



Independent Monitoring Board  
of  
HMP Manchester

## Annual Report

1<sup>st</sup> March 2015 – 29<sup>th</sup> February 2016

## Foreword

HMP Manchester has faced a number of challenges in recent years, most of which have been as a result of the annual efficiency savings within the Ministry of Justice, imposed by central government policy.

In 2001 the prison began to operate under a Service Level Agreement as a result of which HMP Manchester had to be managed according to an agreed contract. When the contractual elements of the SLA were superseded by the new requirements of the regime change, the implications were not fully appreciated centrally. For example, evening visits which were an integral part of the SLA contract have been curtailed due to staffing reductions necessary to meet the required savings. The loss of such visits can only be detrimental to the rehabilitation and resettlement of prisoners for whom contact with the family is an essential part of the process.

Year upon year the demand to reduce costs has been met by reductions in staffing levels, changes to the daily routine of prisoners and reductions in expenditure for essential services, all of which have an impact on the prisoners, many of whom are amongst the most vulnerable members of society.

In the Manchester Independent Monitoring Board's Annual Report of 2015 submitted in order to meet our statutory duties to The Secretary of State, we highlighted a number of issues focusing on the concerning level of safety within the prison, the changes in the daily regime, the effect that repeated reductions in staff was having on the prison, and the level of deterioration of areas of the largely Victorian building, due in part to lack of financial resources.

As can be seen by this current report our views are based upon over 600 visits during the year.

The public response by The Secretary of State to that report was that following one visit to HMP Manchester he did not recognise our portrayal of the prison.\* The 2015 Report was similarly publicly dismissed by the National Offender Management Service.\*

It is in the context of such comments that we recommend the 2016 Annual Report of the IMB at HMP Manchester.

M Davis  
Chairman  
IMB Manchester.

References:

\* Manchester Evening News, 9th October 2015

## **Section One**

### **The Statutory Role of the Independent Monitoring Board**

#### **1.1**

The Prisons Act 1952 and the Immigration and Asylum Act 1999 require every Prison and Immigration Centre to be monitored by an Independent Board, appointed by The Minister for Justice, from members of the community in which the prison or centre is situated.

#### **1.2**

The Board is specifically charged to:

- a) 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.
- b) Inform promptly the Secretary of State, or any official to whom he has delegated authority as it judges appropriate, any concern it has.
- c) 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 standards have on those in its custody.

#### **1.3**

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.

## **Section Two**

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## Section Three

### Description of the Prison

#### 3.1

Manchester prison is predominantly a local prison holding adult males sentenced or remanded by Courts in Greater Manchester. Additionally, as part of the High Security Estate, up to 40 Category “A” prisoners are held, together with up to 6 centrally-managed prisoners in the Specialist Interventions Unit (SIU). The Croft, a separate but linked area of the prison, houses workshops, a kitchen, bakery, gymnasium and sports facilities.

#### 3.2

The residential accommodation comprises two Victorian radial blocks known as the top and bottom jails. The top jail has 4 wings (G, H, I and K) and the bottom jail has five wings (A, B, C, D, E & F) where the population is housed in single or double cells. Each cell has integral sanitation, a call-point and electric power socket.

#### 3.3

There is a separate Health Care Centre housing both in-patient and out-patient units. Most facilities available in the community are also available in the prison, including dentistry, optometry, podiatry and pharmacy services. Since April 2015, Manchester Mental Health and Social Care Trust have had responsibility for the delivery of healthcare in the prison and, in turn, subcontracts the delivery of substance misuse services to Lifeline.

#### 3.4

The main education provider is Novus Foundation for Change (formerly known as Manchester College). Courses offered include Functional Skills, Information Technology, English for Speakers of Other Languages (ESOL), Maths, English, Peer Monitoring, Flexible Learning and Art. Most classes are held in the Education department whilst others are wing-based for those unable to attend the Education centre. Classes also take place on the Croft, where educational support is provided for prisoners who work full time in the workshops. More than 470 prisoners attend education classes. Novus also provide catering training and manage a well stocked Library. Prisoners resident in healthcare, segregation, SIU and the Category A wing have wing-based access to reading material.

