



HM Prison Leicester

Independent Monitoring Board

Annual Report

1st February 2014 – 31st January 2015

**Compiled and submitted by the full Board
HMP Leicester, Welford Road, Leicester LE2 7AJ
IMB Chairman I M Peat**

The Prison Act 1952 and the Immigration and Asylum Act 1999 require every prison and IRC to be monitored by an independent Board appointed by the Secretary of State from members of the community in which the prison or centre is situated.

The Board is specifically charged to:

- (1) Satisfy itself as to the humane and just treatment of those held in custody within its prison and the range and adequacy of the programmes preparing them for release.
- (2) Inform promptly the Secretary of State, or any official to whom he has delegated authority as it judges appropriate, any concern it has.
- (3) Report annually to the Secretary of State on how well the prison has met the standards and requirements placed on it and what impact these have on those in its custody.

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

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3. Description of HMP Leicester

HMP Leicester was a Category B Local Prison for adult males at the beginning of the reporting year, but was re-designated in April 2014 as a Local Resettlement Prison for adult males. It serves the magistrates and crown courts of Leicestershire, and caters for remand prisoners and those serving short sentences. Category C Leicestershire prisoners sentenced to over twelve months are transferred to HMP Ranby, and to over four years to HMP Stocken. Certified normal accommodation is 214, with current operational capacity of 411. Normal capacity is in the range 340-360, mostly in shared accommodation but allowing for some single cell occupancy.

HMP Leicester is a Victorian prison, occupying a site of three acres close to Leicester City centre. The Gatehouse dates from 1825, and much of the building took place in 1874. In 1990 a new visits and administration block was built adjoining the main entrance. The main residential unit is a long rectangular cell block with four galleried landings, including full integral sanitation and in cell electricity. The allocation of accommodation has changed this year, with benefit. In the main block Level One now houses the Segregation Unit, and Vulnerable Prisoners Unit and Level Two the First Night Centre. Mainstream prisoners occupy the remainder of the accommodation. The Substance Misuse Unit and the Healthcare facility are now housed in a separate building. Other buildings on site include those housing Learning and Skills, Gym, Kitchen, Chaplaincy and IMB Offices and the Video Conference Suite. There is an outdoor exercise area.

Health care is provided by Leicester Partnership Trust and commissioned by NHS England East Midlands. Education, Learning and Skills are provided by Milton Keynes College, 'Integrated Drug Treatment Services' Dispensing and Substance Misuse services by Inclusion Healthcare, and library services by Leicestershire County Council. The escort contractor is GEOAmev, telephone translation services are provided by Capita, and kitchen supplies by 3663.

4. Executive Summary

Over the first few months of the reporting year, the mood of the establishment was low. Officer numbers had been reduced by 30% since 2010 by benchmarking, and in addition early retirement taken by experienced officers. There was also a significant number of staff vacancies, and of officers on sick leave, including some suffering from stress or following assaults by prisoners. Such effects have a greater impact on a small prison with a high prisoner turnover, compared to a larger prison with a more stable population, as there is less opportunity for economies of scale. A new Governor started in January, after an uncertain transitional period. Staff were doing their best and working hard but felt overwhelmed by the scale of the task, and unhappy that lack of time meant that they were unable to provide the previously good level of service. This was exacerbated during the summer by the prison being required to take disruptive and violent prisoners including some who had been refused by other establishments. There were significant drug problems, particularly the use of Mamba. At the same time there were a number of repeat self-harmers. Time out of cell suffered, particularly for the Vulnerable Prisoner Unit and Substance Misuse Unit, as staff were called to other duties. The Offender Management Unit was particularly over-stretched. During early autumn, the Board were hearing from prisoners and from officers that things felt unsafe, and on occasion Board members felt this too. Many Officers said that they were 'fire-fighting' rather than giving prisoners the support they used to be able to offer.

The Board is pleased to report that the situation has much improved as a result of strong leadership from the Governor, and the gradual assembly of a refreshed and effective Senior Management Team. Discipline has improved with a strict enforcement of the new Incentives and Earned Privileges (IEP) system and increased use of the External Adjudicator, and police liaison has been strengthened. There is a consistent and punctual core day. There has been a renewed focus on violence reduction (5:6), and major improvements in Healthcare Services (5:3) and First Night Centre and prisoner induction (6:2). Communication within the prison has greatly improved (6:1). Most of the recommendations of the unannounced HMP Inspection in November 2013 have now been addressed. Staffing has increased, with 15 new POELTS (Prison Officer Entry Level Trainees), and benchmarking levels will be reached by March 2015, although there are still vacancies, and staff sickness levels remain significant.

