



Ministry
of Justice

Lucy Frazer QC MP
Minister of State for Justice

██████████
Chair, Independent Monitoring Board
HMP Lindholme
Bawtry Road
Doncaster
DN7 6EE

MoJ ref: ADR80139

10 August 2020

Dear ██████████,

HMP LINDHOLME: INDEPENDENT MONITORING BOARD ANNUAL REPORT FOR 1 FEBRUARY 2019 – 31 JANUARY 2020

Thank you for your Board's report for the year ending 31 January 2020. I am grateful to you and your colleagues for your hard work in capturing these helpful observations, especially as you were short of Board members during the reporting year.

I recognise the Board's concerns about the number of Indeterminate Sentences for Public Protection (IPP) prisoners. HM Prison and Probation Service (HMPPS) remains committed to doing all it can to support the progression of IPP sentenced prisoners and to help them reduce their risk to the point that the independent Parole Board determines that they may be safely released. The work to improve the management and progression of those serving IPP sentences has been underway for some time and is continuing via the joint IPP Action Plan, developed in partnership with the Parole Board. HMPPS is prioritising post-tariff prisoners to access rehabilitative interventions, including Psychology Service led reviews and enhanced case management for those with a complex set of risks and needs. Progression Regimes have also been developed at four prisons across the country (at HMP Warren Hill, Buckley Hall, Erlestoke and Humber), which are dedicated to supporting indeterminate prisoners who are struggling to achieve release via the usual routes.

Across the custodial estate, the population of prisoners serving IPP sentences was at its peak in 2012 when it numbered over 6,000. The latest published figures show that the IPP population stood at 1,969 at the end of June 2020, which is itself a reduction from 2,315 at the end of June 2019 - demonstrating the improvement in opportunities available to IPP prisoners to progress in their sentence and an increasing number of releases in recent years. It is important to note that, as the unreleased IPP population continues to decrease, of those remaining an increasing proportion are the most complex and challenging cases, meaning the release rate will not be sustainable. As I am sure the Board will understand, many of these prisoners still pose a high risk of committing further violent or sexual offences, and have a complex set of risks and needs. These must be addressed before the Parole Board can consider release. This is not a simple task and HMPPS continues to work with these individuals to offer opportunities to reduce their identified risks.

My team advise me that HMP Lindholme holds 60 IPP prisoners, of which 39 were either returned from Category D conditions or granted release by the Parole Board but later recalled for being in breach of their licence conditions. It is unfortunate that many have found themselves returned to the closed estate due to the risk of serious harm they still pose. Local statistics show that IPP prisoners are able to progress and are assigned a Probation Officer or Prison Offender Manager. IPP progression panel meetings are

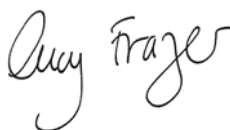
held monthly for those who fall within the scope and the Offender Personality Disorder Pathway is considered for men with complex interpersonal problems. IPP and those serving life sentences are given priority to offending behaviour programmes and, where interventions are not available at HMP Lindholme, arrangements are made to transfer the prisoner on to undertake the work at the earliest available opportunity.

Turning to some other positives captured in your report, I am pleased to note that family days provide a good environment to enhance family links and that the prison is working with the Ministry of Defence and local council to provide a variety of work opportunities. It was also encouraging to read that the treatment of older prisoners improved during the reporting year, with the designated accommodation for prisoners over 45 years old and continued engagement with prisoners and staff around equality matters. Likewise, it was also interesting to hear that the intranet food menu system introduced in the last reporting year has enabled better monitoring of special individual dietary requirements, capturing the diverse cultural, religious and healthcare needs of the population.

I note you have raised some local issues of concern in your report which the Governor will continue to keep you aware of as work continues. HMPPS comments in response to other important issues raised their attention in your report are set out in the attached annex.

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

Yours sincerely

A handwritten signature in black ink that reads "Lucy Frazer". The signature is written in a cursive, flowing style.

LUCY FRAZER QC MP

HMP LINDHOLME: INDEPENDENT MONITORING BOARD ANNUAL REPORT FOR 1 FEBRUARY 2019 – 31 JANUARY 2020

HMPPS comments on matters raised in the report

Staffing

Prison Staff Recruitment and Retention

Our hardworking prison officers play a crucial role in keeping prisons safe and transforming offenders' lives, and ultimately making sure the public is protected. HMPPS recognises the need to recruit and retain staff to keep prisons secure and ensure we attract the right people with the right skills, which of course cannot replace the invaluable experience lost over recent years.

Since October 2016 more than 4,700 additional prison officers have been recruited and staffing levels are now at their highest since 2012. Whilst this is a great achievement for the prison estate, it is recognised this does not necessarily mean it has been a success for HMP Lindholme, as there is a lot more to do. One of the challenges faced is the higher attrition rate at HMP Lindholme in which work continues to address this issue.

