Annual Report
of the
Independent Monitoring Board
at
HMP Buckley Hall
for reporting year
1 August 2018 to 31 July 2019
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Monitoring fairness and respect for people in custody
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1 STATUTORY ROLE OF THE IMB

The Prison Act 1952 requires every prison 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 that 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.
2 EXECUTIVE SUMMARY

Introduction

2.1 This report presents the findings of the Independent Monitoring Board (IMB) at HMP Buckley Hall for the period 1 August 2018 to 31 July 2019. IMB evidence comes from observations made on visits, scrutiny of records and of data, informal contact with prisoners and staff, surveys and prisoner applications.

Main judgements

Are prisoners treated fairly?
The Board considers that the men are treated in a fair and compassionate manner.

Are prisoners treated humanely?
The Board considers that the men are treated fairly and humanely.

Are prisoners prepared well for their release?
The Board considers that the men are well prepared for their move to open conditions, and that the prison helps maintain good family ties. However, the education and employment provision is less satisfactory for the men.

Main areas for development from last year's report

TO THE MINISTER

Review the adjudication procedure in relation to offences committed in another prison.

It is not apparent that the procedure has improved. [6.10]

TO THE PRISON SERVICE

Ensure that the maintenance contracts for the fabric of the building are fit for purpose.

There has been an improvement in managing and responding to maintenance issues within the prison. [7.13]

TO THE GOVERNOR

The information held on computer shared drives is in a user-friendly format, to reflect the operational needs of the prison.

Some attention has been given by the prison to improving the management and organisation of information.
Main areas for development

TO THE MINISTER

- In conjunction with their colleague in the Department of Health, the Minister should endeavour to secure an increase in funds for secure hospital accommodation. [6.3]
- The Minister is urged to consider reducing the operational capacity of Buckley Hall, in order to eliminate the number of men held in double cells. [7.6]

TO THE PRISON SERVICE

- Require uniformed staff wear body-worn video cameras at work. [4.13]
- Include Buckley Hall in any additional resources being made available to address the problem of illegal drugs and mobile phones in prison. [4.9]
- Review the challenge, support and intervention plan scheme. [4.6]
- Reduce the number of complaints from prisoners relating to the transfer of their property. [7.26]
- Ensure that inappropriate prisoners are not allocated to HMP Buckley Hall. [11.11]

TO THE GOVERNOR

- Ensure that the standard of education provision is improved. [9.2 – 9.6]
- Establish a use for the triage rooms on each wing. [8.5]
- Implement the prison pay policy. [10.2]
- Monitor the security implications of opening up the rear of C wing to prisoners. [11.9]
- Provide age and ethnicity data on users of the library and gym. [5.3 & 9.12].
- Provide a more active regime for men held in the care and separation unit. [6.5]
- Ensure the expansion and development of the sewing workshop. [10.4]
- Increase the prison's recycling of waste food and other products. [10.4]
- Avoid the curtailment of the daily regime due to staffing issues. [3.12 & 7.27]
- Ensure a better tracking system for prisoner applications. [5.10]

Improvements

- The new template for answering prisoner complaints. [5.9]
- The equality and wellbeing clinic. [5.6]
- The brighter and more colourful appearance of the wings. [7.2]
- The general standard of cleanliness on the wings. [7.3]
- The area to the rear of C wing. [7.9]
- The installation of a cell bell monitoring system on C wing. [4.12]
• The fall in Amey's number of outstanding repairs. [7.13]
• The increase in the number of television channels available to the men. [7.10]
• The reception and first night facilities and procedures. [7.21 – 7.25]
• The ‘facelift’ in the education and healthcare buildings. [8.4 & 9.15]
• The new Drug and Alcohol Recovery Service. [8.7]
• The collaboration between the education department and York University. [9.7]
• The establishment of the property maintenance workshop. [9.8]
• The creation of a dedicated security team of officers. [4.7]
• The improvement in the library's opening hours. [9.11]
• The refurbished visits hall. [11.4]

3 DESCRIPTION OF THE PRISON

3.1 Buckley Hall is sited on the edge of the Pennines, near Rochdale, Lancashire.

3.2 There are four residential blocks – A, B, C and D – and the prison has an operational capacity of 459. Although it is a relatively small prison, the Board sees this as a strength and not a weakness.

3.3 A dedicated drug recovery unit is on A wing. The induction unit for new prisoners is on C wing, as is the new Aspire unit.

3.4 The prison opened in 1994 as one of four contracted prisons and was managed by Group 4 for a period of five years. In 2000, a 10-year contract was put out for tender and won by the Prison Service. During this contract, the prison has held category C men, then women and then category C men again. In 2011, the Prison Service was successful in its bid to continue providing a category C male prison. In 2014, Buckley Hall was designated as a non-resettlement prison, holding male prisoners with sentences of four years or more. It has been decided in the recent Prison Service reconfiguration that Buckley Hall is not to become a resettlement prison but will remain a training prison with a progression unit.

3.5 In July 2019, 32% of the men held at Buckley Hall were serving indeterminate sentences, which compares to the national figure of 13% of all offenders.

3.6 A number of services within the prison are sub-contracted:
- Education and library: Novus [formerly Manchester College]
- Catering: Compass (UK & Ireland)
- Healthcare: Greater Manchester Mental Health NHS Foundation Trust (GMMH)
- Visitors’ reception: Partners of Prisoners & Families (POPS)
- Drug and alcohol recovery: Delphi
- Facilities: Amey

3.7 Over the reporting year, the prison's performance has continued to impress, and in the crucial areas of safety and decency, the Board considers that it is performing extremely well.
On the prison rating system, HMP Buckley Hall has now regained its level 3 status, and the responses in the January 2019 measuring the quality of prison life (MQPL) survey revealed an improvement in many of the mean scores and, overall, a set of results which places the prison considerably above the average for long-term training prisons.

The management team is judged good at communicating with staff and prisoners. It is flexible, proactive and committed to providing a rehabilitative culture for the men in its charge. The relationships between staff and prisoners are courteous and respectful, with forenames as the standard method of address. In the opinion of the Board, the management team has a detailed and accurate knowledge of the men held in the prison.

The Chief Inspector of Prisons wrote in the HM Inspectorate of Prisons (HMIP) annual report for 2018/19: ‘I make no apologies for asserting too that well-run jails will more often than not have a history of taking our inspection recommendations seriously’. The Board can report that, for the past 14 months, the prison has focused on addressing the recommendations from the previous HMIP inspection.

The reporting year has seen something of a ‘changing of the guard’ among officers, with a number of experienced staff leaving, retiring or going part time and being replaced by new staff. Although around one-third of uniformed officers now have less than two years’ experience, this does not appear to have unsettled or jeopardised the safety and wellbeing of the prisoners. The new officers appear well integrated, and tell the Board that they feel supported by their more experienced colleagues.

The start of the reporting year saw a significant and welcome rise in the number of officers and custodial managers. However, a combination of sickness, retirement and departures has meant that by the end of the reporting year, there was a shortfall in the number of fully operational officers, which was beginning to have an adverse impact on the regime – notably at weekends.

