



Annual Report of the Independent Monitoring Board at HMP Stafford

**For reporting year
01 May 2019 – 30 April 2020**

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Introductory sections 1 - 3

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 is situated.

Under the National Monitoring Framework agreed with ministers, the Board is required to:

- 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
- Inform promptly the Secretary of State, or any official to whom authority has been delegated as it judges appropriate, any concern it has
- 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.

The Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT) is an international human rights treaty designed to strengthen protection for people deprived of their liberty. The protocol recognises that such people are particularly vulnerable and aims to prevent their ill-treatment through establishing a system of visits or inspections to all places of detention. OPCAT requires that states designate a National Preventive Mechanism to carry out visits to places of detention, to monitor the treatment of and conditions for detainees and to make recommendations for the prevention of ill-treatment. The IMB is part of the United Kingdom's National Preventive Mechanism.

2. Description of the establishment

Located near Stafford town centre, HMP Stafford is the second oldest prison in the country and includes many Grade II listed buildings. It is a category C training prison for men convicted of sexual offences with a certified operational capacity of 751 and a normal capacity of 741. More than 90% of its residents are serving sentences of 4 years or more and almost half of the population are aged over 50, with the eldest being 105.

The prison includes 7 residential wings with most cells accommodating 2 residents. Each wing has in-cell sanitation and a shower block. However, in-cell showers are only available in the newest wing. 1 wing is also used for induction, to accommodate the Healthcare Centre and also the Support and Separation Unit (SSU).

Brookside Cabin and garden provides a separate area for older residents, enabling indoor and outdoor activities, as well as facilities for relaxation and socialising.

Significant workshop space is provided for employment and an on-site programmes team provide a range of interventions for residents to help address their rehabilitation needs and to reduce their risk of reoffending.

Although not extensive the outside environment is exceptionally clean and tidy supporting exercise yards, Astroturf pitch, many flower beds (see Pict. 1), a Railtrack teaching area, beehives and a small paddock that hosts 2 pygmy goats and a number of chickens. A bistro is available, providing catering for staff and visitors and enabling residents to gain catering qualifications.

Within the establishment many voluntary organisations support the residents including Samaritans (support and training for Listeners), Barnardo's (visitors' centre), Lincolnshire Action Trust (Resettlement), Shannon Trust Reading Plan "Turning Pages", official prison visitors, chaplaincy volunteers and refreshment provision in the visitors' centre by Friends of Stafford Prison.



[Pict. 1 – View from G wing across to A wing]

Key providers:

- Physical health and social care provider - Care UK Health and Rehabilitation Services Ltd
- Mental health provider - Care UK Health and Rehabilitation Services Ltd: subcontracted to Inclusion (MPFT or Midlands Partnership NHS Foundation Trust) an integrated mental health and substance misuse service
- Substance misuse treatment provider - Care UK Health and Rehabilitation Services Ltd and Inclusion
- Education services - Novus
- Library services - Staffordshire County Council
- Community rehabilitation company (CRC) - Staffordshire and West Midlands
- Escort contractor - GEOAmey
- Canteen – DHL

3. Executive summary

3.1 Background to the report

At the start of this reporting period the foundations of Rehabilitative Culture as a working theme were being explored and laid at HMP Stafford, championed by the Governor, other members of the Senior Leadership Team and 2 particularly enterprising residents. By the end of the reporting period Rehabilitative Culture per se no longer existed as it had become embedded in the fabric of the organisation; metaphorically the mortar that holds the bricks together. Examples will be seen throughout the report but this cultural change was by far the most significant difference between this report and previous ones.

Her Majesty's Inspectorate of Prisons (HMIP) conducted an unannounced inspection of the prison during the period 13 – 24 January 2020 and, as a consequence, we are able to draw upon its conclusions and evidence in support of our report.

The COVID-19 outbreak had a significant impact on the Board's ability to gather information and discuss the contents of this Annual Report. The Board tried to cover as much ground as it could in these difficult circumstances but, inevitably, there was less detail and supporting evidence than usual. Ministers were aware of these constraints. Regular information was being collected specifically on the prison's response to the pandemic and that was being collated nationally.

Specifically this report covers the period 01 May 2019 – 30 April 2020. Due to the coronavirus, COVID-19, the "normal" prison regime stopped in early March and by the 18 March it became apparent that the IMB could only function remotely from this date forward, i.e. with no physical presence in the prison. During this period all possible steps were taken to maintain the role of the IMB and our thanks go to the Governor and his team for keeping us so well informed throughout this difficult time.

3.2 Main judgements

How safe is the prison?

Application of any of the relevant measurement criteria, such as IMB applications (apps), complaints, Mandatory Drug Test (MDT) results, number of ACCT's (Assessment, Care in Custody and Teamwork), number of residents who self-harmed and number of serious incidents all point to HMP Stafford being a "safe prison". This was also 1 of the most common comments made by residents to IMB members.

How fairly and humanely are residents treated?

As evidenced from the responses inherent within the various surveys concluded during the period of this report or just prior to it e.g. HMIP (January 2020), Measuring the Quality of Prison Life (MQPL – January 2019) and from IMB rota reports, apps and complaints, as an IMB we were agreed that HMP Stafford provided an environment for its residents in which they were fairly and humanely treated. This was supported by a Senior Leadership Team, led by the Governor, who encouraged a totally transparent and open dialogue throughout the prison to ensure this was delivered.

How well are residents' health and wellbeing needs met?

The positive changes during this reporting period have been remarked on by all (e.g. residents, HMIP, CQC) such that residents' health and wellbeing needs were now being well met, as supported by the following;

- Care UK had been commended by Public Health England on the way in which they handled the norovirus outbreak in Q4 2019 and had minimised this to 36 cases (staff plus residents)
- During the period of the report, and indeed at the time of writing (early June), there had been no confirmed cases of COVID-19 with residents; Public Health England had again praised the prison on the way the management of COVID-19 had been handled

- IMB apps concerning healthcare had fallen from being 20.6% of all apps (the highest single entity) in the previous reporting period to just 8.8% in this one, testimony to the effectiveness of the positive changes made in all aspects of healthcare

How well are residents progressed towards successful resettlement?

HMIP in their January inspection concluded *“In the area of rehabilitation and release planning there had been some real progress since the last inspection, and resettlement support had considerably improved.”* This was a statement we would wholeheartedly endorse. At the same time steps taken to bolster the OMU (Offender Management Unit) and its delivery are new and outcomes yet to be truly seen, therefore the expectation of more progress during 2020/2021 is very high. Importantly, it must be remembered that HMP Stafford is not a resettlement prison and hence is not funded as such.

