



HMP Winchester
The Independent Monitoring Board

Annual Report

2011 / 2012

Final Version

HMP WINCHESTER

IMB ANNUAL REPORT: JUNE 2011 – MAY 2012

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(Topics shown in bold below are areas that must be reported on, according to current IMB guidelines)

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2. INTRODUCTION

In this document the Board's aim has been to describe the workings of the Prison in a logical manner, while still addressing the five areas that must be reported on, according to current IMB guidelines (Safer Custody, Healthcare, Diversity, the Care and Supervision Unit, Learning and Skills). These are identified in bold in the table of contents.

Winchester Prison is of typical Victorian design with radial wings plus a gatehouse. It is a local Category B prison with several additional buildings inside the prison walls, including a Healthcare wing and two further blocks - West Hill and the Hearn Unit - which hold Category C prisoners nearing the end of their sentence. The present occupational capacity is 707 prisoners.

3. EXECUTIVE SUMMARY

3.1 Issues for the Minister and Prison Service HQ

- Budget reductions. A large number of concerns raised by the Board and the topics raised stem from the unrelenting reduction in the prison budgets. **4**

Fair and Sustainable (F&S) – This model has major implication on the provision custodial service. This major re-profiling appears to be driven to obtain substantial annual budget reductions. This reduction in resources (specifically staffing levels) across the establishment is rapidly moving the prison towards a hotel/warehouse function. This trend is totally contrary to government statements about providing a safe well-ordered establishment in which prisoners are treated humanely and decently. **4, 5.2, 5.3, 7.1**

- DHL Canteen prices. The Board is of the opinion that charging a different price to those displayed on a product is contrary to honest and decent pricing policies. **5.8**

3.2 Issues for the Regional Custodial Manager and Governor

- The Board notes, substantial periods of this reporting year has seen a lack of governance in the establishment.
Governing Governor was on sick leave for 1 month, with a phased return to work over 3 months. The Deputy Governor acted up during this period.
Absence of junior governor grades and the short term tenure of the many locum Governors from other prisons has contributed to a general lack of continuity.
These factors have been detrimental to good management. **5.1, 5.4, 5.13**
- New profiles emanating from F&S – The Board notes the new profiles did not match the requirement of the prison regime due to serious staff shortage (a situation exacerbated by a combination of budget/staff reduction and substantial staff absence) This had a major detrimental impact on prison regime. **5.2, 5.3, 5.4, 5.8, 5.14, 7.1, 7.2, 7.3**
- Lack of purposeful activity. The Board believes there is substantial scope for improvement, especially in West Hill and the Hearn. **7.2**
- The Board notes significant failings with Health Care provision at the prison:
Questionable Standards of Health care.
Ineffective clinical management.
Unacceptable medical complaints process. **5.6**
- Chaplaincy. The (non) appointment of an Anglican Chaplain has effectively breached Prison Act 1952. The Board also believes the delay in appointment breaches reasonableness of process. **5.9**

- IMB Applications. The Board believes the numerous applications received are indicative of the lamentable failure of the Personal Officer scheme. We note that previous Board reports have identified this problem and there have been numerous studies, processes and procedures to solve this problem but none have produced an acceptable solution. **5.3**
- The Board believe the needs of Foreign National prisoners are not being given sufficient management attention. **5.10**

4. SIGNIFICANT CHANGES SINCE THE LAST REPORT

- The reporting year has seen a further reduction of 3% in real terms in funding for HMP Winchester.
- The Prison was classified a standard complexity establishment. This reclassification imposes arbitrary boundaries which negatively impact on finance and resourcing for an antiquated Victorian establishment with substantial prisoner churn.
- The F&S project leading to re profiling of all Prison staff roles is now under way. Officer shift patterns have changed dramatically, with subsequent negative impact on officer and administrative staff morale at all grades.

F&S will also involve revision of the prisons current 5 business strands to 7 business functions which represents yet another major management restructuring.

Change fatigue is frequently reported to the Board.

- The Core day has been radically changed. Prisoners now spend more time behind the cell door.

5. THE CARE AND TREATMENT OF PRISONERS

5.1 RECEPTION

Overview

- Long term sickness of the Governor and no permanent replacement has had negative impact on work and Staff in Reception.
- Staff report to the Board that their concerns are not listened to nor acted upon.
- Late returns from Courts, bringing in groups of prisoners rather than individuals mean that Staff are forced to work late.
- The staffing profile is 4 Officers and 1 Senior Officer at all times; the Board notes this is not always the case and the small dedicated group is to be merged with Security and Health Care Staff. This grouping of at least 36 Officers, not all NOMIS trained, will have significant potential for delays in processing prisoners.

Highlights

- There is now a regularly detailed OSG who deals with property and the many complaints this system tends to generate.
- An Improved system is in place for release of prisoners. NOMIS recording is completed before a prisoner leaves Gate.