The publication of this IMB report coincides with the HMIP inspection of Buckley Hall – as happened at the time of the previous HMIP inspection – and it will be interesting for readers to compare the similarities and differences between the two.

The Board would like to express its gratitude to staff and managers for their willingness to cooperate with the IMB and for the positive and patient way they respond to the questions and issues raised by Board members.
SAFETY

4.1 Levels of violence and self-harm in Buckley Hall have fallen significantly. For the year ending June 2019, there were 67 assaults, against an average for its comparator prisons of 215 (31%). Over the same period, the number of serious assaults was 36% of the average of the comparators. In the year ending June 2019, the number of self-harm incidents in Buckley Hall was recorded as 147, compared with an average for the comparator prisons of 275 (53%).

4.2 The Board viewed a sample of the safer custody department’s exit questionnaires. The overwhelming majority of prisoners responding said that they felt that staff would help if asked, and cared about their wellbeing. An equally large number who replied said that they felt safe at Buckley Hall and that managers’ response to incidents of violence is good. In the staff People Survey in November 2018, 87% of staff said that the level of care provided to those at risk of self-harm in this establishment is ‘Good’. Eighty-five percent of staff respondents stated that prisoners are held safely at Buckley Hall.

4.3 The Board has been offered a variety of reasons for the current low levels of violence and self-harm at Buckley Hall, and it is likely that each makes a positive contribution. The explanations include: good communication with prisoners; improvements to the physical environment; a healthier diet; improved closed-circuit television (CCTV); the introduction of key workers; community activities, such as the Park Run, the annual sports day and charity events; the role of the safer custody department; the efficiency of the cell sharing risk assessment (CSRA) process; the weekly safety intervention meeting (SIM); the violence reduction forums and investigations; the work of the Manchester survivors scheme (which deals with trauma victims); the use of challenge, support and intervention plans (CSiPs); improved staff deployment during prisoner movements; better replies to prisoner complaints; improvements in the security department; and, underpinning all of these, the prison’s emphases on procedural justice, restorative approaches and rehabilitative culture.

4.4 In the opinion of the Board, prisoners who are vulnerable find safer custody staff sympathetic and accessible. Within the prison, there is a continuing and unresolved debate as to whether or not D wing should have a formal role to play in the management of these men. The Board has viewed a number of assessment, care in custody and teamwork (ACCT) documents and attended reviews. In the judgement of the Board, the case management of the documents has been improved with the introduction of a single case manager for each man. The ACCT process is well organised and quality assured. In terms of ACCT documentation, it is the judgement of the Board that in the ACCT documents, the records of observations are often more thoroughly recorded than those of the conversations with the man concerned.

4.5 Buckley Hall has few self-isolating prisoners. The names of any who self-isolate are announced at the daily briefing. When asked, the men concerned have been, in general, positive about how they have been treated by wing staff. However, on at least one occasion during the year, the Board found that the entries relating to providing their daily regime – for example, access to the telephone, showers, etcetera – had not been recorded on the National Offender Management Information System (NOMIS), even though the officers had facilitated these for the prisoner.

4.6 CSiPs are relatively new but are considered to be an improvement on previous systems, and the reporting on NOMIS has improved the accessibility and circulation of the information. The prison takes a proactive stance in terms of placing men on a CSiP, and all are discussed each
week at the multidisciplinary SIM. However, the scheme is in its relative infancy and there is room for improvement. Staff CSiP entries can be generic and unrelated to the interventions set, and some interventions are not sufficiently specific, measurable, achievable, realistic and time bound (SMART), or easy to monitor. Some officers have told the Board that they would like to see the use of levels in the scheme, and think it more effective in supporting the victim than in challenging a perpetrator. Not all the CSiP documentation is fully up to date, and when the Board viewed the NOMIS file of 11 men subject to a CSiP, the most recent CSiP entry for four of them had been made two or more months earlier. However, on a more positive note, when asked, a number of the men subject to a CSiP said that it made them feel more cared for and supported.

4.7 The establishment of a dedicated security team has enabled a significant increase in the number of searches and suspicion drug tests. The emphasis of the department is on improving intelligence and dynamic security. The Board has been assured that all intelligence reports are seen and triaged by the security department within 24 hours. Within understandable and necessary limitations, the security department is helpful and open when approached by Board members about an issue.

4.8 Support from Greater Manchester Police has improved over the year, and there have been some joint police–prison operations. The sentence of an additional eight years in custody for a prisoner who assaulted a Buckley Hall officer has helped to reassure staff and prisoners alike that such behaviour will not be tolerated. A monthly violence diagnostic tool is circulated to all staff, and managers have responded positively to its findings. For example, staff deployment at potentially problematic times now includes non-wing officers from safer custody, security and the gym, providing an additional presence at prisoner movements.

4.9 Prisoner access to illegal mobile phones and drugs remains an issue. In February 2019, the year-to-date positive mandatory drug testing rate stood at 29%. Men continue to tell Board members how easy it is to obtain drugs, and about their prevalence on the wings. Between July and December 2018, 140 mobile phones were found, which compares to the average for Buckley Hall’s comparator prisons of 84. It follows, therefore, that prisoner accessibility to any areas of the prison which may be particularly susceptible to ‘throwovers’ should be kept to an absolute minimum.

4.10 All mail is photocopied, and photographs and cards are tested for drugs – using the itemiser – and this has produced a number of successful finds. The Board has found no evidence that this procedure has led to any systemic delays in men receiving their post.

4.11 In terms of physical security improvements, some additional fencing has been put in place; CCTV has been linked to the command room; a local landowner has agreed to cut back some of the external perimeter trees; and external warning signage on the perimeter fences is planned. However, despite the prison’s contact with Rochdale Council, public access and the bridleway on the other side of the perimeter wall remain, and will not be re-routed.

4.12 At the start of the reporting year, the only wing with a cell bell logger system was D wing. However, because of practical difficulties, the data had not been collected or interrogated. For four months in the current reporting year, the Board asked for and received the data, and the conclusion from analysing these was that cell bells on D wing had been answered within the required five minutes. A cell bell logger system has recently been installed on C wing but it is too early to form any judgement on these additional data.

4.13 This reporting year has seen greater encouragement of staff to wear a body-worn video camera (BWVC). Although the situation is improving, some staff are still reluctant to wear/deploy their BWVC, and on a Board night visit only the night orderly officer was wearing this. Over one three-month period in the reporting year, 10 incidents recorded on the BWVC were
downloaded. However, a review of the daily briefing for the same period suggested that over 30 ‘incidents’ might have justified operation of the BWVC.

4.14  Batons were drawn 10 times in the calendar year 2017, and seven times in 2018. The deputy governor makes quality checks and the data are analysed by age and ethnicity. A Board member has attended the monthly use of force scrutiny committee and is satisfied that the use of force is monitored rigorously by the prison. As a result of tighter control, the timely completion of the associated paperwork has greatly improved over the past year. During the year, one of the Board saw, at first hand, officers in the care and separation unit (CSU) trying to restrain a violent prisoner without causing him injury, despite being faced with the most extreme aggression and provocation.

