



THE INDEPENDENT MONITORING BOARD

at

**HM PRISON
PRESTON**

ANNUAL REPORT

1st April 2011 – 31st March 2012

**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, servicing the Courts of Lancashire, holding male offenders aged 18+ 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 "HMP Preston will work collaboratively with commissioners, our partners and our community to challenge and assist offenders to change their lives in order to prevent victims, cut crime and make our communities safer." In all that it does the prison aims to deliver decency and care in a safe and secure environment.

After recent progress, Preston is now classed as a Complex Prison under Fair and Sustainable, formerly classed as Large City Centre Male Local, and has achieved Band 3 out of a possible 4 Bands, and at the end of the reporting year came 3rd out of 11 in its comparator group. This demonstrates the hard work done by all staff and partners, well done to all!

Prison Roll: At the time of this Report (May 2012) the prison roll averaged around 732 with an operational capacity of 842. This is around 86.94%

Prison Facilities: Another successful year for the Works Department. Following the completion of the major construction projects by outside Contractors, the Works Department have been able to concentrate on their maintenance programmes and minor work projects. The gas PFI contract has now expired and this has enabled the Prison to start making significant savings in the cost of gas and to undertake adjustments and minor repairs to the heating system themselves, just having a 'call off' contract with an outside contractor for larger or more complex work. The energy monitoring system here, for the Prisons in this region, provides excellent real time data and monthly reports to help Senior Managers control costs and carbon reduction. There are changes to the grading of the Site Manager post which may prove unhelpful in the long term and the new Regional Manager based at HMP Wymott will have a larger group under his wing than his predecessor. The added responsibility along with the current budget constraints will make this regional role very challenging. Both new post holders will have the benefit of a very experienced support team on site at Preston with well planned and implemented maintenance and monitoring regimes in place. The Board hopes that the changes in personnel and the

restructures do not disadvantage HMP Preston. Preston is by far the oldest Prison in the region and, despite recent modifications and building works, requires focus and constant work to maintain equipment and the fabric of the buildings and utility systems.

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 into 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. The Board is pleased to note that this Officer received a Butler Trust Award for his dedicated work in this area **'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.

At the time of writing this Report arrangements are in place to re-designate the categorisation of the wings to improve the working environment and utilisation of available space

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 Lancashire Care Foundation Trust with integrated Mental Health resources being the responsibility of one, on site Manager.

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 6 Agencies have pulled out due to financial constraints with others reducing input and the Board will continue to monitor this area.

SECTION 2: EXECUTIVE SUMMARY

An overview of the Prison

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 we have seen many changes to the regional based support teams during 2011/12, with the implementation of the new Deputy Director of Custody role.

The Prison Service introduced a programme of specification and benchmarking in July 2010 as part of its efficiency drive. All specifications have now been published and work continues to cost and implement processes in line with the requirements of the specifications.

The Governor and Senior Management Team have delivered savings in line with MOJ targets with many savings 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 2011/2012 and has reduced some staff numbers, surplus staffing remains minimal and ongoing support is provided. DPSMs have now either achieved Governor grade status or have reverted to Principle Officer grade in readiness for the implementation of Fair & Sustainable.

The NW region successfully moved to a regional structure with Preston's Head of Change, Communication and Performance joining the team in December 2012. The CCP role is currently covered by the Health & Safety Advisor. The changes have resulted in Preston having a HRBP resource shared with Buckley Hall.

Following Preston's achievement in obtaining a Bronze award in Investors in People, work is underway to maintain or improve our performance in this area. Training & Development is a high priority for the Governor who is supporting the introduction of 'the coaching effect' leadership style to develop managers and promote staff initiative in the workplace.

Industrial relations have remained positive throughout. This has been a challenging year with significant changes to budgets and some reductions to target staffing levels. Issues relating to Government pension reforms have seen some unions participating in industrial action. Relationships locally remain positive with recognition that the action was not directed at the Establishment's management team.

HMP Preston also underwent a partial re-role with the introduction of Young Adults into the prison. Preparation work completed in advance of the change reduced the impact of the YAs, although reports show an increase in incidents following this introduction. The SMT has taken steps to address the issues presented by the YAs, including inviting representatives to attend the Prisoner Consultative Committee.

