



**THE INDEPENDENT MONITORING BOARD**

**At**

**HM PRISON  
PRESTON**

# **ANNUAL REPORT**

**1<sup>st</sup> April 2012 – 31<sup>st</sup> March 2013**

**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.

## **CONTENTS**

### **Section 1: A Description of Preston Prison**

**The Prison Roll  
The Prison Facilities  
Partner Agencies**

### **Section 2: Executive Summary**

**An overview of the Prison  
Issues for the Minister**

### **Section 3: Mandatory Reports**

- 1. Diversity**
- 2. Education and Learning and Skills**
- 3. Healthcare and Mental Health In-Reach**
- 4. Safer Custody and Suicide Prevention**
- 5. Segregation Unit**

### **Section 4: Areas of Good Practice and Areas of Concern**

#### **Good Practice**

- 1. Prisoners' Consultative Committee**
- 2. Family Ties**
- 3. Chaplaincy**
- 4. Substance Misuse Committee**
- 5. Community Engagement Centre**
- 6. Re-settlement**
- 7. Catering**

#### **Concerns:**

- 1. Prison Reception Area and Gatehouse**
- 2. Agency Partnerships**
- 3. Staffing Levels**
- 4. Vulnerable Prisoners**

### **Section 5: The Work of the Independent Monitoring Board**

**Concluding Remarks and Acknowledgements**

## **SECTION 1: DESCRIPTION OF PRESTON PRISON**

HMP 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, service 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.

Preston is classed as a complex prison under Fair and Sustainable. Again this year, the Establishment has achieved band 3 out of a possible 4 bands on the Prison Rating System (PRS). This again demonstrates the hard work done by all staff and partners.

**Prison Roll:** At the time of this Report (April 2013) the prison roll averaged around 700 with an operational capacity of 842.

### **Prison Facilities:**

Another successful year for the Works Department with routine maintenance, repairs and testing works all up to date. The external contract for the repairs to machinery and equipment is causing delays and frustration. Invariably, the Works Staff contact the external contractor within a day of the fault being reported. There is then often a considerable delay whilst the contractor – attends to evaluate the problem, submits a quote for the work, gets authorisation to carry out the repair and then return to fix the problem, It would be much better to have contactors on Service Contracts so that most repairs could be dealt with on the first visit. This would cost more but current arrangements, where they cause disruption to the kitchen or laundry causes numerous problems and inconvenience and affect prisoners.

There is still considerable uncertainty for Works Staff regarding their future with the options of outsourcing or Prison Cluster working yet to be decided.

This year has seen the re designation and categorisation of the wings to improve the working environment and utilisation of available space.

<b>WING</b>	<b>DISTRIBUTION</b>
<b>A</b>	Includes the Segregation Unit, First Night Centre and Induction. On occasions it has become a necessity to house vulnerable prisoners on a short term basis
<b>B</b>	Is a diverse residential unit
<b>C</b>	Houses the Drug Detoxification Unit and the Integration Unit
<b>D</b>	Provides drug free landings and vulnerable prisoner overspill accommodation
<b>F</b>	Houses the vulnerable prisoner population
<b>G</b>	Focuses on resettlement work

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
- Video Courts

### **Partner Agencies:**

**Healthcare:** Healthcare is predominantly 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 these Agencies have to operate under severe financial constraints and the Board will continue to monitor this area.

## **SECTION 2: EXECUTIVE SUMMARY**

### **An overview of the Prison**

#### Background

The Prison Service continues to implement changes in line with the requirements of the Government's savings initiatives. Workforce modernisation plans (Fair & Sustainable) have been implemented over the reporting period with the 'go live' date being April 2013. These plans have caused significant concern for staff throughout the period, however a strategy for implementation was supported by effective communications to minimise and address those concerns.

Significantly, the year has seen the Government accept an alternative to its competition agenda, enabling the Prison Service to implement Competition Benchmarking to secure additional operational savings, whilst maintaining public sector prisons. This new programme will see a reduction in overall staffing levels across core operations, linked to outsourcing of 'through the gate' activities. This programme is raising concerns across the service in relation to job security, however the CEO, Michael Spurr does not envisage any compulsory redundancies. He has set in motion a series of voluntary redundancy packages, targeted at groups where staffing levels are above required levels.

