

Report on an unannounced short follow-  
up inspection of

# **HMP Kirkham**

8–10 October 2007

by HM Chief Inspector of Prisons

Crown copyright 2008

Printed and published by:  
Her Majesty's Inspectorate of Prisons  
1st Floor, Ashley House  
Monck Street  
London SW1P 2BQ  
England

# Contents

	<b>Introduction</b>	5
	<b>Fact page</b>	7
<b>1</b>	Healthy prison assessment	9
<b>2</b>	Progress since the last report	13
<b>3</b>	Summary of recommendations	41
	<b>Appendices</b>	
	I Inspection team	49
	II Prison population profile	50

---



# Introduction

HMP Kirkham is a category D adult male prison near Preston. This short unannounced follow up inspection found that it continued to perform reasonably well and had largely succeeded in making the difficult transition from a prison focused on industries and contract work, to one firmly focused on resettlement and reducing reoffending.

Kirkham remained a safe establishment. Reception and first night were adequate, although new arrivals needed better information. There was little evidence of bullying, and prisoners said they felt safe. There were few instances of self-harm and suicide prevention arrangements were sound. However, with the increasingly diverse range of prisoners being received, largely as a result of pressures elsewhere in the system, the adequacy of safety procedures needed to be kept under review and we were pleased that managers were aware of this. Security was proportionate for the type of establishment and it was noteworthy that absconding had declined, despite the changing population.

The quality and cleanliness of accommodation remained reasonable. However, staff-prisoner relationships varied, and the personal officer scheme was ineffective. While there was still no formal diversity policy, there was some emerging work in this area, for example in support of disabled prisoners. Black and minority ethnic prisoners were generally negative about their experiences at Kirkham, and these perceptions needed to be addressed. Nevertheless, we considered that race relations structures were sound and well managed. Health services remained good.

There had been progress in the provision of purposeful activity, with all education, training and activities now coming under the Head of Learning and Skills. This had improved integration, co-ordination and standardisation. The quality and quantity of education had improved and there was sufficient work for all prisoners, although some were under-employed in some workshops and some work was menial and insufficiently trade based. Access to the gym and the library was good, but there were few evening activities.

Kirkham was clearly focused on its resettlement function, with good strategic direction and a start made on introducing relevant offender management arrangements. Custody and sentence planning required further development and public protection procedures needed to be reinforced. There was a wide range of community placements to assist reintegration. Since our last visit the intermittent custody centre had closed and had been re-designated as an impressive next steps centre for long term prisoners and lifers preparing for release.

Kirkham has continued to develop and improve as a resettlement prison. This progress is particularly impressive given the rapid turnover of senior staff since our last visit, and the inevitable impact of the population crisis. This had led to an influx of prisoners poorly suited to low security conditions, including some serving very short terms who could not benefit from most of the resettlement services available. There is, of course, more still to do, but Kirkham is to be commended for the progress it has made.

Anne Owers  
HM Chief Inspector of Prisons

January 2008



# Fact page

## Task of the establishment

HMP Kirkham is a category D training prison.

## Area organisation

North west

## Number held

533 (on 8 October 2007)

## Operational capacity

591

## Last inspection

5–10 December 2004

## Brief history

A former RAF training centre, the site has been used as a prison since 1962. A purpose built block was completed in 1990 and was the prototype living unit for the Kirkham redevelopment programme that commenced in 1993 with the building of six new 20-man accommodation blocks. Two ready-to-use units were added in 1996 and a further seven new 22-man blocks in 1999. All old accommodation is now replaced. A further 39-man block opened in January 2004 and was originally intended to house offenders sentenced to intermittent custody. When this scheme ended it became the next steps resettlement centre, occupied by prisoners going out to work in the community.