4.15  The safer custody department remains one of Buckley Hall’s strengths. It is well led and staffed by experienced and committed uniformed and non-uniformed staff. The weekly SIM is judged to be a useful multidisciplinary forum to discuss men giving staff cause for concern. The Board has also attended meetings of the interdepartmental risk management team, and considers that it carefully scrutinises men who are subject to public protection concerns.

4.16  The Board considers the key worker scheme to have been introduced successfully. In the opinion of one Buckley Hall prisoner, it is ‘one of the best things that has ever happened’, and in the measuring the quality of prison life (MQPL) survey many of the men said that they liked the scheme. An experienced wing officer told the Board that it was the main reason behind the relative calm in the prison. Although time and staffing issues are putting pressure on officers completing their key work sessions, the figures at Buckley Hall compare favourably to those of other north-west prisons. There has been some dilution in the original target of one key worker session per week per prisoner. In June 2019, the NOMIS entries of 30 randomly selected men were viewed: 13 had a key worker entry in the previous week, nine had one entry in the previous two weeks, four had one entry in the previous three weeks and four had one in the previous four weeks or more. Over 80% of these entries were judged to be detailed and of good quality.

4.17  The Listener scheme operates in Buckley Hall and, when the Board asked Listeners about their role, they were enthusiastic about it. The men involved reported that most of their work is informal and unofficial, and that they tend to receive relatively few referrals from the prison. Some Listeners felt that new staff, in particular, did not fully understand their role and that at night, the Samaritans telephone is more often offered to men than access to a Listener.

5  EQUALITY AND FAIRNESS

5.1  In the judgement of the Board, the men in Buckley Hall are treated fairly and decently. In the January MQPL survey, the response to the question ‘Are the staff and regime reasonable and appropriate?’ showed a notable improvement from the previous survey and compared very favourably to replies from other long-term training prisons. Importantly, the MQPL results on all the different dimensions surveyed showed little difference between the responses of black, Asian or minority ethnic and white prisoners and in the safer custody exit questionnaires completed by prisoners, the overwhelming majority of the men said that they had experienced no discrimination at Buckley Hall. The low number of IMB applications relating to issues of equality received during the year provides further evidence.
5.2 The Board has a high regard for the equality officer, and a number of forums and events have been arranged for protected groups over the reporting year. Most – although not all – forums are well attended and, in the opinion of the Board, the most effective have their senior management team ‘champion’ in regular attendance. During the reporting year, events were organised for Pride, Holocaust Memorial Day, Black History Month, Military Veterans Day, World Mental Health Day and Travellers Day.

5.3 The Board interviewed each member of the Traveller group, and they were all positive about Buckley Hall and felt that it was sympathetic to their culture. At one stage during the year, half of the A2 [Pakistani ethnic heritage] prisoners were located on A3&4 wing but this was not considered by the wing custodial manager, the equality officer or the men on the wing to have a negative impact on the safety of the men. Issues around the distribution of halal and non-halal food at the wing serveries occurred on a number of occasions throughout the year. The Board is satisfied that the prison monitors whether or not foreign national prisoners are receiving social visits, to see if these men qualify for additional telephone credits. Neither the library nor the gym currently analyses users by age or ethnicity, and this omission should be rectified.

5.4 The prison hosted a wide range of religious festivals over the year, and its provision for Muslim prisoners during Ramadan and Eid was particularly impressive. A full range of religious chaplains has been appointed, and the managing chaplain should be congratulated for eventually securing the services of a Sikh Chaplain. The chaplaincy is judged to provide a good service and is well integrated into the life of the prison. Among the courses it facilitates or provides is the Sycamore Tree victim awareness course – which the men participating in were very positive about. As a confirmation of the chaplaincy’s good work and commitment, a member of the team was a national finalist in this year’s Prison Officer of the Year awards in the category of ‘fairness, decency and respect’.

5.5 There is an independent discrimination incident reporting form scrutiny committee, which meets regularly and on which a member of the Board sits. The member involved reports that the committee’s reviews are objective and in-depth, and that recommendations are, generally, implemented by the prison.

5.6 The equality officer – in conjunction with the healthcare department – has initiated an equality and wellbeing clinic for men two months after arriving at Buckley Hall. The purpose of the clinic is to identify issues which have arisen and give the men a second opportunity to disclose any relevant health information. The overall intention is to integrate better the information held separately on NOMIS and the healthcare department’s SystmOne database. The decision to appoint a designated personal emergency evacuation plan (PEEP) officer on each wing is commended but there is still work to be done embedding the PEEP system in the workshops.

5.7 During the reporting year, a new incentives and earned privileges (IEP) policy was introduced. Prior to this, in the judgement of the Board, the IEP policy had been applied inconsistently across the wings. Moreover, the Board received a number of complaints from men who had been automatically reduced to the basic level of the IEP scheme, only to have the charge against them dismissed at their adjudication. Others stated that their IEP status had been reduced without notification. The prison’s commitment to procedural justice, and the deputy governor's
emphasis on ‘No decision about me without me’, should, it is hoped, lead to an improvement in prisoners’ view of the IEP scheme. However, it is still a ‘work in progress’, and one which the Board will continue to monitor. The Board endorses the decision that men on the basic level of IEP and loss of canteen can buy a restricted number of smoking vapes. Allowing basic-level IEP prisoners access to a television over the Christmas period is a humane gesture. The flexibility afforded to wing managers, of being able to reduce the length of time that a prisoner is kept on the basic IEP level for drug-related issues if he is engaging with the appropriate agencies is judged to be a sensible approach. The total number of men on the basic IEP level is small; for example, there were 10 on one day in the final month of the reporting year.

5.8 A common complaint about the IEP system among the men is that there is insufficient differentiation between the privilege levels. The prison has made some effort to widen this gap and offer greater rewards to men who have enhanced IEP status – for example, in the content of their annual clothing parcels allowance and in permitting only men on the enhanced IEP level to purchase Freeview boxes or receive a £5 ‘goody bag’ from their visitors.

5.9 In the judgement of the Board, prisoner complaints are managed in an efficient and timely manner by the business hub. A new template for staff replying to complaints has been introduced, and has improved the quality of the replies. Management checks are carried out on 20% of complaint responses. Between April and November 2018, 583 complaints were received – which placed Buckley Hall as second lowest among its comparator prisons.

5.10 In contrast to prisoner complaints, the system for administering and responding to prisoner applications is, in the opinion of the Board, rather more haphazard, and the outcomes are less certain. Applications are now given a reference but there is no systematic record of when an application was dealt with or when the reply was received. The Board reviewed a total of 176 applications and found that very few recorded the date that the reply was received or when it was answered. The Board also received a number of complaints from prisoners claiming that cell clearance paperwork and procedures had not been completed correctly or carefully by wing staff.