The F&S process has introduced standardised structures, with senior posts holders being moved into these in December 2012. The transition period has highlighted teething issues across most areas as could be expected. These issues have been closely managed by the local senior management team, utilising consultation groups and in partnership with the trade unions. Industrial relations have remained positive throughout what has been a challenging year.

In 2011, HMP Preston underwent a partial re-role with the introduction of Young Adults into the prison. As reported in the previous report there had been 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. Now that policies relating to YAs are embedded, incident numbers have reduced and this area is considered to be well managed.

Performance levels remain positive in the majority of areas. HM Inspectorate of Prisons completed a follow up inspection in April 2012, reporting good progress with the issues raised in their full inspection report during 2009. MQPL also conducted a survey, again reporting positively across the majority of areas. In both cases, action plans have been introduced to address any concerns raised by the reports.

Some of the work completed in 2012/13 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 including representatives from staff and partnership agencies, acting as advocates for people issues. The establishment utilised the Forum members during the staff survey to try to improve staff engagement with the process. This initiative was effective and in excess of 60% of staff participated in the survey,

with an engagement rating of 53% achieved. The information gained has been used to support the creation of the 2013-14 People Plan, with the forum members set to be the driver of this plan with the support of the SMT.

### Consultations and Communications

The Governor and SMT have continued to demonstrate their commitment to develop performance through a consultative approach. During 2012/2013 there have been various exercises including;

- Functional Improvement planning days for staff
- Manager's Development Days
- Staff consultation meetings with the Governor
- Listen to Improve exercises
- Monthly Group meetings
- Meetings with the Staff Associations
- Full Staff Briefings

To support the change programmes, a Communications Dashboard was created and published on the intranet. This dashboard included a 'Rumour Board' facility to enable staff with questions to raise them confidentially and have them answered in a transparent way. This approach gave confidence to staff that they were being kept fully informed.

### Management Development

The F&S process has seen the introduction of significant change to line management, both in terms of numbers and experience. Nationally, the Aspire training package is to be completed to support managers in development of their skills. Locally this is being supported by regular group development forums, targeted at band 5&6 managers and delivered by the HR Business Partner, Governor and Deputy Governor. The Governor and SMT are mindful that the success of the prison relies heavily on its first line managers, therefore the Governor is making additional resource available to assist them into their new roles.

In addition, the Governor has committed to a programme of development for the senior management team, already hosting several events to assist in skills development and team building. With a reduced senior team, the need to be more efficient is clear, therefore the regional Organisational Development manager has been requested to provide advice and training to the SMT. Thus far activities have included 360 assessments, Myers-Briggs assessments and several full day development events. A key facet of F&S is the development of existing staff, at Preston this process is well under way.

### HRBP Support

The HRBP model has now been in place for two years. This resource has remained effective despite the extraordinary impact caused by the F&S process. The HRBPs were required to act in support of establishment leads and took a key role in the recruitment processes, being required at each interview. The process placed

considerable stress on the group, yet the service delivery remained high and ultimately assisted establishments in successfully recruiting and promoting staff across all grades in readiness for F&S.

The establishment has received the support of an on-site HR caseworker for the last year, although this may change due to personnel moves.

## Issues for the Minister

**Imposed budget cuts and savings in expenditure: As last year,** the Board feels it important to, yet again, highlight the above issues and bring their concerns directly to the Minister's attention. In the last 4 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 offenders 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 also of great concern to the Board that the Establishment will have some front line officer reductions under the latest Bench Marking Exercises. This will inevitably have a knock on effect on work being carried out with prisoners. 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:

PEAG meetings have been held each month, usually chaired by the Deputy Governor. They are well attended and carefully structured so as to make best use of the time available. There is a genuine concern to meet the needs of any minority group, however small, and significant progress has been made in the Prison's treatment of disabled prisoners and ethnic minorities. SMART data is analysed each month to ensure that BME prisoners are not disproportionately represented in discipline or regime statistics; throughout the year there has been no cause for concern and the occasional rogue figure is carefully analysed with a view to seeing whether there is a trend developing. Support groups for gay prisoners are available although they are not well attended: understandably not all prisoners are happy with revealing their sexuality.