## Description of residential units

- C1 Dormitory accommodation built in 1991; 14 rooms (21 beds)
- D1-7 Seven dormitory accommodation units built in 2000, each with 22 rooms (154 beds)
- E1-6 Six dormitory units built in 1995, each with 20 rooms (120 beds)
- E7-8 Two ready-to-use units, accommodating life-sentenced and long-term prisoners (80 beds)
- F1-8 Eight dormitory accommodation units, built in 2003, with 22 rooms each (174 beds)
- Next steps centre Resettlement unit built in 2003 (39 single rooms)





# Section 1: Healthy prison assessment

## Introduction

---

- HP1 All inspection reports include a summary of an establishment's performance against the model of a healthy prison. The four criteria of a healthy prison are:
- |                            |   |
|----------------------------|---|
| <b>Safety</b>              | prisoners, even the most vulnerable, are held safely  |
| <b>Respect</b>             | prisoners are treated with respect for their human dignity  |
| <b>Purposeful activity</b> | prisoners are able, and expected, to engage in activity that is likely to benefit them                          |
| <b>Resettlement</b>        | prisoners are prepared for their release into the community and helped to reduce the likelihood of reoffending. |
- HP2 Under each test, we make an assessment of outcomes for prisoners and therefore of the establishment's overall performance against the test. In some cases, this performance will be affected by matters outside the establishment's direct control, which need to be addressed by the National Offender Management Service.
- ...performing well against this healthy prison test.**  
There is no evidence that outcomes for prisoners are being adversely affected in any significant areas.
- ...performing reasonably well against this healthy prison test.**  
There is evidence of adverse outcomes for prisoners in only a small number of areas. For the majority, there are no significant concerns.
- ...not performing sufficiently well against this healthy prison test.**  
There is evidence that outcomes for prisoners are being adversely affected in many areas or particularly in those areas of greatest importance to the well being of prisoners. Problems/concerns, if left unattended, are likely to become areas of serious concern.
- ...performing poorly against this healthy prison test.**  
There is evidence that the outcomes for prisoners are seriously affected by current practice. There is a failure to ensure even adequate treatment of and/or conditions for prisoners. Immediate remedial action is required.
- HP3 This Inspectorate conducts unannounced follow-up inspections to assess progress against recommendations made in the previous full inspection. Follow-up inspections are proportionate to risk. Short follow-up inspections are conducted where the previous full inspection and our intelligence systems suggest that there are comparatively fewer concerns. Sufficient inspector time is allocated to enable inspection of progress and, where necessary, to note additional areas of concern observed by inspectors. Inspectors draw up a brief healthy prison summary setting out the progress of the establishment in the areas inspected. From the evidence available they also concluded whether this progress confirmed or required

amendment of the healthy prison assessment held by the Inspectorate on all establishments but only published since early 2004.

## Safety

---

- HP4 At the previous full announced inspection in 2004, we considered that the prison was performing reasonably well against this healthy prison test. Of the 27 recommendations in this area, 13 were assessed as achieved, eight as partially achieved and six as not achieved. We have made nine further recommendations.
- HP5 Reception procedures were efficient and there was good peer support for prisoners on arrival. Not all reception interviews were conducted in private and prisoners were not given a free telephone call, but did receive up to £10 PIN credit, with pin numbers activated the same day. The information and support provided to prisoners during the first night were inadequate. Induction was reasonably informative and multidisciplinary, but was often disturbed by staff walking through the room.
- HP6 Prisoners reported feeling safe, and there was little evidence of significant levels of bullying. A violence reduction awareness session was delivered to staff by the violence reduction coordinator, but this was brief and underdeveloped. Violence reduction meetings were thorough, well attended and included contributions from prisoners.
- HP7 Most staff had been trained in assessment, care in custody and teamwork (ACCT), and entries in ACCT documents were generally good. Review meetings usually included health services staff and occasionally chaplaincy staff, although sometimes were conducted by custodial staff alone.
- HP8 Security was proportionate, although some prisoners complained about a lack of information on rules and regulations, and inconsistent enforcement by staff. The segregation unit was not often used and provided a clean, decent environment. The sampled documentation did not always show appropriate management authorisation or healthcare assessments, and was not quality checked. Observed adjudications were well conducted.
- HP9 The counselling, assessment, referral, advice and throughcare (CARAT) team provided a service for prisoners working outside the prison, and there was also provision for those with alcohol-related problems.
- HP10 On the basis of this short follow-up inspection, we considered that the prison was still performing reasonably well against this healthy prison test.