#### 3.5

The workshops, sited on the Croft, include a laundry, three textiles workshops, two printing workshops, and a bakery. There is also a waste management unit and an industrial cleaning course run for suitable prisoners.

The Crofters Restaurant serves staff and gives prisoners an opportunity to practise their cooking and serving skills. All courses offer nationally recognised certificates promoting employment opportunities and functional skills support.

#### 3.6

There is a large sports hall and several gymnasiums. Recreational gym takes place every day. Most wings have cardio-vascular suites.

### 3.7

The Psychology/Programme Department offers relevant courses to assessed prisoners who are considered suitable candidates.

### 3.8

The Chapel, located next to the bottom jail, offers weekly services for different denominations. A World Faith Centre is situated in the Education centre. The Chaplaincy team, assisted by several volunteer workers, provide spiritual and pastoral support throughout the prison.

### 3.9

Transport for Category B, C and D prisoners is provided by Geo Amey. The Prison Service remains responsible for the transport of Category A prisoners.

### 3.10

The Samaritans attend the prison regularly and train prisoners as Listeners in one-to-one listening skills. These Listeners are available as prisoner support throughout the prison.

### 3.11

Certified normal accommodation is 967; operational capacity is 1285, whilst the population at the time of writing this report is 1,017.

## Section Four

### Executive Summary

#### 4.1 Issues for the attention of The Minister

##### 4.1.1 Benchmarking.

The Board repeat the request made in the Annual Report for last year regarding the need for an urgent review of staffing levels in prisons. The reduction in front line operational staff caused by the introduction of Benchmarking continues to impact unfavourably on the daily regime of HMP Manchester.

In the 2014-2015 Report we highlighted several areas of concern, all of which arose from the reductions in staff, affecting all areas of the prison. Those concerns remain in this current Report, appearing as a common thread throughout.

Almost all of the issues raised within this report have reductions in staffing levels as the underlying cause. The Minister is therefore, once again requested to review the implications of financial restraints on staffing levels and to take the necessary steps to rectify the problems.

#### 4.2. Issues for the attention of the National Offender Management Service.

##### 4.2.1 Maintenance of the building

The Board has concerns regarding the general maintenance of the building and the delay in essential repair works, the breakdown of the lift servicing the Library being a prime example. The disruption caused over several months is unsatisfactory. **(5.1.3) (5.5.7) (5.5.8)**

It is apparent from our investigations that the private provider for maintenance and repair work was not fully conversant with the needs of a prison when the contract was allocated, and as a result has subsequently continued to fail to meet its contractual obligations.

##### 4.2.2 Prisoners with disabilities.

We repeat our request made in our 2015 Report that the Population Management Unit do, as a matter of urgency, review the allocation of prisoners with physical disabilities to HMP Manchester. The Victorian building and facilities are totally unsuitable and do not meet the needs of the Disability Discrimination Acts. **(5.1.8)**

##### 4.2.3 Programmes

The decision of the Commissioner for Programmes to reduce programmes related to acquisitive behaviour will reduce the effectiveness of the Programmes Department and result in prisoners being less prepared for rehabilitation back into society. **(6.2.5)**

## Section five

### Specific Areas of the Prison

#### 5.1. Equality and Inclusion

##### 5.1.1 Disability

The total number of prisoners on the PEEPS register for personal evacuation currently stands at 28.

Out of these there are 8 wheelchair users with varying levels of mobility.

Disabled prisoners are flagged up on arrival at the prison and should be seen by a specialist officer within 24 hours.

##### 5.1.2

The prison itself is a Victorian estate and as such does not lend itself to easy access in a number of areas. Whilst every effort is made to locate prisoners with disabilities in suitable accommodation, it is not always possible and access to meal collection, showers, education and library areas can lead to frustration for both prisoners and staff who try their best to help them.

##### 5.1.3

Access to visits and education has been hampered for long periods throughout the year due to the unreliability of lifts which provide access to education, library and visits. Obviously these issues are a major concern and whilst repairs are carried out, albeit at a slow pace, the replacement of the obsolete lift in education is an ongoing funding issue and is taking longer than is reasonable, in our view. **(4.2.1)**

##### 5.1.4

In order to try and alleviate some issues, other prisoners can become carers and share accommodation with the prisoner with disabilities. These carers are currently vetted and interviewed before being accepted on to the scheme.

