



THE INDEPENDENT MONITORING BOARD

at

**HM PRISON
PRESTON**

ANNUAL REPORT

1st April 2010 – 31st March 2011

**For Presentation to the
Secretary of State**

STATUTORY ROLE OF THE INDEPENDENT MONITORING BOARD

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

The Board is specifically charged to:

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

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

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

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

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SECTION 1: DESCRIPTION OF PRESTON PRISON

HMP Preston is a predominantly Victorian radial Prison, constructed between 1840 and 1895, although the site has been occupied since 1790. During this period it has fulfilled a variety of roles, including use for military purposes, and more recently as a Category C Prison. Today it operates as a Category B male local Prison, serving the Courts of Lancashire, holding male offenders aged 21+ who have been remanded in custody, are awaiting trial, or allocation to another Prison after sentencing. It is situated on a very confined site near to Preston city centre, and experiences all of the difficulties typical of this style and age of establishment. The Prison's Mission Statement explains its vision to be the 'best local Prison within the public sector Prison Service', committed to 'working in partnership with the local community to protect the public, and reduce re-offending by holding in a safe and secure environment those committed to it by the Courts'. In all that it does the prison aims to 'deliver decency and care in a safe and secure environment'. After recent progress, Preston has changed Category from a Cat B Local Old Building to Large City Centre Male Local and has achieved Band 3 out of a possible 4 bands with Band 4 being the highest and Band 1 the lowest and 3rd out of 11 behind Hull and Leeds. This demonstrates the hard work done by all Staff and Partners, well done to all! Preston Board reiterates its belief that Preston is a decent, caring and well managed institution.

Prison Roll: at the time of this Report (April 2011), the Prison Roll averaged around 757 with an Operational Capacity of 91.7%.

Prison Facilities: A very busy and successful year has again ensued at Preston. Despite the age of the building the Works department met all targets for cyclical maintenance and repair.. However as of last year, we do not observe much improvement in the general cellular accommodation standards for the prisoners, and our criticisms of last year still have validity, though we are pleased to see that a very noticeable programme of re-furbishment and up-grading has continued, and that so many of the areas of the prison are much smarter and welcoming. In pursuit of the Decency agenda, the Governor continues rigorous set of criteria concerning the display of offensive or inappropriate material in cells. The acquisition of funding to refurbish the portacabins previously used for Visits has seen a vast improvement in office accommodation for Probation, Offender Management Unit, CARATS OCA etc and brought these Groups within the same area which does aid communication. The distribution of Wings has continued in the same format since last year. '**A' Wing** has a mixed population of convicted, trial and remand prisoners, and also includes the Segregation Unit (A1), and the A2 Landing, designed to offer enhanced levels of care and supervision to those prisoners in need thereof. This landing has proved its worth in assisting prisoners to integrate in to the main prison regime; in particular we approve of the addition of a Senior Officer from Healthcare to the core staff as part of this process. '**B' Wing** has the most diverse population, but is well managed and, in

general we feel that problems with bullying as reported previously have been diminished.

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

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

'D' Wing houses the First Night Centre which is mentioned elsewhere in this Report. **'F' and 'G' Wings** house those who are employed within the Works Department and Kitchen facility.

Domestic and Official Visits Centre: This facility has proved a massive improvement on the old portacabins and visitors can now meet prisoners in civilised and airy conditions, and it is well used and appreciated. It is also pleasing to report that Visitors Reception has now been integrated into the building and the old reception is utilised as training rooms Overall this is a great and valuable improvement and facility for Preston.

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

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

Partner Agencies:

Healthcare: Healthcare is delivered by the Central Lancashire Primary Care Trust with Mental Health being the responsibility of the Lancashire Care Primary Care Trust, however at the time of this Report we are aware that changes are afoot and hope that there is adequate consultation with those "on the ground"

Education and Training: provided by staff from Manchester College.

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

It is a matter of concern that we are informed that, with financial cutbacks there is a risk that these Agencies may reduce, or even pull out, of their much needed input and the Board will be monitoring this area.