Even during the most difficult period, the Board commended excellent work by staff in supporting injured colleagues, in handling serious incidents and in accepting a large draft at short notice from another prison. One of the strengths at Leicester is the 'friendly-professional' engagement between staff and prisoners, and the ability to 'turn around' difficult cases, and this has continued despite all the pressures. Staff are to be congratulated for remaining resilient throughout this past year.

The Board remains very concerned that the Prison Service fails to deal expeditiously with the small number of prisoners who are severely mentally disturbed, and/or who are disruptive, violent and aggressive, who are of necessity held for too long in the Segregation Unit (5:7). It is not appropriate to hold such troubled individuals in a small busy local prison.

The Board hopes that the establishment will now be allowed a period of stability and freedom from both budget and staff cuts so that it can meet its major challenge for 2015, which will be to integrate effectively with the Community Rehabilitation Company, and improve outcomes for prisoners and for society.

Questions for the Minister

1. This has been a particularly challenging year for HMP Leicester with the effects of reduced staff time and a rising population of disruptive and difficult prisoners. Certain elements of the service have emerged stronger, but some have suffered, particularly relating to offender management and resettlement (5:5).

Does the Minister agree that a period of stability and freedom from further budget cuts and regime changes is required so that there can be consolidation and rebuilding of the workforce, and in particular so that 'Through the Gate' services can be delivered effectively?

2. The Board feels that it is inhumane for severely mentally disturbed prisoners to be kept segregated in prison rather than in a secure hospital. Weeks to months are spent waiting for 'assessment' and placement, long after it is clear that there is no acute or temporary cause for their behaviour. Such individuals consume a disproportionate amount of time and money, and increase stress for staff and other prisoners.

Does the Minister acknowledge the pressure placed on the service by severely mentally disturbed prisoners?

Does the Minister agree with the Board that it could be more cost effective, as well as fairer, for these vulnerable individuals to undergo their assessment and management planning in a secure hospital environment, where dedicated staff have more time and expertise, and can offer a proper period of professional observation?

Questions for the Prison Service

1. In a local resettlement prison it is important for staff to be able to work with each prisoner to address the offending behaviour and reduce re-offending. This is not possible for those who are disruptive and have dangerous and serious personality disorders. The continued housing of such prisoners, particularly in the Segregation Unit (5:7), is a drain on resources and staff time and thus disadvantages all the other prisoners in the establishment.

Will the service review the provision of secure accommodation for such individuals and their timely transfer?

2. The Board has spent much time and effort in dealing with applications relating to property lost between prisons on transfer (7.2). The Board has had very limited success, because cooperation from other prisons has been variable, and some prisoners have undergone multiple transfers. The Board feels this cannot be solved locally.

Will the service make efforts to address this national problem as a priority?

Section 5:1 Equality and Inclusion

The Equality Duty under the 2010 Equality Act requires the Board to have due regard to advancing equality of opportunity between people who share a protected characteristic and those who do not. Protected characteristics are disability, race including ethnic or national origins, colour and nationality, sex and sexual orientation, religion or belief, pregnancy and maternity and gender reassignment.

The IMB: The Constitution adopted by the Board in January 2015 states that ‘the Board must select the most suitable candidates based on merit’. The composition of the present Board reflects the characteristics of applicants, rather than any bias in the selection process.

Establishment: The establishment completed an Equality Impact Assessment programme in 2014, which identified ways to enhance reporting and monitoring with respect to the protected characteristics. There are named equality prisoner representatives. Cell sharing risk assessment in reception identifies those with discriminatory views or behaviour.

Disability: Prisoners are screened for disability in reception. The nature of the accommodation does not lend itself to much adjustment, but healthcare and landing staff and other prisoners do their best to help as necessary in case of temporary disability. Most chronic disabilities are managed by the prisoner himself. A bid has just been submitted for a dedicated wheelchair cell with wet room.

Race: All prisoners identified as holding racist views are encouraged to attend the Level 1 course ‘Equality and Diversity’, and this is mandatory for all equality representatives and those found guilty at adjudication. Racial Incident Report Forms are logged by the complaints team and quality checked by management; 47 were processed between February and December 2014, with 17 ‘prisoner on staff’, 6 ‘prisoner on prisoner’ and 24 ‘staff on prisoner’.

Religion/belief: There is a strong multi-faith chaplaincy presence, with a daily on call rota for visits to the Segregation and Healthcare Units. There is a large and well used multi-faith chapel. Religious festivals and excusals from work are well publicised. Attendance at Friday prayers is a priority for the regime, and Ramadan planning was exemplary.

