



Annual Report

October 2014 to September 2015

**THE INDEPENDENT MONITORING BOARD
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Monitoring fairness and respect for people in custody

Section 1

STATUTORY ROLE OF THE IMB

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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Section 3

HMP & YOI Doncaster is operated by private sector contractor Serco Limited. The establishment opened as a core local prison (Category A) in June 1994 and underwent extensive security upgrading as per the Woodcock recommendations in March 1999. The prison downgraded to a local Category B establishment in May 2003 following operational changes within the Prison Service's High Security Estate.

The prison's operation is defined by a contract agreed between the Contractor (Serco) and the Ministry of Justice. In March 2011 Serco was awarded a 15 year contract to operate the prison, with a contract start date of 1 October 2011.

The Prison's Role

The prison has custodial responsibility to detain people remanded into custody by the local courts and also to detain convicted and sentenced prisoners. Due to the introduction of Through The Gate, Doncaster is now a local Category B resettlement prison working in partnership with Community Rehabilitation Company and National Probation Service providers to deliver resettlement support through the gates into the local communities. At the time of writing, 79% of the establishment's prisoners are convicted and sentenced with around 20% on remand, the remaining 1% are foreign national detainees held under the Immigration Act.

Management

The management and control arrangement at the establishment is governed by Prison Service Orders as in the public sector prisons, however there are some services which are unique to a private prison such as the role of the Controller to monitor the contract.

The Director

The Governing Governor of the establishment is referred to as a Director in the private sector and is appointed under the terms of the Criminal Justice Act 1991, subject to certification as a Prisoner Custody Officer under Sections 85 and 89, and Schedule 10 to the Act.

The Controller

Observation of the day-to-day running of the establishment and close monitoring of the operating contract is undertaken by a Crown Servant appointed by the Ministry of Justice known as the Controller.

Population

The prison has a CNA of 738, revised in November 2013 however owing to the pressure on prison places across the prison estate its official operational capacity is 1145. At the time of writing the operational capacity has reduced by 100 spaces to 1045 to allow a refurbishment plan for all residential areas to take place over the next 6 months, the operational capacity is expected to return to 1145 in April 2016.

At the end of the reporting year approximately 33% of the population are un-sentenced, 17% are serving less than 12 months, 26% serving between 12 months and 4 years, 21% serving longer than 4 years, 1% are ISPP and 2.5% are lifer prisoners (non ISPP).

15% of the population are 18-20 year olds, 85% are aged 21 and over. 94% of the population are British, 6% are Foreign Nationals.

The breakdown of prisoners per category is as follows:

- Cat A: 0% of the current population
- Cat B: 10% of the current population
- Cat C: 52% of the current population
- Cat D: 1% of the current population
- 27% of the population is uncategorised unsentenced and 1% uncategorised sentenced
- The YO closed category is 9%, there are currently no YOs suitable for open prison

Due to the high prison population across the country, HMP & YOI Doncaster currently holds a number of prisoners from “out of area”, including YOs from West Yorkshire. At the time of writing this equates to 30% of the current population.

Contract Operation and Measurement

A form of performance measurement for operating the contract exists, which uses a suite of 7 CDIs. These cover matters such as random mandatory drugs testing and the number of cell searches conducted against the searching plan.

Performance Improvement Plan

From July 2014 the prison has been working to a self-generated Performance Improvement Plan following a poor HMIP inspection in March/April 2014. It is a strategy for restoring Doncaster’s reputation as a safe, decent and secure prison establishment for staff, prisoners and the MoJ. Doncaster is officially a level 2 prison on the prison rating system based on the annual ratings published in July 2014. The prison voluntarily surrendered its level 3 status to reflect its transparent and honest approach in taking responsibility for the poor HMIP inspection as the inspection itself would not have moderated the establishment down. At the end of the September 2014 the establishment was indicatively at level 3. Level 2 was retained in the annual ratings in mid-July 2015 and performance was marginally below the level 3 threshold at the end of the first quarter (April-June 2015).

Produced through an honest assessment of the prison’s journey and the issues and concerns identified in the various audits, reviews and inspections, the Performance Improvement Plan consolidates a number of identified issues into one strategic action plan. It is a “living” document, reviewed and updated fortnightly with emerging issues as identified through various means.

All identified objectives have both an assigned Senior Management Team functional head and an individual manager (Operations Manager or Unit Manager) responsible. To aid delivery, and to introduce more accountability for actions, agreed actions and their deadline delivery dates will be inserted into relevant staff appraisals. The PIP format states clear responsibility and accountability for actions across all staff grades, right up to and including the Director.

The document has been shared with and approved by the customer (MoJ) and will be a staple part of Doncaster’s governance management for the next few years.

HMP & YOI Doncaster is a prison that has embarked on its most important journey since it opened in 1994.

The HMIP inspection of March/April 2014, immediately following a major concerted indiscipline on Houseblock One on 22 March 2014, identified and consolidated a significant number of issues of concern to be addressed. Consequently, these issues and the prison’s resultant response to the inspection became the very backbone of its change management plan implemented shortly afterwards.

The prison embarked on its change programme in August 2014 identifying over one hundred individual issues to address as part of this programme, this number has steadily increased in the 12 months since. Some were very minor, some absolutely critical, and all absolutely necessary.

The organisational structure changes required invariably meant that progress against HMIP suffered whilst change management was prioritised as a longer term establishment interest. Getting the structure right was the solid base to build a successful, safe and decent establishment. Management change was essential in order to then drive forward the prison’s corrective action for the HMIP recommendations and restoring Doncaster’s reputation as a safe and decent prison and it lost several senior staff as part of this exercise, key grades that would normally have been part of the HMIP action delivery.