##### 5.1.5

A budget has been set aside for the provision of a number of health care type suites on certain wings to accommodate those prisoners with extreme mobility issues, but not requiring medical supervision or treatment.

##### 5.1.6

Manchester City Council now visit the prison on a regular basis, by request, to assess the social care needs of individuals.

##### 5.1.7

The positive work with the over 50's also encompasses those with disabilities, and weekly activity classes are held which combining group discussions with craft work to enable those unable to work on a regular basis to get off the wings and mix with other prisoners.

### 5.1.8

It is a worry that some prisoners with disabilities and requiring regular hospital treatments, are difficult to transfer to prisons more suitable or nearer to families. HMP Manchester has encountered a reluctance from other prisoners to accept prisoners who require a higher level of assistance than the norm, and for the prisoner facing a lengthy sentence this can result in many unresolved difficulties. **(4.2.2)**

## 5.2 Elderly Prisoners

### 5.2.1

There are 127 prisoners aged 50 years and above, 36 of whom are of pensionable age.

### 5.2.2

Social Workers attend the prison at regular intervals to complete Social Care Assessments in accordance with the Social Care Act 2015.

### 5.2.3

The charity RECOOP hold a drop in centre on a weekly basis for Vulnerable Prisoners who are aged 50 and over.

### 5.2.4

RECOOP are conducting a consultancy project with older prisoners looking at the physical environment, social care assessments, peer support, RECOOP direct services, purposeful activities, resettlement and end of life issues.

### 5.2.5

TIPP (Theatre in Prisons/Probation) visited the prison in 2015 to work with the over 50 age group. They developed and implemented participatory arts projects resulting in a short play which was appreciated by a mixed audience of prisoners and staff.

## 5.3 Foreign National Prisoners

### 5.3.1

The Foreign National prisoner population fluctuates between 10% to 13% of the total prison population. At the end of February 2016 there were a total of 133 prisoners of 45 different Nationalities.

### 5.3.2

The number of Foreign National prisoners held under Immigration Regulations (IS91) varied throughout the year between 6 and 17. There were 13 such prisoners being held at the end of February 2016.

### 5.3.3

Although Foreign National Surgeries are held on a weekly basis at the request of the Home Office, attendance is low resulting in prison staff being redeployed to escort Immigration Officers to see the individuals concerned. This has an obvious effect on the planned regime and is both time consuming and unproductive. In our opinion, any individual ignoring the invitation to attend the surgeries should lose their right to the interview. HMP Manchester does not have the staff to allow for such redeployment.

#### 5.3.4

The Key Performance Target for the referral of Foreign National prisoners to the UKBA was achieved throughout the year.

### 5.4 Education, Learning and Skills

#### 5.4.1

Education continues to be provided under contract by The Manchester College who have now identified their Offender Learning operation nationally by the name of NOVUS.

#### 5.4.2

The prison continues to regard the education of prisoners as a high priority.

#### 5.4.3

NOVUS is a large organisation and uses its size to ensure that there is a continuity of qualified staff to meet the needs of prisoners.

#### 5.4.4

In the event of staff absence, classes are not cancelled, and the stability of staff benefits the learners.

#### 5.4.5

The curriculum is broadly based and provided at appropriate levels to meet learner needs. On entry, all prisoners are assessed by education staff to ensure that a suitable learning programme can be devised alongside those for behaviour. Anyone with Functional Skills below level 2 are allocated to programmes of English, Mathematics and Improving Own Learning. All courses employ learner support as part of inclusive methodology. Any prisoner who has previously attended education in a North West prison is instantly identified through the NOVUS system, which ensures continuity of learning.

#### 5.4.6

Attendance on courses fell during the period before Christmas with many lockdowns and shortages of staff to escort learners, but numbers have improved since the beginning of 2016.

#### 5.4.7

Classes on the wings for Vulnerable Prisoners have been split between E and G wings. NVQs in catering have been low due to lack of continuity of prisoners working in the kitchen, and the poor level of engagement of some of the prisoners working. Training in Barrista work has been offered and this has proved popular. Food Hygiene qualifications are widely available, including for those prisoners who work in the serveries on the wings.