Foreign nationals: There are at present 37 foreign national prisoners. International phone calls to family or friends are allowed with the approval of the Equality Officer. This is in addition to the normal PIN account, which can also be used to call abroad. The number of IS91 over-stayers awaiting deportation rarely exceeds 2 at any time; UKBA has increased its visits from monthly to weekly.

Equality: Formal establishment processes have been patchy this year because of lack of staff time. The dedicated Equality Officer has frequently been called to other duties and has been unable to fulfil all the tasks of the role. In January 2014 the Staff Equality Action Team (SEAT) which addressed the staff side of Equality and Inclusion, was merged with the Equality Action Team (EAT). Meetings of EAT, chaired by the Governor and Deputy were scheduled quarterly in line with equality reporting mechanisms, but were sometimes postponed and poorly attended. From January 2015 these meetings are timetabled monthly, and will include prisoner representation. The Prisoner Council also fell into abeyance, but has been timetabled monthly from January 2015.

Concerns: The Board is hoping to see a higher priority accorded to Equality and Inclusion, with more prisoner engagement, as a result of these changes.

5:2 Education, Learning and Skills

There is an excellent working relationship between the prison and Milton Keynes College, with strong leadership from the Cluster Lead Head of Learning Skills and Employment (HMP Leicester, Onley and Stocken). Prisoners are vigorously encouraged to take up the opportunities available to them. The system is responsive to an individual's educational requirements and likely length of stay. A committed and enthusiastic team of 18 staff deliver the service in 10 classrooms, and learning support/outreach is provided on the landings by 'one and a half' staff members.

There is a strong focus on basic literacy and numeracy and prisoners cannot progress to other courses or work until this has been addressed. During induction, each prisoner is assessed by the College in English, Maths and IT skills. Those assessed as below Level 1 literacy are mandated to attend education. The prisoner also sees one of the two members of the Careers Advisory service, and a Skills Action Plan is produced, which should be incorporated in the sentence plan. All prisoners on induction receive training in Health and Safety in the Workplace, which is a City and Guilds qualification, geared to future employability.

A major challenge for education provision is the short stay of prisoners – few are held for more than 6 months at HMP Leicester. The College aims to be flexible, and courses are delivered in Units, each requiring 20 hours study, usually over 4-6 weeks, although progress can be quicker. It has been difficult this past year to retain prisoners for educational reasons, because of the extreme pressure on the estate. There are sufficient places for education and skills training, which are part-time (PT) activities. At the time of the HMP inspection in November 2013 there were 175 PT work and 162 PT education and vocational places, and 70% were engaged in part time learning or skills.

An OFSTED Inspection in November 2013 rated the prison at grade 2. Basic Skills teaching includes Maths and English (Stepping Stones), and English for Speakers of other Languages. A range of accredited courses is offered, usually at level 1 or 2, including City and Guilds Cleaning, Hospitality and Catering, and Business and Employment Skills, and the Royal Society of Public Health, Food Hygiene, Catering and Retail. The Gym based training accredited by the ACTIVE IQ Company is particularly popular. Efforts are being made to align courses and qualifications with those of receiving prisons so that credit can be transferred with the individual. 81% of prisoners completed their course in 2013/14 compared to 76% in 2012/13, and over the past 12 months the College has met all its targets and bid successfully for significant additional funding.

Attendance over the summer was sub-optimal at 75-80%, but is now given a high priority within the prison. The core day and timetables have been revised so that education does not clash with other events. Attendance is monitored, and failure to attend is notified to the landing staff, and prisoners are subjected to IEP (Incentives and Earned Privileges) warnings. Opting out of education is possible, but the prisoner will remain on Basic. The recent change to the location of Vulnerable Prisoner education nearer to their accommodation unit should also improve attendance. Education is the highest paid employment so prisoners are not disadvantaged.

The library is well used, and prisoners tell the IMB that there is a good selection of books available, including in foreign languages. Volunteers from the Shannon Trust Reading Plan (Toe by Toe) attend the library and train prisoner mentors to help other prisoners to learn to read. 'Story Book Dads' is offered by volunteers who record prisoners on CD for their children to listen to. A prisoner reading group (part of the Prison Reading Groups Project) has just held its first meeting. The Library is also cooperating with

the Green Theatre Company to provide a two day workshop for suitable prisoners, exploring strategies for release, and a project has been completed with National Prison Radio (HMP Leicester Curve Radio Project).