The magnitude of the change required meant that this was always going to be very much a long-term strategy, incorporating significant organisational and perhaps more importantly, a cultural change. This in itself creates a challenge given the type of actions it has needed to take. The management is effectively re-introducing

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practices that had become stagnant or even forgotten and are robustly managing this. Some staff have actively embraced this whilst others have not. Addressing and changing an organisation's culture is a delicate and difficult undertaking and change management programme has sought to address this.

An Improvement Notice was issued by the customer in March 2015 evidencing that the pace of change needed to be reset and the prison's comprehensive response demonstrated its absolute commitment to delivering change and thus lifting the Improvement Notice. However, a further Outstanding Issues Notice and then a formal Rectification Notice in August 2015 clearly expressed the challenge Doncaster faces. The size and scope of the change required is significant and the Board acknowledge that the prison has delivered a considerable amount of change whilst also acknowledging there is still more to be done.

In its response to the Rectification Notice the prison proposed to build on recent successful activity by implementing an intensive establishment-wide redecoration and/or refurbishment plan in order to continue its drive towards solid, evidenced improvement in service delivery. Agreed by the customer, this 6 month project, which began on 22 September 2015, will see prisoners returning to vastly aesthetically and functionally-improved wings as part of carefully managed staged re-occupation and by the end of it the result should be a fully refurbished and culturally-changed prison.

This will complement significant firm action already taken to address concerns which has included:

- Recruitment of an experienced Assistant Director to lead safer custody and a Violence Reduction Co-ordinator to provide direct intervention through incident investigation and observations.
- Implementation of new safer custody reporting and analysis system to inform management for appropriate intervention. This includes "heat-mapping" violence hotspots to identify problem areas.
- Restructuring the safer custody meeting, including a separate violent incident review meeting. Both are attended by the customer's on-site representatives and open to IMB attendance.
- Production of comprehensive Violence Reduction Action Plan to provide the foundations for reducing violence across the prison.
- Introduced prisoner violence reduction reps and Samaritan-trained Listeners.
- Widespread anti-violence message throughout the establishment including an induction presentation.
- Re-introduced the prison regime to provide staff and prisoners a coherent, set regime to be followed.
- Disrupting behaviour issues by identifying and transferring known perpetrators in response to incidents.
- Director and Deputy Director carry out adjudications to maintain consistency of punishments for indiscipline.
- Recruited in excess of 50 additional custody staff over the last 12 months with a further course of 21 that began on 21 September 2015 and intention to run 2 more at the end of the year and early 2016.
- Based an Assistant Director on each Houseblock to provide daily visible support to staff, ostensibly treating each Houseblock as an individually managed small prison in its own right.
- Introduced daily morning briefings led by managers to update staff on various operational developments.
- Developed new shift patterns and resource profiles as part of a Serco-wide Workforce Management project to deliver the prison's core service objectives – these have still to be introduced but are due by the end of 2015.

The prison is clear in its objectives and is working hard to deliver familiar assured performance, and levels of violence in hot-spot areas such as the YO wings is decreasing as control measures and initiatives are embedded.

As a result of robust staff sickness management measures and anti-corruption activity the prison has seen significant staff leavers over the reporting period. In response to this an intensive recruitment drive to fill all vacant posts is underway.

Performance against the PRS for Quarter 1, April to June 2015, was 0.01 away from level 3 and represents notable improvement in PRS deliverable from previous quarters. With considerable external audit activity in the period the prison has notably retained its accreditation to ISO9001 and ISO14001 and has successfully achieved ISO27000 status for information governance, a pre-requisite of its mandatory achievement of IL3 status for electronic communications.

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Section 4

Executive Summary

Following the issue of the Improvement Notice by the customer in March 2015 a new Director was appointed in April. The new Director recognised that change needed to take place, and needed to take place much quicker than previously planned.

At the end of the reporting year a refurbishment programme has commenced for all residential areas which includes painting wings, showers, cells and cell fixtures and also replacing general items such as curtains, mattresses, waste bins, mirrors, privacy curtains etc. The current state of the cell toilets may pose a problem for the refurbishment programme as, despite all best efforts being made, the IMB are not hopeful that the cleanliness of the toilets will improve and feel replacements would be the only solution. This project is in its infancy so until it ends the Board cannot comment any further but will monitor progress.

The cleanliness of the wings is being addressed as part of the refurbishment programme, this is work in progress and will be reported on next year. Plans are underway to clean up the exercise yards and remove the paint on the outer walls which has been thrown from cell windows by the occupants.

Even though the CSU was not originally included in the programme, it has been repainted and the showers being refurbished; work is ongoing in this area. The Annex is also being painted and looks immaculate.

Education and residential services continue to work together to improve education attendance, although this is still not at full capacity.

Activities in Families First and Sport Academy continue to run; both areas are always popular with prisoners and on occasion their families; staff are totally committed to ensuring a fantastic service is delivered.

The use of NPS across the prison estate continues to increase. Since March 2015 there has been 126 reported incidents of 'drug intoxication' at HMP & YOI Doncaster, it is believed these incidents involve NPS however as the prison currently has no test, the actual figure involving 'spice' cannot be verified. From 10 April 2015 a Temporary Class Drug Order (TCDO) was implemented while the independent Advisory Council on the Misuse of Drugs (ACMD) decides whether NPS should be permanently controlled. The prison has tackled the issue of NPS by increasing awareness to both staff and prisoners by delivering weekly sessions across the residential areas; issuing posters and leaflets; discussions at the weekly PIAC meeting and also via publicity using ATMs, in-cell equipment, the prison magazine "The Marshgate Informer" and more recently, the prison radio "Marshgate Radio". Every effort is being made to highlight the dangers associated with Spice and the consequences to those who take it.

There have been 7 deaths in custody during the reporting year, 2 self-inflicted, 4 natural causes and 1 manslaughter to which the perpetrator pleaded guilty and received a custodial sentence.

