



**Annual Report**  
of the  
**Independent Monitoring Board**  
at

**HMP Lancaster Farms**

**1<sup>st</sup> February, 2018 to 31<sup>st</sup> January, 2019**

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*Monitoring fairness and respect for people in custody*

# TABLE OF CONTENTS

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## Introductory Sections

<b>Section</b>	<b>Topic</b>	<b>Page</b>
<b>1</b>	<b>Statutory Role</b>	<b>3</b>
<b>2</b>	<b>Executive Summary</b>	<b>4-6</b>
<b>3</b>	<b>Description of Establishment</b>	<b>7</b>

## Evidence Sections

<b>4</b>	<b>Safety</b>	<b>8</b>
<b>5</b>	<b>Equality and Fairness</b>	<b>9</b>
<b>6</b>	<b>Segregation/Care and Separation Unit</b>	<b>10</b>
<b>7</b>	<b>Accommodation (including communication)</b>	<b>11</b>
<b>8</b>	<b>Healthcare (including mental health and social care)</b>	<b>12</b>
<b>9</b>	<b>Education and Other Activities</b>	<b>13</b>
<b>10</b>	<b>Work, Vocational Training and Employment</b>	<b>14</b>
<b>11</b>	<b>Resettlement Preparation</b>	<b>15</b>

	<b>The Work of the IMB</b>	<b>16</b>
	<b>Applications to the IMB</b>	<b>17</b>

## **1 STATUTORY ROLE OF THE IMB**

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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 is situated.

The Board is specifically charged to:

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

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

### **Main judgements**

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Overall, the Board considers Lancaster Farms to be a well-managed prison which is fairly responsive to comments made by the Board and generally provides a safe environment for prisoners in which, to a large extent, they are treated fairly and humanely.

#### **Are prisoners treated fairly?**

On the whole prisoners are treated fairly in this establishment – with care and attention being given to the needs of protected characteristic groups by staff. Prisoners are able to benefit from the existence of a first night unit (FNU), adjudications achieve a proper balance between care and punishment and care and separation unit (CSU) reviews are fairly conducted. However, issues in relation to fairness of treatment are raised by the use of FNU as an overspill place for the CSU (4.4, 6.9) and by delays and difficulties connected to lost, stolen or damaged prisoners' in-possession property especially when prisoners are moved from other prisons to Lancaster Farms (7.8).

#### **Are prisoners treated humanely?**

Generally prisoners are treated humanely - they are able to serve their time in reasonable safety and are treated with an appropriate degree of respect and decency. Those segregated are appropriately treated with segregation reviews operating effectively. All prisoners benefit from the modern and reasonably well-maintained campus-like premises and they have reasonable access to healthcare services and, now, to a good range of purposeful activities. However, issues in relation to humane treatment are raised by the lack of advance information on prisoners being transferred from other establishments (4.3), the often lengthy use of the CSU for own protection prisoners (4.4 and 6.9), the bleak nature of exercise yards in the CSU (6.6, noted for the last two years), the increased use of double cells (7.6), lunch still having to be eaten in (even double) cells with unscreened toilets when staff availability prevents dining out (7.7 also noted in the previous years) and mental health services possibly not meeting rising demand (8.7).

#### **Are prisoners prepared well for their release?**

Prisoners are to a significant extent offered preparation for their release with contributions coming from many sources including education, work, programmes and the operation of the community rehabilitation company (CRC) deploying Shelter. However, resettlement is held back by deficiencies regarding the rolling out of the key worker scheme (7.10), limitations on the availability of offender management unit (OMU) supervisors (11.13), many issues connected to the operation of purposeful activities (see 9.3, 9.8, 9.10, 9.12, 9.13, 9.14, 10.3 and 10.10), the lack of feedback data concerning the impact of through the gate care on resettlement outcomes (11.8), lack of preparation of prisoners for the digital world (9.8 and 11.9), continuing issues connected to the transfer of prisoners to Lancaster Farms with less than 12 weeks to serve (11.11), difficulties of establishing robust release plans for prisoners from other areas (11.12) and, finally, the puzzling rarity of release on temporary licence (ROTL) for suitable prisoners (11.14).