- Use of Orderlies and Listeners continues to be beneficial.

Concerns

- The recording of worked hours is often inaccurate; late finishes in particular need to be noted, (evidenced by variant sheets on Centre records).
- The system for receiving prisoner property left in Visits has not changed despite comments in last year's report and promise that there would be a better, more secure and robust protocol. The present system remains unfit for purpose.

5.2 **SAFER CUSTODY**

Overview

- Safer Custody has continued to benefit from consistent staffing and management. It is noted that the team displays high standards of professionalism.
- The weekly multi-disciplinary ACCT meeting (Assessment, Care in Custody and Teamwork) provides a reliable platform for both review and support from a broad cross section of disciplines involved with opening, reviewing and appropriate closure of ACCTs.
- Tracking systems for reporting bullying and violence are improving but still leave room for improvement. A local audit highlighted the need to improve reporting procedure to ensure all work undertaken with vulnerable prisoners is fully recorded.
- During the reporting year, two prisoners died in custody, one due to natural cause and a further prisoner was found dead in his cell. The Prison Service Ombudsman report and Coroner's hearing have not yet taken place.

Highlights

- It is noted that there is a growing number of prison officers at Winchester who do a very professional job of interacting/engaging with prisoners in general, and those on ACCT in particular.
- Prison discipline staff receive no formal training in mental health; however, they provide very good levels of care in looking after these vulnerable prisoners.
- Reporting and recording systems are significantly improved in this reporting year and there is a stronger correlation between manual recording systems and P-Nomis (the prison service computer system).

Concerns

- It is of some concern that the number of ACCTs opened remains high, consistently averaging 30 on a monthly basis. "Cutting" continues to be the most significant method of self-harm, with the highest incidents occurring from the Vulnerable Prisoner wing. The total numbers can be inflated by multiple acts by serial self-harmers, some of whom have mental health issues.
- The Board is also concerned that short notice regime and association period changes have a substantial negative impact on these highly vulnerable prisoners.

- It remains frustrating that the Ombudsman Reports and lessons learned from deaths in custody still take more than a year to be published (also highlighted in our 2010 and 2011 report).
- Lately attendance at monthly meetings by wing staff has been sporadic: this issue which has been highlighted with the Governor. This is due in part to staff availability arising from revised detail requirements, a situation which also impacts on attendance at multi-disciplinary reviews.

5.3 OPERATION OF THE WINGS

- The Board notes due to short-term staff shortages, officers are moved from their normal work setting to cover absences elsewhere. This leads to lack of knowledge of specific prisoners, lack of involvement in the wing they find themselves on, and lack of recognition of need for timely actions.
- The prison no longer operates a “Golden Hour” (8-9am) when prisoners were unlocked for association - an opportunity for phone calls, exercise, showers and collecting medication. This would appear to be a direct result of reduction of available officers under the F&S re-profiling process. The Board believe this to be a retrograde revision of the prisoner’s core day.
- The Board believe that Association has been curtailed far too regularly, often as a result of insufficient staffing levels.
- In 2011 a new system of work allocation was introduced, offering most prisoners the chance to work part-time, but because this also meant half pay it has not been popular. There is also a revised system for work and pay in place.
- The Incentives and Earned Privileges (IEP) system has not been used consistently and prisoners are not assessed regularly or consistently. The low number of prisoners reduced to standard or basic levels are evidence that the system is not properly utilised.
- The Personal Officer scheme has still not been implemented in an acceptable way. Prisoners often claim not to know who their Personal Officer is. The Personal Officer is scheduled to have a fortnightly meeting with their “mentees” but this does not happen on a regular basis. We note that previous Board reports have identified this problem and there have been numerous studies, processes and procedures to solve this problem but none has produced an acceptable solution.
- The number of formal complaints by prisoners to the IMB continues to be high 430 in this reporting year. Whilst the total number of applications is slightly lower than last year, this is due to a more robust approach requiring the prisoners to use the prison application system before contacting IMB.
- There remains an overall lack of consistent Purposeful Activity in the workshops. It is particularly disheartening that Bricklaying courses have been non-existent for a year because suitably qualified Instructors have not been recruited.

5.4 PRISONER COUNCIL

- The Board is extremely disappointed to report a lack of consistency in holding Prisoner Council Meetings. This would appear to be due to locum Governors focusing too narrowly on day to day management issues, losing a valuable forum for information exchange between prisoners and staff being held on a regular basis.

5.5 VISITORS' CENTRE

Overview

- A newly refurbished Visitors' Centre opened on 17 October 2012. The doors are open well ahead of visiting time and it has good facilities for mothers and babies and for the disabled.
- The prison has linked up with Spurgeons, an organisation with extensive experience of helping disadvantaged children, and the Centre provides comprehensive support to families, and fosters vital contacts between the prison and community. Spurgeons are also able to liaise with children's centres and outreach contacts and invite outside agencies such as CFIT (Children's Family Information Team) and Skills UK to speak to families, helping them gain access to support and information.
- Within the prison Spurgeons are involved with the various family-centred schemes: Bookstart, Storytime and You and Your Child.