Resourcing and retention of PCOs has continued to impact of service delivery at Doncaster this year. At the start of the year an additional 22 PCOs and 7 OSOs were approved and recruitment commenced. Despite ongoing recruitment and training, the optimum resource level has not been achieved. A detailed profiling exercise is underway and 2 consecutive PCO courses are due to commence November 2015 and January 2016.

Despite using a range of recruitment media including local newspapers, internet and job centre, the majority of those applying for PCO roles have been young and find it difficult to cope in a pressurised environment. In order to recruit and retain officers, significant changes to the structure of pay scales has been approved from January 2105. In addition, Assistant Director grades are now in place in each of the 3 Houseblocks to ensure there is a higher level of support for inexperienced staff.

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The IMB accept staffing issues are beyond their remit however when and if it affects the running of the prison, it does become a concern. It is good to see a robust plan is in place to address these concerns.

All in all the last 12 months have been very challenging, not only on the Director and his staff, but also on the fabric of the prison. Prisoners can be disruptive, destructive and challenging; many do not appreciate the efforts people around them make to ensure their stay in custody is clean, decent and safe. Despite ongoing attempts to clean up the prison, there will always be a prisoner to undo the good and cause damage and disruption. The cycle is continuous and can be difficult to break however staff at HMP & YOI Doncaster work well together as a team when it matters most, they are professional and dedicated and hopefully, with the guidance and direction from the current Director, they will ensure the prison achieves its forthcoming objectives and maintains them.

Previous Year's Concerns

The Care and Separation Unit continues to house prisoners who could be dealt with more effectively on the wings under IEP. The Director has identified this trend and work is underway to reduce this practice.

The number of adjudications has increased again from last year; some of these adjudications could be dealt with under IEP.

There has been minimal improvement in the use of cell clearance paperwork when a prisoner is relocated before being able to pack his own belongings. In December 2014 a Director's Order was issued reminding staff of the correct procedure to follow when clearing a cell of prisoner's property.

Particular Issues Requiring a Response

As with last year, the Board is still concerned that the Care and Separation Unit is housing prisoners that could be located on a wing and dealt with under IEP. The number of prisoners located on open ACCTS was also high during the reporting period, with a number of prisoners placed in CSU on constant observations; the CSU is not a suitable place for any prisoner on constant observations. The prison has recently established care suites on the induction unit in support of improved levels of assessment and supervision of prisoners in crisis.

The number of adjudications remains high; again it is asked whether prisoners can be dealt with more effectively under IEP? Another issue with adjudications is the attendance of the Reporting Officer at hearings; many adjudications are not proceeded with due to the RO's absence.

The Board would like to see staff take more responsibility with property when relocating prisoners and for cell clearances to be completed correctly on every occasion.

Attendance at education needs to improve; an extra push from the residential team would be beneficial. Prisoners should be encouraged by wing staff and managers to attend education and other purposeful activities around the prison.

Section 5

Equality & Inclusion

For the first half of the reporting year the prison was without an Equality and Diversity Co-ordinator; however the Foreign Nationals Officer has now taken responsibility of this role and procedures and processes are being re-implemented.

The prison has previously identified a number of senior managers as protected characteristic leads for equality; each lead is tasked with taking an active role within their identified lead strand; 4 staff have been assigned supporting roles.

Prisoners and staff are encouraged to engage within all aspects of equality and diversity which is highlighted with 14 prisoners attending equality and diversity awareness training. These prisoners play an active role in supporting other prisoners on their wing locations, raising any issues to the protected characteristic leads or the Equalities and Diversity Co-ordinator. Support is also provided through the monthly group meetings.

A new updated accredited training package for equality and diversity is now being delivered to both custodial and non-custodial staff. This training will continue throughout the next reporting period with refresher training to be conducted thereafter on an annual basis.

Since the introduction in April 2015 of the new Adult Social Care PSI, the prison has taken a proactive role in identifying detained prisoners who were receiving social care prior to being in prison or are in need of social care intervention whilst in prison. This is a joint effort between Adults, Health and Wellbeing Doncaster Metropolitan Borough Council Social Care Team, Nottinghamshire Health Authority and Serco (HMP & YO1 Doncaster). Doncaster is also considering the use of its Annex area as a Social Care Unit. The prison also encourages prisoners to help each other and there are currently 12 prisoners employed to assist others who have requested support with their basic daily tasks.

The prison has a population of 89 foreign nationals, both remanded and sentenced, with 6 detainees in custody at present; this population is made up of 33 differing nationalities and 13 differing languages.

The prison continues to provide support to those individuals who may be facing deportation, or who wish to return voluntary to their respective country of origin. This is progressed by working closely with the Home Office (UKBA), police, probation, and the courts.

Regular immigration surgeries continue to be held where prisoners/detainees have direct contact with an immigration officer to discuss their individual cases on a face to face basis. This is also supported with the introduction of immigration induction surgeries which have been conducted successfully throughout this reporting year and will continue.

The translation and understanding of documentation is still a challenging area for foreign nationals but with the support from the use of external interpreters and the Bigword language line these difficulties are overcome to a degree.

The Chaplaincy Department continues their fantastic work with prisoners from all denominations of faith. The multi-faith chapel is particularly attractive, bright and airy. A range of different services and classes are offered and are timetabled throughout the week. There is a small team of volunteers who support prisoners with bereavement. Many religious festivals are observed and celebrated and are valued by those prisoners participating.

Education, Learning and Skills

The Manchester College has been the provider for the OLASS provision within HMP & YOI Doncaster since October 2011. The last Ofsted inspection in March/April 2014 concluded with a 'grade 2 GOOD' across all the learning and skills provision within the prison.

iTES continues to take place on day 2 of the prison induction programme, helping set the scene for the learner's journey through the prison estate and beyond the gate into employment.