### **Main Areas for Development**

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#### **TO THE MINISTER**

The reduction or elimination of cell sharing where this is based on the use of cells designed for one prisoner in order to comply with the Optional Protocol to the UN Convention Against Torture (7.6).

The prison needs the staffing resource/availability in order to guarantee prisoners can normally dine out of the cell at lunchtime on decency grounds. Indeed a lack of staff resource seems to underlay a number of issues including the less than effective performance of the key worker role and the availability of offender supervisors (7.7, 7.10 and 11.13).

The issue of lost, damaged or stolen prisoners' in-possession property continues to need urgent attention on more than a case-by-case and prison-by-prison basis (7.8).

The policy on ROTL should be reconsidered (11.14).

## **TO THE GOVERNOR**

This report suggests the need for the development or re-development of information sharing protocols and procedures between the prison and the Board in order to ensure that timely and systematic data is routinely made available in a number of areas including prisoners with protected characteristics (5.1 and 5.6), purposeful activity (various) and resettlement services, especially through the gate care process and outcomes data (11.8).

The Board notes the reported increase in assaults and the use of force over the reporting period, and considers that an explicit policy to address these matters is needed (4.1).

The use of the FNU as a place to house overspill prisoners from the CSU and, in effect, as a vulnerable prisoners' wing needs to be reviewed (4.4 and 6.9).

Encouragement needs to be given to prison staff routinely to obtain body worn cameras whilst on duty and make use of them when they are in their possession, together with a continuation of the agreed data sharing protocols with the IMB concerning this material and CCTV footage (4.6).

Continuing consideration needs to be given to reducing the length of the confinement of prisoners in the CSU (6.5).

The external exercise yards for the CSU continue to require considerable improvement to provide a decent experience for unit prisoners (6.6).

The operation of the offender management unit (OMU) and delays in dealing with complaints need careful monitoring in order to ensure they contribute to effective staff prisoner communications (7.9).

The roll-out of the key worker scheme needs care and resource to be accomplished effectively (7.10).

Consideration should be given to an increase in the provision of mental health services for the prison (8.7).

A review of the delays in the provision of medications, especially at weekends and caused by the contracted pharmacy being located in Preston is required (8.11).

Evidence gathered by the Board suggests the need for careful monitoring of the newly re-contracted education service provider, NOVUS (9.3, 9.6, 9.8, 9.10, 9.12, 9.13 and 9.14).

Lack of ICT training and the failure to encourage digital awareness in prisoners constitute significant factors holding back effective resettlement (9.8 and 11.9).

The development of a wider range of qualification-based courses in the gym needs to be considered (10.9).

Consideration should be given to the integration of vocational work and functional skills (10.10).

Continuing issues connected to the availability of OMU supervisors need to be addressed (7.9, 11.13).

## **TO THE PRISON SERVICE**

A review of prisoners arriving without access to their medication and insufficient advance information regarding prisoners being transferred from other establishments is required (4.3).

Issues connected to prisoners continuing to be transferred to Lancaster Farms with less than 12 weeks to serve and difficulties in establishing robust release plans for prisoners from areas outside of Manchester, Lancashire and Cumbria, noted in the 2017 and 2018 reports, continue and need attention (11.11 and 11.12).

## **Improvements from last year**

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New staffing arrangements based on the deployment of custody managers from March, 2018.

A wellbeing unit was introduced in March, 2018.

Classroom breaks could be taken by prisoners in the improved atrium from September, 2018.

The key worker scheme became operational in September, 2018

An increase in the numbers of prison officers was achieved by October, 2018.

Throughout the year a concerted programme of actions was undertaken to deal with drug supply and use.

The challenge, support and intervention plan (CSIP) was developed throughout the year to deal with those involved in serious and repeated violence.

Some limited amelioration of the condition of the exercise yards in the CSU was accomplished during the reporting period.

Throughout the year an all-prison response has been made to reducing the purposeful activity gap including expanding workshop provision.

A review of the OMU operation was carried out and the unit re-organised.