Highlights

- The feedback from visitors is very positive.
- Discipline staff supervising visits are tactful and courteous.

Concerns

- The Board notes the future of this valuable partnership is insecure. Spurgeons obtained a grant from the Department for Education and the Ministry of Justice for a two-year period which will end in March 2013. It is important that finance is found to give this work a secure future.
- The Board also note that visitors have reported long delays in getting through to book prison visits often on expensive mobile phone tariffs.
- In the main visits hall the children's play area is frequently closed because there are no volunteers to run it.

5.6 HEALTHCARE

Overview

- The prison has a dedicated Healthcare Unit building catering for prisoners with acute mental health problems and those with chronic medical needs.
- The prison has provided end of life care for prisoners.
- The Healthcare Unit hold clinics for an optician, dentist, podiatrist and chiropodist as well as daily GP clinics. Daily nursing care is provided to prisoners in every area of the prison.
- The CSU has daily nursing visits and visits from a doctor at least every 3 days.
- On admission prisoners have an initial assessment during which they are triaged by nursing staff to see a GP as either urgent or non-urgent.

Highlights

Health Care Unit Discipline staff

- The Board is impressed by the quality of care shown by officers who choose to work in Healthcare.
- A recent Board member described; *“excellent care provided by staff to Mr. X. prior to his death. This is a glowing tribute to them”*
- The Board note - we often see individual members of staff demonstrating outstanding levels of care to prisoners with challenging and diverse healthcare needs.

Concerns

NHS Management

- The prison had a number of different commissioners in post in the past year creating instability. This has led to a year of turmoil in the provision of healthcare across the whole prison.
- The healthcare manager at Winchester was moved to ‘help out’ at another prison in February without notice. No arrangements were made to cover his post. He leaves in July 2012. The critical role of managing this service remains in limbo while a new manager is appointed.
- Staffing - The few nurses who have worked at Winchester for many years are shouldering the burden of immense pressures caused by an alarmingly high nursing turnover (between 30% and 50% of posts vacant during the year).

Prison Health Care Unit staff

- Deteriorating morale among these officers appears to be caused by lack of staff numbers across the prison coupled with a lack of recognition for the outstanding work they do with unwell prisoners.
- The Board observe dedicated Healthcare staff rostered to work in other areas of the prison whilst non-healthcare officers are rostered to Healthcare. This is a waste of resources, demoralising for staff and has a negative impact on the quality of care given to prisoners.

Quality of care

- There have been incidents this year that have led the Board to question the quality of medical decision-making (more than one incident of repeatedly missing a serious diagnosis).
- Prisoners have been unable to access regular medication (anti-epilepsy on one occasion) on arrival. We are not able to establish whether these have been clinically acceptable mis-diagnoses or poor medical care.
- The Board continue to have serious misgivings both about the provision of medical care and the lack of a system in the prison by which to monitor the quality of care.

Health service Complaints

- Complaints relating to health care provision are running at an average of 10 complaints a week. These complaints are logged and passed on to healthcare staff. The Patient Experience Service at Solent Healthcare (complaints management) until recently did not appear to be aware that complaints were running to such numbers.
- The Board questions how the quality of care can be monitored without keeping a close eye on the number and nature of the complaints being made.

- Applications to the Board (the IMB prisoner complaints system) concerning poor health care continue to grow. They represent 22% of all complaints received by the Board compared against 14% in the last reporting year.
- NHS Healthcare complaints can be responded to in 25 working days. The Board believe this NHS standard in the context of a prison with a high turnover of prisoners is totally unacceptable and that all prisoners' complaints should be responded to with a much shorter deadline.

Prisoners can have non-urgent but important unmet health needs. Prisoners cannot apply pressure for a faster response for more urgent complaints. One example - a prisoner has waited over 2 months to be told his new glasses have gone missing.

5.7 Kitchens

Overview

- Food standards are good, menu choice is excellent and varied, meeting all culture requirements.
- Staffing levels are now on budget and portion control is evident.
- The Introduction of sandwiches in place of the hot meals at lunch time has saved money and targets have been met.
- The Board notes there are minimal complaints following an initial settling down period.
- Training is evident, training packs and trainers are in place to enable the delivery of NVQ's.
- Good in house policing has ensured minimal levels of hoarding and theft.

Highlights

- The Board notes that the kitchen is an efficiently run establishment with good management and staff who take pride in delivering excellence.
- All kitchen staff achieved the PTTLS (Preparing to teach in the learning sector) quality standard.
- Kitchen staff have commenced TAQA (Training assessment Quality Assurance) Similar to D31/32 Train the Trainer programmes.
- EHO Audits are conducted in a professional manner scoring high in food safety management.