SECTION 2: EXECUTIVE SUMMARY

1. An overview of the Prison April 2010-March 2011:

The Civil Service continues to go through significant structural reform to enable the required financial savings to be achieved, as required by the Government. The Ministry of Justice continues in its drive to streamline services and Preston has seen many changes to the regional based support teams during 2010, with changes to the DOMS and Regional Managers.

The Prison Service introduced a programme of specification and benchmarking in July 2010 as part of its efficiency drive. This work is being led by one of the DPSM's (Developing Prison Service managers) and is overseen by the Deputy Governor; some of this work may inform efficiency savings going forward into 2011/2012. The Governor and SMT have delivered savings with no adverse impact of 1.2 Million being removed from budget during this year. These savings were identified as part of local consultation with staff and union groups. The Governor continues to communicate with staff in explaining the financial position and local impact on employment. Whilst Preston has delivered on its savings plans for 2010/2011 and has reduced some staff numbers, surplus staffing remains minimal and ongoing support is provided.

Preston successfully introduced the DPSM posts following the closure of the PO grade. This was a significant change to the daily operational management, however it was implemented with minimal disruption to prisoners, staff, regimes or performance. The Prison Service implemented the new Prison Officer 1 & 2 roles in 2010 however to date, Preston has not yet employed any of the new grades, with vacancies being filled through transfers.

The NW region was identified to review the HRBP model, specifically in relation to the cover required in each establishment. Following work completed by a project team which included the HRBP for Preston the regional manager approved a regional based model. This resulted in Preston having a HRBP resource shared with Buckley Hall and Kirkham. These changes commenced from 1 January 2011 and work continues to embed the new HRBP model and the wider HR operating model for the service.

Preston was successful in obtaining a Bronze award in Investors in People, a first for the Prison Service and a clear demonstration of the Investment in staff locally and the ongoing improvements to its People Strategies.

Industrial relations have remained positive throughout was has been a challenging year with significant changes to budgets and some reductions to target staffing levels. The senior management team and local union groups attended a development workshop hosted by ACAS to help build on already positive joint working practices. This is clear evidence of the joint commitment to work together in consultation.

Some of the work completed in 2010/11 is laid out in this report and highlights local initiatives that will assist in providing a more stable and supportive working environment for staff at HMP Preston.

The People Forum

The People Forum has been established and continues to drive local people strategies. The forum has assisted with providing staff with an additional way to voice their concerns and for management to provide feedback on a range of people issues. The group is made up of various grades includes representatives from staff and partnership agencies, acting as advocates for people issues. It is evident that the forum has been instrumental in delivery of the 2010/2011 People Plan.

Governor's Consultation

The Governor and SMT have clearly demonstrated their commitment to develop Preston through a consultative approach. During 2010/2011 there have been various exercises:

- Functional Improvement planning days for all staff
- Managers Development Days
- Introducing local managers forum
- Monthly staff consultation meetings with the Governor
- Listen to Improve exercises
- Monthly Group meetings
- Consultations on efficiency savings

Management Development

Following on from last years success further development days were hosted by the Governor, Deputy Governor and HRBP focusing on challenges ahead, achievements

and development needs with a managers development plan being implemented throughout the year.

Performance Recognition

Efforts continue to drive Performance Recognition and increase local engagement. The data provided to the Equal Opportunities Committee demonstrates that there has been an increased number of awards presented during the year to a wider range of staff including partnerships. This is a key objective under the local People Plan for the forth coming year.

IIP Bronze

Preston was successful in achieving IIP Bronze status in March 2010, the first Prison in the service to obtain a higher level. **This was achieved through the formulation of an action plan which was initiated utilising HMP Preston's greatest strength, its people:**

- Completion of the Learning & Development - SAR (Self Assessment Report) Recognised through the National HR Awards.
- Functional Business Planning days- Involving over 150 staff
- Roll out of Managers Bi-lats
- Targeted local investment- staff facility improvements
- Series of Managers Development Days
- Industrial Relations development initiatives
- Monthly Governors consultation events
- Launching Employee Expectations document
- 360 assessments
- SPDR focus events
- Improved staff induction programme
- Local provision of Managers development events
- Outdoor Team Development events- with a focus on integration of partnership working
- Increased profile for staff recognition
- Promoting My Leadership Potential

An excellent achievement by all at Preston which provides recognition of staffs continued efforts to take Preston forward, through investing in employees and partners. This work will no doubt continue to be taken forward in the next business year. In last year's report the board commented on the positive culture that exists at Preston. Thanks to the Governor, the SMT and all grades of staff it continues to flourish, well done all.