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## DESCRIPTION OF THE PRISON

HMP Lancaster Farms is a Category C resettlement prison currently with accommodation for 560 adult male prisoners. It is a modern prison with four main residential blocks each divided into two wings. Coniston houses the wellbeing unit and other prisoners are held in Derwent, Windermere and Buttermere units. There is a first night unit for prisoners recently arrived at HMP Lancaster Farms. HMP Lancaster Farms benefits from having a large open central area with grass and flowerbeds, large easily-surveilled wing communal spaces and buildings that are reasonably modern and generally in a good state of repair. The majority of wing accommodation is in single cells although the number of double cells with bunk beds has recently been expanded in response to pressures within the prison estate. There are now four cells specially adapted for prisoners with disability. There is only one gated cell. The residential units are situated around a central garden area and all communal facilities, healthcare, education, library, workshops, chapel, gymnasium and kitchen are easily accessible from this area.

The care and separation unit, Ullswater, holds 12 prisoners. Accommodation is provided in single cells with five of the cells designated as 'safer cells,' two have CCTV installed and there are, in addition, two special cells.

A number of prison services are provided on a contracted out basis. Healthcare is provided by Spectrum Community Health CIC. Spectrum also provides the substance misuse service, with the mental health services sub-contracted to Tees, Esk and Wear Valleys Foundation Trust and pharmacy services being managed in-house. Rehabilitation services are provided by Sodexo Justice Services and Purple Futures, with both companies contracting Shelter to deliver resettlement. Prison catering is contracted out. The prison maintenance contract was awarded to Amey plc. The Offenders' Learning and Skills Service (OLASS) contract was recently re-awarded to NOVUS. The prison provides some community engagement through the well-attended School Careers session which involves five local sixth-forms, as well as a collaboration between the University of Lancaster and the prison.

During the reporting period there have been two significant, unconnected institutional events. In November, 2018 the prison was the subject of an unannounced inspection by Her Majesty's Inspectorate of Prisons (HMIP), with the full report being published on March 13<sup>th</sup>, 2019. In early January, 2019 there was a change of governing governor and deputy governor at the prison.

## 4. SAFETY

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4.1 Safety is a high priority for the management team and officers of Lancaster Farms. However, data suggests the frequency of incidents of violence has increased. Reported numbers of prisoner-on-prisoner fights and assaults almost doubled over the year. Information presented to Use of Force meetings indicates a 50% increase in spontaneous incidents and a five-fold increase in the planned use of cuffs. Injuries to staff and prisoners during Use of Force have declined, though, by 40% and 20%, respectively.

4.2 Safer custody and safety intervention meetings (SIM) are held monthly and weekly, respectively, are well-attended, and the minutes suggest detailed consideration of a range of factors affecting safety. Particular attention is focused on case management of self-isolating prisoners, with a new strategy being implemented during the year. Our attendance at a SIM meeting confirmed staff engagement and genuine concerns for the safety and well-being of prisoners.

4.3 Reception is staffed by experienced officers who receive prisoners in a professional and positive manner. Applications related to property loss within Lancaster Farms average around one per month. Prisoners occasionally arrive without access to their required medication and we are concerned there is insufficient advance information regarding prisoners being transferred from other establishments.

4.4 Prisoners are admitted to a first night unit (FNU) and offered inductions. However, the Board has raised serious concerns about the use of the FNU to also accommodate overspill disruptive prisoners from the care and separation unit (CSU) and the growing number of self-isolating (the number has increased from 20 to almost 30) and/or prisoners who are vulnerable for any reason (see also 6.9 below).

4.5 Not all self-isolating prisoners perceive themselves to be in danger and experienced staff try to actively-manage each self-isolating prisoner whilst offering in-cell employment, access to healthcare and separate access to the gym.

4.6 All incidents resulting in Use of Force by officers are subject to investigation, with monthly meetings to review officers' reports and CCTV/body worn camera footage. Quarterly use of force meetings are well-attended and minutes suggest active engagement in actions points and strategies. However, the Board has raised concerns regarding the frequency and effectiveness of the use of body worn cameras, not the least because this limits the extent to which the Board can establish a view as to whether force was used appropriately and proportionately.

4.7 Our monitoring of assessment, care in custody teamwork (ACCT) documents suggests procedures are, in the main, adhered to and the needs of vulnerable prisoners are carefully considered. However, it is widely reported that incidents of self-harm by prisoners have increased during the year whilst the number of ACCTs has diminished. The Listeners Scheme functions in all areas, but there has been a significant decrease in prisoners offering to undertake this role towards the end of the reporting period.

