comprehensive programme with few cancellations.

## **SECTION 7**

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### **THE WORK OF THE INDEPENDENT MONITORING BOARD**

The Board currently comprises 12 Members.

Each week two members of the Board undertake a clearly specified Rota Visit. A system is followed which reflects the scale and variety of the areas visited and the need to record effectively and objectively members' findings. Such activities bring members of the Board into direct contact with both prisoners and staff.

Prisoner applications and CASU reviews are carried out by two different members each week on a Rota basis.

A Board Meeting is held every month at which salient points and concerns are discussed with the Governor or a member of the Senior Management Team. The involvement of members at meetings allows the Board to operate as a cohesive team. Provision is always made for the training of Board Members to be 'factored' in as required.

Certain areas of the prison are designated as being of "Special Interest" to which individual Board members are assigned. Members also attend selected prison committees as observers. Any concerns are noted and brought to the attention of the Governor at Board meetings. In addition the Board decided to pay extra attention to the DHL Workshop, Waste Management section and the newly formed I Wing ( CAT D ).

Board Members are also required to attend any major incidents which arise in the prison and act as impartial observers. The number attended during the reporting year was 9.

The decision to change the status of the Cat C Prison into a full Working Prison, the opening of a Cat D facility and the overriding process of Market Testing, presented the Board with new challenges requiring some different monitoring methods. If the Board is to be equipped to monitor the prison in a manner which informs all interested parties, the need to review and amend procedures is an essential requirement. This demands of the Board increasing attendance at the prison and it should be noted additional time spent at home on prison work.

The Chairman is mindful of the time and commitment given by Board members in their voluntary role, particularly in view of the additional challenges during the reporting year and

wishes to record his grateful thanks to them for the assistance and support they have given him.

**The IMB is a voluntary organisation. If anyone reading this report feels they would be interested in a role with our Board, please contact the IMB clerk at HMP Lindholme – Tel 01302 524700**

## **7.1 BOARD STATISTICS**

<b>Board Statistics</b>	
Recommended Complement of Board Members	18
Number of Board members at the start of the reporting period	13
Number of Board members at the end of the reporting period	12
Number of new members joining within the reporting period	-
Number of members leaving within the reporting period	1
Total number of Board meetings during the reporting period	12
Total number of visits to the Establishment	531
Total number of segregation reviews held	251
Total number of segregation reviews attended	220
Date of Annual Team Performance Review	Nov 2012



## 7.2 IMB APPLICATIONS

Code	Subject	Year 2011	Year 2012
A	Accommodation	9	2
B	Adjudications	6	2
C	Equality & Diversity (including religion)	11	3
D	Education/employment/training Inc. Incentive & Earned privilege	31	25
E.1	Family/visits including mail and phone	1	17
E.2	Finance/pay	10	15
F	Food/kitchen related	2	8
G	Health related	40	21
H.1	Property (within current establishment)	40	25
H.2	Property (during transfer/in another establishment)	10	8
H.3	Canteen, facilities, catalogue shopping, Argos	1	16
I	Sentence related (inc HDC, ROTL, parole, release dates, re-cat etc.)	42	16
J	Staff/prisoner/detainee concerns inc bullying	12	2
K	Transfers	38	21

L	Miscellaneous	43	35
	Total number of IMB Applications	296	216
	Of total number of IMB Confidential Access was:	11	12

## APPLICATION MONITORING

2012 - 2013

Location	J	F	M	A	M	J	JY	A	S	O	N	D
A	0	0	0	2	2	0	2	1	0	1	0	0
B	0	0	2	2	1	0	0	0	1	0	0	2
C	1	1	1	1	1	1	0	2	1	1	0	0
D	2	0	2	2	1	0	0	0	1	1	0	0
E	3	1	1	0	2	1	1	1	0	1	5	0
F	2	0	0	2	0	0	0	0	1	0	1	1
G	8	2	5	3	2	6	3	10	6	1	0	0
H	0	0	1	0	0	0	0	0	0	0	0	0
I	0	0	1	1	0	0	0	4	0	2	0	1
J	2	0	3	1	4	1	0	0	0	7	4	4
K	5	3	1	2	6	5	7	8	4	5	3	4
L	0	1	6	0	0	2	5	2	3	0	0	0
Casu	2	1	2	1	1	0	0	0	0	0	2	0
<b>TOTAL</b>	<b>25</b>	<b>9</b>	<b>28</b>	<b>12</b>	<b>20</b>	<b>16</b>	<b>18</b>	<b>28</b>	<b>17</b>	<b>16</b>	<b>15</b>	<b>12</b>