Of increasing concern is the increase in the number of prisoners classed as 'old' ( over 50). This is tracked each month and the Equality Officer is working to put appropriate protocols in place. Prisoner Diversity representatives are in attendance and they are encouraged to take a full part in the meeting. The status they have amongst their peers is noticeably better than used to be the case, and as a result they are bringing properly representative issues or concerns for the meeting to consider.

Of late there has been better involvement with outside agencies which are usually in attendance at the meeting.

There is no doubt that the Diversity agenda is taken very seriously at Preston, and no prisoner should feel that his particular concerns are not taken seriously.

**Foreign Nationals:** We have had 75 foreign national prisoners in the prison during the last twelve months.

13 have been released after serving sentence  
5 have been transferred to an immigration removal centre  
2 have been released on bail  
33 sent to other prisons

Currently we have 20 foreign national prisoners in residence, of which 2 are on immigration detention, 3 on criminal and immigration detention, 5 sentenced on criminal charges only and 10 on remand with no immigration detention.

Regular 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:**

Education and Learning Skills is provided by Manchester College and the Board reports that significant changes at management level have progressed. The low academic level of prisoners has been identified as a major impediment to prisoners obtaining work on release. To address this problem, on entry all prisoners assessed as below Level 2 in Basic Skills must embark on Functional Skills courses with the aim of achieving the Level 2, before gaining the privilege of attending other activities such as recreational gym.

## **3. Healthcare and Mental Health In-Reach:**

## **Integrated Mental Health Team**

The IMHT consists of Mental Health Nurses, Approved Social Worker, Counsellors, a Psychological Well Being Practitioner and recently an Occupational Therapist.

The team continues to provide mental health awareness training to the prison as well as providing this training to the listeners. Also links have been developed with "Veterans in Custody" in the North West, providing support when in custody and a pathway on release.

Valuable links with other departments and outside agencies exist to identify and help prisoners with mental health problems.

The IMHT continue to contribute to the ACCT process, MAPPA, CSRR and LRMM.

H1 landing consists of 10 single rooms 4 with CCTV and two dormitories both have CCTV. H1 is a regional bed facility. As well as access to psychiatric advice from the local hospitals there are 27 sessions weekly by a visiting psychiatrist.

There are a multitude of therapy sessions available in the department and prison.

## **Primary Care Team**

The primary care team at HMP Preston runs a large number of services and provides a wide range of care to the prisoners in the establishment.

The team are based in the main prison with each wing having their own wing treatment room. Primary care is also responsible for the management and running of the 12 bedded in patient facility H2. This offers not only intensive nursing care for those prisoners in our own establishment but also for those referred to us from the other prisons in the region.

H2 provides care for those that need more nursing care than can be facilitated on the wing or in a facility without adequate nursing/medical cover or facilities.

Primary care also delivers services similar to those delivered in the community such as:

Sexual Health, Chronic Disease (Diabetes, Asthma, Epilepsy, CHD, Palliative Care), Well Man clinic, Older person's clinic, Smoking Cessation, Medication reviews etc.

These services are offered on top of the day to day medication administration and response to emergency calls within the establishment.

## **GP Clinic**

There are 5 GP sessions a week which prisoners apply for through an open application procedure, these applications are triaged by staff and prioritised

dependent upon clinical need. Due to the high numbers applying and currently high Did Not Attend (DNA) rates the GP waiting list is currently 3 weeks.

Recently efforts have been made to address the unacceptable missed appointment rates which cause the waiting list to increase. It would seem that the problem largely lies within the prison rather than healthcare with prisoners not being escorted to their appointments or appointment cards being distributed too late despite lists sent out by healthcare with 48 hours notice. The IMB have been monitoring this and are pleased that significant progress seems to have been made recently. However, this important area needs watching.

In addition to GP clinics Nurse practitioner clinics were usually run 6-8 times a week, prisoners who have applied for the GP are offered an appointment with a trained nurse prescriber instead of a GP appointment this is to offer a more easy accessible and timely service however unfortunately, due to recent healthcare staffing problems this service valuable has had to be curtailed.