Preparation in readiness for Fair & Sustainable continues across the Estate. Weekly regional conference calls have been introduced to support the national communications programme. The Establishment structure has been accepted by the DDC and interviews for posts will commence in the near future. Changes under the programme are significant in terms of working practices, however staffing levels are expected only to reduce slightly.

Some of the work completed in 2011/12 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 at Preston 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. There are currently fourteen members with recruitment continuing to build the representation of the group. It is evident that the forum has been instrumental in delivery of the 2011/2012 People Plan.

Consultations and Communications

The Governor and SMT have clearly demonstrated their commitment to develop Preston through a consultative approach. During 2011/2012 there have been various exercises including;

- Functional Improvement planning days for all staff
- Managers Development Days
- Monthly staff consultation meetings with the Governor
- Listen to Improve exercises
- Monthly Group meetings
- Consultations on efficiency savings
- Meetings with the Staff Associations
- Full Staff meetings

Management Development

The establishment sought assistance in developing managers and HRBPs from region and the Shared Service Centre completed several training sessions delivering information on the HR model. These sessions provided managers with key information to enable them to manage performance and attendance. In addition, information was provided on the operation of the 'My Services' web support system.

Selected managers have been subject to personal development via the use of 360 appraisals. These evaluations enable constructive feedback to be sought from colleagues on how effective managers are when tested against set criteria. Utilising professionals to feedback on the findings managers are challenged and supported through a process of self analysis. This approach allows the individuals to identify development areas and set a plan to address these.

The service is altering its leadership and management approach to utilise a coaching style. This style is proven to aide personal development and improve performance overall. This management development training is designed to support managers and enable them to be more efficient as managers. This programme of development will continue and grow as the F&S implementation continues.

Performance Recognition

Staff recognition has been identified as a priority to build engagement levels amongst staff, encouraging improvements in motivation and in turn performance. The policy has been revised significantly to improve access to the scheme and ensure good work is duly recognised.

With 2012 being the Jubilee year the service will be recognising staff with the presentation of medals. In addition, many staff will be in receipt of the long service and good conduct medals in recognition of twenty years meritorious service. The efforts of these staff are exceptional and HMP Preston is proud to recognise the distinguished service of so many of its staff. Events to awards medals are planned and will be publicised in the coming months.

IIP Bronze

We were 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
- Monthly Governors consultation events
- 360 assessments
- SPDR focus events
- Improved staff induction programme
- Local provision of Manager's development events
- Increased profile for staff recognition
- Promoting My Leadership Potential

Work will continue to be taken forward the achievement in the next business year with emphasis placed on maintaining or improving our current rating through additional focus on staff development utilising the Civil Service Learning Web-site.

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 holds responsibility for Change Management, Communications and Performance and also functional responsibility for Fire, Health & Safety, HR Admin, Litigation, Performance, Training, Diversity and CRU.

The post-holder joined the regional team in December 2011 with the post now being temporarily covered by the Health and Safety Advisor until the implementation of F&S. Under F&S the post becomes obsolete with the role of Head of Corporate Services taking the functional responsibility for the department.

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 3 year's reports we commented on the state of the public purse, (which has not improved) 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 these 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. It is to the credit of the Governor and all his staff that the quality of care and safety is still high. **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:

The Board has long felt that the general area of Diversity was ill served by the duplication of meetings and we are pleased to report that separate Diversity and Race Relations meetings have now been merged into under the title of Prisoner Equality Action Group. This new Committee is regularly attended by a named Board member who reports consistently professional delivery across the ever increasing range of Diversity issues. Under chairmanship of the Deputy Governor, attendance is usually good and action points are followed up with rigour. Many involved in this area have had to spend considerable time in up-dating or drafting new policy documents and one cannot fault the determination to get things right and ensure that the diverse needs of all prisoners are protected and catered for. Important work at landing level is carried out by prisoner representatives who attend appropriate parts of the PAEG meeting and do much to give early advice before issues get inflated and develop an unhelpful momentum. Officers working in this area deliver a caring and professional service and are always ready to implement any new initiatives and ensure that Preston is well up to speed in what can prove a tricky and challenging environment.

Foreign Nationals: We have had 99 foreign national prisoners in the prison during the last twelve months.