Concerns

- EHO Audits reference Fabrics score low, due to the age and condition of building.
- It is also of concern that time taken to repair defects (Tiles /Fridge seals) resulted in an Audit failure.
- Antiquated equipment, needs up dating and replacing (Trollies, Combi ovens and Cooking Kettles).
- There was a serious lapse of food identification on the food menu for an undefined period of time. An item marked Halal proved not to be. Unfortunately the prison was unable to identify from the supplier how long this product has been supplied as Halal.
- The Board hopes these issues will be short lived when the proposed new building project is commenced in the Autumn 2012.

- West Hill Kitchen was initially shut down due to lack of man power. The Board still believes these kitchens could be utilised as a training kitchen, expanding both work opportunity and increasing the skill set of prisoners.

5.8 Canteen

Overview

- Stock rotation systems of product within the prison are effective.
- Product availability is generally adequate; however, different cultures require selected items which are often unavailable elsewhere. This situation will require continued attention.

Highlights

- Revised canteen distribution and delivery systems are now achieving minimal complaints regarding missing items.

Concerns

- Pricing policy needs addressing as a matter of urgency. Product labels frequently reflect disparity with prisoner order forms. The Board questions this practise which portrays a very dubious ethic far removed from the prison service claims of fairness and decency.
- The 14-16 day delay before a new prisoners has access to personal selection is unacceptable.
- The Board notes that Canteen prices are invariably higher than the high street, again penalising the prisoner who is unable to shop else-where. The Board believe contractors margins should be frozen to ensure equality and fairness.
- Distribution of canteen products continues to present issues due to lack of man power.
- Contractors stock should be in date. The practice of providing short shelf life stock (crisps, bread etc) is totally unacceptable.
- The Board questions if standardisation of canteen lists across the prison estates would provide both economy and a more equitable choice.

5.9 CHAPLAINCY

Overview

- The past year has been difficult and challenging for the small Chaplaincy team. There has been no appointment of an Anglican Chaplain for over two years following the retirement of the previous Anglican Chaplain.
- Limiting the new appointment to a two-year term is thought to be a major contributory factor for the lack of applicants together with human relations policies freezing new appointments. One potential candidate who had been taking services on a voluntary basis has now accepted an appointment to a prison elsewhere.
- The Board hopes the revised organisational structure will result in a permanent placement (though there is no guarantee that it will be an Anglican). The timescales which have been indicated under the F&S appointment process lead the Board to believe a person will not be in place until 2013 at the earliest.

- Regrettably, the Methodist and Co-ordinating Chaplain has recently become long term sick, which will further increase the pressure on the remainder of the team.

Highlights

- The pressure on the Roman Catholic and Salvation Army Chaplains trying to cope with an enormous workload has been, and continues to be, intense. They deserve enormous credit for what they are achieving.

Concerns

- It is unfortunate that the Prison has effectively breached Prison Act 1952 in this regard. The Board also believes the delay in appointment breaches reasonableness of process. Although reasons for this delay have been given by the Management, it brings into question the appointment process which has not served the prison well.
- The Board also note in addition to the effect on these hard pressed individuals themselves, there has been a detrimental effect on prisoners who are no longer receiving the same level of pastoral care.
- In similar vein to the IMB, the Chaplaincy can act as a 'relief valve' in the pressurised prison environment. This reduced level of pastoral care is viewed with considerable concern by the IMB.

5.10 EQUALITY AND DIVERSITY

Overview

- Following the Prison Service decision reported last year, (it is no longer mandatory to have either an official Race Equality Action Team nor regular meetings) there now appears a lack of will to pursue the monitoring of this very important area of the prison life.
- There has been major staff disruption within this function.

The Equalities Manager left the prison service in November 2011.

The Equality Officer, who was appointed in April, 2011 reverted to his previous status as OSG in February 2012.

The governor responsible for this area had lengthy spells of compassionate leave during 2011, and left the prison in March 2012.

The Equalities Manager left leaving no official successor, and it has taken months for the new Equalities Officer to set up systems.

- Last year the Board reported that a new Equalities Working Committee had formed but the first full meeting was not held until April, 2012. It was well attended by governor grades, involved members of staff and some prisoner reps. It was initially encouraging but dispiriting to find that the officer tasked with monitoring and running this group, has also left the service.
- The Cell Share Risk Assessment (CSRA) has been eased nationally as reported last year and although this has led to less rigorous classification of prisoners, there have been no major incidents.

Highlights

- The Board notes the excellent work with Foreign Nationals which ensures eligible prisoners are referred to members of the Immigration Service who visit the prison once or twice a month. Notification is given to UKBA of any FN prisoners approaching the end of their sentence who are liable for deportation and likely to be held under IS91.