4.8 Staff report a modest decline in substance misuse during the year, largely due to strategies to reduce supply of illicit substances. The Board welcomes the detailed monitoring of Code Blue alarms (ambulance call-outs), attributable to substance misuse, commenced towards the end of the reporting period.

4.9 A wellbeing unit was established at the start of the reporting period and is considered by officers to have encouraged the cessation of substance misuse. The IMB notes modest regime enhancements (allowing extra items to be available on the 'canteen') had encouraged prisoners to transfer to the wellbeing unit and it is important these incentives are strengthened.

4.10 There have been two deaths in custody during the reporting period.



## 5. EQUALITY AND FAIRNESS

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5.1 The management team and officers show a meaningful level of commitment to maintaining and implementing appropriate equality and diversity policies, though we would like to see greater consistency in the structure of data regarding equality and diversity issues.

5.2 The minutes and supporting documents for the quarterly Equality Action Team (EAT) meetings suggest these meetings are well-attended and reflect a reasonable amount of activity across a range of equality and diversity issues. Quarterly, detailed action reports suggest considerable progress in completing agreed tasks earlier in the year, but a reduced level of progress later in the year. We note that the recommendations of the Lammy Review Report (2017) appear to have been translated to action points but with regrettably little progress to report at the year-end.

5.3 During the year, a number of forums for prisoners with protected characteristics (eg Gypsy, Traveller, Lesbian, gay, bisexual and transgender and black, Asian and minority ethnic groups) were scheduled and a number of these took place. A new forum for foreign nationals (FN) started during the year, in response to the modest increase in numbers of FN prisoners (averaging around 15 for the year).

5.4 The EAT monitors and encourages equality representatives from each accommodation wing, though the number has varied between 7 and 13 over the year, mainly due to prisoners' releases. We note the attendance by a number of prisoner representatives at the quarterly EAT meetings and the positive feedback from those prisoners about discrimination and equality issues.

5.5 The chaplains provide detailed breakdowns of the prison population by religious affiliation which are considered by the EAT. We note the modest increase in prisoners reporting their religion as Mormon or Muslim, and a decline in prisoners reporting no religion, over the reporting period. A number of initiatives were undertaken to accommodate or acknowledge religious festivals and other needs, including a search for a Mormon chaplain.

5.6 The prison maintains a policy regarding the accommodation of transgender (TG) prisoners. The EAT Group reports no prisoners have self-identified as TG during the reporting year, though we note the survey of prisoners that informed the recent HMIP report suggests there were 4 TG prisoners at Lancaster Farms, and suggest this discrepancy should be investigated by the EAT.

5.7 Numbers of discrimination incident reporting forms (DIRFs) per month continue at around or below the levels observed in the previous year (approx. 4-6 per month). Around half of these relate to racial issues. Few DIRFs result in "proven" outcome, and those that are proven appear to relate to DIRFs submitted by staff in response to behavior by prisoners, though the Board is disappointed to note that the level of information considered at EAT meetings has varied over the year.

5.8 The numbers of prisoners with self-declared disabilities in the prison rose over the year, with around 140 in October 2018 (115 in October 2017), but more information needs to be systematically shared on the prisoner response to these declarations so that the Board can form a view as to how well the prison is supporting these prisoners. A number of low-mobility cells became available, after considerable delay, during the year. We also note the efforts during the year to provide a chairlift within the chaplaincy and more wheelchairs for use in the prison. Numbers of personal emergency evacuation plans were monitored and remain stable over the year at around 7-10 for prisoners and 2 for staff.

5.9 There were three applications to the IMB from prisoners concerned with 'Equality and Fairness' out of a total of around 217 applications received during the reporting period. One of these related to racial issues, the others concerned disability.

## 6. SEGREGATION/CARE AND SEPARATION UNIT

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6.1 During the reporting period, and especially July to October, 2018, the CSU has been full to capacity and often overflowed (see 6.9 below). Despite this the experienced staff have generally provided a good environment and formed good relationships with the prisoners. Plans are in place to incentivise conformity to the prison regime as a whole and it is expected this will reduce the use of the CSU.