3.3 Main areas for development

TO THE MINISTER

- Will the Minister acknowledge that no further excuses are acceptable and insist that Her Majesty’s Prison and Probation Service (HMPPS) resolve the issue of residents’ loss of property during prison transfers? At 20% of all IMB apps received during the reporting period this issue represents the one most commonly complained about
[Refs: See Sections 3.4 “What remains the same”, 5.8 and Applications to the IMB]
- Will the Minister ensure that all of her ministerial colleagues are cognisant of the value of delivering a Rehabilitative Culture within the prison environment such that at the end of their sentence citizens, not offenders, can be delivered back to their communities
[Refs: See Section 3.4 “What is better”]
- Will the Minister ensure that HMPPS deliver to the prison suitable financial resources to enable it to fulfil its resettlement requirements in the absence of them providing any other working solution
[Refs: See Section 7.5]

TO THE PRISON SERVICE

As in previous years, will HMPPS review:

- The speed that in-cell phones are being rolled out. The provision of phones in cells for men convicted of sexual offences is important as they are often held a distance from families and friends and the average age of residents is greater. This matter has now become critical in view of the changes to the regime and the lack of family contact as a result of the pandemic
[Refs: See Sections 3.4 “What remains the same” and 5.1]
- The budget available to the Governor for resident pay and ensure that it recognises that HMP Stafford, once again, achieved a high level of employment/education attendance amongst its population yet could not match the pay rates offered in private prisons
[Refs: See Sections 3.4 “What remains the same” and 7.2]
- The model to transfer men convicted of sexual offences into resettlement establishments for the final part of their sentence, which does not work. HMP Stafford

continues to release residents every month despite not being resourced as a resettlement prison. Furthermore, as a national resource, moving residents to their resettlement prison closer to home, often a considerable distance, similarly does not work. Transport for individual residents to resettlement prisons was often refused due to the distance a partially empty prison transport van has to travel [Refs: See Sections 3.4 “What remains the same” and 7.5]

- The budget needed in view of the extra pressure put on prison resources by an elderly population; in order to create and maintain specialist facilities and activities for those unable to perform paid work [Refs: See Section 7.2]

TO THE GOVERNOR

Will the Governor

- Ensure that the orders already issued regarding the supervision of medicine queues are adhered to at all times [Refs: See Sections 3.4 “What is worse” and 6.1]
- Confirm that the development of the Regional Care Facility will still take place during 2020 and not be delayed further as a result of COVID-19 [Refs: See Section 3.4 “What remains the same” and 6.3]
- Continue the steps taken regarding Rehabilitative Culture that have had such positive outcomes during the period of this report [Refs: See Section 3.4 “What is better”]
- Continue to explore ways of increasing residents pay from their current extremely low levels [Refs: See Sections 3.4 “What remains the same” and 7.2]
- Review the number of programmes available within the prison with a view to increasing them such that the waiting lists can be reduced [Refs: See Sections 7.3 and 7.5]

3.4 Progress since the last report

| Status | Issue |
|-----------------------|---|
| What is better | The reduction in the number of complaints and IMB apps as a result of the Key Worker scheme |
| | Health and Social Care delivery within the prison |
| | Rehabilitative Culture moving from an addition to an embedded part of prison life that has permeated through the establishment |
| What remains the same | The drive by all to deliver the vision of ‘returning citizens not offenders to the community’ |
| | The prison being well led by the Governor through his senior leadership team (SLT) |
| | Residents are treated fairly and humanely |
| | The continued failure of Her Majesty’s Prison and Probation Service (HMPPS) to address the ongoing issue of resident property losses during transfer between establishments |
| | The slow pace at which phones in cells are being rolled out nationally |
| | The budget available to the Governor for resident pay |
| | The failure of the model for transferring men convicted of sexual offences to resettlement prisons |
| | The fact that the building of the regional care facility has not started |
| What is worse | Medicines management |

Evidence sections 4 – 7

4. Safety

The Board judged that residents continued to benefit from a calm, safe environment, and this was evidenced when comparing statistics 2018/19 to 2019/20. The recent HMIP report described the prison as calm and ordered and only 24% of residents said they ever felt unsafe; this was lower than in similar prisons.

Monthly Safer Custody meetings discussed all aspects of safety, with reports from prison staff, Listeners, Samaritans and the Chaplaincy. Unfortunately, attendance at these meetings was often low due to them being rearranged at short notice.

During the year the Board monitored training including, Spear, Pava, Rigid Bar Handcuffs and Control and Restraint (C&R) sessions.

4.1 Reception and induction

As part of their bi-weekly rota reports Board members attended the initial induction or visited the induction wing to talk to new arrivals. As noted in these reports, residents remarked very favourably on their first hours at HMP Stafford commenting it was clean, welcoming and felt safe.

There was a highly focused induction timetable, programmed to take place across one week. The first introduction was resident-led when peer strand leads introduced their specialities as “mentors” or “champions”. The induction process was supported by Listeners and Insiders (induction mentors). 81% of inductees said that this process covered everything they needed to know.

As evidenced by IMB reports, the induction process was performed with enthusiasm and a positive attitude and residents were actively encouraged to join in education and other activities. The benefits of doing so were clearly explained. Indeed the induction process was recognised as being of such good standard that HMP Swansea sought examples of its programme.

Education induction included discussion of possible pathways, which were then fed into a personal learning plan and reviewed by peer learning mentors.

Board rota visits included a section on induction follow-up where residents who had arrived 3 or 4 months previously were randomly selected and interviewed about their subsequent experiences of the prison. Invariably their experiences were noted as very positive.

4.2 Suicide and self-harm, deaths in custody

There were 4 deaths in custody, all of which were of natural causes. HMP Stafford had been complemented by the Coroner on the care given to the individuals prior to their deaths.

The number of self harm incidents during the period was 101 but this included multiple incidents by the same residents.

As a result of its regular checks the Board was satisfied that the prison used the assessment, care in custody and teamwork (ACCT) process (for prisoners at risk of suicide or self-harm) appropriately to ensure the safety of residents.

The HMIP inspection found that *“There was little drug misuse. Levels of self-harm were very low, and support for prisoners in crisis was good. Not enough staff were trained to identify prisoners at risk of harm, abuse and neglect. Outcomes for prisoners were good against this healthy prison test.”*

4.3 Violence and violence reduction, self-isolation

There was (2018/19 to 2019/20 comparison):

- A reduction in assaults on staff from 19 to 12 (-37%)
- A reduction in assaults on resident by resident from 32 to 24 (-25%)
- An increase in incidents of use of force from 54 to 72 (+33%) – see section 4.5 for explanation

There were no recorded incidents of serious assaults during the period.

Residents who “self-isolated”, of whom there were very few, were monitored and encouraged to access the facilities on offer. Listeners would make a point of “chatting” to those who were, or they felt were, about to self-isolate.

HMIP stated *“Levels of violence remained consistently low and were comparable with those at similar prisons.”*

4.4 Vulnerable residents, safeguarding

For a small group of vulnerable residents the prison operated a successful Prison Visitor scheme with between 9 -12 visitors, visiting up to 30 residents on a regular basis. These residents were seen as being vulnerable as a result of not receiving visitors by any other means. The Chaplaincy also organised and hosted a successful Visitors’ event during the year, to promote this service.