Concerns

- The Board believes the needs of Foreign National prisoners (lack of language skills, distance from family, and fear of the unknown) are not given sufficient weight. It is important to ensure that appropriate staff time is specifically allocated to cover these needs.
- It is possible to obtain computer details of elderly and disabled prisoners; however, this requires accurate information to be entered. In May 2012 there are 78 prisoners over 50, of whom 4 are over 80. Personal escape and evacuation plans were set up by the previous Diversity Manager. Since his resignation this log is no longer completed.
- Last year RIRFs (Racial Incident Referral Forms) were replaced by DIRFs (Discrimination Incident Report Forms). The system for logging these did not bed in until January, 2012. However staff resignation in May caused failure in logging and responses.

Since January there have been 20 DIRFs submitted (to be answered within 28 days). The revised complaint form now has a box asking if the complaint has an element of discrimination (to be answered within 7 days). Prisoners now tend to use this however appropriate or truthful.

5.11 VULNERABLE PRISONERS (VPs)

- D wing is nearly always fully occupied by VPs. This has the advantage of a more consistent management of their regime. The Board is pleased to note, once again, that the VP classrooms are staffed by a committed team of tutors, and their work is much appreciated by many prisoners.
- Part-time work has been introduced in No 5 Workshop in order to provide work opportunities for a greater number of prisoners and, despite some initial concerns, the inflow of contracted light assembly work continues to be maintained.
- The workshop instructors and the IT course tutor demonstrate a high level of professional commitment to the quality of work produced and to the supervision of vulnerable prisoners.

5.12 LIFERS and Indeterminate Prisoners

Overview

- On the 21May 2012 the prison held 32 indeterminate sentenced prisoners: of these 16 were subject to an Indeterminate Sentence for Public Protection (CJA2003) and 16 were life sentenced prisoners.
- Of the total number held 17 are unsuitable for transfer due to a variety of reasons including challenging behaviour, unavailable resources elsewhere and immigration issues. Of the remaining prisoners 4 have been accepted at other prisons and the rest await a decision.
- One life prisoner died in custody.

Highlights

- 30 prisoners have been transferred since April 2011 to a number of establishments across the country and 2 have been released.

- Since the last report there has been significant improvement in the delays in securing appropriate accommodation for this group of prisoners, much of which can be attributed to the efforts of the Offender Management Unit at the prison.

5.13 CARE AND SUPERVISION UNIT (CSU)

Overview

- There is a dedicated team for CSU, most of whom are fully trained; however sickness and phased return to work plans mean that there are sometimes non trained staff working there.
- The CSU is a Victorian unit comprising 7 cells. It is subject to regular damage by prisoners due to its inadequate construction.
- Governing Governor has insisted that as from April 30th the CSU is to be permanently manned during the core day. This should result in all paper work being up to date, as staff should not routinely be moved for other duties.
- As of April 30th, new windows in cells and office complete. Better living environment and safer working conditions for staff and refurbished showers are planned.
- The Board notes a number of improvements to operational issues within CSU have followed from recommendation from visiting (locum) governors.

Highlights

- Fewer long term stayers in CSU.
- Safety cameras installed and working.
- Staff work hard to ensure safety of those in their care.

Concerns

- The Board feels the frequent change of Governors during reporting period has meant the CSU has not been given the high priority that it deserves.

5.14 DRUG TREATMENT

Overview

- The Introduction of Integrated Drug Treatment Services in 2011 has not been without difficulties due to both staffing and logistical issues which impact on service provision.
- Initial difficulties occurred as two separate record systems exist. CARAT workers were unable to access clinical records; there was considerable delay in resolving this, again impacting on joint assessment. The matter has recently been resolved and access is now available to drug workers which will improve matters.
- The current retendering of the drug services contract will have an impact on the integrated service that will be delivered in the future; the successful contractor will start running the service from October 2012.

Highlights

- The CARAT team are supporting the introduction of a S.M.A.R.T. recovery group into the prison and also conducting research into introducing a peer supporter programme to develop effective provision of treatment.

Concerns

- Staffing shortages relating to both clinical and intervention staff have significantly impacted on provision and the level of service that can be offered. Clinical staff have been unable to fully participate in initial assessments although this has started to improve with the appointment of new staff.
- The Board notes drug provision is feeling the impact of cost cutting (as is the rest of the prison) and a consequential reduced focus on rehabilitation.
- Drug Support Officer (DSOs) have been incorporated back into main prison regime.
- Prisoners Addressing Substance Related Offending (PASRO) programme has been disbanded leaving very little to offer longer term prisoners.
- The Short Duration (Drug) Programmes will only run until October 2012.
- The Board is concerned that the Mandatory Drug Testing profile (MDT) has been reduced as have Compact Based Drug Testing agreements; this reduction has the potential to reduce prisoners' motivation to remain drug free.