#### 5.4.8

Health and Wellbeing courses have been targeted at those prisoners with poor mobility, those in Healthcare, and in the Segregation Unit with some notable success.

#### 5.4.9

The Enigma project has been introduced using football as a hook for learning in English and Mathematics. This is proving popular with those prisoners who are not motivated to engage with learning.

#### 5.4.10

As a response to requests for high level courses a number of Category A prisoners have embarked on Open University degrees.

#### 5.4.11

An exhibition on Anne Frank which has been touring prisons, was in HMP Manchester for a week. Prisoners were selected to train as guides and were very impressive in the way they executed their role. They showed considerable sensitivity to the subject matter and each delivered their script in their own way. Education staff said that the topic had given rise to some excellent discussion work about hatred, and that the guides had really grown from the experience.

#### 5.4.12

On his visit to HMP Manchester, the Secretary of State visited the Education Department. He spoke to prisoners who engaged with him very well, and he gave positive feedback about what he had observed.

### 5.5 **Library**

#### 5.5.1

HMP Manchester's library, which is open to prisoners 6 days a week, has, like all other services, in the prison, been adversely affected by Benchmarking. Figures clearly show a dramatic drop in attendance from top figures in February 2013-2014 to February of 1761, to 1015 to February 2015/2016. It is widely accepted that this was in part as a result of the removal of a dedicated library officer and the recent removal of evening library hours. So much so that the officer was reinstated in August of 2015 in an effort to provide wider access to all prisoners, and indeed since that time figures have improved.

#### 5.5.2

The library facilitates learning in a variety of ways. Newspapers, magazines and books are available for reading in the library. Provision of foreign publications is demand led and there are upwards of 30 different languages available for library users. It is pleasing to see that study periods for higher educational courses are available by arrangement, as are periods for legal reference purposes.

#### 5.5.3

This year the 6 book challenge has been popular with prisoners and staff with the Governor taking the lead.

#### 5.5.4

Turning Pages is the Shannon Trust funded scheme, which encourages learning to read through a prisoner mentored programme.

#### 5.5.5

Story Book Dads on either CD or DVD is available to dads who have been cleared by security, public protection and probation.

#### 5.5.6

There are separate library provisions for Cat A prisoners. The Segregation and S.I. Units continue to have a library service within the units.

#### 5.5.7

Access for disabled prisoners has been hampered by the lack of lift access for four months. The library is on the fourth floor of the education block and as the lift and its component parts have been declared obsolete, repair is proving to be problematic.

#### 5.5.8

The delivery of periodicals, newspapers and new books is also made difficult for the staff as everything has to be physically carried up several flights of stairs, resulting in a health and safety risk. This situation is unacceptable and requires an immediate alternative solution, to ensure both the safety of civilian and prison staff, and equal access to the library for both able bodied and disabled prisoners. **(4.2.1)**

#### 5.5.9

Disappointingly, the financial losses incurred by the library following the damage and non-return of books by prisoners continues to frustrate those working hard to provide a fully functioning library. It is testament to the dedication and commitment of the staff that the service they do provide is of such a high standard.

### 5.6 Industries

#### 5.6.1

HMP Manchester has a number of workshops: Laundry, Textiles, Printing and Print Finishing, Waste Recycling and in addition there is also a Bakery. The Bakery is run by the National Management Offender Services (NOMS) and considers itself to be educational as well as functional, providing bread and other products for the prison kitchens.

#### 5.6.2

All industries are located on The Croft. They are all of a very high quality and the equipment is of industry standard. There has been some considerable investment in these facilities to ensure that they were in a position to compete for contracts with outside bodies. They all provide a pleasant environment which mirror those conditions a prisoner will meet in the outside world, should they be successful in obtaining work in any of these industries.

#### 5.6.3

The workshops are staffed by instructor grades. There are no discipline staff in the workshops but they provide escorts. The staff show a genuine pride in their work and feel that the work is valuable to prisoners in preparing them for the future when their sentence is complete.