The writer in residence, a published author, is enthusiastic and well-liked by prisoners and makes himself available to individuals or groups for creative writing and reading projects. He recently facilitated the provision of a Shakespeare workout, a two day event led by a RADA graduate which aimed to increase prisoner confidence and address personal issues; the second day was a showcase event for a group of international visitors.

Concerns: The 'Story Book Dads' project has sometimes lost volunteers because of the long time taken to process CRB (Criminal Records Bureau) checks. It is also regrettable that the Library is no longer open at all on Fridays or in the evenings because of Leicestershire County Council funding cuts.

5:3 Healthcare and Mental Health

Healthcare services have been provided by Leicester Partnership NHS Trust (LPT) who took over the contract from SERCO in July 2013. An inspection by the Care Quality Commission (CQC) in November 2013 found deficiencies in 6 of the 21 measures. Strong leadership and team work enabled a successful re-visit in April 2014, and provision of services has improved markedly throughout the reporting year.

There has been a gradual replacement of agency staff with permanent appointments, completed in December 2014, and there is now a comprehensive programme of staff training and support, with annual appraisal. Care pathways and proper procedures for referral, triage and assessment are in place. The Unit now provides 23 fully trained clinical nursing staff and healthcare support workers supported by 2 administrators.

A team of six GPs from Bushloe End Surgery Wigston provides two clinics each week day and a 24 hour on call service. There is a range of clinics, including 'smoking cessation'. There is a separate provider for dental services, commissioned by NHS England. Two pharmacy technicians are on site. Pharmacy services are provided by HMP Glen Parva, and there is an out of hours service for urgently required medication. Every effort is made to communicate with sending and receiving prisons about a prisoner's continuing medication requirements.

Mental health services were of particular concern for the Board during the early part of the year, when there was reliance on locum and agency staff to support a large case load of mentally disturbed individuals. This aspect has now been strengthened by input from psychiatrists appointed by LPT, and by permanent staff appointments. Healthcare representatives now consistently attend Segregation reviews and meeting of the Safer Custody Team, and there is a 'named nurse' system for Assessment Care in Custody Teamwork (ACCT) reviews. There is access to a Cognitive Behavioural Therapist and to psychological support for appropriate cases.

All prisoners entering HMP Leicester receive a mental and physical health screen from a member of the Healthcare team within 24 hours of arrival, and are referred on to specialist services as required. Each prisoner receives a booklet giving a comprehensive guide to the services available and how to access them, as well as information about medication and the Integrated Drug Treatment System (IDTS) dispensing. Health care is delivered on the landings. There was one death in custody of a prisoner from natural causes from a chronic illness, who received excellent care from officers and health care during

his final months. Escorts are available for hospital appointments every weekday morning and afternoon, and bedwatches are supplied if required. A system is in place so that if a prisoner misses a planned outpatient appointment for operational reasons he is not unfairly disadvantaged.

The transfer in August of the IDTS dispensary, accessed by some 40% of prisoners, from the Healthcare to the main block, has freed up officer time from escort duties and has allowed the healthcare accommodation to be used more effectively for 'outpatient' services. There have been impressive reductions in waiting lists and waiting times. Dental provision has been suboptimal, with only one session per month for the Vulnerable Prisoners Unit (VPU), and this results in a long wait if the prisoner misses his appointment. There is however a Dental Triage Nurse in post.

The Complaints procedure is included in the prisoners' handbook and is publicised in the Unit and on the wing. Complaints are forwarded to LPT customer services, and every effort made to resolve the problem locally. The prisoner is informed of the appeals procedure in the reply. Between January and August there were an average of 19 complaints per month (15-28), mostly about access to Healthcare; with the move of IDTS dispensing at the end of August, this fell to 8 per month for the next three months.

Healthcare has been well supported by the Commissioners, who have funded a replacement programme for essential equipment during the year. Healthcare is also well supported by the Senior Management Team, who are responsive to requests and suggestions. The final item of concern for the CQC will be addressed shortly with the replacement of the flooring in the Healthcare Unit. There is a monthly Interface meeting (Substance Misuse Unit/HMP/LPT/IDTS) to address concerns and avoid duplication of effort.

Now that staffing and processes have improved, IMB hopes to see an increased focus on health promotion, both physical and mental, and 'Well Man' work, and to see the prison service as a whole work towards outcome measures and the success of health interventions.