**SEGREGATION/CARE AND SEPARATION UNIT**

6.1 The Board judged CSU staff and managers to be caring and committed to creating a safe and humane environment for some of the prison’s most challenging and complex men. Staff are conscientious in keeping the Board informed about new arrivals, and the relationships between the staff and men in the unit are good. The Board can confirm that officers make detailed NOMIS entries for men who are particularly difficult or unstable.

6.2 The Unit can house a maximum of ten men. Senior managers have introduced a useful meeting at the start of each week, to discuss the plan of action for each man held in the CSU. In addition, each man being kept in the CSU is discussed at the SIM. In the last month of the reporting year, six men were transferred to other prisons, after an average stay in the CSU of 18.5 days. In the same month, only one man held in the CSU for reasons of good order or discipline on rule 45 returned to the wings rather than being transferred. In the three-month period ending February 2019, the prison submitted requests to the regional prison director for four men to
have an extended stay in the CSU. In the three months to May 2019, the figure was again four men, and for the three months to August 2019, it was six men. Such requests have to be submitted whenever a man is being held for more than 42 days in the CSU.

6.3 It remains debatable whether or not the CSU is an appropriate location for men with serious mental health issues. However, it has been suggested to the Board that the CSU may offer limited advantages to normal location for some on an ACCT, insofar as they will be monitored more closely or if an unofficial ‘detox’ is thought to be appropriate for them. Men who are the subject of an ACCT are discussed at the weekly SIM and quarterly segregation monitoring and review group (SMARG) meetings – although, arguably, the latter can be too late to do so. It remains the case that it takes the prison a considerable length of time to move men with mental health issues into secure hospital accommodation. Officers have told the Board that those in the community are prioritised over prisoners for secure beds.

6.4 The Board considers that, during the reporting year, limited use was made of special accommodation, in terms of the number of prisoners and time held. In the calendar year 2018, the median time that men were held in this accommodation was two hours and 35 minutes. The advice to CSU staff is that the use of anti-ligature clothing should be kept to a minimum. In the Board’s opinion, the use of special accommodation and anti-ligature clothing in the reporting year was appropriate and proportionate. Full body searches are still automatic for men entering the CSU, regardless of the rule they are being held under.

6.5 Men held in the CSU have little or no access to education classes, the gym or any other purposeful activity, regardless of the rule they are being held under. Outdoor association is hardly, if ever, taken together by these men – even for those being held under ‘segregation for own protection’. Some form of purposeful activity for segregated men is being considered but is very much at an exploratory level. Outdoor gym equipment in the exercise yard would help to compensate for the lack of access to the gym. Distraction packs, jigsaw puzzles and a small library are available to them, and most are allowed out of their cell to collect their meals.

6.6 Board members attend rule 45 reviews. They are held on the appropriate date, although not always at the agreed time. A member of the community psychiatric nursing (CPN) team always attends these reviews. In the opinion of the Board, governors are fair with the men and give them every opportunity to contribute. However, there is a danger that the reviews can become a ‘rubber-stamping exercise’, with the targets set for the men too generic. On occasion, these targets have been written up after the review and not discussed with the prisoner.

6.7 The Board judged adjudications to be conducted fairly and thoroughly and the deputy governor is keen that colleagues apply the principles of procedural justice to their handling of adjudications. In the first three months of 2019, 80% of prisoner adjudication appeals were dismissed by the prison casework department, which suggests that the governors, in the overwhelming majority of cases, reached an appropriate decision and award. Successful adjudication appeals are reviewed by governors at the SMARG meeting, for learning points.

6.8 The Board supports the view of the deputy governor, that one ‘cannot punish men into good behaviour’, and the belief that the adjudication award may, on occasion, need to be innovative and forward thinking. Some officers told the Board that governors do not do enough to punish bad behaviour, while, for their part, governors say that there can be a ‘bigger picture’ which officers are unaware of. It remains the case that some governors need to explain to prisoners, in rather more detail, the aggravating or mitigating factors which have led to one man’s award being different to another.

6.10 During the reporting year, there was a high number of referrals to the police – 16 in February – and the delays in waiting for their decision have an impact on the ability to proceed with the
adjudication. A similar frustration is that a number of adjudications originating at other prisons have to be dismissed because the reporting officer has not attended.

7. ACCOMMODATION

7.1 A, B and C wings are subject to age-related maintenance issues, including fabric defects and infrastructure deficiencies – for example, in relation to water delivery and electricity services. Given the ever-rising cost of utilities, any inefficiencies or waste are likely to incur significant additional and unnecessary expenditure. On these three wings, the partition walls between the cells are thin, and noise at night is an issue. The Board commends the prison’s response, of making earplugs available to the men.

7.2 The prison has made a real effort to soften and brighten the physical environment on the three wings with large wall murals, welcome mats in the foyers and the repainting of each wing in a vibrant colour.

7.3 Although there has been a definite improvement, the standard of cleanliness can still vary from wing to wing, and depending on the time of day. In the opinion of the Board, it is not always the most conscientious men who are given a job as a wing cleaner. Closer staff supervision of the cleaners and the reintroduction of the British Institute of Cleaning Science course should help to improve the situation. The Board found no evidence of a shortage of cleaning materials on the wings.

7.4 Faults with washers and driers and the showers caused ongoing and significant issues throughout the reporting year. The prison has responded as best it can, and spent significantly on replacements. The successful bid to upgrade the shower infrastructure is welcome and much needed.

7.5 High-level cleaning of the roof lights on A, B and C wings would be extremely beneficial. While this would entail a significant cost, the visual improvement of removing years of grime and dirt would be considerable.

7.6 Double cells are generally unpopular with the men – especially older and long-term prisoners. In the year ending March 2019, 19.3% of the men were held in doubled accommodation – which compares unfavourably to the average figure for comparator prisons of 8%. The fact that a disproportionate number of these double cells are on the A1&2 drug recovery wing makes it more difficult to persuade men to locate there. Given that the double cells were originally built as single cells, the Howard League’s measurement of overcrowding at Buckley Hall as being 109.78% is valid. The same measure of overcrowding at its comparator prisons gives an average figure of 104.28%. Men waiting for a single cell often complain to the Board that others are being allowed to ‘jump the queue’. In terms of those having to share cells, the Board is satisfied that CSRAs are carried out carefully, thoroughly and sympathetically.

7.7 Lockable boxes are now installed in double cells, together with privacy curtain tracks and curtains. The latter is commendable, given that, earlier in the year, only five out of 20 double
cells that the Board inspected had a privacy curtain. It is disappointing, therefore, to report that
a number of these curtains have been removed already by some men. The Board supports the
wish of the deputy governor to provide cells with a set of curtains and to remove the counter
by each wing office, thereby eliminating an unnecessary barrier between staff and prisoners.

7.8 In the MQPL survey, men said that they liked not having to eat in their cells. However, the
dining tables and seats currently in use are not robust enough, or suitable for adults. The
prison has talked about trialling alternatives, and the Board would encourage this intention.
Microwave ovens have recently been introduced onto the wings, and this is regarded as a
positive move. However, progress has been slow to enable men to purchase cheese and butter
from the canteen, although, to be fair, this is largely due to external issues beyond the scope of
the prison.