## Respect

---

- HP11 At the previous full announced inspection in 2004, we considered that the prison was performing reasonably well against this healthy prison test. Of the 32 recommendations in this area, 19 were assessed as achieved, five as partially achieved, six as not achieved and two as no longer relevant. We have made 16 further recommendations.
- HP12 The residential units were clean and in a reasonable condition. With the exception of a few rooms adapted for people with disabilities, all rooms were single occupancy.

Association rooms were bare and were little used. Fortnightly drop-in surgeries held by the deputy governor dealt with general concerns raised by prisoners, while queries about release on temporary licence and home leave were addressed in two additional evening surgeries.

- HP13 We observed some good staff–prisoner interactions, but prisoners consistently reported disrespectful behaviour from staff. The personal officer scheme was underdeveloped.
- HP14 There was no prisoner diversity policy, but disability was identified on induction and appropriate others notified. There were some employment opportunities for people with disabilities but, those unable to work received low levels of pay.
- HP15 Prisoners felt that managers were generally intolerant of racism. Nevertheless, black and minority ethnic prisoners had a poorer perception of prison life. While they had confidence in race relations processes, they reported a substantial degree of covert racism from staff. There were no foreign national prisoners at the time of inspection, and there had been few since the removal of foreign nationals from the open prison estate in 2006.
- HP16 The chaplaincy team appeared to work well together. There was good access to the chapel, but not to the multi-faith room, as it was kept locked for most of the time.
- HP17 The complaints and applications procedures were satisfactory, and there was regular quality assurance and monitoring of trends. The information and prisoners’ advice centre provided a valuable drop-in resource for resolving and referring many queries.
- HP18 Health services were well organised and the standard of record keeping was high.
- HP19 On the basis of this short follow-up inspection, we considered that the prison was still performing reasonably well against this healthy prison test.

## Purposeful activity

---

- HP20 At the previous full announced inspection in 2004, we considered that the prison was performing reasonably well against this healthy prison test. Of the 12 recommendations in this area, 10 were assessed as achieved, one as partially achieved and one as not achieved. We have made one further recommendation.
- HP21 The role of the head of learning and skills had expanded to manage education, vocational training and other activities under one umbrella, to improve overall integration, standardisation and coordination.
- HP22 There had been an increase in the range and number of accredited vocational qualifications, the number of education hours, and information technology and library resources. Every prisoner had an individual learning plan. Many prisoners were able to undertake further and higher education at outside colleges.
- HP23 Work places were sufficient for the population and usually provided opportunities for vocational qualifications. However, the work was insufficiently varied or trade based, and this was being addressed by the establishment. Prisoners were also under-employed in some workshops.

- HP24 The gymnasium and library could be used during weekends and evenings, but there was a general lack of evening activities and no internet access. Time out of cell was in line with what would be expected at an open establishment.
- HP25 On the basis of this short follow-up inspection, we considered that the prison was still performing reasonably well against this healthy prison test.