HRBP Changes

Following the introduction of the HR business Partner role the HR model had been left to develop primarily under the charge of individual establishments, leading to differing

service levels across the estate. In an attempt to address the perceived service issues and ultimately reduce costs the NW region was selected to pilot a revised HR operating Model. From early 2011 the HRBP numbers were reduced by 50% across the region with the remaining 6 staff taking responsibility for all of the NW jails supported by the Field Based Team and the Shared Service Centre.

Preston lost its HRBP post although the Functional post and linked residual work was still required to be completed. The Governor successfully submitted a business case to recruit someone to complete this role, now named Head of Change, Communications and Performance. This post will hold responsibility for Change Management, Communications and Performance and also functional responsibility for Fire, Health & Safety, HR Admin, Litigation, Performance, Training, Diversity and CRU.

2. Issues for the Minister:

Imposed budget cuts and savings in expenditure: As last year, the Board feels it important to highlight the above issues and bring their concerns directly to the Minister's attention. In the last 2 year's reports we commented on the state of the public purse, (if only we had known had bad it was to get) and that Preston had risen to the challenge of making additional cuts to what was an already massively trimmed budget and felt at that time that Preston must be close to the stage where there was no more fat to cut out without putting operational safety and decency at risk. It would be criminally remiss of us therefore not to point out to the Minister our grave concerns at this latest round of imposed cuts and reductions in budget spending. We believe that the price will be to put at serious risk the quality of prisoner care and safety not to mention decency, that the inmates at Preston have grown used to over the years not through excessive support from NOMS but through the sheer hard work and determination of dedicated staff and management at Preston. **These latest cuts and savings will, we believe, leave staff exposed to the possibility of not being able to deliver a safe and satisfactory programme for the prisoners in their care. This will not do!**

SECTION 3: MANDATORY REPORTS

1. Diversity: to include both REAT and DEAT. For a local prison with its transient population, the efforts put into Diversity in all its forms is commendable. Both meetings are usually well attended and presided over by the No 2 Governor; this gives status and sense of importance. Thanks to the work of nominated officers the various aspects of Diversity are thoroughly covered, and reported on at each meeting. In addition to what one might term the main - stream issues, efforts are being put into looking after veterans and the older prisoners. There is always the challenge of ensuring that the list of prisoners with some form of diversity need is up to date and, work is being done to improve the exchange of accurate information between the various parties involved in the prisoner reception process. It is accepted that the number of prisoners is under reported but there is little that can be done as the staff are reliant on the prisoner admitting that he has some special need or challenge. A small Gay prisoner's forum meets regularly,

and one of the members of the group made an interesting presentation to the DEAT committee about the issues faced by prisoners of non heterosexual orientation. Race Relations issues are handled with great sensitivity and it is to the credit of the general ambience created in the prison that the number of RIF (Racial Incident Forms) is very low.

Foreign Nationals: Preston has had 152 Foreign National Prisoners (FNs) in the prison over the last twelve months. 35 have been held with an Immigration Warrant on them. 34 were confirmed to be British or hold dual nationality having been born in a foreign country.

75 out of the 152 have either been deported or removed to an Immigration centre whilst 3 have been granted Temporary Admission to this country or have received indefinite leave to remain here.

Currently Preston has 30 FN's in residence, of which 5 are detained beyond their Criminal Sentence pending Deportation or their appeal against deportation. In addition 9 are being held on Immigration and Criminal Warrants.

Regular visits have been made by the UK Border Agency and Immigration Authority, which are not always appreciated by the prisoners but certainly are by the Foreign Nationals Officer.

In accordance with HM Inspectorates wishes of last year, the prisoners are spread out on the wings rather than being situated on just the one wing.

The Foreign Nationals Officer is dedicated to his work which is often onerous and he does his job with efficiency and a calmness that helps keep problems to a minimum.