Chronic disease and smoking cessation clinics are also regularly held, with good results for smoking cessation, although a regular comment at Prisoner consultative meetings is that it can be difficult to get on the smoking cessation courses.

### **Dental. Department**

This small department is run by a very committed dental nurse and visiting dentists and clinical technicians in a well-equipped surgery. However, at a recent meeting several issues were highlighted which suggest that the department is not being used to the best advantage.

The main issues revolve around reliably getting prisoners to the clinic with appointments often wasted despite the wings being notified. Also staffing issues can cause unavailability of escorts and there is no waiting area to give some flexibility.

Several other issues have been raised recently, and whilst some would be difficult to address in Preston it is hoped that some improvements could be made in the coming year to make better use of the clinic.

### **Staffing**

Over the last year Primary Cares staffing numbers have continued to be an issue; several things contribute to this such as the lengthy recruitment process (which is being addressed) and also the loss of recruitment and retention payment for all newly recruited staff. This has led to new staff leaving and some staff being recruited and not even completing the recruitment process.

However on a recent rota visit the staff generally seemed happier about the level of staffing throughout the department.

### **Conclusions.**

Overall the impression in the department and from healthcare staff throughout the prison is one of offering a caring and committed service to the population.

The management of the department appears very effective, and, significantly the interface between prison and healthcare is flexible and cooperative, although issues such as escorting patients to the department sometimes remain.

Waiting times for GP appointments can be problematical, and the loss of the Nurse Practitioner clinics due to staffing difficulties is unfortunate. The dental clinic would benefit from some discussions within healthcare and the prison to make best use of the facility.

#### **4. Safer Custody and Suicide Prevention:**

It is sad to report that there was 1 self inflicted death during the reporting period. The death had a significant effect on both staff and prisoners and support services were supplied to staff and prisoners.

The Safer Preston team continue to work hard at making Preston Prison a safe 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. The contribution from this group of prisoners cannot be underestimated. Their "listening ear" is effective in providing support to their fellow prisoners.

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 253 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.

#### **5. Segregation Unit:**

Again this year the Staff in the Segregation Unit has had to manage a number of prisoners whose violent or bizarre behaviour is very challenging. It appears also, more difficult to transfer problem prisoners out to other prisons. This is particularly an issue where staff has been assaulted and the prisoner stays here awaiting Police investigation.

The professionalism and care of staff in dealing with those on dirty protests, along with those with personality disorders and mentally ill prisoners, is to be admired. In particular this year, the calming and de-escalation work with prisoners brought to the Unit under restraint has resulted in only four uses of the Special Cells and all for very short periods.

Changes to the regime and staffing arrangements in the Unit now mean that virtually all the normal duties and activities have be fitted into the morning. In the afternoon, the unit is in Patrol State and the only activity is prisoner exercise.

Adjudications have been brought forward an hour to 9.00 am to facilitate other activities but some items such as Rule 45 Reviews have become subject to postponement and delay. This causes difficulties for IMB Members and other participants and is particularly the case when the Independent Adjudicator is sitting.

Staffs feels more pressured under the new arrangements and any hangover from overnight disturbances or ill discipline by prisoners can undermines this new tight timetable.

#### **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:

##### **GOOD PRACTICE**

###### **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 Head of Residence and Safety, 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. Board Members are able to inform prisoners' representatives about the role of the IMB, which is not always that well known.

###### **2. Family Ties**

The maintenance of family ties is considered another important factor to reducing re-offending. To help to achieve this there is the "Story Book Dad" scheme, whereby

prisoners can record a bedtime story for their children to listen to and maintain an emotional contact with the children. There are also the Family Days, where enhanced prisoners can meet their entire families in an informal atmosphere more suitable to families with young children, and especially those children with learning difficulties whose attendance at the normal visits would be difficult. The attendance at these Family Days by external agencies is encouraged.

### **3. Chaplaincy:**

The Chaplaincy Team perform a vital role within the Prison and provide a spiritual role to every faith. They are also a great service of comfort to prisoners and their families at times of bereavement or distress and the Board never fail to be impressed with their quiet, caring involvement

### **4. Substance Misuse Committee:**

The use of drugs in society is a problem and the prison has to deal with the consequence. The prison now has a model of treatment for substance misuse that has successfully seen a reduction in illicit drug use. It has reduced from average of 250 prisoners being on a purely maintenance regime of opium based prescribed drug, to just over 100 being prescribed substitute medication. Of these approximately half are on the reduction regime and half on a maintenance regime.