## Resettlement

---

- HP26 At the previous full announced inspection in 2004, we considered that the prison was performing reasonably well against this healthy prison test. Of the 31 recommendations in this area, 10 were assessed as achieved, 10 as partially achieved, four as not achieved and seven as no longer relevant. We have made 17 further recommendations.
- HP27 Release on temporary licence was well used to give prisoners outside work and educational opportunities, and facilitate home leave, town visits and attendance at offending behaviour programmes in the community. There were a large number of paid and voluntary outside work placements.
- HP28 The ethos of reducing reoffending was strongly reflected in meetings and in decisions about prisoners. However, although the reducing reoffending strategy group had a clear focus on the strategic direction of the establishment, the strategy was not yet informed by a needs analysis.
- HP29 There were still no custody plans for those serving less than 12 months. Only prisoners serving more than four years, and multi-agency public protection arrangements cases, had sentence planning boards. For those serving (one to four years) targets were discussed with the offender assessment (OASys) author during the review process, but a multidisciplinary approach was lacking.
- HP30 There was a good use of partnerships to help deliver interventions. There were plans to introduce the Focus on Resettlement programme, which was likely to be particularly useful for short-term prisoners.
- HP31 The public protection policy was sound and the reducing reoffending strategy was linked to public protection procedures, although there was no evidence that public protection awareness training had been delivered.
- HP32 Life-sentenced prisoners were given priority access to the Next Steps Centre, which was a good resource for promoting independent living and assisting resettlement, and they generally felt that the establishment offered them the opportunity to progress.
- HP33 The drug strategy document had been updated annually and included a protocol for clinical services, as well as alcohol and harm reduction strategies, and there was a full-time principal officer responsible for drug interventions.
- HP34 On the basis of this short follow-up inspection, we considered that the prison was still performing reasonably well against this healthy prison test.

## Section 2: Progress since the last report

The paragraph reference number at the end of each recommendation below refers to its location in the previous inspection report.

### Main recommendations (from the previous report)

---

- 2.1 Detailed reasons should be recorded for all prisoners transferred back to closed prisons, and all such prisoners should be asked about their experience of bullying. (HP46)

**Achieved.** All prisoners returned to secure conditions received written reasons for this before their departure from Kirkham, and a copy was retained by the prison. Those returning to closed conditions were spoken to by a principal officer and asked about bullying, or any other issues. A file was maintained for each prisoner transferred back to closed conditions by security staff.

### Additional information

---

- 2.2 A total of 31 prisoners had absconded from the establishment in the period 1 January to 30 September 2007, which was fewer than during the previous inspection, when the average abscond rate was 15 per month. Prisoners who had absconded and ultimately returned to closed conditions were interviewed by a principal officer or allocation officer in that prison and a report passed to HMP Kirkham. The abscond reduction committee continued to meet regularly.
- 2.3 The range and number of accredited vocational qualifications available to prisoners should be developed further. (HP47)

**Achieved.** Considerable efforts had been made to expand accredited courses and make sure that all prisoners, in all work areas, were encouraged to take courses to improve their work skills. More than two-thirds of prisoners were in activities involving education or training, with more than 50 courses up to National Vocational Qualification level 3 offered on site, and 42 prisoners attended an outside college. The education contract, presently with Lancaster and Morecombe College, had nearly doubled in the past few years to 1,300 hours per year. Information, advice and guidance had increased to 2,750 hours in the past 12 months and there was additional funding from the European Social Fund for some pre-release work. Skills sessions were progressively embedded into the workshops. Qualifications on offer included the National Plant Operators Registration Scheme, Guild of Launderers and Cleaners, Chartered Institute of Waste Management, Chartered Institute of Environmental Health and Open College Network, as well as qualifications in catering, industrial cleaning, information and communication technology, computer-aided design, physical education, key skills and skills for life. There were also short-duration courses for prisoners serving short sentences. Following induction, an individual learning plan was set up for all learners. Plans could include brief daily sessions with a toe-by-toe mentor, regular drop-in skills improvement sessions run by education staff in the workshops, a combination of part-time work and education on site, release on licence to an external college, or distance learning. A new link coordinator had been recruited to develop a pilot scheme involving taking key skills learning to outside employers where prisoners were engaged, and employer days within prison industries to prime the interest of employers.

**2.4 Adjudicators should enquire fully into a prisoner’s potential defence during an adjudication, even where a prisoner pleads guilty. (HP48)**

**Partially achieved.** We observed six adjudications, five conducted by an independent adjudicator. In all cases, prisoners were asked if they understood the charges, written representations from them were included in the paperwork, and prisoners were asked to explain the circumstances in the discussion of evidence. Some of the written records of completed adjudication hearings we looked at contained insufficient evidence of enquiry into prisoners’ defences (see paragraph 2.121).