6.2 Despite the often frenetic level of activity in the CSU, staff successfully delivered the necessarily restricted regime of this unit (but see 6.6, 6.7, 6.8 and 6.9 below).

6.3 IMB observations show de-escalation techniques continue to be deployed leading to special cells being rarely used and when used, only for short periods. The deployment of a de-escalation cell is planned to add to the measures available. Improvements have been made to the documentation process connected to the special cell use. Part of this is a new notification procedure agreed between the prison and the IMB, thus enabling the Board to monitor progress on this matter.

6.4 Board members have found the reviews they have observed (but see 6.8 below) are conducted in an appropriate manner and are generally attended by relevant staff. Similarly adjudications attended by IMB members reveal a proper balance between taking regard of the welfare of the prisoner and the maintenance of good order and discipline.

6.5 Unit records and Governor's reports to the Board reveal a significant proportion of prisoners held in the CSU are located there for 'own protection'. Such prisoners continue to be held for lengthy periods and have only limited opportunities for purposeful activity. Unit staff attempt to deal with this by facilitating access to reading materials and, where appropriate, radios or other in-cell occupation.

6.6 IMB scrutiny of the five CSU external exercise enclosures reveals one yard, previously unusable, has been brought back into service and the other four yards have been recently cleaned and painted, with some garden boxes installed in the outer area. However, the yard area remains bleak and still lacks physical exercise equipment (see Minister's response to the 2018 Annual Report), leaving prisoners to pace around the perimeter fence. The bleak environment of the yards is in marked contrast with the generally good quality regime provided inside the CSU itself.

6.7 It has been noted, by both IMB observation and the HMIP inspection report (March, 2019), that planning for the return of men to normal location or for addressing issues that caused their segregation was underdeveloped. However, it is expected both the new incentivisation scheme noted above (6.1) and the roll out of the recently introduced national challenge, support and integration plan may ease this problem in the next reporting period.

6.8 It is expected recent attempts to improve the scheduling of 'GOOD' reviews (for prisoners held in the CSU for the good order and discipline of the prison) will make them more accessible to IMB members, as well as dealing with other matters, like continuity of care.

6.9 The Board considers the operation of the first night unit (FNU) has been detrimentally affected in two ways. Firstly, there has been an inappropriate mixing of disruptive and new prisoners in the FNU caused by overspill from the CSU (see 6.1 above). Secondly, although the Board recognizes the need to protect particularly vulnerable prisoners, it regrets the FNU has been used for this purpose as it leads to inappropriate mixing of prisoners and the unit is not a suitable venue for this purpose given its regime restrictions. The Board would welcome a resolution of this long-standing tension.

## **7. ACCOMMODATION (including communication)**

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7.1 The prison benefits from a modern campus-like design, the outside and communal areas of the wings are kept clean and the internal wing landing design creates a spacious environment.

7.2 Although both the HMIP inspection report and IMB observations reveal most prisoners have few criticisms of prison food quality, portion control in wing serveries remains an issue requiring staff attention. The Board considers that breakfast packs are not adequate and concurs with the HMIP report that such packs should not be issued before the evening meal the day before they are to be used.

7.3 During the reporting period the Board has noted that the cleaning of cell toilets, partly related to the inadequate supply of cleaning materials, has been an issue. However, a post of cleaning officer for each wing was introduced in December, 2018.

7.4 It has also been noted by the Board that lack of shower screening in the communal areas contributed to less than decent provision. However, work started in January, 2019 to install screening in the communal showers.

7.5 The Board are also critical of the lack of toilet screening, especially in double cells. The intention to install toilet screening in double cells during the next reporting period is thus welcome and will be monitored by the Board.

7.6 The increase in the prison operational capacity to 560 in the spring of 2017 has, regrettably, been retained during 2018-19. The Board then expressed grave reservations about double cell provision in principle, but especially where the change has been effected by the conversion of single cells to double cells by adding bunkbeds, as it raises important decency issues, which are exacerbated whenever mid-day meals have to be eaten in-cell (see 7.7 below). The Board considers that such accommodation does not comply with the Optional Protocol to the UN Convention against Torture and the equivalent European Committee Protocols.