In education priority is given to level 1 in English and maths; prisoners must achieve these levels before being offered work. At Day 2 Induction prisoners are assessed in English and maths in order to determine those who need to attend classes in these areas. The online assessment used does not accurately match up with the assessments used in Maths and English so initial screening data is often unreliable. This initial online assessment is due to be changed.

More often than not, education classes are poorly attended despite various measures being taken to address this issue. Many prisoners do not want to be in a classroom. Prisoners work through worksheets designed to help them gain an understanding of the type of problems they are expected to solve in order to gain the appropriate level. The classrooms visited by the IMB, although formal, do have a generally relaxed atmosphere.

Staff in the VT kitchen deliver NVQ Level 2 Diploma and Level 1 to approximately 10 prisoners and appear very thorough in the work and standards they expect from the prisoners working there; these courses are well suited for the catering employment market. The VT kitchen has gone through an almost complete refurbishment in the last year by Serco. A recent visit by food inspectors has given VT catering an award of 5 stars for the second year running, this is the highest food safety award that can be achieved.

Inside Out Copy & Print, Textiles, Media Cntr and other 'out of classroom' courses/work are also available however, before the introduction of the Allocations Clerk, the security clearance of potential workers was often a lengthy process.

'Turning Pages' which is run in the prison through the Shannon Trust, is very well organised by a member of Serco staff. The mentors, who are prisoners themselves, are trained and a monthly meeting is held with an area co-ordinator from the Shannon Trust who answers any queries and helps with the recruitment and training of new mentors. Turning Pages is designed to be 1:1 learning experience. The mentors understand the need for those prisoners with reading difficulties not to be ridiculed by their peers and so time is found when the wing is relatively quiet. It was reported by the mentors that prisoners do in fact learn to read and write using this scheme and they themselves gain a great sense of pride being able to help in this way.

On the Annex 10 prisoners have recently completed a Food Hygiene course which was delivered over 2 sessions. All 10 prisoners passed the course and are awaiting their certificates. The prisoners said they enjoyed the course and are hoping another can be delivered soon. One prisoner reported that these qualifications will help him get a job on release.

The AmberTrain course is always popular; this course allows participants to gain valuable skills and qualifications in order to seek employment once released.

A number of other qualifications available include NVQ Level 2 in Cleaning Services, Level 2 Diploma with Safety Certificates for Track Engineering (delivered by AmberTrain), IAG (Information, Advice and Guidance) Level 2 for Peer Mentoring. An Employability course is also available to assist prisoners in the last 3 month of their sentence with securing employment upon release.

New courses planned for 2015/2016 include Health and Safety, Horticulture and Barbering.

Healthcare & Mental Health

Healthcare services at HMP & YOI Doncaster are provided by Nottinghamshire Healthcare NHS Foundation Trust, now in its fourth year of contract. There has been significant investment in provision in all aspects of health, substance misuse, mental health, primary care and pharmacy.

Minor illness/ailments clinic is a new initiative; the clinic is conducted by nurse prescribers to see patients who require more intervention than the triage nurse can facilitate. The clinic is proving effective by increasing attendance and a reduced wait to see the GP. GP clinics run Monday to Friday and are now reserved for the more complex cases that cannot be managed by the Nurse Prescriber.

The Department of Health national initiative to provide NHS health checks for all patients of the age of 40yrs and over has commenced. The clinic has been welcomed by patients, attendance is good and patients feel reassured that their health is being monitored and potential risks addressed as it would in the community.

Nottinghamshire NHS are currently working alongside Social Services and Serco in providing assessments for continuing care under the Social Care Act. This is a new way of working within offender health and the implementation of the Social Care Act. Social workers attend on a regular basis to complete care package assessments. The assessments formulate care plans for implementation to enable individual social care needs to be facilitated within the offender environment.

The X-ray Department is fully functioning and is being utilised effectively with a radiographer attending 3 times per week; this has resulted in a reduction in escorts to local hospital and reduced waits in A&E. Fractures are confirmed at the prison with patients only attending hospital for treatment.

There continues to be successful health promotion campaigns and work within smoking cessation, campaigns continue to produce good 'quit' results with continuous requests to join groups and good attendance rates.

Health promotion events continue quarterly. Recent events covered mental health and sexual health. The next event will focus on substance misuse.

The pharmacy services have received investment by expanding the existing pharmacy technician workforce from 5 to 8 positions; this investment will ensure all medicine management issues will be facilitated by one expert team who has medicine management as their core function.

Development work is in progress to monitor drug wastage so any costs previously lost can be reinvested to provide appropriate and cost effective treatments.

In August 2015 the new System One Prescribing module was rolled out at HMP & YOI Doncaster, this is the first site within the Doncaster cluster to trial the new module, and also within Yorkshire and Nottinghamshire.

The healthcare team worked alongside the prison team to ensure that any operational issues and delays with medication administration are resolved as soon as possible keeping the impact to patients to a minimum.

The Mental Health Team offers a service to patients by identification, management and support of people with mental health issues whilst in custody; the level of service offered is equivalent of that offered by a Community Mental Health Team.

The Mental Health Team receive an average of 125 new reception referrals per month. In excess of 90% of these are seen within the target times set by NHS England. In addition 25-40 referrals are received from within the prison each month (from OMU, ACCT etc). Patients are assessed on the basis of clinical need so those with the most urgent need are assessed first. The longest current wait for non-urgent referrals to mental health is 6 weeks.

Currently there are approximately 90 cases on secondary mental health case load and an average of 30 on the psychological therapy case load (IAPT). Each Secondary Mental Health Nurse undertakes an average of 20 face to face contacts per week, and IAPT therapist 30 patient contacts per week.

On average 12 -15 patients are transferred to secure mental health hospitals under section 47 and section 48 of the Mental Health Act each year, which is in line with transfer rates in comparable prisons.

Awareness training continues to be delivered to officers at monthly ACCT updates and to new entrant officers, with 12 to 24 training places per month.