7.9 The prison grounds are clean, tidy and well planted. The fact that they stand comparison with
most other prisons is a credit to the waste management, and gardens and horticulture teams.
However, the large number of disposed cigarettes outside the main entrance to the prison
creates an unsightly first impression. An effort has been made to tackle the problem of vermin –
rubbish is collected promptly during the week and more secure receptacles have been put in
place. Staff and prisoners should be congratulated for the huge effort which has gone into
reclaiming the land and polytunnels at the rear of C wing. However, the compound to the front
of C wing currently does not appear to have a clearly defined or useful purpose.

7.10 Managers have increased the number of television channels available to the men. This action
came as a response to the suggestion from the Prisoner forum and illustrates the willingness of
managers to listen and accept feasible suggestions from the men. The organisation of prisoner
consultation has improved and there are now well-established prisoner forums for each prison
function. These are chaired by the appropriate function head, and any issues beyond their
authority feed into a quarterly 'super forum', which is well attended by senior managers.
However, wing forums are less well established, and their structure and rationale are not as
evident.

7.11 The prisoner charity committee continues to do good work, and, through the efforts of
prisoners and staff, more than £7000 was raised over the reporting year for local, national and
international charities.

7.12 The Board observed morning unlock on a number of occasions during the year and, on average,
this took place at 8.02am, followed almost immediately by outside association. The Board
considered the amount of time spent unlocked to be good for men attending work and
education.

7.13 In the judgement of the Board, the new Amey site manager and the prison’s service delivery
manager are providing an effective service. A member of the Board often attends the monthly
estates meeting, and reports that Amey is now up to full staff complement. As a result, this year
has seen a significant drop in Amey’s number of resolution plans – down from 135 in February
2019 to 35 in July 2019, while their work and orders in progress fell from 400 to 162 over the
same period.
In terms of prison food, the catering manager – who was given the regional Prison Officer of the Year award for Partner of the Year – has made further strides, in terms of promoting healthy eating. He is firmly of the belief that a healthy diet has an impact on behaviour and performance. When asked, men say that they enjoy the healthier options now on the menu, and judge the food to be of a high standard compared with that at other prisons. In addition to the standard menu, a considerable amount of time and effort goes into providing special diets for some men. The focus of the catering manager has been on introducing more vegetables, together with less processed food and red meat on the menu. Salads have been made more appetising, and over 100 men choose them each day. The catering manager is attempting to provide a breakfast in the morning rather than issuing it the night before – although the logistics of doing so is not easy. The kitchens cross-subsidise the increased cost of providing this healthier diet by selling cakes to the men once a week. Kitchen staff work collaboratively with those in the PE, healthcare and education departments. Major structural work is needed to the fabric of the kitchens, and the building is likely to be out of action for up to six months in the next reporting year.

In the opinion of the Board, induction and first night processes are now much better organised and managed than in previous years, with good leadership from the induction wing custodial manager. Reception is clean, repainted and welcoming. The orderlies play a constructive role, and the reception staff deal with arriving prisoners in a respectful and positive manner.

A professionally made ‘Introduction to Buckley Hall’ DVD has been made for new arrivals – containing welcomes from key staff and showing the physical layout of the prison. The induction room is comfortable, newly furnished and well equipped. Induction mentors provide new arrivals with good and useful information. The prison has initiated a spreadsheet which records and tracks the various elements of the induction programme, and whether or not a prisoner has attended them. As part of the programme, the information, advice and guidance (IAG) adviser interviews each man and provides valuable information to the sequencing board. The new prison handbook is comprehensive and detailed but, in the opinion of the Board, does not engage the reader sufficiently, while its structure and language are judged too difficult for men with literacy problems.

The first night policy has been commended by the regional lead for its good practice. First night interviews are conducted in private, and those observed by Board members were thorough and friendly. A recent Board night visit confirmed that the system of placing red cards on the cell door of each prisoner on their first night was being implemented, and also that there were periodic checks during their first 72 hours at the prison.

The induction wing has appointed a ‘room ready’ representative. For a two week period, new men who arrived at Buckley Hall were asked by the Board if their cell was clean and tidy on arrival; 13 out of the 14 said that it was. In answer to a further question, seven out of the 14 said that nothing was missing from their cell. The others reported at least one item missing – for example, a bin, television aerial or kettle. These omissions were, generally, rectified over the next few days and so, in the opinion of the Board, while the situation is not perfect, it is certainly much better than in previous years.

One of the men told a Board member that the induction wing was one of the safest he had ever been on. However, it remains the case that men who are not good role models are sometimes
placed on this wing, and in addition, relocating a man from the CSU to this wing is not always the best option. The Board is satisfied the custodial manager endeavours to remove from the induction wing any men who do not serve as a good example to new arrivals.

7.26 During the reporting year, the Board continued to receive a significant number of applications regarding prisoners’ property; in the calendar year 2018, there were 22, and from January to July 2019 there were 20, out of the total of 127 IMB applications. Occasions have continued to arise during the reporting year when Amey staff have refused to take a prisoner and all of his property, and for long-term prisoners, who may have accumulated a large amount of property over a long sentence, this can be an issue.

7.27 The end of the reporting year saw some return to wing lockdowns, especially at weekends. The start of the year saw an initial increase in staff numbers but, since then, a combination of staff retiring, leaving, and being off sick or on restricted duties has put pressure back on the staffing detail. Although men are given notice of the closures, and these are rotated around the wings, it is to be hoped that these wing lockdowns are only temporary.

8. HEALTHCARE (including mental health & social care)

8.1 In 2018, an external healthcare audit reported that there was a relatively high level of patient satisfaction at Buckley Hall, with 32% of the men surveyed saying that it was either ‘good’ or ‘excellent’ – which compared to a figure of 20% for two comparator prisons. In 2019, the national medical director of NHS England visited the healthcare department and, afterwards, wrote: ‘It was clear from the visit that you have excellent healthcare provision’. A new head of department was appointed during the reporting year, and the Board was impressed by her commitment and accessibility. She leads an experienced administrative and nursing team. Board members have attended some of the patient forums and have reported that these are more effective when a representative from the senior management team is present. The department is judged to work collaboratively with other prison departments, such as safer custody, the gym and the kitchens.

8.2 The Board welcomes the decisions to increase the staffing for mental health services and provide a 24/7 service. The team is judged to provide an effective and integrated service within the prison, and their diagnoses and advice are respected and valued by prison staff and managers. The Manchester Survivors scheme – which deals with victims of trauma – has dealt with more than 200 cases over the past two years. The scheme provides a valuable service and its intention to expand and offer the support of two independent sexual violence advisers is welcomed.