#### 5.6.4

Lack of resources and changes in regime have had a detrimental effect on the “Gold Standard” once achieved in industries. Some workshops are unable to function effectively due to unavailability of escort staff. **(4.1.1)**

#### 5.6.5

All industries endeavour to prepare prisoners for the world of work on release from prison. They aim to inculcate good habits associated with a productive life: good timekeeping, concentration, diligence, acceptable standards of production, pride in their work, gaining of recognised qualifications and relating rewards with labour.

### 5.7 Safer Custody

#### 5.7.1

There have been three deaths in custody during the reporting year, one self-inflicted, one by natural causes and one unascertained.

#### 5.7.2

HMP Manchester makes every effort to ensure that prisoners are treated with respect and decency, whatever their offences.

#### 5.7.3

Officers are expected to reward good behaviour and to intervene when bad behaviour occurs, and they are encouraged to recognise that the way that they behave as officers strongly influences the behaviour of prisoners.

#### 5.7.4

With the reduction in staff and the change of regime it has been difficult to keep the number of incidents of violence down. The following table illustrates the number of assaults recorded during the reporting year.

**Table One: Number of Assaults March 2015 to February 2016:**

	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Total
Prisoner on prisoner	9	14	18	21	9	25	20	16	19	15	12	11	189
Prisoner on staff	13	4	5	14	6	5	3	7	4	7	7	5	80
Total	22	18	23	35	15	30	23	23	23	22	19	16	269

#### 5.7.5

Whilst every effort is made to give prisoners the support that they need, it is a fact, that the time that officers are able to spend on individual prisoner development has been significantly reduced, which lessens the chances of rehabilitation. **(4.1.1.)**

#### 5.7.6

The views of prisoners are respected and there is a monthly forum where prisoner representatives are given the floor with the senior staff to air their concerns. The quality of engagement at these meetings is very high and a significant number of issues are successfully addressed.

#### 5.7.7

Members of the Board were on duty throughout a three-day incident in September 2015 in which a prisoner gained access to the roof. The prison staff are to be congratulated for the manner in which they managed the protest, placing the security and safety of the prisoners, including the individual on the roof, at the centre of their operation.

### 5.8 Security

#### 5.8.1

The main challenges to security have come via mobile phones, drugs (including new psychoactive) and offensive weapons. Although budget challenges have been faced, progress has been made through collaboration with Greater Manchester Police and the Crown Prosecution Service on achieving custodial sentences for offences committed in prison. Some 28 serving prisoners have been successfully prosecuted in the last year with 21 cases pending.

#### 5.8.2

A programme of zero tolerance, heightened security arrangements, increased searches and improved intelligence (12,000 items), has led to improved performance which was recognised at audit. The Security department are to be congratulated on achieving an Overall Green rating for 2015.

#### 5.8.3

“Spice” can now be tested, and prisoners found in possession either by the dog team or the DST cell search team, are put on closed visits. There were a total of 25 prisoners on closed visits in February 2016.

#### 5.8.4

Improvements are planned for CCTV equipment for better analysis of evidence gained.

#### 5.8.5.

The Security Department gained an overall Green Rating in 2015 from the Annual Security Audit.

### 5.9 Healthcare

#### 5.9.1

Healthcare is provided by the Manchester Mental Health and Social Care Trust.

#### 5.9.2

The following services are provided by the Trust:

- Health screening on admission.
- Discharge and transfer
- General Practice
- Primary Care nursing services involving secondary screening.
- In-patient care

- Pharmacy
- Podiatry
- Health Promotion
- Alcohol Services
- Physiotherapy
- Sexual Health
- Optometry and Dental Screening

### 5.9.3

As reported last year, the Healthcare Unit has not been immune from the reductions in staff necessary to meet the Benchmarking targets. In-patient care is often hampered by lack of available staff, resulting, at times, in unacceptable situations. Patients who require multi-officer unlock are put at risk when the designated numbers of staff are not present. In an emergency situation this could be unnecessarily life threatening for the individuals concerned. **(4.1.1)**

### 5.9.4

Given the financial restraints we believe that Healthcare staff, both medical and disciplinary provide the best possible level of care for the patients, and are to be congratulated for the manner in which they undertake their work.

## **Section Six**

### **Other Areas of the Prison.**

#### **6.1 Prison Regime**

##### **6.1.1**

In the early part of the reporting year, HMP Manchester was experiencing a challenging period. There had been an increase in incidents, in particular, prisoners accessing the netting, with IMB members, at times, being called to attend several times a week.