Mental health nurses are also providing mental health education and awareness sessions to custody staff to develop awareness and reduce stigma of mental health issues.

Substance Misuse Service

Significant investment in the psychosocial element has yielded positive results for the substance misuse service. The team welcomed a programme lead to implement a robust psychosocial programme reflecting and delivering bespoke training packages utilising knowledge and awareness regarding the changing trends in substance misuse behaviour for patients.

In response to problematic use of NPS in custody, the programme lead has developed a NPS awareness session (see section 6, Programmes for further details).

As part of the prison re-profiling programme the Substance Misuse Team has been allocated a recovery wing. This development is good news to the team and will ensure that service users receive an improved service through structured psychosocial interventions which will be delivered on this wing.

Purposeful Activity (includes work)

All prisoners must attend ITES Day 2 Induction to discuss their skills and to see what employment positions are on offer within the prison. Once a prisoner has completed a job application form he becomes eligible for unemployment pay; this is paid until employment is gained. Prisoners must also attain Level 1 Numeracy and Literacy to be eligible for employment.

The majority of employment positions are part-time which affords more employment opportunities to prisoners. In May 2015 Serco employed a full-time Allocations Clerk whose sole responsibility is to maintain records of those prisoners awaiting employment, in employment, pending and completed risk assessments, unemployment pay and ensure the correct wages are paid to the workers. This appointment has vastly improved the employment process at HMP & YOI Doncaster.

Employment opportunities are available in many areas of the prison such as the Houseblocks, Visits, Reception, Laundry, Sports Academy, Main Kitchen, VT Kitchen, Outside Works Party, Horticulture, Recycling, Refurbishment, Textiles, Inside Out Copy & Print, Shop and The Media Cntr. There are also positions of responsibility, i.e. Wing Representatives, Diversity Representatives, VIC Representative, Buddies and Mentors.

The prison still has 2 commercial enterprises: Inside Out Copy & Print and Textiles. Both these areas specialise in their own unique trade and employ and train prisoners to meet orders from internal and external customers.

The Sport Academy's promotion of a healthy and more proactive lifestyle continues, as does the encouragement of prisoners to engage with the prison's regime and be proactive at addressing their own offending behaviour.

Families First continues to offer an excellent opportunity for prisoners to maintain ties with their families through a number of sessions and courses. These sessions have always been well attended and the feedback received from participants is excellent.

Catch22 facilitate the Veterans in Custody group, meeting weekly and holding events throughout the year such as Armed Forces Day and Remembrance Day.

AmberTrain is the new supplier of track engineering, taking over from Railtrack and Trackworks, and has a good record for getting men into jobs or apprenticeships on release from prison. Track Engineering has been delivered for over 2 years at the prison and is still a popular course. Qualifications are Level 2 Diploma with Safety Certificates added which are vital to employment on release. A good employability course, in a growing labour market, set for the future expansion of the local rail links. Success rate for this course is 98% in 2014/15 academic year.

Resettlement

At the start of the reporting period Catch22 were the contracted partner with Serco to provide offender management, resettlement and 'through the gate' support services to prisoners. From May 2015, following the introduction of Transforming Rehabilitation, NACRO were named as the new CRC resettlement providers however Catch22 remain the service provider for Offender Management.

Since this time, Nacro has been responsible for delivering resettlement interventions via the basic custody screening part 2 which supports offenders through custody and on release to the CRCs in the community.

Nacro offer through-the-gate provision for offenders upon release, including those with substance misuse and mental health related problems. These services include 'staying in touch' programmes which teach individuals how to avoid being drawn into gangs and how to change behaviour patterns, as well as helping them to develop the skills, motivation and attitude they need to get into education, employment or training.

In April probation services were withdrawn from the prison and the management of high and very high risk offenders became the responsibility of Catch22.

Safer Custody

The Safer Custody Team continues to be busy with challenging times due to increasing acts of violence, self-harm and suicides throughout the prison system. In addition to this, the prevalent use of NPS has created problems for all prisons, including Doncaster.

There were 737 acts of violence in this reporting year, this is nearly double the figure of 474 for 2013-2014. It is difficult to ascertain the impact of NPS on these figures since the substance was not available in the previous reporting year; however, with an average of 16 NPS incidents a month being reported it has obviously impacted on the numbers.

Incidents of self-harm were 761 for the period compared with 565 for 2013-2014.

The number of ACCTs opened in the reporting period has fallen to 1345 (112 per month) from 1436 for the last reporting period. This can be explained by the abolishment of the process of opening ACCTs for all prisoners charged with a domestic offence and the introduction of a Reception ACCT Risk Assessment Form.

The number of prisoners located in CSU on open ACCTS was very high which is of concern to the Board as is the number of prisoners placed in CSU on constant observations; the CSU is not a suitable place for any prisoner on constant observations.

During the last 6 months a number of changes have been implemented, including the introduction of a full time Violence Reduction Co-ordinator and a new Assistant Director for Safer Custody. A new violence reduction strategy and violence reduction policy has been implemented and a revised safer custody induction package introduced which involves safety and zero tolerance to violence.

The prison has now established links with “Wiseability”; they help provide support to prisoners who are not engaging with prison regimes.

Weekly activity support groups are being held for prisoners on ACCTs in conjunction with Families First; activities include matchstick modelling and the pet therapy programme. The pet therapy programme involves a local company visiting the establishment with a number of small animals (rabbits, hamsters, hedgehogs etc.) for prisoners to pet and engage with; the feedback for these sessions is very positive.

The number of Buddy support prisoners (peer support) has increased and, for the first time at HMP & YOI Doncaster, the Samaritan’s Listeners Scheme has been introduced. The prison has recently established care suites on the induction unit in support of improved levels of assessment and supervision of prisoners in crisis.