Safeguarding inside the prison was good, supported by a newly appointed “Head of Safeguarding, Older Residents and Social Care” and regular monthly, well attended meetings, which included members from the Local Authority. Unfortunately the process was let down by the degree of difficulty experienced when necessary to transfer residents who could no longer be appropriately cared for within the prison due to the severity of their needs; so putting unfair stress and pressure on the prison healthcare staff, officers and other residents. A typical such resident would be elderly, with severe dementia, doubly incontinent, unable to care for himself and unable to right himself after falling.

4.5 Use of force

Use of force analysis for Q4 shows a total of only 20 incidents involving 18 residents; with 1 resident involved in 3 incidents, and 2 residents involved in 2 incidents each.

Investigation into spikes in the figures during the reporting period (+33%) revealed that the same residents were often involved in multiple incidents, and most of the residents involved in these incidents were in the 21 – 29 age group. The number of use of force incidents was generally low and comparable to similar prisons.

During this period no staff or resident sustained injury and no batons or PAVA spray was used, reflecting the generally calm atmosphere at HMP Stafford.

HMIP in their report recognised as good practice *“The duty governor routinely conducted and recorded a debrief with prisoners after a use of force.”*

4.6 Substance misuse

When the evidence from the Mandatory Drug Tests (MDT) data was reviewed it could be determined that HMP Stafford was in the enviable position of not having a drug problem during the period of this report. For example of the 264 random MDT's conducted between July 2019 and January 2020 there was only 1 positive unexplained result. The most common source of positive tests historically was recognised as being new arrivals at Reception. This outcome was seen as being somewhat unusual but explained by the nature of the prison and the profile of its residents.

5. Fair and humane treatment

5.1 Accommodation, clothing, food

A very positive part of this report, evidenced by the low level of applications to the Board, which amounted to 2 in the current reporting year, against 8 in the previous year. Furthermore, the Board's view was supported by the recent HMIP report that stated *“The prison was clean and well maintained, which was impressive, given the age of some of the buildings. Communal areas on the wings were bright and in good order”*.

The standard of accommodation on all residential wings continued to be good. Wing cleaners and residents appeared to take great pride in keeping their accommodation clean and tidy. Showers were monitored regularly, and it was pleasing for the Board to note the provision of shower chairs for less able residents, hooks for clothing and shower benches. These facilities were clean, hygienic and well maintained for residents use.

The residents' painting party were often seen on the wings carrying out refurbishment work, often on areas that may seem not so important e.g. railings and staircases. However, this improved the overall look of the wing. A programme of repainting cells was carried out during the year.

The establishment was challenged by the number of 'locate flat' cells available against the number of requests. This was indicative of the older population held in the establishment. Prioritising appeared to work satisfactorily to the Board, although it was acknowledged that every resident who sought one of these cells felt that their application was valid.

The Board had regular discussions with the Head of Residence regarding the provision of chairs with arms for the older residents and those with mobility challenges. The standard issue armless chair was not suitable or safe for some residents, and the Board continued to

refer specific cases where a chair with arms was felt necessary to ensure humane treatment.

The residential environment was enhanced by the introduction of fishtanks on a number of wings, which gave a level of responsibility to some residents and was welcomed by all. One resident commented “It makes you calm just looking at them”. Furthermore, the introduction of 2 pygmy goats; Stan and Olly, who starred on the HMP Stafford 2019 Christmas card, (see Pict. 2) and chickens, as well as giving experience of animal husbandry to residents, were effective in providing support to those with depression, anxiety, and other conditions.



[Pict. 2 – Stan (white) and Olly (black)]

In a national resource, contact with family and friends was key. The Board, once again, wished to make representation on the lack of in cell telephones to enhance this essential communication.

The Board recognised that there was a national programme but felt that national resources, where residents could be held a distance from home, should be prioritised when this programme restarted. With the current restrictions on regime, contact via the telephone was even more important and essential for ensuring the mental wellbeing of residents.

The success of Resident Information Desks (RID), staffed by Resident Information Ambassadors continued. The Ambassadors made themselves freely available for their peers to ask questions and seek advice. The Board monitored the leaflets and posters that were displayed and found them to be appropriate and useful. We commend the Ambassadors on the positivity with which they undertook their role.

Notice boards on the wings were informative and appropriate.

Some wings had residents' artwork displayed on the walls, which made them look less austere but more importantly recognised the talents of residents.

Artwork had also been placed on some of the exterior walls (see Pict. 3) within the establishment and residents had been encouraged to use the walls as a blank canvas.

The Board monitored wing serveries and often observed mealtimes. Furthermore,



[Pict. 3 – Graffiti Art]

the Board monitored the Catering Committee and were pleased to note the active participation of residents and the positive way in which their suggestions were received.

Whilst the Board received 2 applications regarding food this year against 0 in the previous year both of these related to individual dietary requirements and were resolved satisfactorily.

As part of passing more responsibility to residents, the establishment trialled conducting the lunchtime roll check with residents stood by their doors, avoiding the need for lock down before lunch. Following roll check, a form of free-flow to lunch was then permitted. The Board was pleased to see this trial and the increased trust placed in residents.

As part of the monitoring of newly arrived residents, the Board received many positive comments regarding the standard of accommodation and food in comparison to other establishments. Furthermore, newly arrived residents often commented about the peace and quiet in the establishment.

Each wing had a trolley with books on, which could be shared and were kept up to date. This ensured reading material was available on every wing including the SSU.

Residents were able to access the onsite charity shop, Clothes at Stafford Prison (CaSP). This gave them access to purchase clothing, books, games and CDs. Residents made good use of this facility and, in turn, the takings were returned to a local charity. HMIP made positive mention of this, *"In conjunction with a local hospice, the prison also ran a charity shop for prisoners. This was an impressive initiative, raising money for the local community and giving prisoners an opportunity to buy clothes, books and DVDs"*.

Residents' laundry was completed in the establishment. The establishment ensured that individual laundry bags were double stitched on site, thereby preventing clothes from spilling out during the process and residents losing items. It was pleasing to note that the Board did not have to address any applications this year relating to lost personal clothing in the laundry.

5.2 Segregation, special accommodation

The Board was satisfied that the 10 cells in the SSU (Support and Separation Unit) were clean and well maintained. At no time during the reporting year were all these cells occupied simultaneously, the greatest number of residents at any one time being 7. However, in many weeks there were no cells occupied. 4 was the maximum number of residents observed by the IMB in the SSU simultaneously.