2 have been deported

1 has received immigration bail

1 has been deported under the early release scheme

3 have been transferred to an immigration removal centre

3 have been granted indefinite leave to remain in the country

Currently we have 21 foreign national prisoners in residence, of which 3 are detained beyond their criminal sentence pending deportation or their appeal against deportation. The remainder have been transferred to other prisons.

Visits have been made by the United Kingdom Border Agency and Immigration Authority, which are not always appreciated by the prisoners, but certainly are by the Foreign Nationals Officer.

A regular forum has been instituted for discussion and is working well to the satisfaction of the foreign nationals, as are the regular one to one sessions with the foreign nationals officer

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

2. Education and Learning and Skills:

Since the last report significant changes have taken place at management level as both the Learning and Skills Manager and the Education Manager have left the prison. In recent years there has not been the best of working relationships between the two functions and it is to be hoped that the recently announces changes in management will lead to better delivery against the KPI's as a result of a more harmonious working relationship. Early signed are positive as the new Education Manager from Manchester College is bringing her experience to bear and is working to ensure that there is an improvement in the education hours delivery. The Learning and Skills Manager has not been replaced, with his duties shared out under the direction of the very experience and capable EO. This model, no doubt in part dictated by the relentless need to cut costs, promises to be a success. In a year's time we shall be in a position to assess the progress made with greater accuracy.

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.

June 2011 saw the transfer of Healthcare provider from NHS Central Lancashire to Lancashire Care Foundation Trust. Since then, Healthcare services within HMP Preston have been undergoing a review which has already resulted in changes, the most significant being the merger of both Primary and Secondary Mental Health services. Historically these services were provided by 2 different organisations which posed a challenge when it came to management of individuals that fell into the 'grey area' between primary and secondary services. The integrated Mental Health team are now managed by one on site manager and all referrals go through a single point of access which reduces the amount of time it takes some patients to obtain an appointment and also allows for resources to be allocated where there is a greater patient need. The team offers a range of services which include;

- CBT
- Mental Health OT
- Physical Health checks
- Counselling
- Veterans' clinic
- Crisis interventions

The purpose built Healthcare facility continues to provide inpatient facilities to those prisons who buy into them and following the introduction of YO's into Preston in July 2011, the regional inpatient facility now accepts referrals from HMP/YOI Lancaster Farms which will enable a more enhanced healthcare provision for YO's following the closure of the inpatient facility at Lancaster Farms.

Over the last 12 months we have had a number of 'end of life' patients who have been looked after on the healthcare facility in their final months of life and in 2 cases we have been commended for providing a service that is better than those which are available outside of the prison. This has only been possible because of good partnership working with our Prison colleagues who have enabled us to be able to offer full care to these individuals during patrol periods.

Primary Care delivery continues to mirror the services available to the wider public and clinics include;

- Sexual Health and BBV screening
- Chronic disease (diabetes, asthma, epilepsy, CHD, palliative care)
- Leg ulcer management
- Dressing's clinics

Well Man clinic
Older person's clinic
Physiotherapy
Minor ops
Continence advice
Phlebotomy clinics
Smoking Cessation

Support Services

There are many support services such as a full time Dental service in a 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. Whilst telemed use has increased it is not at the level that was expected and this is primarily down to the nature of illness/injuries (more acute, emergency cases). Telemed has been extremely useful during the night period where it has provided support to the nursing staff and reduced the need to send patients out during the night time patrol state

One area which frequently arises is the issue of waiting times for a GP appointment; this has improved considerably in recent months due to the engagement of a new GP, and it has to be said that a large part of the problem arises from missed appointments which is being addressed through raising awareness amongst prisoners.

Another cause for concern is staffing levels; despite on-going attempts to recruit over the last 12 months healthcare is still working with a deficit. Four staff are on maternity leave from the same department, vacancies are taking a long time to fill and sickness leave exacerbates the problem. It is not possible to cross deploy staff from within LCFT (they do not have prison clearance) so there has to be a reliance on agency staff which is costly.

Staff have been extremely helpful in covering the essentials but this has meant that some services have not run as regularly as they should (sexual health/chronic disease/vaccinations & immunisations) however there has always been continuous service provision for essential services i.e. treatments, emergency radio, reception. The Head of Healthcare is working with her manager to look at the staffing levels across healthcare and have highlighted areas where there are deficits with the hope that there is a possibility of securing money to recruit the staff required.