### **5. Community Engagement Centre:**

Also, to further increase family support, this year has seen the opening of the Community Engagement Centre. The prison is a town centre Victorian prison and as such had offices that opened directly onto the street and were outside the main security of the prison. When these became vacant money was found from the Community Safety Partnership to create the Community Engagement Centre. The Centre's aim is to provide a centre for help to families of prisoners still inside prison and after release. It operates as a drop in centre where clients can be put in direct contact with the relevant agencies, and as a place where the agencies themselves can hold clinics, as do Citizens Advice and Health Direct already. This has the potential to develop into a very useful asset.

### **6. Resettlement**

Prisoners who are about to be released are provided with a number of options. One of which they can take is a Resettlement Course within the prison. This consists of ten half day sessions over a two week period and gives training on a number of subjects including interview techniques. They can also sign on with Job Centre Plus on their Job Seekers programme which allows them to be eligible for Job Seekers Allowance immediately on release. Repeat offenders are currently known as Revolution Offenders, based on the metaphor of the revolving door. Those

recognised as such under the Integrated Offender Management Agenda are placed on the Inside/Out Programme. This is a multi-agency approach where the prisoner's information is shared between all statutory agencies such as Police, Probation and Social Services. The prisoner is met at the gate by a Change Champion Mentor who by their persistence ensures that the offender attends all appointments and keeps on the straight and narrow. If he fails to do so, the Police will commence surveillance and arrest as necessary. This dual approach of carrot and stick has been so successful that its trial run that it is now being widened to other Lancashire establishments

## **7. Catering:**

The board continue to be impressed with the standards met by the catering manager and staff in providing menus and good quality food to suit the variation in dietary requirements of prisoners. Menus for several weeks ahead are on display in the catering manager's office and pictorial menus are available in all wing serveries to assist those with language or literacy difficulties.

IMB members and the catering staff regularly check the comments books held in the serveries on each wing and note any issues. They also attend the monthly prison consultative meetings. The board notes that the Catering Manager addresses all reasonable complaints speedily within the constraints imposed by budgets and standard contracts. Preparation of breakfast packs in the prison kitchen has ceased since the last report as it is no longer cost effective due to a cut in the cost of pre-packed breakfasts from the supplier.

Prisoners are now provided with one hot meal a day at lunchtime with a packet of soup, packet of crisps, filled baguette, piece of fruit and a cake or biscuit being provided in the afternoon. This led to complaints from prisoners returning from court who had missed their hot meal. The Catering Manager has addressed this and hot meals are now provided for such prisoners.

There has been no issue with tainted halal food at Preston as previously all halal pies and pasties were prepared in the prison kitchen using fresh halal meat. Halal corned beef pasties have recently been bought in from suppliers however these have not been advertised as halal on menus.

The kitchen relies on wing staff to provide the number of meals required which is on average 780 meals a day. Inevitably some of these are surplus to requirement due to movement of prisoners between establishments. The Catering Manager has asked wing staff to be as accurate as possible with their calculations in an effort to keep waste to a minimum. It is expected that the Catering Manager will be within budget at the end of the financial year.

The board is disappointed that the Catering Manager and staff are no longer able to offer prisoners the opportunity to gain NVQ level 1 and 2 in professional cookery due to budget and staffing constraints. The catering department do however offer a certificate in food safety/hygiene in retail-a recognised level 2 qualification.

The board is pleased to report that in November the prison was again awarded five stars by Preston City Council environmental health department for maintaining excellent food hygiene and managing systems. The inspection lasted four hours and included the wing serveries. Overall the board is again impressed with the consideration and care the Catering Manager and his staff put into providing meals for those residing at Preston Prison.