Care & Separation

The number of adjudications for the reporting period is 3185, an increase of 296 on the same period last year. Staff are being encouraged to use the IEP scheme for the more minor offences however this is yet to reduce adjudications. Referrals to the Independent Adjudicator and the police have continued to increase with all staff assaults now being referred and also serious assaults on prisoners and mobile phone charges. This reporting period saw 393 police referrals and 234 Independent Adjudication referrals.

The total number of prisoners held on the unit for this reporting period, including those prisoners held in CSU on multiple regimes is 1014 (195 prisoners on cellular confinement, 41 for own protection, 343 for GOoD and 433 awaiting adjudication); the figure minus the duplications is 705 prisoners. Last reporting year’s figure was 836 which included those prisoners on multiple regimes and 651 without.

As with last year, the Board is still concerned that the unit is housing prisoners that could be located on a wing and dealt with under IEP. The number of prisoners located on open ACCTS was also high and this period saw the unit housing 15 prisoner on constant observations; these numbers are far too high and must be reduced.

For this reporting period there have been 19 dirty protests with 8 uses of the dirty protest cells and 18 uses of special accommodation. 4 of the 18 prisoners commenced a dirty protest whilst in special accommodation; all committed by 37 prisoners.

At the end of the reporting period, staffing on the unit is 8 staff and 1 manager, this is due to increase to 10 staff and 1 manager in the near future. This will ensure that there are at least 3 officers on the unit at all times during the core day.

There has now been a new GOoD review process which is overseen by the Deputy Director of Custody (NOMS) and is attended by the IMB and Controllers. Any prisoner who remains in the CSU longer than 42 days will be reviewed by the Deputy Director of Custody (NOMS).

The unit has recently undergone a refurb which included all cells being re-painted and refitted with in-cell telephones and the 2 shower areas re-painted. A new nurses’ station has been added to the unit which negates the need for staff to escort prisoners to healthcare for their medications or to attend nurse led clinics.

Staff in this area work extremely hard, they are very professional and always show a true duty of care to each other and the prisoners in their care.

Residential Services (includes accommodation, food, catering and kitchens)

HMP & YOI Doncaster incorporates 3 Houseblocks each having 4 separate two-level wings based on a design common in prisons in the United States. A separate 3 level healthcare centre comprising of the Annex situated on the ground floor, the middle floor hosts a variety of daily clinics and the upper floor is not currently in use. The CSU has 22 cells, however it should be noted that the accommodation space in the CSU and half of that in the healthcare centre is not included in the CNA or the operational capacity figures.

The Houseblocks and wings vary dramatically in both cleanliness and orderliness, and the exercise yards are always littered with debris despite a daily cleaning schedule. There is evidence of mice infestation on some of the wings however pest control visits the premises regularly - there has been a recent change of contractor so hopefully this will improve the situation.

Lack of staffing on the wings is a huge concern, this has an impact on the wing regime and the general wellbeing of prisoners and those staff working face to face with prisoners. There have been a number of assaults on staff, resulting in hospital treatment as a precaution. When staff presence is at a minimum on the wing they are unable to respond to prisoners' requests adequately or promptly, which can often result in further friction. Wings are usually more stable when the PCOs are regular staff. When staffing levels are low, PCOs from other areas of the prison are redeployed to the wings.

Plans are underway for FMI training to be delivered to all custodial staff; this is a concept that prison staff use every day in engagement and conversations with prisoners as a means of addressing particular issues prisoners may have that may contribute to indiscipline or violence and encourage a new outlook for them to deal with issues differently. It involves giving and receiving feedback, especially giving positive feedback on achievements, both small and large and active listening. It is designed to give staff a greater understanding of underlying issues affecting prisoners' behaviour. FMI is part of the PCO initial training course and the senior management team are due to be trained in November 2015.

Inconsistencies seem to arise through IEP, with many staff applying the rules fairly and consistently and some placing the prisoner on report and using the adjudication process instead; this is one of the reasons for the high number of adjudications.

Special purchase ordering for prisoners has been in turmoil for months with no orders being processed; this was due to staffing issues in the prison shop. This has now been rectified and hopefully the efficient service that has always been provided in the past will resume.

Facilities for prisoners to have their hair cut do not exist at the moment however plans are underway for a barbering course to be implemented in the next reporting year where prisoners will gain a qualification and provide a service to others.

Prisoner property is also an issue for IMB when it is not transferred in with a prisoner or not bagged and tagged immediately a prisoner is moved within the prison. The use of cell clearance forms is poor and has not improved since the last reporting period. Applications regarding missing property continue to increase.

Planned removals witnessed by IMB have been well executed; staff involved are always very professional and work well together as a team. The C&R teams have been used at other establishments a number of times over the last 12 months during Tornado incidents.

Food served over the Christmas period was exceptional; a large number of prisoners complimented the staff and workers in the main kitchen. The kitchen has struggled at times with its complement of workers; this has been due to transfers out however meals were always provided on time and with minimal complaints. A large number of special diets are also catered for daily. The Catering Manager meets weekly with prisoner Wing Reps and any complaints regarding food are addressed. Food is prepared to a high standard, with good quality ingredients. Fresh produce is not overly stocked thus reducing waste.

Monitoring fairness and respect for people in custody

Section 6

Cascade Foundation

The past year in HMP & YOI Doncaster has highlighted the effectiveness of the innovative methods The Cascade Foundation use in their teaching. More than 340 learners have passed through their classrooms in the last 2 years, 75 of whom became learning coaches and filtered their knowledge to others in the prison. The Cascade Foundation has gone from strength to strength over the year with the launch of their independent report 'Dyslexia and Desistance'.

One of The Cascade Foundation's success stories includes an adult ex prisoner who spent over 23 years in and out of custody, through educating, mentoring and wraparound continual care this individual is now 18 months out of prison – the longest he has ever been in 23 years.