4. Safer Custody and Suicide Prevention:

It is sad to report that there were 3 self inflicted deaths during the reporting period. These unrelated deaths have a significant effect on both staff and prisoners and support services were supplied on each occasion to staff and prisoners.

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 494 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 338 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.

5. Segregation Unit:

The Segregation Unit continues to be a very well managed, professional unit providing a caring and secure environment for Prisoners located there.

As ever the Staff have had to manage a variety of difficult and often violent Prisoners. Whilst again this year there have been a number of Prisoners with difficult behavioural problems, some of them on dirty protests It is noteworthy that more Prisoners with mental health and behavioural issues are being managed in Health Care, on A2 Landing, or on normal location ,thus avoiding languishing in the Segregation Unit.

This year has seen a rise in the number of adjudications and in the use of force. This, to an extent, reflects a rise in the Prison population but it also coincided with the introduction of remanded Young Offenders into the Prison and was not unexpected. Despite the number of control and restraint incidents rising to 205 in 2011 the special cells were only used on 4 occasions and for very short periods. This reflects the excellent work of Staff in de-escalating these tense and pressurised situations. A total of 63 Prisoners were segregated for good order and discipline in 2011. The Board sees all Prisoners placed on R45 within 24hours and attends all weekly reviews.

The Board is content that Prisoners are segregated only as appropriate and that proper procedures are in place to minimise the period of segregation.

Use Of Force

A Board member closely monitors the use of force and attends the C & R Committee meetings. There were 243 incidents of C & R in the reporting period giving an average of just over 20 per month which is an increase on the previous year although relatively low per head of population for an inner city local prison, and coincided with the arrival of young adults into the Establishment. 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 been kept to a minimum during this period. There have been 5 occasions of use of the special cell . 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.

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.

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 continues to develop and has proved its usefulness to both the prison and the prisoners.

The Committee is well chaired by the Regimes Governor, who makes sure that all matters of concern are dealt with one way or another and all members are encouraged to take part.

The Chair reports back each month on actions taken to meet any problems or suggestions and where appropriate, to inform why some of these cannot be met for

whatever reason. The Committee has the effect that 'small problems' brought before it are dealt with before they become 'large' problems.

Minutes are placed on each wing and prisoner representatives are easily recognized and are able to be approached from meeting to meeting.

IMB members are present at each meeting and give a report on what is thought important and answer any questions and to receive suggestions as to how we perform our duties. It is thought that the reduction of applications to the Board has reduced by about 15% for each of the last two years since the PCC's inception. Board Members are able to inform prisoners' representatives about the role of the IMB, which is not always that well known.

2. Family Days:

It is important that links are maintained between the prisoner and his family and we commend the work which has gone into providing these very successful days which are appreciated by all those who attend. These days are the only days when really close contact can be established between prisoner and child, and in particular with children with learning difficulties who cannot be accommodated in normal visits.

The work on the day would not be as successful as it is if it were not for the fund raising the staff do in their own time outside the prison. These funds are used to provide the disposable items used for entertaining children, paint and face paints, cards and paper. These are items which should be provided by the prison. The staff are to be commended.

3. Chaplaincy:

Concern is being expressed by the chaplaincy team at the increasing workload that is being placed on them, now with no help from regional chaplains. With Preston taking Young Offenders 'on remand,' this has also made life more difficult. The chaplain speaks well of the co-operation he receives from staff and any problems that arise are generally sorted out where possible. It is to be hoped that no further restrictions will be placed on this department, which is a valuable addition to the prison caring responsibilities.

4. Substance Misuse Committee:

This committee is committed and engages a considerable number of areas and participants. It meets monthly. During the year it has become evident that amalgamating some of the functions dealing with abuse would be useful and this should take place in the next few months. MDT/VDT tests are completed every month and it is pleasing to note that the number of positive tests is well below the KPT. Similarly it is noteworthy that prisoners on methadone have reduced by almost 40% as a result of more rigorous monitoring. It is evident that more prisoners are now trying to stop taking methadone before release.