5:4 Purposeful activity (including work)

Opportunities for work are limited as most prisoners stay for a short period only, and there are no workshops. A number of prisoners on the landings work as Listeners, Insiders, orderlies, mentors, barbers and painters, but for many purposeful activity is limited to part-time education. Employment is linked where possible to educational qualifications (5:2), and is available part-time in the laundry and cleaning services, and full time in the kitchens. At least 50% of prisoners access benefits on release and it is difficult to see how this can improve without workshops or increased training opportunities. This will be the greatest challenge for the Community Rehabilitation Companies (5.5).

5:5 Resettlement

This area is of particular concern to the Board.

Change to a local prison: The Offender Management Unit (OMU) has been under extreme pressure over this year because of the rising prison population and lack of spaces for appropriate transfer. Staff have worked very hard to achieve the 'local prisoner' target, and refusal to transfer has been addressed robustly with strict enforcement of disciplinary measures, increased use of the external adjudicator, and

better liaison with receiving prisons, including agreement on the use of Control and Restraint if appropriate. At present local prisoners comprise just over 70% of the population (target 80%).

OMU processes: Lack of staff time has led to a backlog of Offender Assessment Systems (OASys), exacerbated by prisoners arriving from other prisons with out of date paperwork. Sentence planning has not always been completed, and prisoners nearing their release date are not always certain of the help available to them. Recategorisation has also fallen behind schedule.

Arrangements for release: At present discharge to settled accommodation is of the order of 80% (with possibly some under-reporting), to employment 30-40%, and to education/training less than 5%. Prisoners report that the Job Centre Plus adviser gives them very good advice about benefits and family entitlements.

Progress with the Resettlement agenda was hampered by delays centrally in appointing the Community Rehabilitation Companies (CRCs) responsible for 'Through the Gate' services. The establishment has made what progress it could, and has prepared accommodation for the CRC partners (St Giles Trust, the Crime Reduction Initiative and Igneus UK) within the OMU, adjacent to the offices of the Education Lead and the National Careers Service employees, which should facilitate liaison. Two interview rooms are available. The Basic Custody Screening Tool (6:2) has been introduced promptly and is usually completed within 72 hours of admission.

5:6 Safer Custody

This has a high profile in the establishment.

287 Assessment Care in Custody Teamwork (ACCT) documents were opened in 2014 (260 in 2013, 214 in 2012). The number included a small number of repeated self-harmers (usually cutting or scratching). There is a rota of 10 staff volunteers trained in ACCT assessment who see the prisoner within 24 hours and usually very promptly. IMB has attended a small number of ACCT reviews and found them to be compassionately led, with full discussion of the prisoners concerns and an agreed plan for the future. There is now a 'named nurse' system for reviews. Documentation has been mostly adequate, with some omissions; a recent audit has highlighted areas for improvement, and a weekly Quality ACCT Assurance check has been introduced, the outcomes to be actioned by the Safer Custody team. A new post 'Safer Custody Officer' for ACCT, violence management and staff training is being advertised.

The Safer Custody team is effective. Meetings have been held monthly, and are attended by representatives of the Samaritans and by Listeners, whose contribution is valued. Healthcare representatives are always present. IMB has found the meetings well chaired and organised, minutes and statistics are well presented, with trends highlighted. Action points are usually addressed before the next meeting.

The prison has ten Listeners on the main wing and three on the Vulnerable Prisoners Unit, all Samaritan trained. Prisoner requests for a Listener are usually facilitated promptly day or night, and Listeners are allowed an open door policy to encourage informal conversations during association, which often defuses problems. Listener feedback indicates that concerns mostly relate to problems outside the prison. A Samaritans phone is also available. The First Night Centre is particularly well supported (6:2). A cell sharing risk assessment is carried out by Reception Staff for every prisoner, and high risk individuals are allocated appropriately and the situation reviewed at 48 hours.

During the summer there were particularly high levels of bullying and violence. Although a 'zero tolerance' policy was in place, low staffing meant that prisoners reported feeling unsafe, especially during association. The backlog of Violence Recording paperwork was becoming unmanageable. Management addressed this robustly, and an electronic Violence Recording system, used by HMP Bedford, was modified and introduced in September. Recording of incidents is easier and quicker for staff, appropriate actions taken and a report generated automatically. Perpetrators and victims are recorded on the daily briefing sheet, and a daily entry is required in the case notes of each. There has been a marked reduction of individuals named, over the last few weeks. Since July, canteen has been delivered to the cell door, and this has also reduced bullying.

The Board regrets having to report one self-inflicted death in custody this year. All proper procedures have been followed and an inquest is awaited.