**Further recommendation**

**2.5 Adjudication records should record the efforts made to verify prisoners’ defences and outcomes.**

**2.6 There should be an analysis of the resettlement needs of the prisoners at Kirkham and this should be used to inform policy development. (HP49)**

**Partially achieved.** An extensive prisoner survey had been done but the results were not yet available to inform policy development.

**Further recommendation**

**2.7 The prisoner survey should be analysed and used to inform policy development.**

**2.8 The programme for intermittent custody (IC) prisoners should be developed to meet their individual needs. Opportunities should be developed to enhance the community service element of IC. (HP50)**

**No longer relevant.** The intermittent custody sentence was withdrawn from 20 November 2006 and no intermittent custody prisoners remained at Kirkham.

**Recommendations to the governor**

---

**Arrival in custody**

---

**Courts, escorts and transfers**

---

**2.9 Prisoners should be given sufficient notice of their transfer to Kirkham to allow them to inform family and friends of their move. (1.6)**

**Not achieved.** We met prisoners who had only been told of their transfer to Kirkham on the morning of transfer, including one prisoner who arrived from HMP Preston during the inspection, who had been told of his move only that morning.  
**We repeat the recommendation.**

## First days in custody

---

- 2.10 Interviews should take place in private with fewer repeated questions, and should enable staff to identify prisoners' immediate needs and deal with them appropriately. (1.34)

**Partially achieved.** Induction interviews took place in private, although those carried out in the induction office were subject to interruption by telephone calls. We saw two officers completing a custody plan form with prisoners who had arrived on the previous day. All prisoners were asked if it was their first custodial sentence but the form did not direct officers to ask about the first night experience – for example, if they had been able to make a telephone call, if their room was clean or how they were feeling (see recommendation 2.16).

### Further recommendation

- 2.11 The induction interview should ascertain if first night needs have been met and officers should know how to respond to general questions and when to offer immediate help.

- 2.12 Prisoners should be offered a free telephone call on arrival, and this should be documented. (1.35)

**Not achieved.** Prisoners were offered the choice of a £10 reception pack which included telephone credit, but were not given an automatic free telephone call. PIN telephone credits in the reception pack were activated on the evening of arrival. Reception officers told us that a telephone call would only be given in 'exceptional cases' or to prisoners arriving after 6pm because their PIN telephone credits would not be activated after this time.

**We repeat the recommendation.**

- 2.13 Prisoners should be given a copy of the induction programme, and should sign the compact document. (1.36)

**Achieved.** Prisoners received a copy of the induction programme, signed a compact and received a copy to keep in their possession.

- 2.14 The environment of the induction room should be improved, and the programme should be delivered free from interruption. (1.37)

**Partially achieved.** The dedicated induction room was clean, comfortable and bright, with a large display of information, but a variety of uniformed and civilian staff continued to cross the room on their way to offices at the back of the room during induction sessions; seven members of staff did this in a 15-minute period in one presentation.

### Further recommendation

- 2.15 The induction programme should be delivered free from interruption.

- 2.16 Managers should ensure that induction staff develop a consistent approach to their work. (1.38)

**Not achieved.** Induction staff were friendly and the interviews were relaxed, although officers did not introduce themselves, and did not always ask the prisoners how they wanted to be

addressed. Prisoners were not always told the name and role of their personal officer, or about the compact, or asked if they had any questions (see paragraph 2.10).

**We repeat the recommendation.**

### **Additional information**

---

- 2.17 All prisoners were interviewed in reception. Although some of the questions were sensitive, interviews were carried out by the reception desk and not in private.
- 2.18 Prisoners told us that they felt safe on their first night but there was no formal first night strategy. Even though the (undated) offender induction policy (which referred to intermittent custody, although this no longer operated) stated that 'offenders receive a talk from reception and wing staff who explain the regime requirements such as roll checks, visits and catalogue ordering scheme', this was not the case in the reception interviews we observed.
- 2.19 Some officers told us that they gave new prisoners collecting their room keys verbal information, using the residential compact as a checklist, whereas others said that they simply gave prisoners a key. Some prisoners said that they did not see an officer until the day after their arrival.