5. Community Engagement Centre:

In April 2012 Preston Prison opened a Community Engagement Centre. The centre is to be found on the ground floor of the building which is situated just outside the prison main gates. It has had many previous uses including a staff mess and visits 'booking in' centre. The New Visits centre opened in Spring 2009 so this left the ground floor empty and disused. A bid was made to the Safer Lancashire Board and a small budget was secured to open the ground floor of the building as a Community Advice and Guidance Centre for prisoners being released, families and children of prisoners and the local community.

A community 'payback' team completed the refurbishment of the building and we are now ready to receive our first clients. Preston Prison works with many partner agencies including CAB and Caritas Care. Many have expressed willingness to join Preston Prison in this venture and negotiations are under way to organise drop in sessions/event and surgeries that cover our Reducing Reoffending Pathways. The pathways cover Accommodation, Finance and Debt, Families and Children, Drugs and Alcohol, Employment, Training and Education, Health and Wellbeing. The Centre will be opened in three phases. Phase one will include providing support for prisoners released from prison and require through the gate advice/guidance on any of the aforementioned pathways. Mentors, Revolution Staff, family and other professionals can meet with ex-offender on the day of release and use the centre as a meeting place. The Centre will be open every morning.

In phase two it is planned to open all day and include support for families and children of prisoners. It is also planned to hold a Family Forum where families of visitors can have a 'Question Time' with a Prison Governor and raise issues that are causing them concern while a member of their family is in prison. Families of prisoners suffer in many ways when a member of the family/significant other is imprisoned.

Phase three is the final part to the venture and hopes to offer support, advice and guidance to the local community. There have been many offers from willing volunteers who would like to support ex-offenders and their families. Staff are working with many organisations that have a vested interest in supporting the Reducing Reoffending agenda and hope that Preston Prison can play a valuable part in making our communities a safer place.

6. Catering:

The board are impressed with the standards met by the catering manager and staff in providing a diversity of food and menus. Menus for the forthcoming weeks are always on display in the catering manager's office. Two hot meals are served each day both of which include meat fish and vegetarian options as well as religious, cultural and medical diets. Special meals are provided to mark calendar events such Haggis on Burns night and Burgers on American Independence Day which mirror the recognition of these events outside the prison. Picture menus are available in the serving area on each wing to assist those with literacy or language difficulties. Food comments books are also available in the server and are regularly checked by IMB members and the catering manager who also attends the monthly prison consultative committee meetings. IMB note that adverse comments are minimal when compared to the scale

of the operation. The catering manager is also to be commended for cost saving measures such as preparing food on site whenever possible rather than buying in ready-made meals and recently, making breakfast packs up enabling the savings to be spent providing a wider variety of nutritional food for approximately 750 people a day more or less within the national food allowance. Board members regularly visit the kitchen and storage areas and always find them clean, organised and precautions with regard to food preparation being observed. This was endorsed in May 2011 by the Preston city council environmental health officer who awarded the prison five stars for maintaining excellent standards for food hygiene and systems. In addition prisoners employed in the preparation and serving of food are offered the opportunity to gain NVQ level one or two in food hygiene. This scheme is administered by the assistant catering manager, with the aid of the catering staff. In summary, IMB have no concerns about the running of the kitchen and serving areas and the food provided. Furthermore the catering manager and staff are to be commended for their commitment to the provision of a well-balanced and varied diet within the prison environment.

7. The Supply Reduction Team:

Not with standing cuts to this dedicated team, the officers who are acting on the excellent security information and vigilance of their colleagues in correspondence continue to make significant inroads on the availability of drugs and mobile phones in the Prison. Their work is of benefit to all and must be commended.

The following areas cause the Board concern:

1. Prisoner Reception Area and 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 seem fall on the financial agenda, 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, and reiterated in an unannounced inspection this year, 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!**

2. 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.