##### **6.1.2**

A number of assaults on staff were also recorded, leading to an increase in staff sickness levels which were generally running at unprecedented levels. These factors coupled with staff operating on restricted duties and a number of staff vacancies, were resulting in a great deal of unpredictability for both staff and prisoners.

##### **6.1.3**

This was, in turn, resulting in the regime experiencing extensive unplanned curtailments. Staff were being redeployed into other groups almost daily in order to deliver the very basics to prisoners. All of this inconsistency was contributing to the unrest, instability and real risks to order and control.

##### **6.1.4**

Following a number of incidents in June and early July, a plan was put in place to provide some consistency and planning for all who lived and worked at Manchester. Whilst the 'Predictable Regime' curtailed the previous regime, it did provide some level of consistency and predictability for the prison. In basic terms, the bottom and top prisons alternated on weekdays in attempting to provide the full regime.

##### **6.1.5**

In hindsight, the plan did not work as well as envisaged due to the resource issues, but it did arrest and lower the risk to order and control and provide an increased level of consistency for all. Staff resources continued to impact significantly on MHP Manchester's ability to deliver even the 'Predictable Regime' as planned, but it was partially successful as outlined.

##### **6.1.6**

As resources improved, HMP Manchester reverted back to the original benchmark regime in Jan 2016, relying on the Regime Management Plan to manage the regime on a daily basis. At this time, emphasis was given to the 'Golden Hour' domestic period between 1700-1800. Some changes to staff profiles and regimes were made in order to make resources available at this time. This appears to have worked successfully in the main.

##### **6.1.7**

The IMB have identified issues within the above regime which do unsettle prisoners in particular where a wing receives information relating to 'predictive lock downs' on either a Saturday or Sunday.

#### 6.1.8

Usually 'predictive lock downs' would occur on one morning or one afternoon, but if staff numbers are restricted this may lead to further 'predictive' lock downs. In this situation prisoners are forced to spend longer periods in their cells having anticipated time on the wing.

#### 6.1.9

The current regime allows for staff to leave the prison at 6.30pm. This creates an issue later in the day as shortages occur between 6.30pm to 7.30pm as staff leave the prison, and it is noted cover during this period is very limited.

#### 6.1.10

The appraisal process is continuing to review Profiles, Regime and staff attendance patterns to further develop HMP Manchester's delivery.

#### 6.1.11

Impact on staff – The IMB have noted an increase in staffing complaints following changes to the process to request days off or annual leave. Leave requests are not answered swiftly and officers can sometimes wait a number of weeks before leave requests are answered. This is having an impact on home life and increased frustration in being unable to plan for time outside of prison hours.

#### 6.1.12

The increased numbers of incidents at the prison have led to officers staying beyond their normal shift times. This results in officers returning to duty early the following day, very tired and likely to be less motivated.

## 6.2 Programmes

HMP Manchester Programmes department is facing major changes as a result of benchmarking. The timeline for implanting changes is 2 years and will inevitably result in a reduced level of staffing. **(4.1.1)**

6.2.1 Programme delivery is currently:

**HRP**-healthy relationships and perpetrators. An 8/18 week course dependant on severity of offence.

**TSP**- Thinking skills programme aimed at acquisitive offences. A 6 week course.

**Resolve**-Aimed at violent offending behaviour. A 8 week course.

#### 6.2.2

The HRP programme will be replaced by an "Alcohol related violence" programme in April 2016, which will duplicate some of the work and offender issues already addressed by the DARS Team already working in the prison.

#### 6.2.3

Throughout 2015, those prisoners working with programmes have been held back from transfers by agreement in order to complete the courses, addressing sentence planning and avoiding having to restart incomplete courses on arrival at new prisons. In addition prisoners have been transferred to HMP Manchester to support the completion of their sentence plan

targets for those in establishments which did not address their needs. This approach has also helped meet the prison's KPT.

#### 6.2.4

Looking forward, Benchmarking will reduce staffing levels, which may result in young female civilian staff, delivering programmes to male prisoners who have committed predominantly violent offences in an environment without any operational staff support. This is of concern to the IMB.