8.3 The dental service is well resourced, and waiting times for appointments have come down.

8.4 During the year, the healthcare building had a facelift; it was repainted, a wall mural was put in place, a new entrance door was installed, graffiti was removed, new seating was installed in the waiting area, and the counter was made less obtrusive. However, the building is not ideal and, in particular, the dispensary section for the nurses is cramped. There is a relatively high
volume of prescribing in-possession medication, and while the queue for collecting medication is generally orderly, it is often self-policing as the officer detailed to the healthcare department takes the register outside the building, at the external gate to the department compound.

8.5 The rooms which were originally intended for triage on each wing still have no clear purpose. Since they were converted, a number of ideas have been proposed but, as yet, there appears to be no progress at all in utilising this resource.

8.6 A new drugs strategy has been published, and the Board commends the governor for being prepared to consider innovative and less punitive ways of managing those with substance abuse problems, which support their recovery better. The protocol for psychoactive substances (PS) appears to be satisfactorily embedded into the prison regime, and men thought to have been under the influence of PS are monitored, interviewed and offered harm-reduction advice. There are multidisciplinary meetings to address the issues of prolific drug users. The men queuing for methadone in the morning are usually, although not always, supervised by an officer.

8.7 The drug and alcohol recovery service (DARS) attracts appropriate men, is well received by them and has good treatment outcomes. It is proactive and has introduced a number of new initiatives, such as acupuncture, a therapy room, motivational speakers and family days for men engaging in the programmes. The new drug recovery pathway is very promising – with its structured programme, for which the men taking part are paid. When the Board interviewed one of the mentors, he spoke highly of DARS and said that it was the best service he had experienced while in prison. In the MQPL survey, of the 10 men who said that they needed help to detoxify from drugs on arrival at Buckley Hall, six said that they had received the help they needed to do so.

8.8 Following an inquest this year, as a result of a death in custody, changes were made to the night pegging system and new first night procedures were introduced. In terms of the two deaths from natural causes, it is hard to fault Buckley Hall's care of these terminally ill men – in both cases, the handcuffing procedures were queried by the coroner and, on both occasions, they were satisfied with the appropriateness of the prison’s response and its humane care of the prisoner and his family and friends.

9. EDUCATION AND OTHER ACTIVITIES

9.1 For much of the reporting year, education managers and staff coped with the uncertainty of who the new education provider would be. This, inevitably, affected morale and led to a period of stasis within the department. The uncertainty has now been resolved and, in addition, new appointments have filled the posts of education manager and learning skills manager. As a consequence, the Board is confident, moving forward, that a relatively quick improvement in the standard of the education provision will be delivered.

9.2 In the judgement of the Board, the focus of the education department in the reporting year was too much on allocation rather than on completions, results and certifications. Buckley Hall has long-term prisoners who should be completing their – often expensive – courses. The results in
English and mathematics need to be improved, and it is to be hoped that the recent decisions to halve the number of classes and to teach levels 1 and 2 together will not make their effective delivery more difficult. As the workshops are more popular with prisoners than education classes, the recent decision to replace in-reach functional skills teaching with out-reach provision is welcome.

9.3 During the year, attendance at education classes was poor. On one particular Friday morning, it was recorded as 57%, and, when asked, the staff appeared rather fatalistic and resigned to the low figure – explaining it in terms of the low pay on offer to men and the existence of more preferable alternatives. In June 2019, attendance at education classes was reported as 65%, and, in the opinion of the Board, absences have not been challenged consistently or robustly enough. It is heartening to note that, under the new management, attendance figures are now already closer to 80%.

9.4 During the year, the Board had concerns over staffing within the education department, which principally revolved around the inability to find suitably qualified replacements for those absent on long-term sickness. In part, the failure to appoint replacement cover staff was due to the uncertainty over which organisation would be awarded the new education contract. It was also put to the Board by a senior member of prison staff, that some staff were too entrenched and didactic in their teaching methods. If so, insufficient lesson observations may well have compounded this problem.

9.5 The education department would benefit from an upgrade in its information technology (IT) resources. While it is inevitable that machinery in regular use can break down, it was disappointing that equipment that is essential to the running of the plastering workshop was out of action for a prolonged period during the year, and compromised its smooth running.

9.6 In the judgement of the Board, the quality, standard and purpose of individual learning plans have been inconsistent across the workshops and classes. Education managers are well aware of the need to improve these, and have begun taking active steps to do so. In some of the workshops and classes, men appeared to finish relatively early, and this time could be put to more effective and productive use.

9.7 However, a number of good things also took place in the education department during the reporting year. Three men were graduates of the Open University, and the department started an excellent collaborative project with York University, in which a group of prisoners and undergraduates from the university were taught together on a social policy degree module. Such challenging and high-level courses should be more common in a long-term training prison.

9.8 The new property maintenance workshop should benefit the prisoners and the prison alike. In addition to providing a skills-based course, the workshop is tasked with a number of the small repair jobs needed throughout the prison. As a result, the work should be completed sooner and more cheaply, and the men will be able to put the skills they have learned into practice. This new workshop clearly demonstrates that the education department and the prison can link together in a mutually beneficial way. In relation to this, the Board viewed the NOMIS entries for 25 men on full- and part-time courses; of these, 16 had no entries from the education department in the previous year, four had a positive entry and five had one or more
negative entries. It would appear from this that education staff are not using NOMIS routinely and, thus, not contributing to the overall picture of the men.

9.9 Some of the education workshops produce meaningful output and opportunities for real work experience – for example in the staff mess, in horticulture and in the gym. There has been a refocus on the staff mess, and there is now a better balance between achieving qualifications and making a profit. The fact that the art course now provides a qualification is welcome, as is the determination to make the IT course more relevant and appropriate to users.

9.10 Education classes offer lower pay than in some workshops but the education bonus – paid on course completion – has been raised to £10 and offers an incentive to the men to complete their studies.

9.11 During the year, there were some evening closures of the library but the situation is improving. Evening use tends to be low; the evening attendance records are incomplete but, of those viewed for June 2019, there was an average of six men on each occasion. Library staff monitor the number of users but not their protected characteristics, such as age or ethnicity. The department is keen to attract additional users to the library, and the Board has previously suggested that the provision of daily newspapers would help to do so. The feedback from the library has improved, and a monthly report is now being presented to the quality improvement group meeting. The library provides the prison’s link with the Shannon Trust, which is well established in Buckley Hall. ‘Storytime Dads’ is facilitated by the library, and operates fortnightly. Men who have taken part greatly appreciated the opportunity to read to their children. One father told the Board that his young son calls it ‘Daddy Netflix’.

9.12 The gym continues to be popular with the men, and the Board has been told that it is used by approximately 60% of prisoners. However, there appears to be no analysis of which men do not use the facilities, or why. A number of successful and popular courses and sessions are run by the team of experienced and enthusiastic gym staff. The staff have experienced some lost gym hours because of redeployment, but not as many as in the previous reporting year. Together with the prisoners, gym staff organised a number of fund-raising events during the year. The weekly Park Run continues to be extremely popular and successful – to the extent of attracting an article in the Sunday Times newspaper. The annual sports day this year proved to be a great success in cementing positive staff–prisoner relationships. The outdoor gym equipment is well used during association, but the cardiovascular exercise rooms on the wings remain sparsely equipped and uninviting.