The Cascade Foundation has opened a transition house which provides a holistic approach. The men are met at the prison gate and given 24 hours support whilst they acclimatise to the outside world. They are helped with benefits, probation appointments, GP registration and medication and continue their education with the aim to make them independent and find employment. This project has been very successful with current occupants being out of prison for the longest time ever.

The Cascade Foundation has recently moved the project into the community in Doncaster which has been a huge success. During the project ex-prisoners attended and worked with the learners as mentors, again dispelling the myth that all prisoners are bad.

The project has now ended in HMP & YOI Doncaster however The Cascade Foundation is currently in talks to try to showcase their successes and convince them that their style of teaching can only be a positive effect on education in prisons. The Cascade Foundation also continues to work in HMYOI Feltham.

Prison Advice Line

The PAL was set up around June and is run by a group of dedicated prisoners who are available to assist with any queries that prisoners may have concerning their stay. Prisoners are made aware that it is not a line for legal advice.

The service is easy and straight forward to use, prisoners can use their in-cell telephone to ring a dedicated number using their pin phone. PAL is available during the week, Monday to Friday, with a reduced service operating on Saturday. A 24 hour answering machine is also available for queries out of hours.

The main purpose of PAL is to provide a service that is efficient and can lessen any anxieties caused by prolonged uncertainty and give answers to issues and questions. The prisoners who work at PAL have built a good relationship with the different departments around the prison to ensure correct and standardised information is provided to those who ask for advice. The aim is for the service to be quicker than the paper application process, however this does not take away a prisoner's right to use the application process.

The PAL office receives approximately 50-70 calls per day, in particular from new reception prisoners. The feedback so far has been very positive particularly from prisoners in their early days in custody at the prison. PAL can assist with just about anything prison related, from visits, canteen orders, education and work, to information about what other establishments have to offer.

Programmes

The Programmes Team have been busy over the last 12 months delivering a number of courses to prisoners around the establishment. Below are some of the new courses being delivered:

- *NPS Awareness Sessions* run on a rotation basis across all Houseblock locations on a weekly basis with an open door policy for anyone to access it. Following these sessions some prisoners have asked to be signposted to the Recovery Team to receive support with their illicit use of NPS. Posters and leaflets have been distributed to raise awareness. The delivery of these awareness sessions will increase over the coming months due to illicit use increasing around the Christmas period.
- *A>Z Programme* runs consecutively with 2 programmes running alongside each other. The team have begun to tailor the programme to specific offender groups, i.e. vulnerable prisoners and YO groups. Information is also fed and referrals are received through the weekly violence reduction meetings. The A>Z programme will also be integrated into the re-integration wing once this has been established (in the next reporting period).
- *Victim Awareness Course* (delivered by external company Remedi) runs over 5 sessions completed within a week. Within this week prisoners are encouraged to increase their awareness of victims and the ripple effect and the harm caused on their victim and their family.

Throughout each session the individual reflects on their behaviour and the impact this has caused. In particular session 4 where the group looks at how the offender can repair some of the harm caused. The individuals then have an option to go on to complete restorative justice, another service Remedi offers, where the offender and the victim can meet to explain/ask questions/repair some of the harm/gain reassurance and closure. One individual in particular completed the Victim Awareness Course and then took the opportunity to be assessed for restorative justice; this prisoner's assessments were successful and he then went on to a direct meeting with his victim.

The positive feedback received from prisoners that have completed the programme has been fantastic. The programme gives the prisoners an insight to restorative justice and prisoners are then offered the opportunity to try and repair some of the harm.

Visits

Another busy year in this area with approximately 59,500 visits (legal, social and the main Families First programmes) taking place over the reporting period.

The Visit PCOs supervise these visits, processing and searching prisoners in and out of the visits hall. PCO staff have had numerous finds of drugs and cash on prisoners following their visits, resulting in prisoners being placed on report, or in some cases referred to the police. A bladed article was found on a prisoner coming onto a Legal visit.

The closed visit section, comprising of 6 cubicles with seating on either side of a glass panel, is supervised by PCOs, this can be a challenging area to work sometimes. There have been 3 incidents where prison property in this area has been damaged over the last 12 months by prisoners on closed visits.

The legal visits area comprises of 14 private rooms and is also supervised by PCOs, with appointments taking place every day Monday to Friday. Staff are instrumental in ensuring barristers, solicitors, probation officers, police and mental health workers see their clients on time and in a private, secure setting.

The Visits OSO staff work mainly at the entrance to the visiting area, including the Outside Visitor's Centre. Approximately 119,000 visitors have been processed during the reporting period.

The Visit OSO staff are without question, amongst the best searching staff in the prison. Every visitor is given the same high quality professional and respectful search and their search techniques have been commended this year by the Security Audit Team.

All contraband finds are reported to the police resulting in the visitor(s) being arrested for breaching the Offender Management Act. The more common breach of the Offender Management Act is due to SIM card finds; mobile phones (or any component of a mobile phone) and drugs are also a common find on visitors.

The OSO staff are excellent at identifying first time visitors to the prison and are very good at helping them through what can be a very traumatic experience. Many visitors leave the prison in a more relaxed state than when they arrived, this is mainly down to the interaction with staff they have. The way the OSO staff process the young visitors shows how dedicated they are to good customer service in such a sensitive area.

The Visits Department is a challenging and sometimes sensitive area of the prison and standards must be kept high; staff in this area always strive to improve their service and to keep the Visits Department a safe, secure and decent area of the prison.

Media Cntr

SevenThreeOne is a non-profit organisation that uses the creative industries to further the education and skills of serving prisoners and ex-offenders. In January Doncaster opened its doors to The Media Cntr, a creative training and education facility based exclusively within prison walls and available only in partnership with SevenThreeOne.