2. Education and Learning and Skills:

Two particular innovations are worthy of mention:

The Short Sentenced Prisoner Pilot scheme: this is aimed at those sentenced to under 12 months. The system usually cannot engage with them either in terms of education or rehabilitation, yet many are prolific offenders and regular residents in Prison. The scheme will be rolled out in April and Preston has been chosen to represent the NW in this pilot scheme. In co-operation with the community based Revolution programme, the Prison and the local police will work together in identifying recurrent offenders – relatively small scale felons but annoying to the community to a disproportionate extent. 50 such men will be prioritised on admission to the Prison; the normal induction programme will NOT be undergone (after all many of them already know it by heart!), but only those aspects will be covered that are relevant to the perceived needs of the prisoner. In a way these targeted men will be given a mini sentence plan (OASys); this is a significant change as any prisoner serving less than 12 months would not normally have as such a personalised plan in place. The prisoner will have an individual case manager inside and a Mentor outside through agencies like ACE. This will be (has to be!) resource neutral and is being led by the Deputy Governor. This must be commended as something practical designed to help stop the revolving door of prison.

Creation of a Virtual Campus: this will enable prisoners on OU type courses to continue their study. External web sites with educational access only will be used. In

addition the software can be used for Resettlement work as prisoners will be able to access the Job Centre web site in advance of their release from prison, thus enhancing the chances of access to job interviews. More importantly, it is a small step towards introducing prisoners to the real, internet - based world, a knowledge of which is almost de rigueur for the modern employee.

3. Healthcare and Mental Health In-Reach:

The Healthcare Department continues to provide a wide variety of services ranging from GP's, Psychiatrists, substance misuse Specialist GP's, Counsellors, Opticians and Podiatrists to Registered General and Mental Health Nurses and support workers. NHS Central Lancashire is meeting the physical and mental health needs of the prison population, working in partnership with the prison and outside agencies.

To note for the future, (from April 2011 the provision of healthcare services changed provider from NHS Central Lancashire to Lancashire Care Foundation Trust). The change of provider has occurred following decommissioning of PCT's nationally and the need to continue providing equitable health services for prisoners. As part of the transition to the new provider, the healthcare department will be undergoing a full service review and management restructure.

The purpose Healthcare Centre opened in 2006 with a CNA of 30 and serves both the prisoners of Preston and provides 12 regional beds in which other North West prisons can access based on clinical need. There are both physical and mental health in-patient departments as well as a primary care team based in the main prison, a drug dependency unit, a dental suite and various clinical rooms which offer:

Sexual health and BBV screening

Chronic Disease (diabetes, Asthma, Epilepsy, CHD, Palliative Care)

Leg Ulcer management

Dressing's clinic

Well Man clinic

Older Person's clinic

Physiotherapy

Continence advice

Phlebotomy clinic

Smoking cessation

Mental Health services consist of the Primary Care Mental Health Team which is a team of Nurses, Graduate Workers who provide CBT, mental Health OT, counsellors and administration support. The Primary Care Mental Health Team works in partnership with the Mental Health In Reach team who are historically commissioned by the Lancashire Care NHS Trust. The change in the provider of healthcare services will see the merger of the two mental health teams and a more streamlined management and referral process. This team will be managed by a single Mental Health Lead.

SUPPORT SERVICES

There are many support services such as a full time Dental service in brand new purpose built, fully equipped dental surgery. Forensic Psychiatric services from Guild Lodge are contracted to provide six sessions a week. Opticians and Podiatrists both provide two sessions a month and physiotherapists provide clinics when required.

The Tele-Medicine contract which links to over 50 hospital consultants continues to provide assessment, treatment and referral for health conditions. Currently, the Tele-Med is being used to reduce the need for prisoners to attend outside hospital appointment and reduce the waiting time which a prisoner would normally wait for an external appointment. All hospital consultations now go through Tele-Med. The uptake of Tele-Med at HMP Preston is not what was initially thought as the majority of unplanned appointments are due to conditions which cannot be treated via Tele-Med or are urgent in nature.

4. Safer Custody and Suicide Prevention:

There have been no self-inflicted deaths in the reporting period.