5.15 Former Armed Forces Personnel in Prison

Overview

- The number of former Service Personnel serving prison sentences in HMP Winchester increased in 2011/12 to 64 from the previous year's total of 41 with the majority of prisoners from the Army. This number has decreased due to transfers and discharges to 26; the majority having served in Iraq or Afghanistan, although one claims active service in Korea.
- The Board continues to monitor the work of the Veterans in Custody Support Officer (VCSO), a role which appears to be generally unrecognised by management.

Highlights

- The Prison Officer (VCSO) who supports prisoners has participated with other stake-holders (The County Council, County Police, Probation Service and Military Charities). This has enabled 9 ex-service mentors to be recruited to work in the community with vulnerable Military Veterans including those about to be discharged from this prison, to support their return to civilian life.
- The VCSO has built and maintained excellent relationships with the major Military Charities (SSAFA, RBL and Combat Stress) and is establishing a similar forum with the Regular Forces Employment Agency. This in conjunction with the Prison Resettlement Unit will seek job opportunities for ex-servicemen prisoners on discharge.

Concerns

- The Board is concerned that service personnel experiencing administrative discharges as a result of committing criminal offences are frequently not informed by their Units as to their legal rights and benefits for their families. It seems that Commanding Officers are all too quick to expunge the serviceman and his family from the Unit with little concern for the welfare of the family or indeed of the ex-serviceman.

6. REHABILITATION and OFFENDER MANAGEMENT

Overview

- Despite a challenging environment, the Offender Management Department has delivered a professional and effective service over the past year. Much credit is due to the mature leadership given to the department.
- Very positive co-working within Integrated Offender Management. For example, for prisoners serving less than 12 months, their patterns of reoffending have been very encouraging, with a 50 percent reduction in the number of times that individuals come through Police custody suites.

Highlights

- Successful achievements in terms of the shadow target Multi-Agency Public Protection (MAPPA) arrangement. The current year has seen the start of the real targets.
- The department has performed well within the Offender Assessment System (OaSyS) Quality Assurance framework.
- Staff have adapted well with the manpower reductions.

Concerns

- Continuing restructure has resulted in 'change fatigue' with some staff members.
- The Fair and Sustainable project and subsequent re-profiling has reduced staffing levels. Staff are seeing roles disappearing, which they might have been aspiring to in terms of career progression.
- The Board, whilst acknowledging that it is early days notes; members of staff (Offender Managers and Supervisors) are now part of shift patterns covering nights and weekends. This makes them less accessible to partner agencies. There is concern that this will result in a net loss of committed time in their specific daytime roles.

7. THE GENERAL REGIME

7.1 SECURITY

Overview

- The security team have maintained a professional and conscientious approach to the security of HMP Winchester. Intelligence Briefings are held daily. Intelligence Objectives and Contingency Plans are updated monthly. There is a good working relationship with the Police Liaison Officer.
- It is planned to introduce mobile phone blocking devices and CCTV on the Wings. Properly used these will assist in raising the profile of security around the prison and maintaining a safe and secure environment for staff and prisoners.

Highlights

- The Board is very pleased to note that in the May 2012 Security Audit, HMP Winchester was awarded ninety-five percent, which is the highest score in the country for a Local Prison.
- Corruption prevention measures have been extremely successful due to multi-agency cooperation.

Concerns

- The team now operates under increasingly difficult circumstances. The pressure on resources, together with the priority given to the operational needs of the prison, can mean there is an uneven balance with the security function. This when coupled with low morale due to the 'Fair and Sustainable initiative and new profiles for officer grades has hampered the effective execution of their responsibilities.
- The lack of a drugs dog for several months has exacerbated the situation.
- The Visits camera continues to lack staffing by trained observers and the MAPPAs team is facing an increasing workload but with no more staff.
- Prisoners are all too aware of the situation. Their increasing inventiveness to circumvent detection, bullying prisoner-on-prisoner, threats to staff, trafficking networks, and the actions of short-term sentenced prisoners and new receptions in bringing in unauthorised material, have all meant that problems are increasing.
- Drugs, weapons, mobile phones, SIM cards and charging devices are ever-present with Visits, Reception and the Courts seem to be the main sources of entry.
- The Board also notes finds of excess medication - perhaps due to over-prescribing and lack of attention to its consumption.
- Finds are significantly down from last year, despite the prison's searching cycle being achieved and significant intelligence generated.
- The pressures placed on wing staff to maintain the regime mean that target searches are not always the first priority and therefore contraband in cells may not be discovered within the time frame recommended.
- There is no decrease in the amount of illegal items coming into the Prison.

7.2 LEARNING AND SKILLS

Overview

- During the latter stages of 2011, it was identified that the establishment could not get prisoners through the Health and Safety Course, quickly enough to meet the demand for filling available activity spaces. This resulted in prisoners remaining in their cell, unable to take part in purposeful activity.