5:7 Segregation Unit

The move of the Segregation Unit (the Seg) from a six celled unit in the Healthcare block to a seven celled facility on Level 1 has been beneficial, providing more robust accommodation better suited to the handling of violent prisoners. Even so cells are frequently rendered temporarily unusable because of flooding or major structural damage caused by prisoners. One cell is suitable for continuous observation, and there is in addition a holding cell. Unfortunately the area has inadequate heating and ventilation and so is excessively hot in summer and cold in winter, for both staff and prisoners, although the establishment does its best to mitigate these effects.

Admissions to the Unit have averaged 22 per month this reporting year, compared to 25 in 2013. Prisoners are allowed access to facilities as appropriate and are encouraged daily to engage with the regime. Eight officers are certified to work in the Seg, with a further four in reserve. Paperwork, including the daily log, segregation history sheets and healthcare assessments were of an adequate standard during the year, and procedures have been tightened over the last two months.

Over the past 12 months procedures for involving IMB have improved, and members are usually advised of new admittances to the Seg within 24 hours, and make every effort to visit within 72 hours. Rota members on routine duty visit the Unit at least twice a week and are usually able to see and speak freely to each prisoner unlocked. The Seg staff have done their best to accommodate this, even during periods of short staffing, but occasionally it has been necessary for IMB to speak to the prisoner 'through the door' when a timely three man unlock could not be facilitated. An IMB Application Box has been introduced into the Unit this year, and has been used occasionally by prisoners.

In early 2014 fixed fortnightly sessions were introduced for Review Boards, so that attendance by essential personnel could be pre-planned. Early in the year, on a number of occasions the representative from Healthcare either arrived very late or failed to attend, reflecting their difficulties with staffing, but this situation has now resolved and attendance has been consistently good over the latter half of the year. IMB has attended 20 of these 26 regular reviews as well as a small number of 'ad hoc' sessions. Members have found them to be well and compassionately conducted with frank and helpful advice offered to the prisoners, and the intention always to return the individual to normal location as soon as possible. Prisoners are usually prepared to engage with the process and are given every opportunity to give their point of view.

Force has been used on average 17 times per month this reporting year, compared to 13 last year, and reflects the increase in threats and actual attacks on staff. Where they have been witnessed, correct Control and Restraint (C and R) techniques have been used with no excess force. This reflects well on the training and professionalism of the team, as does the fact that many cases are de-escalated and the use of force avoided. Planned interventions are now video-ed, and the use of Body cameras is on trial. 85% of staff were refreshed in C and R training this year.

During the summer there was a succession of disruptive, violent and mentally disturbed prisoners, considerably stretching resources; staff continued however to be exemplary in their respectful treatment of all these individuals. During that period also a number of prisoners sentenced to cellular confinement had to be held on normal location because the Seg was full. This situation has now eased and cellular confinement is rarely awarded. Dirty protests and 'Bio-hazard' events, usually blood spillage from self-harming, have been properly managed.

The number of adjudications has averaged 104 per month, compared to 24 per month in the last reporting year. IMB has monitored 11% of adjudications overall and found them to be consistently well and fairly conducted, with due regard to sentencing guidelines and mitigation. The Independent Adjudicator has attended the prison at monthly intervals over the past 12 months, and IMB has been present on 9 occasions. The videolink with court and legal representatives was used 798 times during the reporting year, and for conferencing 243 times. This facility has saved time and public money, and reduced the need to send prisoners out to court, and prisoners have told the IMB that they prefer this for straightforward pleas and sentencing.

Concerns: The Board is very concerned regarding -

1 Longstayers in the Seg: There have been 3 prisoners over the last 12 months who have been held in the Seg for three months or more. While the Board is satisfied that their care was good over this period, and that the prison made strenuous efforts to transfer them appropriately, it is of concern that the Prison System did not allow their expeditious management.

2 The management of those with aggressive and violent behaviour held in the Seg: The Board feels it is particularly inappropriate that a small busy local resettlement prison should be required to hold prisoners showing violent, dangerous and aggressive behaviour, and to commit disproportionately large amounts of time and resources to one or two individuals, who clearly need higher security accommodation. The Board deplores the delays involved in arranging such transfers.

3 The management of mentally disturbed individuals held in the Seg: The Seg is not an appropriate environment for the care of those prisoners with severe mental disturbance. They cause stress for staff and other prisoners by their disruptive and unpredictable behaviour. The diagnosis and assessment period stretches over weeks to months, and their mental health also tends to deteriorate in the meantime. It is inhumane to incarcerate these vulnerable individuals in the Seg, rather than to manage them in secure hospital accommodation.