A review of the prison officer recruitment process, job analysis and evaluation of the role was undertaken by an independent Occupational Psychologist and from the report findings and recommendations a new enhanced, efficient recruitment service created to deliver ongoing recruitment. Job analysis indicated that having previous prison experience was not a prerequisite to be a successful prison officer and that any prison-specific knowledge needed is embedded throughout our Prison Officer Entry Level Training (POELT) course and practiced during the probationary period at establishments.

A number of core behaviours and strengths were identified as being critical for successful performance on the job, which were brought together to form a new success profile. These included interpersonal and communication skills, a strong work ethic, the ability to take personal responsibility for actions, good judgement, decision-making ability and good numeracy and English skill levels.

The POELT course has been redesigned recently to a Level 3 Custody and Detention Apprenticeship, which will take new officers in the region of 12-18 months to complete. This includes eight weeks initial foundation training in a learning environment, followed by on-the-job training in their working establishment. The officers then return to a Learning Centre at six and nine months for further learning and to prepare for the apprenticeship end point assessment. The apprenticeship was planned to be rolled out across the estate in May, but unfortunately due to Covid-19 has been temporarily paused. Officers will still receive the new and enhanced curriculum associated with the apprenticeship – which is much more practically focussed and aims to instil confidence and competence in the new officers before they return to wing landings. HMPPS plans to recruit over 100 Apprenticeship Coaches who will be in prisons to support the new officers when the apprenticeship is relaunched in 2021.

HMPPS continues to review practices and do all it can to recruit the right people with the right skills through increased advertising and market facing supplements. The Ministry of Justice (MoJ) Resourcing, Marketing and Attraction team continues to tailor attraction and communications to address different employment markets and seeks to attract a more diverse candidate pool.

In addition, former prison officers and probation staff have been invited to return to the service temporarily and applications are being processed to support us through these unprecedented times. HMPPS wants

prison officers to stay and progress their careers, induction processes have been improved to ease transition into the job, provide care and support for staff and offering additional training. These measures are part of the work that is directly being carried out with Governors to address local issues and ensure experienced staff and new recruits remain in the service.

Work to develop clear career paths and professionalise the service is being looked at and this should provide development and promotion opportunities for experienced staff. This will aid motivation and offer greater reliance across the system, with new staff being supported and mentored, longer direct contact time with prisoners through key workers and through extra staff greater confidence in working in a safe, decent and secure environment.

Locally, key worker delivery rose incrementally from 32% to 86% during October 2019 to February 2020. The HR team at HMP Lindholme are developing innovative systems to help retain staff moving forward including the following:

- POELT mentor and Buddy system in place including mentor monthly forums to support staff, a fortnightly staff Newsletter that includes a coaching theme and additional weeks shadowing as part of induction.
- Line managers hold monthly ten-minute conversations with staff.
- Monthly Reward and Recognition scheme and a breakfast opportunity with the Governor.
- Onsite Counselling service and Wellbeing days (Wellbeing Committee in place).
- Talent Management programme to support grades Bands 2-4 in their development.
- Exit leavers interview conducted by the Governor.

Band 3 officer attrition has dropped from an average of five to three per month, as a result of the above initiatives.

Healthcare Staff

NHS England and NHS Improvement holds a quarterly Contract and Performance meeting with the provider Care UK, which includes the position on variety of matters such as staffing, vacancies and recruitment.

Due to Covid-19 a decision was taken to suspend some of the performance data returns to reduce the burden and allow providers additional time and resources to deliver frontline care. However, although up to date figures are not available, as at the end of Quarter three the number of vacancies had fallen by 6% since Quarter one. Recruitment and retention strategies will remain ongoing.

Locally, the Governor is assured that Care UK takes staff recruitment and retention seriously and processes are in place to offer staff development and career advancement. When staff do inevitably leave to pursue new challenges, exit interviews are carried out to establish any issues. Service delivery is minimally affected due to the use of agency staff and shift work readily taken up by a large group of regular staff. Staffing levels, recruitment and retention will continue to be discussed locally on monthly basis.

Kitchen

Equipment

Improvements to repair response times and the quality of repairs have been made. Amey's site manager reports no food production equipment needs sourcing from abroad and the sink 'quick release' system and trolley bay area hose, which were in need of repair are both now in use.

As identified by the Board, there is great demand on the kitchen catering equipment and although when the centralised refrigeration unit Spacepak failed it required considerable remedial actions to get it fully operational, this work has made the existing system more robust. HMPPS Prison Maintenance Group will be seeking funding to purchase different style refrigeration systems (without reliance on one unit working).

Food Budget

Since 2017 budgets have been devolved down to Governors. This includes the food element and therefore with increased responsibilities Governors now have the ultimate decision on how much is spent daily per prisoner. The last food budget was set at £2.02 in 2012 and this is still used by establishments as a budgetary figure. With inflation over the past eight years a realistic budget would be £2.15 and includes all religious, cultural and medical dietary requirements. With the ongoing extension of the food supply contract, the budget is to be looked at as part of the process, however, the decision will rest with each governing Governor to decide how much is allocated.