The Safer Preston team continue to work hard at making Preston Prison a safer place to live and work.

The committee meets each month.

An IMB member has attended most of the meetings and always been made most welcome.

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

A total of 440 ACCT documents have been opened during this reporting period.

The Chaplaincy plays a major role in the ACCT review team.

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

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

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

A total of 269 self-harm incidents took place during the reporting period.

The violence reduction action plan is reviewed at most meetings.

Violent incident investigations are reviewed and any lessons learnt identified. Appropriate action initiated when necessary.

Cell share risk assessment interviews and reviews take place as appropriate.

Feedback from the Prisoner Consultative Committee is received most months.

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

5. Segregation Unit:

The Segregation Unit at HMP Preston is very well run with experienced, dedicated and caring staff. Inevitably, being in a local prison, the Segregation Unit staffs have to manage a number of disturbed and violent prisoners. The professionalism and care with which the staff deal with the dirty protests, bizarre behaviour and aggression of

the prisoners, is much to be admired. Although we are optimistic that the forthcoming changes to mental health provision in the prison by the NHS will improve things, we are nevertheless still concerned at the number of disturbed prisoners that end up having to be segregated.

USE OF FORCE

A Board member closely monitors the use of force and attends the C & R Committee meetings. There were 189 incidents of C & R in the reporting period giving an average of just over 15 per month which is relatively low per head of population for an inner city local prison, a significant number of which were used to put prisoners onto transport when refusing to transfer. Importantly, hidden within these figures, there are a considerable number of prisoners restrained to prevent them harming themselves which is a very positive use of force.

The use of Special Accommodation has declined markedly as staff on the Unit successfully de-escalates situations. There has only been one use of the special cell in the first quarter of 2011 and only 5 in all of 2010. Almost all incidents lasting less than an hour. Almost all statistics are discussed at each Board meeting. The Board believes that the use of force is very well managed at HMP Preston.

C & R TRAINING

Whilst C & R refresher training is on target at 82%, there is a problem of having a large percentage of staff with their refresher date in the month of March, making it difficult to fit in. There are 39 staff who have had the C & R advanced refresher training but, as a number of staff have withdrawn from Tornado, there needs to be a recruitment drive to maintain the Tornado commitment shared with HMP Kirkham. Staff need to be reminded of the reciprocal benefits of the Tornado arrangements.

C & R training is held in the Sports Hall and whilst this is better than nothing, would benefit from a matted facility with better acoustics which could be available for longer training sessions.

TRANSPORT

There should be a vehicle available at the Prison to transport a Tornado team at very short notice. On a recent Tornado deployment to HMP Haverigg staff had to travel in their own cars.

ADJUDICATIONS

Adjudications are actively monitored with Board members regularly attending as observers to reassure ourselves that adjudications are held fairly and then the punishments awarded are appropriate. Adjudication statistics are discussed at each Board meeting.

The Board is content that segregation and force are used proportionally and are properly managed and that staff carry out their roles commendably in often difficult circumstances. As we look forward we are concerned at the possible effects of financial cuts on prisoners and on staff morale and how this may affect prisoner/staff

relationship. There is also the prospect of Young Offenders being integrated into the prison this summer and potential problems that may bring.

SECTION 4: AREAS OF GOOD PRACTICE AND AREAS OF CONCERN

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

1. Prisoner Consultative Committee: This committee goes from strength to strength and under the excellent chairmanship of the Residential Governor, continues to be a more than useful means for communication between Governors and Prisoners. It is held once a month and is attended by various heads of departments on a regular basis. Concerns are listened to and are either settled there and then, or are deferred to the next meeting. Changes which have been made, or are scheduled to be activated, are reported or reasons given for why suggested changes cannot be implemented.

The committee is also a useful forum for the governor and other parties to inform inmates of pending alterations to the regime, canteen menus, security, visits etc. Representatives from every wing are present and all take part in any discussions in a meaningful and positive way. The minutes are placed on the wings shortly after the meeting and the wing representatives will be available to answer any queries and to collect views and suggestions. A member of the IMB is always present, who will report on the committee's work and is open to any suggestions from prisoners. It would seem that this committee has had some effect in reducing the number of Board Applications being received.