## APPENDIX 1

### IMB Lindholme Record of Areas Visited From February 2012 - January 2013

	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Total
<b>CASU</b>	6	7	3	4	4	7	6	5	5	3	2	4	<b>56</b>
<b>Adjudications</b>	1	1	1	1	3	2	4	3	3	2	2	2	<b>25</b>
<b>Kitchen + Compound</b>	4	4	3	3	4	5	5	7	4	2	3	4	<b>48</b>
<b>Cat D Open – I Wing</b>	4	4	5	2	4	2	3	3	5	5	2	2	<b>41</b>
<b>Healthcare</b>	2	4	2	3	2	2	1	1	3	3	1	1	<b>25</b>
<b>Zone 1</b>	1	2	1	2	0	2	1	1	1	0	1	1	<b>13</b>
<b>Zone 2</b>	2	1	0	2	0	1	1	1	1	0	0	2	<b>11</b>
<b>Zone 3</b>	1	3	1	1	1	1	1	1	2	1	2	2	<b>17</b>
<b>Zone 4</b>	1	1	0	1	1	0	1	1	1	1	1	1	<b>10</b>
<b>Zone 5</b>	1	2	1	1	1	0	1	1	2	1	0	2	<b>13</b>
<b>Zone 6</b>	1	1	0	0	0	1	1	1	2	1	0	0	<b>8</b>
<b>Zone 7</b>	1	2	1	1	0	1	1	1	2	0	0	0	<b>10</b>
<b>Zone 8</b>	1	1	1	2	1	1	1	2	1	1	1	1	<b>14</b>
<b>Waste Management</b>	1	2	1	1	1	2	0	1	3	1	2	2	<b>17</b>
<b>Gym</b>	1	1	1	1	0	0	2	0	1	1	1	1	<b>10</b>
<b>DHL</b>	2	2	0	3	0	1	2	1	2	1	2	1	<b>17</b>
<b>Prisoners Reception</b>	2	0	3	2	1	1	2	1	2	0	1	1	<b>16</b>
<b>Visitors Centre</b>	0	0	1	0	1	1	0	0	0	0	1	0	<b>4</b>
<b>NVQ Catering/Bistro</b>	3	3	0	4	4	1	5	4	3	4	1	3	<b>35</b>
<b>Security Department</b>	1	0	1	3	0	2	1	0	3	1	2	1	<b>15</b>
<b>A Wing</b>	0	1	0	2	0	1	1	1	0	1	0	0	<b>7</b>
<b>B Wing</b>	1	0	1	1	0	0	1	1	0	1	1	0	<b>7</b>
<b>C Wing</b>	0	0	2	1	0	0	1	1	0	0	1	1	<b>7</b>

<b>D Wing</b>	1	1	1	1	0	1	1	0	0	0	1	0	<b>7</b>
<b>E Wing</b>	1	1	1	0	1	1	0	0	0	0	1	0	<b>6</b>
<b>F Wing</b>	1	1	1	0	1	1	1	0	0	0	0	0	<b>6</b>
<b>G Wing</b>	1	1	2	2	1	2	4	2	1	3	2	0	<b>21</b>
<b>J Wing</b>	3	1	1	1	1	1	2	3	2	1	0	2	<b>18</b>
<b>K Wing</b>	2	1	1	1	1	1	3	0	2	1	0	0	<b>13</b>
<b>L Wing</b>	2	3	0	2	1	0	1	1	1	0	0	0	<b>11</b>
<b>Other Areas</b>	1	0	2	2	0	1	1	0	0	1	2	1	<b>11</b>
<b>Grand Total</b>	<b>49</b>	<b>51</b>	<b>38</b>	<b>50</b>	<b>34</b>	<b>42</b>	<b>55</b>	<b>44</b>	<b>52</b>	<b>36</b>	<b>33</b>	<b>35</b>	<b>519</b>