3. Resettlement Work and Interventions:

In August 2009 the HMCIP commented on the fact that although there was a resettlement action plan which outlined the objectives of each of the reducing re-offending pathways and their targets, there was no resettlement strategy. After a considerable amount of work, a Reducing Re-offending Strategy Plan was fully implemented in February, 2012. Every prisoner will be assigned an Offender Supervisor who will coach the prisoner through his interventions in priority order taking into account his offence and his sentence duration. There has been a change of focus away from the Accredited Resettlement Course "FOR" (Focus on Resettlement) to a shorter Validated Course that better suit the needs of Preston's clientele. The Inside Out programme for shorter term sentenced prisoners is an example. In order to drive this there is a quality improvement agenda and a strategically managed reducing re-offending agenda. This ensures that the availability and types of all courses are reviewed continuously against the needs of the clients. The elements of this Strategy that have already been implemented have been received favourably. The work on reducing re-offending has not been helped by the loss of a number of Partner Agencies due to their loss of funding. In Education Training and Education the Prison has lost the services of Preston Employment Partnership, Progress to Work, Shaw Trust and In-training. Help with finding accommodation for prisoners on release has been hindered by the loss of Community Gateway and DISC. The Royal British Legion and Age UK (Age Concern) have had their funding reduced. There is, however, a motivated resettlement team that strives to ensure all prisoners are given the tools they need to succeed on release. The recent appointment of Shelter has seen an increase in personnel that work to find accommodation for all prisoners who experiencing difficulties under this pathway.

The management of the resettlement pathways has clear direction from the Reducing Re-offending Strategy and there are nominated leads and or champions of each pathway.

4. Staffing Levels

Another cause for concern is staffing levels; despite on-going attempts to recruit over the last 12 months healthcare is still working with a deficit. Four staff are on maternity leave from the same department, vacancies are taking a long time to fill and sickness leave exacerbates the problem. It is not possible to cross deploy staff from within LCFT (they do not have prison clearance) so there has to be a reliance on agency staff which is costly.

Staff have been extremely helpful in covering the essentials but this has meant that some services have not run as regularly as they should (sexual health/chronic disease/vaccinations & immunisations) however there has always been continuous service provision for essential services i.e. treatments, emergency radio, reception. The Head of Healthcare is working with her manager to look at the staffing levels across healthcare and have highlighted areas where there are deficits with the hope that there is a possibility of securing money to recruit the staff required.

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 47 **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 regularly 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.

Recommended complement of members	17
Number of Board members at start of the reporting period	14
Number of Board members at the end of the reporting period	17
Number of new members joining in the reporting period	3
Number of members leaving within the reporting period	0
Number of attendances at meetings other than Board meetings	436
Total number of visits to the Prison including all meetings	612
Total number of Applications received	311
Total number of weekly Segregation Reviews held **	52
Number of Segregation Reviews attended by the Board	60

** 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: 151 visits to the prison were made by members of the Board to deal with Applications which totalled 311 in the reporting period compared with 372 in 2010/11. All Application categories are shown in the table on the following page:

Code		Subject	Totals
Accommodation	A1	Cell Quality	7
	A2	Wing/Cell allocation	8
	A3	Regime / Association	8
Adjudication & Segregation	B1	Adjudications - Internal	2
	B2	Adjudications - External	0
	B3	Rule 45/49 Segregation	6
Diversity	C1	Racist issues referred to prison staff	0
	C2	Racist issues not referred to Staff	0
	C3	Other diversity issues e.g. Disability	3
ETE & Regimes	D1	Education / Employment	14
	D2	IEP	12
Family / Visits	E1	Visits	29
	E2	Resettlement Issues	0
	E3	Mail / Pin phones	11
	E4	Money Matters	14
Food/Kitchen related	F1	Food / Kitchen issues	6
Health Related	G1	Health issues	27
Property	H1	Property related to previous prison	34
	H2	Property related to current prison	22
	H3	Canteen/Argos/Facilities list	3
Sentence Related	I1	Basic Sentence (inc remand time)	4
	I2	HDC	0
	I3	Immigration/Deportation	3
	I4	Categorisation	6
	I5	Police days	0
	I6	ROTL	0
	I7	Parole Board	4
Staff/Prisoner/Detainee related	J1	Apps about Staff	26

	J2	Apps about prisoners/detainees	5
	J3	Apps from Staff	0
Transfers	K1	Transfers	14
Miscellaneous	L1	Miscellaneous	43
		Total	311

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, despite financial cutbacks, 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 staff at Preston Prison. Again, many of the 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 unflinching 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 last year in 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 who were always available for discussion when necessary.

Chris Creelman
Chairman
On behalf of the Independent Monitoring Board
HM Prison Preston
June 2012