2. The Supply Reduction Team: Again another year on and not withstanding cuts to the team, once again it needs to be said that the officers working in the dedicated search team, acting on the excellent security information and the vigilance of those working in correspondence, continue to make significant inroads on the availability of mobile phones and drugs in the Prison, to the benefit of all. Well done!

3. Family Days: It is important links are maintained between the prisoner and his family and we commend the work which has gone in to providing these very successful Days which we are sure are appreciated by all who attend and would like to commend all the often un-sung work that goes into the planning and staging of these important events, involving a great deal of commitment by staff to the families and prisoners attending.

4. Chaplaincy: The team has worked well in spite of two members suffering health problems during the year. Some have not taken holidays in order to cover duties. About a third of their time is taken with Safer Custody and dealing with the ACCT process.

The Victim Awareness course is running well, the Multi-Faith room is being developed, Roman Catholic, Muslim and Free Church studies are now run for both vulnerable and non-vulnerable prisoners. There is considerable pressure on the Chaplaincy Staff,

demands of younger prisoners coming into the prison and cut backs in health provision.

5. FNC: The "First Night Centre" continues to maintain the high standard which enabled it to win a Butler Trust Award a few years ago. Since then the number of prisoners coming into Preston has increased considerably, putting a much increased strain on the available facilities but the staff in spite of the heavy work load have coped well. An excellent and comprehensive "First Night Assessment" questionnaire is used together with a useful and informative "Induction Companion" which is issued to all prisoners on arrival. The recently renovated old kitchen site is used for induction purposes in as relaxed a situation as possible.

6. Substance Misuse Committee: This is a well attended meeting by representatives from all areas of the prison. It is of significance that in the last few months, the numbers of positive tests have decreased to the lowest level seen, for some considerable time. This is due to continuing vigilance of staff and the search team. Alcoholics and Narcotics Anonymous are both active and provide a positive avenue for prisoners to address their addictions. The Drug Dependence Unit, together with CARATS, work with a considerable degree of dedication towards prisoners, especially for "first nighters". There are a lot of misgivings, shared by the Board about the present system of methadone maintenance. Whilst this is useful for treating prisoners in the early stages of imprisonment continuing high dosages for considerable periods of time is not seen as really helping anyone to come to terms with their addiction. There is also a high cost to staff time in supervising treatment. The whole system/medication process should be reconsidered.

The following areas cause the Board concern:

7. Prisoner Reception Area and the Gatehouse: Yet again we are only too well aware that in raising this subject year after year we could be criticised for unoriginality, and accused of failing to move on. However, we cannot accept this criticism as absolutely nothing appears to be planned to improve two key areas of the prison, our annual pleas fall on the deafest of deaf ears, and we have yet to receive anything like a constructive or reasoned response. It is not as though we are alone in this concern; HMCIP in its August 2009 report stated "Preston does not deserve the quality of reception area and service that it has. Its success and operating ability is entirely due to its dedicated and capable staff". There is no reason to go into any more detail as our arguments have been well presented in the last three years' Reports to my knowledge. Suffice to say that neither of these areas is anywhere like 'fit for purpose' and in our opinion cannot go on being disregarded ad infinitum. Issues of decency, humanity and staff and prisoner safety are involved here. **Receiving Prisoners in and out of Custody is a Local Prisons core work, these facilities do not meet the expected standard given the prisons role!**

8. Continued imprisonment of Foreign Nationals beyond their sentence completion date: Places at Immigration Centres continue to be not readily available for foreign nationals at Preston it would seem. Maybe it's a case of the

numbers involved but regularly we still have prisoners who have serious and valid family related reasons for a move to an Immigration Centre yet the system seems to be so sclerotic that it can do nothing for them. For how long are we (and the staff working with foreign nationals) to be expected to counsel patience? We repeat what was said last year and the year before. This is probably one of the most irritating replies one is forced to give in a prison, and I wonder how many of us would find ourselves with sufficient reserves of that commodity to sit back and take it. We are in breach of the rules yet can do nothing about it. This is highly unsatisfactory.