### **Further recommendations**

- 2.20 Reception interviews should be carried out in private.
- 2.21 A formal first night strategy should be introduced and the offender induction policy updated.

## **Environment and relationships**

---

### **Residential units**

---

- 2.22 **Telephones should be installed on D and E units. (2.16)**

**Not achieved.** Telephones had not been installed on these units, as there was no funding for this.

**We repeat the recommendation.**

- 2.23 **All prisoners should have the opportunity to wear their own clothes. (2.17)**

**Not achieved.** Only enhanced level prisoners could wear their own clothes during evenings, at weekends and in the visits room. The action plan stated that there was insufficient laundry provision to allow all prisoners to wear their own clothes.

**We repeat the recommendation.**

### **Additional information**

---

- 2.24 Prisoners on billets E7 and E8 had laundry facilities, whereas other prisoners had to use the prison laundry, which was open each morning from 7.30–8.10am, six days a week. Washing was handed in inside a net bag and a numbered card given to the owner. Completed laundry could be collected by late morning on the same day.



- 2.25 Although the prison laundry had a capacity for at least 40 washes daily, during the week of the inspection only 18 men had taken in laundry on the Monday, 14 on Tuesday and 29 on Wednesday. Many prisoners had the perception that there was a limit on how many of them could go to the laundry, although this was not in fact the case. Some prisoners also said that they had insufficient time to have breakfast, get ready for work and also go to the laundry.

## Housekeeping point

---

- 2.26 The laundry capacity should be clearly explained to prisoners.
- 2.27 **Microwave ovens and toasters should be installed in house kitchen areas on each unit so that prisoners can make toast and heat food available from the prison shop. (2.18)**

**Partially achieved.** Although microwave ovens and toasters had been installed on all billets, at the time of the inspection some of this equipment had broken and had been removed, so some prisoners were unable to make a hot meal on their return from work.

### Further recommendation

- 2.28 Damaged microwave ovens and toasters should be promptly replaced on all billets.

## Additional information

---

- 2.29 All rooms and communal areas were clean, although some prisoners complained about a lack of cleaning materials. There were inappropriate notices and graffiti on a small number of room doors. Prisoners had good access to showers and toilets on each billet, and rooms on E7 and E8 had en-suite facilities. Showers and toilets were clean but some showers needed refurbishment. Shower curtains were missing in some showers.
- 2.30 Although billets had association rooms, these were little used and in most cases were devoid of furniture.

### Further recommendations

- 2.31 Inappropriate notices and graffiti should be removed.
- 2.32 Shower cubicles should be refurbished and shower curtains provided as necessary.

## Staff-prisoner relationships

---

- 2.33 **Staff should address prisoners by first name or by title and family name. (2.25)**

**Not achieved.** Most staff continued to call prisoners by their surname.  
We repeat the recommendation.

## Personal officers

---

- 2.34 **Personal officers in the intermittent custody centre (ICC) should be encouraged to complete more meaningful entries in the prisoners' history sheets. (2.31)**

No longer relevant. Kirkham no longer had an ICC.

### **Additional information**

---

- 2.35 We observed some good staff–prisoner interactions but received mixed responses from prisoners about the quality of these relationships. Prisoners generally described officers as friendly and supportive, but complained about a minority of officers who were unhelpful, and a number complained about the poor attitude of some non-uniformed staff. Many prisoners did not know who their personal officer was, or had not met him or her. Personal officers were allocated by billets, and the name of the officer responsible was displayed at the entrance to each in most, but not all, cases.
- 2.36 Personal officers were expected to write comments in wing files every fortnight but this was not done universally. Of those files that did contain regular comments, many were basic, suggesting that engagement was poor. Some of the files of men who arrived in early September 2007 did not contain any comment at all.
- 2.37 A personal officer policy and strategy had been published in May 2007 and clearly described the role and expectations of the scheme. Although the policy detailed the monitoring scheme, this did not appear to be in evidence or effective. A training guide for personal officers had been published in July 2007, which also clearly stated the aim and expected procedures of the scheme.
- 2.38 Some of the abscond reduction committee reports, which recorded feedback from prisoners who had absconded and ultimately returned to closed conditions, noted poor support from some staff. Some personal officer contributions to wing files reflected a good understanding of the resettlement aspects of their role, others did not (see paragraph 2.155).