51 residents were held in the SSU during the period May 2019 to end of January 2020. Of these 51, 10 residents were repeats i.e. had been located in the SSU more than once during this total time period. 3 residents remained for longer than 42 days, in each case because they refused to locate to normal location due to concerns over their protection. These cases were referred to the Prison Group Director (PGD) who declared she was satisfied with their continued segregation and confirmed this when discussed with the IMB Chair/Vice Chair.

The Board was satisfied that the breakdown of ethnicity of those in the SSU was not dissimilar to the overall ethnicity of the general population in HMP Stafford.

The number of residents in the SSU continued to fall compared with previous years and on many occasions it was empty. This situation led to the management decision to close the unit, using special cells on the wings when necessary to segregate a resident. This was implemented sooner than anticipated i.e. in early February, when the former SSU was used as an isolation wing during the COVID-19 pandemic. The Board will monitor the new system carefully once a normal regime is restored to ensure that it is fit for purpose.

The Board was informed promptly of each new arrival in the SSU and was then able to visit and speak to them. From these discussions and by talking to the officers, the Board was able to discern the support and humane treatment given by the experienced and caring officers to all of the residents.

The Board was able to monitor 22 of the Rule 45 reviews held during the reported year. Many of the others were not monitored because of short notice.

The Board was satisfied that the daily regime in the SSU offered the residents shower, exercise and telephone calls. Occasionally a resident was able to attend activities off the unit to ease his return to normal location.

5.3 Staff-resident relationships, key workers

As of April 2020 the prison employed 301.06 FTE staff, this figure being 312.8 FTE's at the start of the reporting period (May 2019), a reduction of 3.75% over the year.

During the period April 2018 to March 2019 there were 24 staff leavers against 17 for the period April 2019 to March 2020. This low level of staff turnover reflected a stable workforce that had significant benefit to residents who were able to see the same faces and develop appropriate relationships with Officers and other staff. This was further evidenced by their combined length of service and once again the Board was encouraged to see the tremendous degree of total experience, with 65% of staff having more than 5 years of tenure; something we were sure added to the feeling of "safety" within the prison as described by the residents and the lack of serious incidents.

| Years' Service | Number of Staff |
|-----------------------|------------------------|
| 1-5 | 113 |
| 6-10 | 10 |
| 11-15 | 71 |
| 16-20 | 45 |
| 21-25 | 18 |
| 26-30 | 37 |
| 31-35 | 17 |
| 36-40 | 8 |

In undertaking our visits, the Board normally observed staff on the wing. However, there had been occasions when groups of staff were in the office rather than interacting with residents. This had always been shared with the Governor via the rota report.

The evidence of applications suggested that there were very few issues between staff and residents with the number of applications on the subject reducing from 6 to 4. Encouragingly, the Board had evidence of residents using the Comp 2 (confidential access) process to approach the Board regarding staff issues but then actually working the matter

out with the staff members themselves, which suggested a positive culture of understanding and the need to work together.

During our rota visits, the Board discussed with residents their experience of key workers. Most, though not all, were able to tell us who their key worker was and explained the topics they covered during their regular meetings. Meetings were mainly held fortnightly and the Board believed that the scheme, where it was working, had been of real value to residents who were often able to get answers on questions regarding sentence planning, resettlement activities and other key topics.

The Governor placed significant emphasis on the qualitative approach to key worker entries on records, thereby ensuring that accurate records were maintained to the benefit of the resident and establishment alike.

The Board understood the HMIP comment on key workers *“Key worker delivery was not yet good or regular enough to support and enhance the work of the OMU. The contact which key workers had with prisoners was not yet sufficiently well focused on prisoners’ sentence plans and progression”*. The Board recognised that the scheme continued to develop but would not wish to lose sight of the fact that, for some residents, it was already working.

5.4 Equality, diversity and fairness

Staff at HMP Stafford continued to promote equality and fairness throughout the prison.

A permanent full-time Equalities Officer was in position and each protected characteristic/strand was led by a Senior Manager who reported to the Equality Action Group (EAG).

Monthly meetings of the EAG were held and it was evident that the residents’ representatives were confident in their role and played an active part in supporting protected groups on the wings. The Board commends their commitment.

Not all strand reports by leaders were available at each meeting but were attached to minutes distributed later. Unfortunately, this prevented discussion of any issues as they were not raised at the time of the meeting.

An action plan was produced but did not appear for discussion on the EAG agenda. Progress, therefore, was not evidenced at these meetings.

DIRF’s (Discrimination Incident Report Form) data during period 1 May 2019 to 30 April 2020 showed:

| Classification | Criteria | Total |
|----------------|----------------------|-------|
| DIRF’s | Submitted | 27 |
| | Resident vs Resident | 8 |
| | Resident vs Staff | 5 |
| | Resident vs Prison | 4 |
| | Staff vs Resident | 9 |
| | Staff vs Prison | 1 |
| Status | Proven | 8 |
| | Unproven | 12 |

| Classification | Criteria | Total |
|----------------|--|-------|
| | No outcome (logged as DIRFs but withdrawn by those who submitted them) | 7 |
| | | |
| Strand | Disability | 3 |
| | Race | 12 |
| | Religion | 7 |
| | Sexual Orientation | 4 |
| | Age | 1 |

A varied programme of events to celebrate diversity was organised involving outside agencies, staff and residents. These were all well attended and well received.

The 5 transgender residents were generally positive about the care received.

Older residents (over 50) constituted almost half of the prison's population (346 residents, 47.1%) and, at the time of writing, the oldest resident was 105. The Senior Support Group (SSG) provided a valuable resource for older, retired residents. It had its own election forum, which met monthly and managed a small budget appropriate to the needs of the groups' activities. A snapshot at the start of May 2020 of the prison population was as follows:

| | | |
|-----------------------------|------------|-------|
| IPP's | 37 | 5.04% |
| Lifers | 14 | 1.88% |
| Transgender | 5 | 0.67% |
| TOTAL (for analysis) | 734 | |
| White | 628 | 85.5% |
| Asian | 55 | 7.4% |
| Black | 31 | 4.2% |
| Mixed | 8 | 1.1% |
| Other | 12 | 1.6% |

The physical environment of the estate meant that some residents with mobility issues were located inappropriately on upper landings. As referred to earlier, a lack of locate flat cells contributed to this issue.

Moving forward it was reported, during Equality Meetings that prison strand leads will pay more attention to BAME (Black, Asian and minority ethnic individuals) and disability groups. The Rehabilitative Culture group introduced, and were following, an action plan to take account of the needs of younger residents, which was important given their growing numbers.

In June 2019 the Board reported on their findings of a "Thematic Study" into the activities and facilities for the older resident. This involved detailed investigations in to their needs, activities available to them, mobility, support, diet and residence. Quoting from this report *"Having completed the in depth look at these specific areas we have noted that there is strong evidence to show that there are some good strengths within the provision we reviewed."* The Board was encouraged by the fact that there was nothing identified that required immediate resolution or that the prison was not already aware of or dealing with.