- Work began in January 2012 and included training 11 staff to a City and Guild standard in “Train the Trainer” Manual Handling. Subsequent to staff qualification, a prisoner training package had to be written and a rota devised to release staff from their “day Job”, factors which further delayed progress.
- The new Induction programme started in May 2012 and has resulted in prisoners getting security cleared and trained to an appropriate level to take part in activities within the first two of weeks of custody.
- It is noted that a further change to the Employment Policy is due to be published late July 2012.

Highlights

- The Board commends the Department for proactive initiatives such as,

The proposed relocation of part of Workshop 4, to Westhill & The Hearn site, to deliver a computer course. This will follow on from the courses the Education Department offer to prisoners. This project will increase activity places, meaning fewer prisoners will remain in cell.
- It is also noted that external resources for funding are actively pursued by the team assisting the prison maintain its hard pressed budget.
- The Gardening Centre is maintaining its excellent performance.
- The Board note excellent work in Carpentry under a new instructor.

Concerns

- The Board notes frequent issues with the timely delivery of prisoners from the wings to the places of both education and employment. This appears to the Board to be a direct result of F&S and recent staff re-profiling impacting on staffing levels.
- Whilst the Board acknowledges an increase in work placement since 2011, prisoners may still remain in cell without purposeful activity, due to the lack of spaces the Establishment can offer.
- The Learning and Skills Function has been short of a full time Admin Officer since the end of January 2012. The recruitment freeze (resulting from F&S and re-profiling) had a major negative impact on the effectiveness of the function. It is noted that permission to accept a compassionate transfer from another Establishment has been made but will still leave the current role uncovered until August 2012.
- The bricklaying shop has remained closed during this reporting year. This is a waste of both resources and opportunity for constructive skill based prison employment.
- The Board hopes the prison budget will support further initiatives proposed by Learning and Skills to ensure as many prisoners as possible gain from employment during their sentence: A proposed recycling project would meet both employment and environmental needs and use of the redundant kitchen (when the rebuild is completed) as a prison laundry. The Board believe both of these projects would have substantial impact on the availability of work places for prisoners.

7.3 WEST HILL AND THE HEARN UNIT

Overview

- West Hill is a Closed Category C Resettlement Unit for 129 Prisoners.

- Education provision for West Hill and the Hearn Unit has been re-modelled to take account of the needs of those prisoners who are serving short sentences including an Employability course aimed at improving prisoners CVs and helping them to find work on release.

Highlights

- The Board is pleased a dedicated CARATs (Drug Counselling, Assessment, Referral, Advice and Through care) worker has been returned to the unit.
- The West Hill windows overlooking the all-weather sports pitch have been completed and the installation of kickboards on the all-weather pitch are finally in place.
- The Prison Works department has done an excellent job in keeping the buildings in a good state of repair.

Concerns

- The on-going “Wall Syndrome” (on which we reported last year) has created a sense of frustration and feeling of isolation felt by SOs and officers. They report being moved at short notice to other parts of the prison to cover staff shortages with the consequent knock-on effect for the regime in West Hill and the Hearn Unit.
- There would appear to be a difference between Category C prisoners as defined by NOMS and Category C West Hill Protocol Prisoners that has not been resolved.
- The low success rate with ROTL applications and inconsistent results from the IEP system remain areas of concern.
- The Kitchens Party having been relocated to the main has increased the difficulty in finding meaningful employment for West Hill prisoners. This has been exacerbated with the finishing kitchen being de-commissioned last year.

7.4 WORKS DEPARTMENT

Overview

- The department continues to provide an excellent service for this crumbling (literally, in the case of the perimeter walls) Victorian edifice. They carry out many refurbishments and repairs, large and small, which keep the place running and also liaise with outside contractors on major projects.
- There are inefficiencies outside their immediate control eg. as reported in 2011, the slowness of staff to report minor repairs which are then submitted, several at a time on a single 312 form making it more difficult to provide a prompt service.

Highlights

- The Board notes that smoke hood RPE (Respiration Protective Equipment) can now be used if there is a fire as the training has been delivered. This will enable fire equipment to be used properly.

Concerns

- There has also been a vacancy for the position of Head of Department since December and an official appointment is long overdue. The Board notes the significant contribution made by the Deputy Head of Works during this period.

- The Board notes a lack of proper consultation when alterations are made eg the refurbishment of the Reception area incurred extra costs when alterations continue to be made as the work progressed.
- As in 2011, expensive agency staff are currently covering vacancies. The team has an electrician and a plumber shortfall from the full complement.
- The Board notes that as in 2011, Health and Safety report a disturbing number (45 currently) of cases of litigation. These would be resolved more easily if accidents were reported promptly so that witnesses can be noted and statements taken before officers and prisoners move on.

8. EXAMPLES OF GOOD PRACTICE

The Board is pleased to note that the recent Security Audit by external Prison Service auditors have once again awarded HMP Winchester a very high overall score (of 95%). The highest national score for this category of Prison.