5:8 Residential services including accommodation, food, catering and kitchens

Accommodation: The accommodation by its nature falls well below the standard expected in a modern prison. Sanitary facilities for both prisoners and staff are of a poor standard. A full refurbishment of the communal showers on all wing landings is now underway, as part of a planned rolling programme. IMB has been concerned over the year about the cleanliness of the internal accommodation and about litter and rubbish accumulations outside the accommodation blocks. The Senior Management Team has addressed this recently by changing the recruitment process for cleaners. The total number has been reduced, but they work more effectively within specified 'zoned' areas. There is an identifiable uniform, and cleaners who are observed not to be cleaning can lose their job.

Laundry: At the start of the reporting year the Board was concerned about the unreliability of the supply of clean personal kit; this was compounded by prisoners hoarding items in their cells. There were frequent breakdowns of the washing machines on site. This has gradually been addressed over the year, with a 50% increase in kit stock, a revised kit issue system with set times allocated, and expansion of the on-wing prisoner laundry facilities. A dedicated washing machine is planned for VPU in the near future.

Food: Prisoners pre-order their weekly meals and there is a six option choice which covers all dietary requirements, and a rolling 4 week programme. Prisoners give their feedback and favourite options are retained. All cultural and religious requirements are catered for. A committee of prisoners planned and delivered the Ramadam menu. Board Members have sampled different meals and found the offering to be of an acceptable and often very good standard. Prisoners rarely complain about the standard or choice of food, but occasionally about (perceived) small portions.

Kitchen: The kitchen was understaffed during the first part of the reporting year, and cover was provided by detached duty and agency staff. A longterm Band 4 vacancy has recently been filled. The kitchen is now fully staffed, including at weekends and Bank Holidays, and a new manager was appointed in January 2015. Much of the kitchen equipment is old and unreliable, with frequent failures and delay in repairs.

In the last report, the Board was concerned over hygiene. This aspect has improved. The kitchen received a deep clean after the 2013 HMP Inspection, and was awarded a Food Hygiene rating of 5 (very good) at an unannounced visit in March 2014 by the Food Standards Agency/ Leicester City Council Inspector. In addition two audits have been conducted by the Regional Catering Officer, a Food Management Safety Assessment, and a Menu Assessment, and both received high marks.

The performance of 3663 has also improved over the year, and delivery times are more consistent, and shortfalls less frequent. The company now provides a vehicle which can fit through the prison gates, and delivers the goods in cages so that time is not wasted in the unloading process.

Concerns: Over the reporting year IMB has made the establishment aware of its concerns over aging equipment and staff recruitment for the kitchen, because this is a vital and central area of the prison and deficiencies will risk widespread dissatisfaction.

6:1 Communication and staff engagement

Last year the Board commented on poor communication between different areas of the prison. This has greatly improved, led by the new Governor. The weekly 'Off the Cuff' newsletter circulated to all staff, is informative, and is robust in its praise as well as its criticism of the week's work. There is a well attended monthly full staff briefing. Changes to the regime are promptly notified through 'Notices to Staff' and 'Notices to Prisoners', and, if appropriate, prisoners are involved in discussions. Staff are encouraged to put forward ideas, and suggestions and the Senior Management Team has a 'listening' approach. A 'Staff Engagement Officer' has been appointed, and regular Staff Engagement and Staff Wellbeing meetings are timetabled. The HMP Leicester 'team lanyard' has had a mixed reception.

There has been effective introduction of new IT systems for Security Information Reports, visits booking, Violence Reduction reports, the Basic Custody Screening Tool, and adjudications.

6:2 First Night Centre and Prisoner Induction

The establishment has a high turnover, with on some days over twenty receptions and twenty leavers, in addition to escorts. Reception staff are unfailingly courteous and helpful. The Basic Custody Screening Tool has been introduced and is now completed electronically by reception staff; the questions can raise sensitive personal issues, and so the interview is done in private.

The move of the First Night Centre to accommodation on Landing 2 has been advantageous. Private areas are now available for interviews, and here is now no 'spill-over' from the Vulnerable Prisoners Unit. New arrivals can usually stay on the unit at least one night, and most are admitted before 9pm nowadays; late arrivals always receive a hot meal.

A key improvement is the appointment of an 'Induction Orderly'. There was major input from Listeners in developing the job description and duties of this post which has now been in operation for 3 months. The Orderly, a Listener, sees and welcomes every incoming prisoner, including late arrivals, even if a longer interview is postponed until the following day. He provides and goes through a pack of written information, which details the regime and policies of the establishment and the role of the various departments, but most importantly gives advice on how to cope with prison life, how things work and who to ask for help, especially if feeling anxious or distressed. This is a key role, and succession planning will be vital. A new Induction Scheme has also been introduced by staff, and this is timetabled over five days with protected time.