5.5 Faith and pastoral support

Faith provision at HMP Stafford was good.

The Chaplaincy was represented on the EAG and reported fully at each meeting. All faiths were respected with residents having had access to worship.

For those who had not received visitors for some time a visits day was organised to provide the opportunity for them to meet a volunteer with whom they could spend some time. This was highly successful and would be repeated.

Stafford Bereavement and Loss Service provided support when requested by a bereaved resident. Staff organised attendance at funerals and Memorial Services within the Chapel when required and permissible.

5.6 Incentives and earned privileges (IEP)

There had been little change in the reporting period regarding IEP levels:

| Level | 01/05/19 | 01/11/19 | 30/04/20 |
|----------|----------|----------|----------|
| Basic | 8 | 4 | 0 |
| Standard | 295 | 264 | 269 |
| Enhanced | 442 | 481 | 469 |

During this period there were 23 complaints to the establishment regarding its application, representing only 3% of the complaints raised by residents.

The Board, during monitoring of adjudications, was able to see the use of IEP downgrades, which in the opinion of the Board, were appropriate, consistent, and proportionate.

During the recent HMIP inspection, 48% of residents asked answered yes to, *“Do you feel you have been treated fairly in the behaviour management scheme (e.g. IEP) in this prison?”*, whilst 29% answered no. The remainder did not know.

For those residents on Enhanced, which represented a significant proportion of the population, opportunities as part of the Active Citizenship scheme were developed. HMIP recognised this within their recent report, *“The opportunities generated by the active citizenship scheme gave some prisoners more responsibility and enhanced the overall work to reduce reoffending. One such opportunity was the creation of the ‘active permit’ scheme, which promoted and developed the most trusted prisoners”*. Those residents assigned an ‘active permit’, of which there were 4, had more freedom to move around the establishment. This provided yet another example of increasing trust in those residents who engaged and helped to embed the Rehab Culture.

5.7 Complaints

During the reporting period there were 777 complaints, which included Comp 1 (ordinary complaints), Comp 1a (appeals) and Comp 2. This compared to 1073 complaints in the previous reporting year, a reduction of 28%.

Of the 777 complaints, 240 were upheld by the establishment.

The main areas of complaint related to wing or cell issues, representing 152 complaints, 20% of the total.

During most of the reporting period the Board monitored, on a monthly basis, randomly selected complaints to ensure that they were answered in a polite and timely way. In the vast majority of complaints this was the norm and, as a result, the Board decided to cease this routine monitoring.

The quality and timeliness of responses to complaints, however, continued to be monitored by the prison's management in the establishment and this report was available to the Board.

The Board wished to acknowledge the efforts of the staff in ensuring that an effective system for tracking complaints was in place. The Board occasionally needed to review specific complaints and the details of these were always available swiftly. This enabled the Board to communicate with the resident more promptly and thoroughly.

The Board was aware that residents told us that they had submitted complaints but not received a response. On some occasions, the Board established that a complaint had not been submitted and confirmed this to the resident.

5.8 Property

The Board had very few applications relating to property loss in the establishment. The number of applications reduced from 17 in the last reporting period to 6.

In terms of property lost during transfer or in another location or establishment, the number of applications increased from 14 to 16, representing 20% of the total of applications received. This was very frustrating for the Board as this had been reported as a concern in previous Annual Reports. In fact, only last year the Board was assured that a working party was looking at the issue of lost property on transfer.

The Board was aware that residents had used the complaints system to try to chase lost property from other establishments. However, there was often frustration at the lack of a response from other establishments and the continual chasing this necessitated often for little or no progress.

6. Health and wellbeing

6.1 Physical healthcare

Waiting times in most areas were acceptable and in line with those in the community. The only exception to this was related to dentistry where 3 appointments missed the 6 week deadline but, in mitigation, this was during the norovirus outbreak.

There had been 36 cases of norovirus, approximately half of which were staff. Care UK had been commended on the way in which they handled the outbreak.

At the time of writing this report there had been no confirmed cases of COVID-19 at HMP Stafford with residents but plans had been put in place to control any outbreak and Care UK were working closely with Public Health England. The Board were pleased to see that Public Health England had praised the prison on the way the management of the pandemic had been handled within HMP Stafford.

During the COVID-19 pandemic:

- All routine appointments had been suspended and urgent requests were discussed with the appropriate services where telephone conversations could take place
- All routine BBV (blood-borne viruses) testing had been put on hold
- Guidance had been issued for the delivery of medication at cell doors but, at the time of this report, this had not been implemented at HMP Stafford
- All clinical audits had been suspended

Officer supervision at medicine hatches continued to be an issue in terms of presence and consistency of action/intervention. Against published guidelines healthcare staff were observed to continue to issue medicines when an officer was not present.

The Board was concerned that, on occasion, some residents had been issued with either the wrong doses of medicine or, on very rare occasions, had been given the wrong medication. This was despite the use of dosset boxes in certain circumstances. The Board recognised that errors could be made but were reassured that every effort was made to avoid such mistakes.

Care UK had held several workshops, which resulted in a comprehensive plan to improve medication management.

Problems had been experienced with the impact on the regime of the issue of evening medication. Care UK had worked closely with the prison to mitigate those problems.

A nurse triage system was being developed to ensure residents were directed to the right clinic.

A new physiotherapist had been appointed and the gym was being used for group sessions until the outbreak of COVID-19 when all activities there ceased.

The resident full-time doctor had reduced his working week to 3 days and an agency doctor had been appointed to cover the shortfall.

There had been a problem with the old fridges used to store medicines being at the right temperature but these fridges had now all been replaced.

The financial cost of escorts was £200 plus £44.65 an hour, which became costly when there could be up to 9 escorts a day. Unplanned escorts invariably seemed to arise late in the afternoon, which added to the burden on the regime and sometimes resulted in wing closures. In an attempt to mitigate problems with the regime a weekly meeting was held between Healthcare and Detail to discuss the known escorts for the following week. During the year there were a total of 1147 escorts and bed watches, which was slightly up on the

previous year, at an average monthly cost of £53,457, again marginally more than in the previous year. This was a significant cost to an already financially stretched establishment.

6.2 Mental healthcare

A member of staff in Inclusion had been trained to deal with PTSD (Post Traumatic Stress Disorder) sufferers.

A Dementia Nurse Specialist had been appointed and was making significant inroads in to screening the relevant population for dementia.

Problems were being experienced with a shortage of rooms for confidential interviews with the mental health team but arrangements were being implemented in an effort to alleviate the problem.

6.3 Social care

There was a monthly meeting between social care, health services and custodial staff, which promoted the exchange of information and provided oversight of individual residents' social care needs; led by a Senior Leadership team member with the role of "Head of Safeguarding, Older Residents and Social Care".