#### 6.2.5

An additional matter of concern is the decision of the Commissioner to concentrate 2016 accredited programmes on addressing violent behaviour and reducing those related to acquisitive behaviour. There will be no accredited victim empathy, no resettlement work and no accredited motivational work skills. The removal of these programmes will inevitably reduce the effectiveness of the department in addressing non-violent criminal behaviour and result in less support to prepare offenders for rehabilitation back into society. **(4.2.3)**

### 6.3 Resettlement

#### 6.3.1

The percentage of prisoners released into known accommodation averages 88%, illustrating the successful work undertaken by the resettlement teams. The Key Performance Target for accommodation on release being surpassed over the year.

#### 6.3.2

Four out of every ten prisoners are released into employment or education and training. Both Key Performance Targets were achieved over the year.

#### 6.3.3

Work is underway to encourage a culture of rehabilitation throughout the prison, which should enhance the success of the resettlement programmes.

## **Section Seven**

### **The Work of the Board**

#### **7.1 Board Membership**

##### **7.1.1**

Three new members who were originally interviewed in February 2015 joined the Board at the January 2016 meeting, some eleven months after being recommended for Appointment. We will also welcome two additional new members to the Board at the March meeting following interview in July 2015. It is perhaps pleasing to note that the time taken to reach appointment status has, in the case of these latest recruits been reduced by almost 50%.

##### **7.1.2**

Once again we must report the loss of two experienced members, leaving for family and work commitments, resulting in a net gain of one member during the reporting year. As the Board is currently operating at less than 60% of complement, further efforts will need to be made to recruit additional people.

#### **7.2 Board Activity**

##### **7.2.1**

The Board has continued to be fully represented at Area Chair's Meetings, High Security Estate Meetings, Category "A" Review Panels and Managing Challenging Behaviour Panel Meetings (dealing with individuals who are resident in Close Supervision Centres).

##### **7.2.2**

The Board hosted a visit by colleagues from the IMB at HMP Forest Bank in July 2015. We view such visits as an integral part of Board development for both parties involved, and hope that resources will continue to be found to enable this valuable, relatively low cost element of training to be maintained.

##### **7.2.3**

In addition to the normal Rota and Prisoner Application duties, members have visited the prison at evenings and weekends in order to achieve a balanced view of the establishment.

##### **7.2.4**

The following table (Table 2) outlines the work of the board throughout the reporting year.

<b>IMB Manchester Board Statistics</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
Recommended Complement of Board Members	24	24	24	24
Number of Board Members at the start of the reporting year	12	11	16	13
Number of Board Members at the end of the reporting year	11	16	13	14
Number of new members joining within the reporting year	0	6	1	3
Number of members leaving within the reporting year	1	1	4	2
Total number of Board Meetings during the reporting year	12	12	12	12
Average attendance at Board Meetings during the reporting year	8	10	11	9
Number of attendances at meetings other than Board Meetings during the reporting year	27	25	34	38
Total number of visits to the prison, including meetings during the reporting year	528	599	660	573
Total number of Applications received	125	135	123	106
Total number of Segregation Reviews held	210	212	282	234
Total number of Segregation Reviews attended	204	212	279	233
Total number of Adjudication sessions attended	9	9	10	4
Total number of Call Out attendances*	19	3	8	32
Total attendances at Training Sessions	32	29	23	21
Total Training visits for new members with Mentors	0	47	126	13
Board attendance at Annual Team Performance Review	12	9	12	9

\*The Call Out figure includes the number of attendances at the roof top protest incident in September 2015 which lasted almost three days. IMB members were on continuous duty throughout the incident. Given the relatively small number of members available due to work and holiday commitments the continuous attendance by the Board is to be commended.

7.2.5

The following Table shows the number of Segregation Reviews held and attended during the reporting year, a total of 99.6% being attended.