7.7 By the end of the review period, the Board welcomed the establishment of a presumption that midday meals would be eaten out of cell. The Board regrets this presumption is regularly limited by staff availability and the resulting patchwork of actual practice this has produced which has the potential for raising unrealistic prisoner expectations and creating inequities of treatment. The Board's previous objections to the practice of dining in at lunchtime remain.

7.8 Property-related complaints constituted 32% of all applications made to the IMB in the reporting period, 76% of these being concerned with property lost on transfer. This is a long-standing issue that leads to prisoner frustration, wastes staff time and leads to compensation payments to prisoners. It thus requires a MOJ/HMPPS-led policy initiative and the Board were particularly disappointed when the Minister, in response to our last report, delayed consideration of this matter to 2019. We agree with the 2017 PPO Annual Report (2017:53) and think it is time the MOJ/HMPPS *'get a grip on the way prisoners' property is managed.'*

7.9 The problems with the OMU during the reporting period, as revealed by the proportional significance of sentence-related IMB applications, and the delays dealing with inter-prison property complaints (see 7.8 above), have detracted from effective communication with prisoners between the prison and prisoners.

7.10 The Board enthusiastically welcomes the rolling-out of the key worker initiative during the latter part of the reporting period, but considers it regrettable that there seems to be, on the basis of staff and prisoner feedback, limits placed on the performance of key worker duties due to onerous wing and other duties. The appointment of a new implementation lead in April, 2019 may materially assist the process.

## **8. HEALTHCARE (including mental health and social care)**

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8.1 Working relationships between those involved in the management and delivery of healthcare services continue to be good as reflected in the Care Quality Commission/HMIP Social Care Assessment reports in 2018.

8.2 Following the above-named reports new genito-urinary medicine clinics have been introduced, as well as a new paramedic role, and extra dental sessions.

8.3 Friction exists when medications are withdrawn, leading to healthcare and IMB applications. Drug misuse is identified as the major health issue. Whilst the drug recovery team work well with the GP services, the incidence of psycho-active substance use has led to increased demands.

8.4 Overall, healthcare services work well at reception. However, some prisoners have been disadvantaged at the time of transfer from another prison (eg medication not received on transfer; loss of contact with previous prison health care services). Spectrum and prison staff are aware of these issues; some prisons (eg Forest Bank) have now changed their procedures re transfer of prisoners/medication/records. The position was worse on Fridays, however extra GP clinics are now available for first-night prisoners on Fridays.

8.5 GP appointments. Currently there are fortnight waiting times (seven days last year). However, urgent slots are available each day. Sickness reporting by prisoners is relatively high; putting pressure on services. Primary care nurses and healthcare staff support the health centre (10-12 hours per day).

8.6 The dental service is still under pressure. The waiting list time is now between 6 and 8 weeks. There was a change in the delivery of dental services in late 2017; snagging problems included the loss of dental records (also two dental nurses resigned). By the end of 2018 a more stable dental service was established with new dental nurses and a dental hygienist. Attention has been given to increasing the number of consultation periods per week.

8.7 Mental health services (including counselling and clinical psychology) are well embedded. Demand is increasing and there is a need to assess whether services should be increased.

8.8 The prison now accesses the Social Care Assessment process (supported by a social worker from Lancashire County Council). Disabled access cells are now available.

8.9 Health and well-being has been developed in 2018 across the prison. It will be useful to evaluate its success later in 2019 especially given the low take-up of immunisations and vaccinations.

8.10 Protocols exist with the health centre and North West Ambulance Service regarding ambulance services and paramedics working within the prison. In a small number of cases prisoners can be transferred to the prison hospital at Preston and (for acute illness) to Royal Lancaster Infirmary.

8.11 The issue concerning the secure storage of medication has now been resolved. However, the pharmacy contract is commissioned through Lloyds Pharmacy in Preston. Whilst the system/medical records work well, there are delays before medications arrive at the prison (especially at weekends). In addition, more focus is required on prescribing reviews (especially re long-term conditions) and funding is now available to employ a 0.8 full-time equivalent pharmacist.

## 9. EDUCATION AND OTHER ACTIVITIES

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9.1 The Board is reassured by the draft HMIP report based on an inspection in November, 2018 that time out of cell is reasonable during the weekdays, but concerned regime restrictions tend to severely limit time out of cell at weekends.