6:3 Substance Misuse Unit

The 'Gateway to Recovery' Substance Misuse Unit continues to provide an excellent service, and has benefitted from the change in accommodation. The Unit, on 2 floors, houses up to 31 prisoners, including those undergoing the 8 session programme, and those undergoing de-toxification awaiting entry. The atmosphere is calm and peer mentoring is strong. Substance misusers are better supported with resettlement opportunities than other prisoners. The service was enthusiastically championed over the year by its lead Governor, who successfully challenged the temporary practice of housing disruptive prisoners there on discharge from Segregation.

7:1 The Work of the Independent Monitoring Board

Membership:

Recommended complement of Board members	15
Number of Board members at the start of the reporting period	14*
Number of Board members at the end of the reporting period	11**
Number of new members joining within the reporting period	4
Number of members leaving within the reporting period	7
Total number of Board meetings during the reporting period	12
Total number of visits to the Establishment	396
Total number of segregation reviews held	26 (& ad hoc)
Total number of segregation reviews attended	20 (& some ad hoc)
Date of annual Team Performance Review	April 2015

*Includes 6 Joint Board members

** Includes 2 Joint Board members

The Board owes a debt of gratitude to the eight dual Board members who over the past two years have given freely of their time to ensure that the Board has fulfilled its statutory obligations, and who also rebuilt relationships within the prison, and recruited and mentored new members. Three recruitment campaigns have been held over the past year. Although 7 members have less than 15 months service each, including the three officers, the new Board was quickly able to develop a cohesive team approach, and has been able to take a fresh look at the establishment and the prison service in general. Members make at least two rota visits to the establishment each week, and statutory areas are always covered.

Reports are prepared promptly, with concerns highlighted, and are circulated immediately to members and the Governing Governor who cascades them to members of the Senior Management Team for comment and action. Concerns raised by the Board are included in the Consolidated Action Plan. It is reassuring for the Board that issues it raises are usually known already to the establishment, through other pathways, both from staff and prisoners, and often solutions are already in hand.

Board members are made welcome in all areas of the prison and access to prisoners is readily and politely facilitated. Prison staff have willingly spent time explaining their role to new IMB members.

The Board publicises its work and availability through posters at key sites, and through a locally produced DVD which is shown on the Prisoner Induction Course and the New Officer Induction course. The IMB information leaflet is being updated at present.

Training and development during 2014: Four members attended the IMB National Foundation Course, and one each the New Chairs, New Vice-Chairs and Board Development Officer Course. Members have also attended Personal Protection training and Fire training. The half hour before the Board meeting is allocated for teaching/training, with a member of the establishment invited to make a presentation. There have been visits to HMP Whatton, HMP Stocken, and the Gatehouse cells at HMP Leicester. One member had an article published in the Prison Service Journal.

7:2 Applications

CODE	SUBJECT	2010/11	2011/12	2013/14	2014/15
A	Accommodation	9	15	8	10
B	Adjudications	8	13	3	12
C	Equality& Diversity (inc. Religion)	3	10	0	3
D	Education/employment/training inc. IEP	14	13	12	14
E 1	Family/visits inc. mail & phone	20	10	8	9
E 2	Finance/pay	N/A	N/A	6	3
F	Food /kitchen related	6	1	3	9
G	Health related	63	48	28	31
H 1	Property (within current establishment)	N/A	N/A	12	7
H 2	Property (during transfer/in another establishment)	N/A	N/A	8	38
H 3	Canteen, facilities, Catalogue shopping, Argos	N/A	N/A	2	3
I	Sentence related (inc. HDC, ROTL, parole, release dates, re-cat., etc)	21	35	9	30
J	Staff/prisoner concerns inc. bullying	18	32	11	12
K	Transfers	9	6	20	56
L	Miscellaneous	14	45	23	32
	Total number of IMB Applications	185+	228+	153	269
	Number of Confidential Access				0

IMB applications are a very good indicator for the Board of which particular areas of the service are under pressure at any one time. The highest number of applications (21%) related to transfers, as a consequence of the change to local resettlement status, with a spike in July and August. Property lost outside Leicester also consumed a good deal of IMB time this year, and the Board's efforts were frequently unsuccessful, because of variable cooperation from other establishments, and the complicated 'transfer trail' experienced by some prisoners.