**Table Three: Segregation Review Attendance 2015 – 2016**

	<b>M</b>	<b>A</b>	<b>M</b>	<b>J</b>	<b>J</b>	<b>A</b>	<b>S</b>	<b>O</b>	<b>N</b>	<b>D</b>	<b>J</b>	<b>F</b>	<b>Total</b>
<b>Actual</b>	<b>21</b>	<b>13</b>	<b>10</b>	<b>18</b>	<b>21</b>	<b>21</b>	<b>24</b>	<b>21</b>	<b>20</b>	<b>19</b>	<b>19</b>	<b>27</b>	<b>234</b>
<b>Attend</b>	<b>21</b>	<b>13</b>	<b>10</b>	<b>18</b>	<b>21</b>	<b>21</b>	<b>24</b>	<b>21</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>27</b>	<b>233</b>

7.2.6

The Annual Team Performance Review took place in October with 9 members taking part.

7.2.7

A total of 27 Adjudications have been observed throughout the year. From our observations we believe that the adjudications are conducted in a fair and open manner, with full participation of the individual concerned and with parity of outcome across the sample monitored.

7.2.8

The following table shows the number and category of Applications received by the Board from prisoners during the reporting period, together with the four previous year's figures for comparison.

**Table Four: IMB Manchester Prisoner Applications 2015 – 2016**

<b>Code</b>	<b>Category</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>A</b>	Accommodation	2	2	6	5
<b>B</b>	Adjudications	4	0	2	0
<b>C</b>	Equality/Diversity related in Religion	2	0	2	3
<b>D</b>	Education/Employment/Training including IEP	5	2	6	6
<b>E1</b>	Family/visits including mail and phone	28	41	14	10
<b>E2</b>	Finance and Pay	N/A	N/A	5	5
<b>F</b>	Food/Kitchen related	3	0	2	4
<b>G</b>	Health related	15	11	11	14
<b>H1</b>	Property within current establishment	22	34	10	8
<b>H2</b>	Property (during transfer/in another establishment)	N/A	N/A	15	19
<b>H3</b>	Canteen facilities, Catalogue Shopping and Argos	N/A	N/A	4	1
<b>I</b>	Sentence related inc HDC, Parole, Release dates, Re-categorisation	10	17	25	11
<b>J</b>	Staff/Prisoner related including bullying	16	12	8	11
<b>K</b>	Transfer	4	3	3	7
<b>L</b>	Miscellaneous	14	13	10	2
	<b>Total number of Applications</b>	<b>125</b>	<b>135</b>	<b>123</b>	<b>106</b>

7.2.9

All Applications are reviewed and allocated a category as required for the Minister according to the agreed list of categories. The fact the “Regime” does not appear on the list conceals any dissatisfaction or concern about regime changes or limitations. We are, however, of the opinion that such issues have been raised by prisoners expressing concerns relating to Accommodation, Education and Employment, Family/visits and Telephone, Finance and Pay and Food. Within such Applications, regime changes have impacted on the time available for domestic activities, telephone calls to family, suitable periods of time for meals, availability of work from full to

part-time. (this has an obvious impact on earned income).

The Board believes that the list of required Categories for the reporting of Prisoner Applications should include a category for “Regime” in order that such concerns might be more accurately reported and understood. It is important that prisoner dissatisfaction be measured and acknowledged, and that the Minister has a clear picture of day to day prison life as experienced by the prisoners themselves. It is also important that any changes in policy affecting prison regime should only be made in the full knowledge of the impact of such changes on those most directly affected by them – the prisoners and the staff.

We should at this point highlight the success of the Prison Complaints system, the Key Performance Target for responding to prisoner complaints being achieved throughout the year.

#### 7.2.10

A number of Applications received were submitted under the auspices of Confidential Access to the Chair of the IMB. None of these were considered to be appropriate as Confidential Access Requests and all were either returned to the individual concerned with a written explanation for their return, or were treated as basic Applications to the IMB and dealt with accordingly. The Board maintains its stance in not condoning the misuse of the Confidential Access process.

#### 7.2.11

We have taken the unusual step of referring to the impact on staff, as we believe that whilst regime changes have a more direct effect on the prisoners, the staff are an important element of the successful operation of the prison. Continuous re-profiling and redeployment of staff to meet the needs of regime changes only serves to undermine the dedication and commitment to high levels of achievement displayed by many members of staff.

Disquiet, dissatisfaction, disillusionment and discontent are not the sole prerogative of the prisoner. The Minister is therefore implored to take account of the impact of any future policy changes on the prison population as a whole, prisoners and staff alike.

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