Through engaging with the service offered by The Media Cntr, prisoners are given the opportunity to develop skills in photography, graphic design and radio production with level 1 and level 2 courses and qualifications available in these disciplines. Every prisoner who walks through The Media Cntr door is enrolled on a course of their choice, meaning they are able to leave with a recognisable qualification and current skills relevant to the creative industries.

Alongside their education, prisoners are also encouraged to attend creative workshops held by industry professionals and contribute towards the creation of the monthly prison magazine “Marshgate Informer” in addition to broadcasting content for Marshgate Radio and The Media Cntr TV channel.

The Media Cntr offers many routes of progression for those who complete a course. One of these routes is to stay with the team as a peer mentor and take on the responsibility of supporting those new to the Cntr and being in control of creative briefs for other departments around the establishment. Alternative routes are related to employment within the establishment or further study.

Through working in close partnership with all departments around the prison, The Media Cntr is a valuable resource to staff and popular option for prisoners who are looking to engage with purposeful activity.

Prison Radio

At the end of the reporting year the prison launched its first ever radio station. Forming an extension of The Media Cntr, this new initiative has been funded through the NOMS Prisons Interventions Fund and is a first for a Doncaster prison and also throughout the Serco prisons.

As a facility, the radio studio will provide endless information and communication to prisoners in the establishment by way of prisoner debates, talk shows, information on regimes, education and work allocations etc. More importantly prisoners will be able to obtain qualifications through employment at The Media Cntr in NCFE Level 1 and Level 2 – Award in Radio Production. Prison Radio is an innovative tool that can be effectively used to engage prisoners and get them involved in purposeful activity on a daily basis.

Through Marshgate Radio, prisoners will also be able to access the National Prison Radio as well as listen to their own local broadcasting throughout the day and night via the in-cell TV systems.

Launched in 2009, National Prison Radio was the world's first and only national radio station for prisoners. It is a 'by prisoner for prisoner' service with programming inspired, developed, produced and presented by those serving a sentence or on remand.

The system will give prisoners and staff the opportunity to listen to the broadcasts throughout the day and night when prisoners can sometimes be at their lowest and vulnerable.

The IMB wish this project every success.

Section 7

THE WORK OF THE INDEPENDENT MONITORING BOARD

Board meetings are held on the third Tuesday of every month in the afternoon. The Board welcome the regular attendance at its meetings of the Director and Controller so that problems and achievements in the prison can be fully discussed, and to allow the Board to understand fully the current management constraints within the prison and beyond.

BOARD STATISTICS	
Recommended Complement of Board Members	13
Number of Board members at the start of the reporting period	7
Number of Board members at the end of the reporting period	4
Number of new members joining within the reporting period	2
Number of members leaving within reporting period	5
Total number of Board meetings during reporting period	12
Total number of visits to the Establishment	486
Total number of segregation reviews held	Data not captured
Total number of segregation reviews attended	46
Date of Annual Team Performance Review	20.01.2015

Section 7 (cont.)

Code	Subject	2014-2015	2013-2014	2012-2013	2011-2012
A	Accommodation	11	2	23	8
B	Adjudications	3	1	3	6
C	Equality & Diversity (inc religion)	8	5	5	1
D	Education/employment/training inc IEP	63	32	48	26
E 1	Family/visits inc mail & phone	37	73	55	31
E 2	Finance/pay	40	24	14	-
F	Food/kitchen related	14	6	12	2
G	Health related	148	198	291	196
H 1	Property (within current establishment)	91	88	69	100
H 2	Property (during transfer/in another establishment)	39	32	35	-
H 3	Canteen, facilities, Catalogue shopping, Argos	30	27	13	-
I	Sentence related (inc. HDC, ROTL, parole, release dates, re-cat etc)	40	43	33	39
J	Staff/prisoner/detainee concerns inc bullying	66	32	45	34
K	Transfers	41	26	18	14
L	Miscellaneous	136	193	136	338
	Total number of IMB applications	767	782	800	795
	Of total: number of IMB Confidential Access was:	19	17	10	32

Prisoners are able to post applications in dedicated IMB locked post boxes on all the wings on all 3 Houseblocks, the Care and Separation Unit and the Annex with only the IMB having a key in order to empty them. The boxes are emptied each week and applications are always dealt with by having a face-to-face interview with the prisoner.

Monitoring fairness and respect for people in custody

Section 8

GLOSSARY OF ESTABLISHMENT RELATED TERMS AND ABBREVIATIONS USED

A&E Accident & Emergency	NCFE Northern Advisory Council for Further Education
ACCT Assessment, Care in Custody & Teamwork	NHS National Health Service
C&R Control and Restraint	NOMS National Offender Management Service
CDI Contract Delivery Indicators	NPS New Psychoactive Substances
CNA Certified Normal Accommodation	OFSTED Office for Standards in Education
CRC Community Rehabilitation Company	OLASS Offenders' Learning and Skills Service
CSU Care & Separation Unit	OMU Offender Management Unit
FMI Five Minute Intervention	OSO Operational Support Officer
GOoD Good Order or Discipline	PAL Prison Advice Line
GP General Practitioner	PCO Prison Custody Officer
HMIP Her Majesty's Inspector of Prisons	PDP Personal Development Plan
HMP Her Majesty's Prison	PIP Performance Improvement Plan
IAPT Improving Access to Psychological Therapies	PRS Prison Rating System
IEP Incentives & Earned Privileges	PSI Prison Service Instruction
IMB Independent Monitoring Board	TTG Through The Gate
IRC Immigration Removal Centre	UKBA United Kingdom Border Agency
ISPP Indeterminate Sentence for Public Protection	YO Young Offender
iTES Introduction to Education and Employment Services	YOI Young Offender's Institution
MoJ Ministry of Justice	
Gold Commander Headquarters controller for serious incidents	Silver Commander Person in establishment in charge of serious incidents
Bronze Commander Local Sub Commander for serious incidents	Operation Tornado System to provide extra staff and resources for serious incidents