The Board's observations and the recent HMIP report noted that the joint working between Staffordshire County Council, prison staff and Care UK was effective and that residents with social care needs were assessed quickly, with access to mobility aids and adaptations that met residents' needs. The care provided was good and supported by plans, which clearly defined what was needed. Any change in need was reported back to the local authority, to consider amending the care package. Record keeping was good and relevant information was shared with prison staff.

Social and palliative care together more than justify the need for the promised Regional Care Facility as, although staff could not do more for the residents, they were not resourced to provide the 24 hour care required by some residents e.g. those with end stage cancer and severe dementia. During April there were 6 residents receiving social care, one of whom should have been in a 24 hour care facility and not the prison, due to the severity of his condition.

During the COVID-19 crisis, Care UK had a prison tablet, which could be taken to the wings where face to face meetings would take place on Zoom between healthcare staff and those residents receiving social care.

6.4 Exercise, time out of cell, gym

Prior to the COVID-19 pandemic, the vast majority of residents were out of their cells at 7.45 am and, at 8.45 am, would go to work, education (which included a full programme of activities in the gym) or other approved activities. Residents returned to their respective wings at 12 noon for lunch and went back to work etc., at 1.15 pm until 4.45 pm. The evening meal was served at 5.00 pm followed by a period of association between 5.30 and

7.00 pm, during which time those who wanted to, on certain days, could attend the gym, the library or the chapel. The Senior Support Group (SSG), which was attended by retired residents, met daily in the Brookside Cabin. Lock-up was at 7.15 pm.

At weekends residents were out of their cells from 9.00 am to 5.30 pm when they would have access to exercise in the fresh air, association, gym, library, chapel, social visits and kitchens.

During the pandemic residents were allowed out of their cells for showers, 10 minutes for phone calls and 30 minutes daily exercise. On a rota basis, the first 2 groups out of their cells would have an extra ten minutes for phone calls and exercise. These restrictions did not, however, apply to anyone working in the laundry, reclamation, kitchens, gardens (limited compared to the usual amount of work available), the bistro or blue/red bands who were looking after the goats and bees.

In relation to the use of the gym very strict rules were applied. 2 PE staff would visit the wings. To comply with social distancing, a maximum of 12 residents per session, 6 for each member of staff, were accompanied to an outside area, usually the Astroturf pitch, where activities took place. This would involve a warm-up, a low intensity 30-40 minute physical exercise class and a cool down stretching session. At the cessation of the session, the participants were required to clean and disinfect their mats using the cleaning materials supplied by the gymnasium. Showering was done in 2 separate areas, following which they would return to their respective wings.

6.5 Drug rehabilitation

The prison had a substance misuse strategy suited to the needs of the establishment, which was supported by an action plan. The Inclusion team also worked alongside the Drug and Alcohol misuse team.

The mandatory drug testing positive rate was very low (0.44%), with only 1 positive test in the previous 6 months in comparison to 6 in the previous reporting period. In the recent HMIP survey, far fewer respondents than at similar prisons said that they could easily obtain illicit drugs and alcohol. Only 2% of residents said that they had developed a drug problem while at the prison.

The Inclusion team offered both mental health and substance misuse interventions to the residents of HMP Stafford. With regard to substance misuse they offered assessment, care planning, 1:1 interventions, group work and referral to community teams on release. Within the last 12 months MPFT completed 2 IRP (Inclusion Recovery Programme) groups. These focused on building skills for making changes to drug and alcohol use, developed tools and strategies to manage risks and cravings and future planning to support recovery. The first group of 9 finished in August 2019 with 1 drop-out during the first session. The second group of 8 all completed in March 2020. Both programmes received positive feedback from the residents attending and reports were produced and shared with their Offender Managers.

During the latter part of this reporting period, the reducing reoffending committee instituted the recruitment of mentors on each wing, one for mental health and one for drug misuse.

In the recent HMIP survey, no respondents said they needed help with drug or alcohol abuse problems on release.

6.6 Soft skills

The Rehabilitative Culture Committee (consisting of both staff and residents, led by 2 resident Rehab Co-ordinators) met quarterly during the reporting period and promoted improvements in environment, peer support, community and personal development. The evidence that staff and residents worked together to create a positive enabling community and develop soft skills was illustrated by the following actions:-

- The furthering of a Buddy System on each wing so that new residents were “befriended”, especially at the initial stage on the wing
- A Rehab Bulletin shared with all wings
- Notice Boards indicating “What’s on”
- Scrabble, DVD, and book clubs and activities in the Senior Support Group - all increased communication and co-operation
- Chess club – an inclusive activity involved staff and residents, which needed to be in the Visits Hall because it became so popular (see Pict. 4)
- A well-attended Rehab Culture-led Summit in December 2019 brought together all peer Champions and support groups to explain the benefits of being a Community that modelled positive attitudes
- Support for “Talent Unlocked” and Shakespeare studios e.g. the production of Macbeth
- Organised and supported various sponsored activities in the gym in aid of Samaritans
- Supported and championed pygmy goats, chickens, beekeeping and fish so the environment was enhanced and well-being supported
- Championed the case for “Active Permits”
- Furthered the use of more positive language in notices and communication in general



[Pict.4 – Chess Club in Visits Hall]

The impact of a cultural change was difficult to measure, but could be evidenced by the physical environment having been improved and the decrease in the number of apps and complaints and comments to the IMB on “feeling safe” in HMP Stafford. Good practice was shared with 12 staff from G4S (Rye Hill) at their request, and presentations given by resident champions.

7. Progression and resettlement

7.1 Education, library

The QIG (Quality Improvement Group), chaired by the Learning and Skills Manager, met bimonthly to look at all aspects of education. The group was made up of all the senior staff who delivered services to residents. One aspect of this meeting was to review the development plan and a RAG (Red, Amber, Green) traffic light system was used to plot progress.

A new provider, Novus, commenced their contract on 1 April 2019 and, as to be expected, there were a number of teething problems reported. New IT systems came on stream, which were not fully operational, and did not link with one another. The department had Milton Keynes College, Novus and Curious (an IT application to record and monitor educational data) systems all running at the same time. It was reported that this produced inaccurate data preventing the prison from seeing the potential issues that arose and hence the ability to use that information to challenge the provider. These issues were reported as resolved as of 1 June 2019 when Curious became the sole system used allowing data to be more accurate as a result. The benefit of this being that the Education lead was then able to give the Governor greater assurance as to the quality of the provision by Novus.

There were 1689 course enrolments linked to Novus throughout the reporting year that comprised 555 unique individuals (i.e. 1 individual may have done more than 1 course).

This meant that a large majority of the prison population were receiving education either in main education (classroom based), through the Virtual Campus (an online education provision), by being involved in gym programmes or with the Shannon Trust (learn to read system delivered through 1:1 peer mentors).

1364 qualifications had been achieved through Novus but some residents were still awaiting their results.

The Education Department delivered a minimum of 21 courses at Levels 1 and/or 2 and NVQ. Level 3 courses were available but were self-selecting; they were facilitated through the use of a tutor one day each week.