9.2 The Board commends the prison management on at last reaching the point where purposeful activity places nearly match prisoner numbers, after many years of arduous effort including major modification of prison buildings achieved at some cost.

9.3 However, we also observe too often, many men are unoccupied through the day resulting from a combination of churn, allocation delays, send backs, class cancellations and prisoner refusals.

9.4 The Board notes NOVUS provision materially contributed to the activity places in the prison during the reporting period.

9.5 NOVUS regained the Offenders' Learning and Skills Service (OLASS) contract towards the end of the reporting period in January, 2018 for four years with options to extend to six years.

9.6 HMIP recently noted (March, 2019), and IMB observation support the view, that attendance and punctuality at education is not good enough.

9.7 IMB members have observed the 'Learning Together' project which is a collaboration between the prison and Lancaster University matching 12 inmates with 12 students from the university, providing 15 higher education credits for those who complete successfully. Each year there is a full formal graduation ceremony for those involved and we believe this project ought to be commended.

9.8 It is regrettable, HMIP inspectors noted, that few prisoners use computers for learning or developing skills which can assist in employment. The Board also notes the virtual campus, previously expected to be one of the solutions to just this problem, has now become moribund.

9.9 IMB observations indicate the library facilities in general are very good and a special note needs to be taken of the newsletter generated by prisoners in the library.

9.10 HMIP note and the Board agrees with, on the basis of data reported to us in Governor's reports, that achievement of qualifications is good for those who complete the courses, but much education provision tends to be at levels one and two only.

9.11 The Board welcomes the fact that breaks are now routinely provided for prisoners in education and prisoners are now able to spend their break in the newly refurbished garden atrium.

9.12 Contact with prisoners by IMB members reveals that a separate functional skills package remains very unpopular.

9.13 It has been a matter of frequent observation and discussion with the previous governor in the reporting period that suitable cover arrangements to ensure classes are not cancelled have not been made by NOVUS. A notable disappointment in this reporting period has also been the lengthy cancellation of the motor mechanics and brick laying courses with this detrimentally affecting potential qualifications for prisoners.

9.14 The Board notes with concern the 2019 OFSTED report, as part of HMIP inspection indicated, education provision required improvement in relation to a number of matters, with a particular focus on the need to take more account of prisoners' prior knowledge and learning, the development of functional skills, the need for greater use of individualised learning plans, more appropriate teaching materials and curriculum and better attendance monitoring.

## **10. WORK, VOCATIONAL TRAINING and EMPLOYMENT**

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10.1 NOVUS and the prison provide a variety of work-related and vocational activities including Barista level 2, Go-Shop, horticulture, ground work and in-cell packing.

10.2 The Board notes the 'Remade with Hope' project (concerned to employ prisoners to rebrand goods) was successfully completed in August 2018, and is an excellent example of innovative thinking and is popular amongst prisoners.

10.3 The HMIP report and IMB observations support the view attendance and punctuality at workshops is not good enough although behaviour in the workshops is generally good. IMB observations suggest a rather unhurried prisoner movement process contributing to poor time keeping.

10.4 IMB members have observed the majority of purposeful activities instructors develop effective working relationships with prisoners.

10.5 IMB visits to relevant workshops suggest instructors in prison workshops use their industrial experience effectively to help prisoners gain work and employment skills.

10.6 The last report commented on the improved link with employers. The Board notes this is continuing to improve. One aspect of this is the Jobs Fair, a valuable activity because it enables links with various employers to be established as well as providing prisoners with information about jobs. A recently observed example was the training simulator for forklift truck driving which prisoners were able to use. However, it would be useful to measure outcomes to ensure the links were sustainable.

10.7 The Board welcomes the opening of an employment hub and sees this as a notable achievement this year, but one limited by the quality of the venue allocated to it.

10.8 The loss of National Careers Service was regrettable but was partly ameliorated by the retention of two staff by the prison and this has now developed into a more stable provision within the employment hub.

10.9 The Board welcomes the suggestion in the HMIP feedback that gym provision is reasonable, although it is also concerned gym courses producing qualifications could be developed, especially as gym use is a particularly popular area with prisoners. The Board notes that since the end of the reporting period some progress has been made with a new level 2 course starting.