9.13 The prison is to be twinned with Rochdale and Oldham football clubs, and it is hoped that these will provide coaching staff and courses for the men. The education department is keen to develop links with other external organisations, such as the local further education college.

9.14 The education department enjoys a good rapport between staff and prisoners, and behaviour in lessons is good. In the department’s self-assessment document, it reported 78% learner satisfaction and, over the year, very few adjudication charges were laid by education staff. However, the learner forum is still in its infancy and is less well developed as a vehicle for consultation than exists in other areas of the prison.
9.15 The new education contract brings opportunities but also challenges. The new educational year runs over a shorter period, the budget has been reduced, there are fewer staff in the department, and the system for procuring new courses is said to be complex. However, on a positive note, low attendance rates are being addressed, the interior of the building is being refreshed, there are action plans for underperforming areas, new courses are under consideration, and the department has good family ties and is expanding its enrichment programme. In addition, the new IAG adviser provides the sequencing board and prisoners with effective advice and support on appropriate pathways and employment opportunities, and a more positive and dynamic leadership should raise the level of staff morale and commitment.

10. WORK, VOCATIONAL TRAINING & EMPLOYMENT

10.1 During the reporting year, a number of the prison workshops were closed for periods, owing to a shortage of staff cover. New business partners are sought – locally and nationally – but this is a long process and there is a lack of substitute work when a business decides to withdraw. It is disappointing to report that the organisation which manages workshop 3 is scaling back its operation. Not only does it provide men with an attractive rate of pay, but it also offers the possibility of accommodation and employment on release.

10.2 The Board is still waiting for the prison’s pay policy to be implemented – a delay now extending over a number of years. When it is finally introduced, the Board welcomes some of the changes it contains.

10.3 There are significant pay differentials among some of the workshops. This information is common knowledge among the men, and leads to long waiting lists for some of the higher-paying ones and little enthusiasm for education classes and some of the other workshops. The intention was always to make employment in these higher-paid workshops a reward for hard work and positive attitudes. Where pay rates are higher, then, generally, so is attendance. It is accepted that some of the work is repetitive and unchallenging but, nevertheless, non-attendance should be challenged rigorously and in a coordinated manner. Men in workshops 2 and 3 have a good work ethic and are expected to conform to the same standards as employees in the community.

10.4 The prison would benefit from increasing the amount of food and other waste products being recycled, and from making less use of the compactor. It is pleasing to note that men employed in waste management can now achieve the WAMITAB certification. The gardens team should be commended for the prison’s well-maintained grounds. A sewing workshop, to produce work trousers for the whole prison estate, eventually opened after an expensive and long set-up. However, it is disappointing to report that only a limited number of men are employed – in part, because only one instructional officer was initially recruited. As a result, the workshop had to be closed on a number of occasions during the reporting year. Some Board members have questioned whether the job skills learnt in this new workshop will improve the long-term
job prospects of the men on release. A similar question has been asked in relation to the significant numbers employed in recycling, and, equally, to the 21% of prisoners who work on the wings.

10.5 The labour board meets weekly and endeavours to place into either employment or education classes the unemployed and those seeking a transfer. Board members attending the labour board report that there are few vacancies each week. In a typical week, around 30 men in the prison are unemployed – the majority new to the prison.

10.6 The Board judged that the industries manager managed this important prison function with drive and determination.

11. RESETTLEMENT PREPARATION

11.1 The prison is, rightly, proud of the efforts it puts into maintaining prisoners’ family ties. For the MQPL survey question about maintaining family ties 90% of staff agreed with the statement that: ‘Prisoners are supported to maintain and develop relationships with their family and friends in this establishment’.

11.2 There is an attractive area for outdoor family visits but, unfortunately, this has been closed – because of vermin – for much of this reporting year. Hopefully, it will be reopened soon, and with the benefit of improved landscaping. The prison runs a number of popular family days throughout the year, under the various auspices of Partners of Prisoners (POPS), the education department, DARS and the gym. These family days offer fathers meaningful opportunities to interact with their children, and are open to all men, irrespective of their IEP status. Partners speak highly of these days. In addition, every Sunday, the prison offers the men parental contact visits.

11.3 The Board is pleased that, unlike some other prisons, Buckley Hall only imposes closed visits when it is warranted by a man’s behaviour during a previous visit, and does not extend this restriction to other misdemeanours. The Board is satisfied that men subject to closed visits are considered fairly and routinely at the monthly security meeting.

11.4 The visits hall is attractive and well appointed. The layout of the tables and chairs makes for natural and easy conversation between the prisoner and his visitors. Some hot food is available during the week. A family forum is held periodically by POPS and attended by the governor. POPS is judged to provide an efficient and friendly service. It remains the case that a number of the visits start late; over a two-week period, out of 20 visits monitored by the Board, 11 started late, by an average of eight minutes. Board members observed officer support grades and officers during visits, and judged them to be to be courteous towards adults and welcoming to young children.
11.5 The Aspire unit (on C3 and 4 wings) opened in late 2018 and is now full, with a waiting list. The intention of the unit is to replicate open conditions in a closed prison, and it is one of four national units managing complex, life and IPP sentenced prisoners – many of whom are post tariff and unsuitable for open conditions. The unit is attractive, comfortable and has a fully equipped kitchen, fitness suite and library for the 60 men housed there, in single cells. There is a growing sense of a mutually supportive community, and the unit is ably led by a governor who is committed to its success. A number of the men there enjoy the opportunity to cook for themselves, and the programme of cookery lessons during the reporting year was particularly well-received.

11.6 Men on the unit are on one of three levels [unrelated to the IEP scheme], and progress to Levels 2 and 3 is determined at an enhanced behaviour monitoring (EBM) board. IMB members have attended a number of EBM boards, and been impressed by the intensive, holistic and positive experience they provide for the men involved. The board, consisting of the prisoner’s offender supervisor, his key worker, a member of the north-west psychology team and the wing governor, who chairs the meeting, reviews and evidences the targets set for the man, and discusses his risk factors.

11.7 Staff on the unit look for incremental changes and stability for men who have failed in the past, and they persevere with challenging men who are prepared to engage. Inappropriate behaviour on the unit is challenged when necessary, and those who transgress are likely to face a recommitment board or being deselected from the unit. However, the response to some misdemeanours may be less automatic or uniform than is applied to men in the general Buckley Hall population, and not all officers are comfortable with this variation.

11.8 Compared with those in the general population, all men on the unit have longer key worker sessions and one more weekly gym session, and those who progress to levels 2 and 3 receive additional benefits, such as unescorted movement to certain areas and access to the area behind C wing. The majority of the men on the unit are positive about being there. Many particularly value their key worker. However, some have felt frustrated that the benefits they expected from being on the unit have been slow to materialise, Some men who do not have private cash complained about the cost of buying food to cook their own meals, and said that the offer of a cash payment to those who opt out of eating prison food had not occurred. However, unit staff emphasised that the priority of the men should rather be on progressing through the different EBM levels and thus demonstrating to the Parole Board that their risk of reoffending has been reduced, and that they should be released. The Board has some sympathy with this rationale but believes that incentivisation is an important short-term stimulus to the behaviour of most people.

