



Ministry
of Justice

Sam Gyimah MP
Parliamentary Under-Secretary
of State for Justice

Mr Simon Moore
Chair of the Independent Monitoring Board
HMP Manchester
1 Southall Street
Manchester
M60 9AH

11 November 2017

Dear Simon,

**HMP MANCHESTER: INDEPENDENT MONITORING BOARD ANNUAL REPORT
FOR 1 MARCH 2016 – 28 FEBRUARY 2017**

Thank you for your Board's report for the year ending 28 February 2017. I am grateful to you and your colleagues for all the hard work that has been put into capturing your helpful observations. I would like to thank Mr Mike Davies for his time as Chair at HMP Manchester and wish him well for the future.

I note your continued concerns about the impact of staff shortages at HMP Manchester. As you will probably be aware, we are investing £100 million to increase prison officer numbers by 2,500 nationally, with HMP Manchester receiving a share of those staff. The Governor has permission to increase recruitment activity in anticipation of this development and to support effective local succession planning. The extra 2,500 frontline staff will enable dedicated officers to manage a caseload of about six prisoners, supervising and supporting them to make prisons places of safety and reform. The increase in staff will provide the capacity for prison officers to play a dedicated officer role and build constructive relationships with prisoners, reduce levels of frustration and, ultimately, reduce levels of violence. It has also been the case that the Governor has been successful in securing the targeted availability of the Payment Plus Bonus overtime scheme in line with nationally determined criteria, and this has proved effective in improving the numbers of staff choosing to work additional hours.

Management at the prison have worked very hard to mitigate the impact of staffing pressures upon regime delivery and ensure that the establishment's agreed Regime Management Plan (RMP) is utilised effectively to optimise the regime that can be delivered from the available staffing resources with due consideration to safety, security and decency.

This consideration extends to the redeployment of the Foreign Nationals Officer (FNO) and Disability Liaison Officer (DLO) roles, which is managed carefully through the RMP to avoid disproportionate impact on service provision. Issues around redeployment of the FNO and DLO are expected to abate as the staffing position improves and the Governor has additional plans to develop the organisation of the Safer Custody team which includes those roles, so as to enable an improved and more consistent service to be available. We are also taking urgent action to improve prison safety and security, alongside reforms to overhaul the system to focus on the rehabilitation of offenders and are tackling the supply and demand of drugs, drones and phones which drive prison violence and undermine safety.

It is recognised that levels of violence at HMP Manchester have increased, consistent with national trends, and there has been a drive within the establishment to address this situation. The Violence Reduction Strategy and its related protocols have been employed, to ensure that prisoners perpetuating an act of violence receive the most robust sanction that is appropriate.

This includes Incentive and Earned Privileges sanction, adjudication, and wherever viable, to seek criminal prosecution. A positive working relationship with Greater Manchester Police has resulted in increased support in the investigation of acts of violence, with a number of convictions resulting. Tactical transfers are also considered through consultations with other establishments and Long Term High Security Prisons Group, when it is considered that this outcome would better manage the risk presented by an individual prisoner, either to himself or others. I understand your continued concerns at the lack of full access to Education and the Library due to the lift continuing to be out of order and hope that you will be reassured to learn that investment was successfully secured for this to be repaired, with the work taking place during early November.

Moreover, I recognise that HMP Manchester as an old Victorian built establishment presents a considerable maintenance challenge, given its age and heavy utilisation. As you will be aware the Governor and his management team work closely with the facilities and maintenance provider Amey, to try and ensure that reactive maintenance needs are promptly identified and actioned, as well as in the development of business cases for additional maintenance investment. Whilst there are currently no major bids relating to the refurbishment of the accommodation at HMP Manchester, significant investment (£150k) has been secured to improve provision in meeting Disability Discrimination Act (DDA) requirements, through the adaptation of cells to meet DDA compliant specifications. Business cases developed for additional maintenance investment are subject to national funding allocations and prioritisations, and therefore subject to some hard and challenging choices. The shower areas and servery areas have been prioritised through business cases for improvement and where possible prisoners are now involved to support the up-keep of these areas (further details are in the enclosed annex).