10.10 The Board concurs with HMIP concerns that prisoners in prison industries do not receive sufficient support to improve their use of functional skills but notes that since the end of the reporting period a new curriculum has been agreed.

## **11. RESETTLEMENT PREPARATION**

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11.1 Partners of Prisoners and Families' Support Group (POPS) won the contract for five years to operate all visit support services including the visitors' centre and the visits hall.

11.2 POPS have made excellent progress in conjunction with the prison, developing the large crèche and toy store area covering most of the back hall which has proved popular with the children in visits thus partly responding to comments made in our last annual report.

11.3 The visit support service is well-organised, for example, families can pre-order food and soft drinks, thus maximising the time prisoners spend with their families.

11.4 The Board welcomes the new provision of a nappy changing room in the visits hall introduced by the prison.

11.5 In response to the Farmer Review Report (The Importance of Strengthening Prisoners' Family Ties to Prevent Reoffending and Reduce Intergenerational Crime August, 2017), the chaplaincy, POPS and the prison have developed both family days and family forums. IMB members have attended both.

11.6 Family days: IMB members have observed that they are positive and relaxed and offer a well-run chance for normalisation between inmates and their families. POPS provided a range of activities and families can be photographed together.

11.7 Family forums: provide prisoners' families the opportunity to speak directly to governors and discuss visiting problems and other matters. IMB observation of these events suggests that they are a valuable asset in terms of resettlement.

11.8 Resettlement services are provided by Sodexo and Purple Futures with the work sub-contracted to Shelter at HMP Lancaster Farms. Regrettably the Board's efforts to assess the effectiveness of the resettlement process and outcomes has been hampered by lack of systematically compiled and routinely available data covering such matters as the proportions of released prisoners going into employment or benefits dependence, released with or without accommodation and receiving support for other matters like debt.

11.9 The Board regrets the relative lack of assistance prisoners receive to help them become more familiar with ICT and more generally the digital environment including assistance with applications for housing benefit and undertaking job searches.

11.10 The Board welcomes the employment passport scheme because it offers prisoners the chance to document their work experience and thus have a stronger chance of relating better to employers. It is positive that 42 prisoners are on the scheme, but the Board would like to see the scheme expanded.

11.11 Prison-generated statistics reveal the issue noted in our last report, of prisoners arriving at Lancaster Farms with less than 12 weeks to serve, remains a concern.

11.12 Similarly, the issue raised in our last report, of establishing release plans for out of area prisoners, remains a concern.

11.13 Feedback from prisoners suggests continuing issues connected to the availability for prisoner contact of OMU supervisors. It is the Board's view that this negatively impacts on the quality of communication of sentence plans and other matters in relation to prisoners, with consequences for prisoner engagement and morale.

11.14 The Board regrets that national policy encourages very little use of release on temporary licence (ROTL) for suitable Lancaster Farms prisoners.

<b>BOARD STATISTICS</b>	
Recommended Complement of Board Members	15
Number of Board members at the start of the reporting period	6 (4 members resigned during the year)
Number of Board members at the end of the reporting period	8 (6 new members were recruited)
Total number of rota visits to the Establishment	79
Total number of segregation reviews attended	30



## Section – Applications to the IMB

Code	Subject	Current reporting year	Previous reporting year
A	Accommodation including laundry, clothing, ablutions	3	4
B	Discipline including adjudications, IEP, sanctions	5	7
C	Equality	3	0
D	Purposeful Activity including education, work, training, library, regime, time out of cell	9	4
E 1	Letters, visits, phones, public protection restrictions	14	1
E 2	Finance including pay, private monies, spends	0	1
F	Food and kitchens	0	4
G	Health including physical, mental, social care	30	20
H 1	Property during transfer or in another establishment or location	53	31
H 2	Property within this establishment	12	6
H 3	Canteen, facility list, catalogue(s)	5	1
I	Sentence management including HDC, ROTL, parole, release dates, re-categorisation	27	33
J	Staff/prisoner concerns including bullying	18	10
K	Transfers (+Miscellaneous)	24 (+14)	5 (+22)
	<b>Total number of IMB applications</b>	217	149