The Education Department undertook a training needs analysis for each of the residents and, as a consequence of this, feedback from other areas, supported by comments raised during IMB rotas, there was the request for more advanced courses e.g. Carpentry L2 and Plumbing.

Celebrations of the residents' individual successes were held along with a special recognitions awards ceremony.

Information Technology was used extensively throughout the teaching process. Residents could access laptops for studying through the Open University and distance learning through the Virtual Campus. These were available outside of the normal educational day for use in their cells.

The following is but one example of many positive statements made by Ofsted as a result of their visit to the prison as part of the HMIP Inspection:

“Leadership and management of education, skills and work activity

- *Prison leaders had a clear vision for education, skills and work and knew the population well.*

Vocational training in the workshops was viewed by residents as being relevant to their work plans on release. HMIP judged that residents had a realistic view of their employment opportunities on release, acknowledging the limitations by virtue of the fact they were convicted of a sexual offence.

Their findings, along with our own, further supported the view of the Board that the delivery of education to residents was good.

Library:

This reporting year saw a staff long term sickness in the library, which was then followed by that member of staff leaving, a challenge within this small team. The recruitment to this post was delayed by the Staffordshire County Library Services. Despite this the library was still able to perform its function well and the residents were not disadvantaged as a result.

The library facilitated the Shannon Trust programme, organised through the Activities Hub Manager, and stored the records of their reading books on the library system.

The Library was well resourced with residents having access to books, audio books, CDs and DVDs. Resources were also available in different languages. Stock was changed regularly and the residents were able to request books and resources, which were ordered for loan through the Staffordshire County Library Service.

The library hosted education classes through the core day and also ran “Storybook Dads” where the resident could record a story for their child/children, which was then sent to their home, subject to risk assessment and security clearance.

The library was open to residents outside of the core day for 2 evenings per week and Saturdays. This opportunity was welcomed and used extensively by the residents.

7.2 Vocational training, work

HMP Stafford had 7 fully staffed workshops and a laundry, which offered a total of 285 workplaces for residents. Attendance levels in these areas was very high.

The residents in the workshops were, in the main, working in an environment designed to replicate a production facility, for example, working in teams completing repeated tasks. The work may be seen as mundane; however, the Board recognised the challenges that People Convicted of Sexual Offences (PCOSO) face when seeking employment on release. Therefore, we believed that any skill gained may be positive for residents.

Furthermore, the nature of the work allowed older residents, who wished to work, the opportunity of interaction and time off their residential wings.

Residents were working on contracts for both local and national firms and also for HMPPS and the NHS. The Board was pleased to see that some residents were able to stay in work during the recent COVID-19 lockdown as the workshop producing items for HMPPS and the NHS was deemed as essential. Residents contributed to producing 'scrubs' for a charity that supported the NHS; the Board commended the Industries Manager, instructors and the residents concerned specifically on these efforts.

In all the workshops, a structure existed that allowed some residents to be seen as a No. 1 or No. 2. These roles were responsible for sharing production targets and production levels with their team. This structure enabled residents to see career progression in the workshop should they have had an interest in more responsibility.

Residents could spend time in the learning hubs within the workshop block. Whilst these were overseen by the Education Department, there was an emphasis on peer mentors who worked with fellow residents to improve their basic English and Mathematics. Once again, this afforded residents the opportunity to gain the skills of mentoring and for the learners, the skills that they may need to help them to secure employment on release.

These learning sessions lasted for an hour and allowed the residents the variety of studying and work.

Residents in the laundry had the opportunity to operate industrial size machinery, and once again, worked in teams to ensure that tasks were completed on time. Residents were working on external laundry contracts for HMP Stoke Heath, HMP Featherstone and also, for a short period of time, a private business, plus the laundry for their own establishment.

In the last financial year, industries generated £381,000 in income, £11,000 more than the previous year. Whilst the majority of that income was returned to HMPPS, a small amount was retained by the establishment and used to cover budget pressures.

Workshop pay rates continued to be challenged by residents, especially those who had transferred from a private sector prison. The Board was advised that no further monies were available to increase the budget and, therefore, the pay rates had remained unchanged since the last report. Indeed it was noted that there had been little or no increase in average pay received over the last 10 years. The Board hoped that the pay scales could be reviewed in 2020 as residents were clearly meeting targets for production and the workshops were generating income over and above their budget.

The employment rate at HMP Stafford was high and the Board felt this added to the safety in the prison. One resident said "There's that much going on that we don't have time to be bored".

The Board was encouraged to see that the small number of residents who had behavioural issues within the workshops were often given the opportunity to transfer to another workshop. We commended the Industries Manager and instructors for enabling this to happen, and for recognising the needs of individuals (e.g. with autism) thus giving residents further opportunity to work and gain basic skills.

7.3 Offender management, progression

Over the past twelve months there had been major changes and developments with reference to the Offender Management Unit (OMU), which were part of a national initiative to better support residents. A new Head of Offender Management Delivery commenced work in September 2019 and recruitment to his extended team was complete by January 2020. As a consequence of this and COVID-19 it was not possible as yet to remark on the impact this new team was having. However, this was commented on historically by HMIP, as in ...

“Nevertheless, we did have some key concerns, including the lack of frequent, consistent and high-quality contact between prisoners and prison offender managers.”

...and as a result would become one of the areas we would closely monitor when able to.

We continued to be concerned by the number of offending behaviour programmes offered and completed, which appeared to be small in relation to the size of the prison population, especially as there were regular requests by residents to undertake the programmes. For example, as of the end of February 2020 (i.e. before lockdown), there were 745 residents:

- 40 were on programmes (3 HSP, 30 Horizon, 7 Kaizen)
- 102 were awaiting to go on to a programme (3 HSP, 88 Horizon, 6 Kaizen)

As these programmes were part of a resident's sentence plan, the Board was concerned that applications for parole would be adversely impacted by non-attendance at the relevant course.

Initial introduction of a new programme, A to Z, was started in August 2019. However, those residents who showed an interest did not fit the criteria and many who were offered the programme declined the opportunity. Staffing then changed, so for operational reasons the department focussed on accredited programmes only and A to Z was discontinued.

7.4 Family contact

As in previous years HMP Stafford was proactive in maintaining/developing family ties. This work was supported by the employment of a Barnardo's family engagement person early in the reporting period.

Family Days, hosted in the Visits Hall, were held to coincide with school holidays and were well received. Input from Barnardo's ensured a variety of activities for all the family. The prison supplied entertainment in the form of a prison residents' band (as part of Talent Unlocked) and the goats for the amusement of the children.

An Information Desk in the Visits Hall run by residents, was a useful resource for both residents and family members.

The Visitors' Centre refurbishment was completed and offered a positive experience to the family on arrival. Volunteers from Barnardo's, as previously, ran the administrative processes within the Centre.