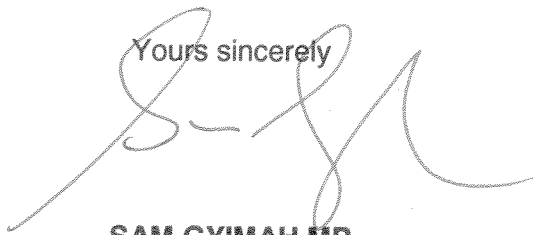
Increased focus is also being applied to address the pest control issues described in your report. As you are aware, prisoners often throw food and rubbish out of their cell windows which in turn attracts vermin and the potential health risk that they represent. This matter is receiving increased management focus, with renewed efforts being made to educate prisoners to dispose of rubbish and food waste properly and discouraging inappropriate disposal. Dedicated food waste bins have been introduced on residential unit serveries and exercise yards and surrounding areas cleaned daily and supervised prisoner ground parties are shortly to be introduced, subject to the necessary security processes and risk assessments. The current pest control provision has also increased from four hours per month to a twice weekly attendance by the contractor Rentokill.

I note you have raised some local issues of concern in your report which the Governor will continue to keep you aware of as work continues. HM Prison and Probation Service (HMPPS) comments in response to other issues raised in your report are set out in the attached annex.

Your comments that adequate training for new members be funded and a review of the agreed categories of prisoner applications to IMBs have been forward to the IMB secretariat who will respond to you directly.

The Justice Secretary and I appreciate the valuable role played by members of Independent Monitoring Boards throughout the estate and we are very grateful for your continued hard work on behalf of HMP Manchester.

Yours sincerely



SAM GYIMAH MP

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HMPPS comments on matters raised in the report

Facilities Management Contract - Amey

Issues have been raised with Amey regarding the supply chain and equipment that has not been maintained effectively. Amey currently have a number of staff awaiting security clearances, which has impacted on the number of reactive repairs undertaken, requests have therefore been made to bring in sub-contractors to assist.

The timeliness of repairs continues to be monitored with issues discussed with Amey and resolution dates agreed. Performance is scrutinised weekly and reported formally on a monthly basis against 16 Key Performance Indicators (KPIs). Failure to meet targets in these KPIs can result in financial deductions being made against Amey's payments which encourages performance improvement. In addition, and importantly, in attempt to improve performance the FM Contract is to go through a "Contract Reset" process to better align the FM Contract to the needs of establishments.

Windows

There are a significant number of windows broken across the site and work to replace them has at times been delayed due to a number of issues. These included escorting arrangements, Dog Handler availability and also safe systems of work requirements. Management action has since been taken to resolve these issues.

Kitchen

Concerns that some equipment has not been maintained effectively are being dealt with as a high priority by the new Site Manager.

Apart from one hotplate awaiting repairs, no formal concerns regarding a backlog of repairs within the main kitchen have been raised either to the Service Delivery Manager or through Amey's Helpdesk. Staff will be reminded to ensure all issues and complaints are raised appropriately with Amey to bring things to Key Manager's attention more quickly and to focus the FM providers attention to the Complaints KPI, which if not dealt with in month, can result in a payment deduction.

Payment Plus

There is no discretion for additional *Payment Plus* hours worked to be paid other than to staff a bedwatch, a constant observation, Category A escort over and above the profiled staffing level, new accommodation and to cover temporary staff in post vacancies against the Target Staffing figure. Where authorised. Payment Plus hours will not be used to cover temporary staff shortfalls caused by sickness, annual leave or training.

Where Payment Plus additional hours are available, Governors must ensure that flexible systems are put in place to allow staff to choose when they wish to work. This will require local systems to be put in place to ensure predictable forecasting to maintain operational delivery. Allocation of Payment Plus hours must be on a fair and equitable basis to all eligible staff and Governors are responsible for ensuring that each establishment's detailing systems and processes are subject to a full equality impact assessment before any Payment Plus system is implemented and must take appropriate action on the findings of that assessment. The impact assessment should then be reviewed after six months.

Whilst recruitment activity has been ongoing throughout the year and has served to improve the situation to an extent, the management team have remained proactive in securing on a number of occasions, national authority to operate the national Payment Plus contract, which has proved an invaluable assistance in optimising the regime delivery available. This assists in temporarily managing the impacts of staffing shortfalls and resources are carefully targeted with reference to the RMP to yield the optimum benefits for regime delivery. The use of the Payment Plus (PP) Bonus Scheme and successful recruitment activity have enabled a more consistent regime to be delivered in the latter part of the year. Although the current scheme at HMP Manchester is due to expire, a new bonus scheme has been approved, with more interest from staff. The new scheme has less hours available than previously reflecting the increase in overall officer numbers.