- Safer Custody has benefited from consistent staffing and management by a small but dedicated team.
- The weekly multi-disciplinary ACCT meeting continues to provide positive direction and care plans for at risk prisoners.
- Use of Orderlies, Insiders and trained Listeners continues to be beneficial for prisoners.
- The end of life care provided in Healthcare is excellent, and the dedication of the staff involved is highly commended by the Board.
- The provision of family support through the prison's link with Spurgeons is much appreciated by visitors. It is to be hoped that funding will be secured to continue this valuable work after March 2013. .
- The Board notes the excellent work with Foreign Nationals which ensures eligible prisoners are referred to members of the Immigration Service.
- The RARPA Programme launched in the Kitchen (Recognising and Recording Progress and Achievement) is proving to be very worthwhile. This was an in-house idea by the Kitchen management which could and should be launched nationally.

9 Work of the Board

- The Board currently has 14 members divided into four teams. Each team handles any issues on their duty week and a rota report is sent to the Governor. The Board lost 5 experienced and valued members in this reporting year.
- Members all have areas of special interest, and these have been reported on as appropriate. Within the Boards monitoring role, members attend prison committees.
- A total of 523 individual visits have been made to the prison during the year, and members regularly attend reviews and adjudications in the CSU. 8 serious incidents were monitored.
- Two members new to the board have transferred from other Boards and have been welcomed and introduced to the prison by existing members.

- Board members have been more reactive rather than proactive this reporting year. This is due in part to increased coverage of numerous issues within the prison, often caused by insufficient staff at all grades and inadequate funding.
- Board meetings are well attended and whilst The No 1 Governor was unable to attend regularly (due to health problems) his Deputy updated us, taking note of Board concerns.
- It is policy to have a speaker from within the prison to talk to members at monthly Board meetings, and sessions have included speakers from the Education, Human Resources and Mental Health areas.
- No specific training was provided by the prison for members, although individuals have attended Fire training, Manipulation & Conditioning and ACCT training. Provision has also been made for annual Board training on the use and security of prison keys.
- No members attended the Annual IMB Conference. The agenda was perceived too long and not sufficiently stimulating.
- A visit from HMP Coldingley IMB was received and a visit from the Isle of Wight IMB Board has also been booked.

10. CONCLUSIONS

In this report the Board have endeavoured to present a balanced picture of those areas in which the treatment of prisoners is working well and those over which we have significant concerns.

In successive reports the Board has recorded that Winchester, like many other prisons, has to deal with the effects of overcrowding and the constant churn of prisoners. We see very little evidence of change in respect of these key issues for the Prison Service.

As noted at the outset, there can be no doubt that budget cuts are undermining the level of service provided in a wide range of the prisons activities, and thus inevitably threaten the Prison Services ability to meet its fundamental objective to reduce re-offending.

11. APPENDIX

11.1 Number of visits

	2009/10	2010/11	2011/2012
Full complement of members	16	16	16
Actual members	17	17	14
Board meetings held	11	12	11
Visits to other prisons	2	2	0
Rota visits	311	322	290
Total number of visits to the prison	622	636	523

11.2 Application comparison

IMB Applications: 2 year comparison 2011 2012

June 2010 - 31 May 2011

June 2011 - 31 May 2012

Annual Totals	Topic		Annual Totals	Topic	
	Regime	%		Regime	%
8	Canteen	2	10	Canteen	2
17	Catering	4	19	Catering	4
11	Cell moves	2	12	Cell moves	3
10	Earnings	2	12	Earnings	3
14	IEP	3	12	IEP	3
3	Licence recall	1	0	Licence recall	0
18	Mail	4	10	Mail	2
72	Property	15	65	Property	15
1	Reception	0	2	Reception	0
16	Regime	3	3	Regime	1
9	Release date	2	3	Release date	1
10	Telephones	2	8	Telephones	2
1	Time out of cell	0	0	Time out of cell	0
11	Visits	2	6	Visits	1
	Resettlement			Resettlement	
13	Categorisation	3	21	Categorisation	5
4	Education	1	11	Education	3
25	HDC	5	14	HDC	3
4	Legal	1	1	Legal	0
8	Probation	2	5	Probation	1
8	Resettlement	2	8	Resettlement	2

40	Transfers	8
16	Work	3
Healthcare		
66	Medical	14
0	Clinics/outpatients	0
1	Detox/drugs	0
Diversity		
7	Diversity/race relations	1
3	Foreign nationals	1
Safer prisons		
1	ACCT	0
27	Allegations	6
2	Security	0
Miscellaneous		
45	other	10
471	Total	

19	Transfers	4
17	Work	4
Healthcare		
93	Medical	22
0	Clinics/outpatients	0
0	Detox/drugs	0
Diversity		
8	Diversity/race relations	2
1	Foreign nationals	0
Safer prisons		
0	ACCT	0
36	Allegations	8
2	Security	0
Miscellaneous		
32	other	7
430	Total	