**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 previous. 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. Agency Partnerships**

HMP Preston faces two difficulties in carrying out its functions. The first is that it utilises and depends upon voluntary organisations both inside and outside prison to maximise its duty of care to prisoners. The voluntary sector is an insecure and changeable sector. Organisations are established on specific grants. Towards the end of the grant the staff become worried that what they have established will not continue. If another grant is forthcoming and it does continue, then the worry is put off for another year. If it does not continue then its provision either is lost, or some of its members start another organisation doing part of its function that they specialise in. This is not helpful for the voluntary sector, nor the prison service as it has to be constantly reappraising its partners. The second is the Localism Act 2011. This act changes the way in how councils manage tenancies and accept priority on homelessness. Of the numerous concerns over this act, the changes to the "Local Housing Allowance" (LHA) are most worrying for this establishment. This states that the "Single Room Rate" will now apply to all those under 35 as opposed to under 25's. The indications are that landlords are resistant to giving tenancies to this age group because they receive a lower amount of Housing Benefit. This represents a large number of the prisoners released from this gaol. This coupled with the fact that payments are now to be to the tenant on a monthly basis, instead of directly to the landlord. The fear is of increased debt issues, increased rent arrears, and therefore

tenancies being lost. These changes have the potential to make re-housing and maintaining that tenancy for those released a lot more difficult than before with the subsequent fear of increased re-offending.

The Board remains concerned in respect of any future funding cuts which can only impinge on the level of service given by these agencies.

### **3. Staffing Levels**

Whilst essential services are maintained within primary care, staffing levels within the reporting period have provided a challenge to Healthcare management. (This is expanded upon within the healthcare section of this report).

### **4. Vulnerable Prisoners**

The high vulnerable prisoner population continues to give the Board concern and the associated accommodation problems means that the overspill from the dedicated wing is being housed in other locations. This results in the vulnerable prisoners in these areas being unable to access the usual facilities in a timely manner.

## **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 94% 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 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	20
Number of Board members at start of the reporting period	17
Number of Board members at the end of the reporting period	16
Number of new members joining in the reporting period	2
Number of members leaving within the reporting period	3
Number of attendances at meetings other than Board meetings	452
Total number of visits to the Prison including all meetings	569
Total number of Applications received	403
Total number of weekly Segregation Reviews held **	52
Number of Segregation Reviews attended by the Board	82

\*\* 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: 170 visits** to the prison were made by members of the Board to deal with Applications which totalled 403 in the reporting period compared with 311 in 2011/12. All Application categories are shown in the table on the following page:

Code		Subject	Totals
Accommodation	A1	Cell Quality	5
	A2	Wing/Cell allocation	22
	A3	Regime / Association	12
Adjudication & Segregation	B1	Adjudications - Internal	2
	B2	Adjudications - External	0
	B3	Rule 45/49 Segregation	0
Diversity	C1	Racist issues referred to prison staff	1
	C2	Racist issues not referred to Staff	0
	C3	Other diversity issues e.g. Disability	4
ETE & Regimes	D1	Education / Employment	9
	D2	IEP	14
Family / Visits	E1	Visits	31
	E2	Resettlement Issues	2
	E3	Mail / Pin phones	28
	E4	Money Matters	36
Food/Kitchen related	F1	Food / Kitchen issues	11
Health Related	G1	Health issues	59
Property	H1	Property related to previous prison	35
	H2	Property related to current prison	19
	H3	Canteen/Argos/Facilities list	6

Sentence Related	I1	Basic Sentence (inc remand time)	3
	I2	HDC	1
	I3	Immigration/Deportation	7
	I4	Categorisation	4
	I5	Police days	0
	I6	ROTL	0
	I7	Parole Board	2
Staff/Prisoner/Detainee related	J1	Apps about Staff	17
	J2	Apps about prisoners/detainees	1
	J3	Apps from Staff	1
Transfers	K1	Transfers	15
Miscellaneous	L1	Miscellaneous	56
		<b>Total</b>	<b>403</b>

**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 challenges 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

HMP Preston provides a safe and secure environment for prisoners to take full advantage of a full range of behavioural, educational and industrial training classes within the prison. These combined with the continued support upon release provided by the Probation Service, substance misuse services, the Inside Out Programme and other organisations allow the IMB to be satisfied with HMP Preston in its work to reduce re-offending and to rehabilitate its prisoners into society

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 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 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, Danny Khan 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**

**July 2013**