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

SECTION 5: THE WORK OF THE INDEPENDENT MONITORING BOARD

During the reporting period the Board held its 12 statutory monthly meetings. Each time either the No1 Governor or his Deputy joined us and gave a detailed report of the previous month; as of last year, the attendance averaged 87% of the membership. At some meetings we were pleased to have a member of the Senior Management Team as our guest and this has helped publicise the work we do, as well as helping the understanding of our role in the Prison for both staff and prisoners. **Our monitoring role** was carried out by Rota visits, by taking

Applications, by seeing every prisoner on Rule 45 and attending the weekly review of his case, as well as by attending a wide range of meetings as observers. In the reporting period 48 **Rota visits were carried out**, and conducted in groups of two. Each member takes a particular interest in one aspect of the Prison regime and reports back to colleagues on a regular basis. Additionally, Adjudications, by both Governors and the District Judge, were witnessed, ACCT (Assessment, Care in Custody and Teamwork) document reviews attended from time to time, and Resettlement Exit interviews observed. We were regularly in attendance at the Prisoners' Consultative Committee. Although it is impracticable in a busy local prison for the Board to be represented at the daily induction sessions, we have an entry about our role in the Induction Booklet given out to each prisoner on reception. The Chairman meets each month with the No1 Governor. We were pleased to be represented at the very successful Family Days, and it is common practice at Preston for IMB members to make 'non-duty visits to the Prison, additional to the visits required to carry out their Rota duties, and this commitment is reflected in the high number of total visits to the Prison over the reporting period as seen in the table below:

Recommended complement of members	17
Number of Board members at start of the reporting period	13
Number of Board members at the end of the reporting period	14
Number of new members joining in the reporting period	3
Number of members leaving within the reporting period	3
Number of attendances at meetings other than Board meetings	450
Total number of visits to the Prison including all meetings	576
Total number of Applications received	361
Total number of weekly Segregation Reviews held **	52
Number of Segregation Reviews attended by the Board	56

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

APPLICATIONS: 159 visits to the prison were made by members of the Board to deal with Applications which totalled 372 in the reporting period compared with 361 in 2009/10. All Application categories are shown in the following table:

Code		Subject	Totals
Accommodation	A1	Cell Quality	6
	A2	Wing/Cell allocation	7
	A3	Regime / Association	9
Adjudication & Segregation	B1	Adjudications - Internal	3
	B2	Adjudications - External	0
	B3	Rule 45/49 Segregation	3

Diversity	C1	Racist issues referred to prison staff	0
	C2	Racist issues not referred to Staff	0
	C3	Other diversity issues e.g. Disability	1
ETE & Regimes	D1	Education / Employment	17
	D2	IEP	13
Family / Visits	E1	Visits	38
	E2	Resettlement Issues	1
	E3	Mail / Pin phones	12
	E4	Money Matters	20
Food/Kitchen related	F1	Food / Kitchen issues	8
Health Related	G1	Health issues	39
Property	H1	Property related to previous prison	31
	H2	Property related to current prison	31
	H3	Canteen/Argos/Facilities list	5
Sentence Related	I1	Basic Sentence (inc remand time)	6
	I2	HDC	0
	I3	Immigration/Deportation	4
	I4	Categorisation	9
	I5	Police days	0
	I6	ROTL	0
	I7	Parole Board	3
Staff/Prisoner/Detainee related	J1	Apps about Staff	35
	J2	Apps about prisoners/detainees	3
	J3	Apps from Staff	0
Transfers	K1	Transfers	22
Miscellaneous	L1	Miscellaneous	47
		Total	372

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

- Continuing good leadership at both senior and middle management level
- A high degree of staff commitment despite the problems on the industrial relations front at a national level
- A commitment to deliver excellence despite increased draconian financial constraints
- Very effective working with partner agencies to the benefit of prisoners
- A readiness to be self critical and review established procedures that are not working

- A commitment to the Healthy Prison criteria
- A recognition of the need for Diversity in all its forms
- A sensible realisation of the continuing challenges ahead both financial and staffing
- A shared vision that Preston always tries to do better
- An optimism tempered by realism

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

Chris Creelman
Chairman
On behalf of the Independent Monitoring Board
HM Prison Preston
June 2011