11.9 Opening up the area behind C wing for evening association to men who are on EBM Levels 2 and 3 inevitably brings with it some potential security risks. However, against this has to be balanced the rationale of the unit, which is to test the commitment of these men to being trusted and rehabilitated.

11.10 The unit is still very much in its infancy and has to be viewed in this light. To date, the Board and external moderators judge it to have made an encouraging start to a difficult and challenging task.
11.11 The lengths of the lists for men waiting to complete Resolve and the Thinking Skills Programme are considered static, and the courses are judged appropriate for the prison’s population. The programmes department is meeting its target of completions for the year. However, it cannot be acceptable that other prisons should send men with the Kaizen course on their sentence plan to Buckley Hall when the prison does not offer this.

11.12 In 2018, 392 category D reviews took place in Buckley Hall and of these 83 [21%] were granted. Recategorisation reviews are invariably completed within the due month. Prisoners told Board members that Buckley Hall is a good prison for progressing them into open conditions. As a prison holding long-term men, this should, indeed, be the case as it has the opportunity to achieve a period of stability and progress for many of them.

11.13 Few men are released from Buckley Hall, and the Board is satisfied that the welfare of those who are is considered. Reception officers reassured the Board that men are not released on a Friday afternoon. The majority of men being released will have accommodation in approved premises. The number of men released on temporary licence is extremely low. The prison assured the Board that this is because men eligible for release on temporary licence (ROTL) would rather go to open conditions than remain at Buckley Hall. In the reporting year, only one man received ROTL, and this was ‘to maintain family ties’. It is somewhat surprising that no other eligible man would welcome the same opportunity.

11.14 The head of the offender management unit (OMU) and the senior probation officer are highly experienced. However, their task has not been made easy in the reporting year as the department has been short of probation staff, and officers attached to the OMU have been regularly redeployed to operational duties. The introduction of the next phase of the offender management in custody model will take place in the Board’s next reporting period.
## Glossary of Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>ACCT</td>
<td>Assessment, care in custody and teamwork</td>
</tr>
<tr>
<td>BAME</td>
<td>Black, Asian or minority ethnic</td>
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<tr>
<td>BWVC</td>
<td>Body-worn video camera</td>
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<tr>
<td>CSiP</td>
<td>Challenge, support and intervention plan</td>
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<tr>
<td>CSRA</td>
<td>Cell sharing risk assessment</td>
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<tr>
<td>CSU</td>
<td>Care and separation unit</td>
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<tr>
<td>DARS</td>
<td>Drug and Alcohol Recovery Service</td>
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<tr>
<td>EBM</td>
<td>Enhanced Behaviour Modification</td>
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<td>IAG</td>
<td>Information, advice and guidance</td>
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<tr>
<td>IT</td>
<td>Information technology</td>
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<tr>
<td>MQPL</td>
<td>Measuring the Quality of Prison Life</td>
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<td>NOMIS</td>
<td>National Offender Management Information System</td>
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<td>OMU</td>
<td>Offender management unit</td>
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<td>POOTY</td>
<td>Prison Officer of the Year</td>
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<td>POPS</td>
<td>Partners of Prisoners</td>
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<td>PS</td>
<td>Psychoactive substances</td>
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<tr>
<td>ROTL</td>
<td>Release on temporary licence</td>
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<td>SIM</td>
<td>Safety intervention meeting</td>
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<tr>
<td>SMARG</td>
<td>Segregation monitoring and review group</td>
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</table>
Section – Work of Board

The Board fulfils its role by undertaking the following:

- Each week, two Board members visit areas of the prison on a rota basis and write a report on their observations and findings.
- Each week, two Board members are allocated the task of responding to applications submitted by the men.
- Each week, two board members are allocated the task of attending adjudications, rule 45 and reviews, and visiting men held in the care and separation unit.

Each Board member is allocated an area of special responsibility corresponding to the evidence section of the Annual Report, and attends meetings and forums relative to that area when possible. To develop the knowledge of members, the Board undertakes an annual visit to another establishment, and this year the Board visited HMP Hindley. Monthly Board meetings are held and almost always attended by either the governor or deputy governor. In addition, a guest speaker from an area within the prison, such as the education or healthcare department, is invited to each meeting.

<table>
<thead>
<tr>
<th>BOARD STATISTICS</th>
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<tbody>
<tr>
<td>Recommended complement of Board members</td>
<td>14</td>
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<tr>
<td>Number of Board members at the start of the reporting period</td>
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</tr>
<tr>
<td>Number of Board members at the end of the reporting period</td>
<td>13</td>
</tr>
<tr>
<td>Total number of visits to the establishment</td>
<td>604</td>
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<td>Total number of segregation visits</td>
<td>97</td>
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### Section - Applications

<table>
<thead>
<tr>
<th>Code</th>
<th>Subject</th>
<th>Previous reporting year</th>
<th>Current reporting year</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Accommodation, including laundry, clothing, ablutions</td>
<td>10</td>
<td>17</td>
</tr>
<tr>
<td>B</td>
<td>Discipline, including adjudications, IEP, sanctions</td>
<td>15</td>
<td>11</td>
</tr>
<tr>
<td>C</td>
<td>Equality</td>
<td>3</td>
<td>7</td>
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<tr>
<td>D</td>
<td>Purposeful activity, including education, work, training, library, regime, time out of cell</td>
<td>18</td>
<td>14</td>
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<tr>
<td>E 1</td>
<td>Letters, visits, telephones, public protection restrictions</td>
<td>21</td>
<td>36</td>
</tr>
<tr>
<td>E 2</td>
<td>Finance, including pay, private monies, spends</td>
<td>8</td>
<td>15</td>
</tr>
<tr>
<td>F</td>
<td>Food and kitchens</td>
<td>10</td>
<td>8</td>
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<tr>
<td>G</td>
<td>Health, including physical, mental, social care</td>
<td>31</td>
<td>27</td>
</tr>
<tr>
<td>H 1</td>
<td>Property within this establishment</td>
<td>52</td>
<td>42</td>
</tr>
<tr>
<td>H 2</td>
<td>Property during transfer or in another establishment or location</td>
<td>37</td>
<td>32</td>
</tr>
<tr>
<td>H 3</td>
<td>Canteen, facility list, catalogue(s)</td>
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<td>6</td>
</tr>
<tr>
<td>I</td>
<td>Sentence management, including home detention curfew, ROTL, parole, release dates, recategorisation</td>
<td>49</td>
<td>37</td>
</tr>
<tr>
<td>J</td>
<td>Staff/prisoner concerns, including bullying</td>
<td>10</td>
<td>11</td>
</tr>
<tr>
<td>K</td>
<td>Transfers</td>
<td>8</td>
<td>13</td>
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</tbody>
</table>

**Total number of IMB applications**

275 276