Residents who received no social visits were identified and a successful special visits day was organised exclusively for them, which it was hoped to repeat when possible.

Despite having no in-cell phones, access to the limited telephones on the wings was maintained and the “email a prisoner” scheme used; although there remained concerns regarding the confidentiality of this service as reported by the Listeners.

7.5 Resettlement planning

Although not resourced as a resettlement prison, HMP Stafford continued to improve provision for those discharged directly. The number discharged in the reporting period was 149. This compared with 127 during the previous reporting period.

Resettlement work undertaken:-

- IPP/Lifer “resettlement” event was held in the Chapel. Outside agencies attended the event and included: Police, Probation, Approved Premises, HMP Grendon, HMP North Sea Camp and Jobcentre Plus. Internal departments that attended included Inclusion, Counselling, Programmes and Education. It was attended by 40 residents and the atmosphere was good and included free refreshments and informative leaflets
- Myth Buster sessions on Debt Advice and Social Welfare were held in July. 2 sessions were offered and attended by 25 and then 23 residents. The events were facilitated by Access2Advice who had secured lottery funding to deliver sessions to socially excluded groups
- Resettlement Fair in November – stalls were manned by Police, Probation, MAPPA, Approved Premises, Prison Social Worker, Jobcentre Plus, Clean Sheet, Resettlement (CRC), Ingeus, People Plus, RMF Training, Tyre Fitting, Access2Advice Debt Advice, Rees Foundation, Avenues2Work, HMP North Sea Camp, Chaplaincy, Healthcare, Education, and OMU. 68% of those who were within the last 12 months of their sentence attended. Feedback forms were filled in by 76% of those attending, and 85% of the responses said the event had been well presented and helpful
- West Midlands & Staffordshire CRC saw residents 12 weeks before their release, to develop a resettlement plan. Access2Advice delivered monthly advice to residents on debt management. JobCentre Plus attended the prison monthly, and gave assistance with benefits, especially Universal Credit, which for many was a totally new system

Interaction with Prison Managers:-

- Monthly meetings with Jobcentre Plus and prison staff, utilising the Virtual Campus to access job adverts and prepare CV's
- A 6 month pre-release pack was given to all within their release window. This included pre-paid stationery so the resident could let the prison know if they had gained employment
- Increased number of OMU case reviews were attended by family members or friends
- In the past it was possible for the prison to forward details of residents about to be released to charities such as Clean Sheet to facilitate post-release employment opportunities. Unfortunately under the new GDPR (general data protection rules) this could no longer happen and the contact had to be initiated by the resident once they had left HMP Stafford. As a result this made it difficult to evaluate outcomes

Accommodation:-

All but 1 resident discharged during the reporting year had accommodation on release.

Bank accounts:-

- Nat West had facilitated the opening of 29 basic bank accounts
- Template letters were on the Resident Information Desks for residents to change address, cancel direct debits or put a hold on bank accounts. This could only be done once the resident could confirm their address at HMP Stafford Prison
- The importance of banking was discussed by staff at induction
- The essential need for proof of identity was raised at induction to allow resident time and money for duplicates to be issued

Employment:-

Residents approaching release were clear about their future career plans and understood their limited employment prospects. They benefited from their contact with resettlement workers, and advice and guidance staff. As a result, they were positive about their futures outside of the prison and had a good understanding of what they wanted to do.

From April 2019 to March 2020, 112 residents of working age were released from HMP Stafford. 19% of those gained employment in their communities.

8. The work of the IMB

Board continuity and maintaining motivation during the reporting period had created particular issues, as a result of

- The demands of 2 new probationers at the start of the period
- Members dual boarding, resulting in the loss of 2 senior members from the Board
- Loss of 2 further established members
- The delays incurred in the 2019 Board recruitment campaign due to the General Election
- The impact of COVID-19 on the 2020 Board recruitment campaign
- The frustration of having 2 new members but the inability, due to COVID-19, to do anything concerning their training other than online learning

Board statistics

| | |
|--|-------|
| Recommended complement of Board members | 14 |
| Number of Board members at the start of the reporting period | 12* |
| Number of Board members at the end of the reporting period | 10 |
| Total number of visits to the establishment | 377** |
| Total number of reviews attended | |
| Rule 45s | 22 |
| Adjudications | 34 |

* 2 members were dual boarding at the start of the reporting period

** An average of 35 visits /month (May 2019 – Feb 2020) until March 2020 when the figure fell to 24 due to COVID-19 and then in April 2020 to 0.

Applications to the IMB

| Code | Subject | Previous reporting year | Current reporting year |
|------|--|-------------------------|------------------------|
| A | Accommodation, including laundry, clothing, ablutions | 8 (5.0%) | 2 (2.5%) |
| B | Discipline, including adjudications, IEP, sanctions | 9 (5.6%) | 3 (3.8%) |
| C | Equality | 6 (3.8%) | 1 (1.5%) |
| D | Purposeful activity, including education, work, training, library, regime, time out of cell | 13 (8.1%) | 4 (5.0%) |
| E1 | Letters, visits, telephones, public protection restrictions | 20 (12.5%) | 7 (8.8%) |
| E2 | Finance, including pay, private monies, spends | 1 (0.6%) | 2 (2.5%) |
| F | Food and kitchens | 0 | 2 (2.5%) |
| G | Health, including physical, mental, social care | 33 (20.6%)* | 7 (8.8%) |
| H1 | Property within this establishment | 17 (10.6%) | 6 (7.5%) |
| H2 | Property during transfer or in another establishment or location | 14 (8.8%) | 16 (20.0%)* |
| H3 | Canteen, facility list, catalogue(s) | 1 (0.6%) | 3 (3.75%) |
| I | Sentence management, including HDC, release on temporary licence, parole, release dates, re-categorisation | 7 (4.4%) | 10 (12.5%) |
| J | Staff/resident concerns, including bullying | 6 (3.8%) | 4 (5.0%) |
| K | Transfers | 5 (3.1%) | 4 (5.0%) |
| L | Miscellaneous, including complaints system | 20 (12.5%) | 9 (11.3%) |
| | Total number of applications | 160 (100.0%) | 80 (100.0%) |

* Number and percentages in bold highlight the greatest numbers in each reporting year

N.B.

- 50% reduction in the number of apps in current year versus previous
- No “serial complainers” in current year (37 residents submitted 1 app, 13 residents 2 apps, 3 residents 3 apps and 2 residents 4 apps, total 80)

| Notes | Previous reporting year | Current reporting year |
|--|-------------------------|------------------------|
| Applications per resident (using 751 as Op Cap) | 0.21 | 0.1 |
| Average time of response | 5 days | 6 days |
| Written responses to apps | - | 45 |
| Verbal response to apps | - | 45 |
| Both Written and Verbal | - | 11 |
| N.B. there was one “Anon” app that could not be responded to | | |



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