---

#### **Further recommendation**

- 2.39 An effective personal officer scheme should be fully implemented and ensure that they are fully aware of the resettlement aspects of their role.

---

## **Duty of care**

---

### **Bullying and violence reduction**

---

- 2.40 **Training for staff in the violence reduction strategy should be improved, and the strategy should be applied as outlined in the published strategy document. (3.15)**

**Achieved.** The violence reduction coordinator routinely went through a checklist of key issues with staff and had trained 23 staff so far in 2007. There had been 42 recorded bullying referrals in the first nine months of 2007, compared with 36 in 2006, suggesting an improvement in the level of alertness to potential bullying.

- 2.41 **Prisoners should be represented on the violence reduction committee. (3.16)**

**Achieved.** Prisoners routinely attended the violence reduction committee meetings, which were thorough, well attended and examined a wide range of relevant information. Four

prisoners had attended the most recent meeting and had made a good contribution to the discussions.

**2.42 The violence reduction register should include ethnic monitoring. (3.17)**

**Achieved.** Ethnic codes were now routinely recorded in the register and did not indicate any significant disparities. In some cases, the victims had not named the perpetrators, and in a few cases the name of the perpetrator had not been recorded in the log; it was unclear if this was because it was not known or was an omission. The data for the ethnic origins of victims had not been collated or discussed at the violence reduction meeting. The race equality officer (REO) did not attend the meetings.

**Further recommendations**

**2.43** The results of ethnic monitoring of violence should be considered at violence reduction meetings and any significant disparities investigated.

**2.44** The REO should attend violence reduction meetings.

**2.45 Health services staff should monitor completed F213s (injury to inmates forms), note any unexplained injuries and refer these to the violence reduction coordinator for investigation. (3.18)**

**Achieved.** Health services staff routinely informed the violence reduction coordinator and any other relevant departments about injuries to inmates, using a written form. The coordinator was also informed verbally and it had recently been agreed to discuss such reports at violence reduction committee meetings.

**Self-harm and suicide**

---

**2.46 A representative from healthcare should attend all self-harm prevention meetings. (3.34)**

**Partially achieved.** Health services staff were part of the safer custody committee. They had made efforts to attend all meetings, but had missed two of the last five.

**We repeat the recommendation.**

**2.47 Decisions about the closure of an F2052SH (self-harm monitoring form) should be taken at a multidisciplinary review and not by a doctor alone. (3.35)**

**Partially achieved.** Of the five examined self-harm monitoring booklets, now assessment, care in custody and teamwork (ACCT), all closures were agreed by a team of staff, although occasionally the review meetings were not multidisciplinary, being attended by custodial staff alone. Most meetings listed in the examined booklets included health services staff, and one included chaplaincy staff.

**Further recommendation**

**2.48** Assessment, care in custody and teamwork (ACCT) review meetings should always be multidisciplinary.

### **Additional information**

---

- 2.49 There were no open ACCT documents at the time of the inspection. Closed documents generally contained detailed entries and reasonable care plans, reflecting appropriate staff engagement with prisoners. Eighty-two per cent of staff, mostly in operational roles, had been trained in ACCT procedures.

### **Race equality**

---

- 2.50 **Reasons for the apparently disproportionate under-representation of black and minority ethnic prisoners in some work areas should be investigated. (3.49)**

**Achieved.** Data were systematically collated and reviewed at race equality and action team (REAT) meetings. When a concern was raised about the allocation of orderly jobs, this was added to the list of items to be reviewed. Action was taken to investigate any warning indications. Prisoners we spoke to were aware of the data collection system.

- 2.51 **Racist incident complainants should receive a written response to their complaint. (3.50)**

**Partially achieved.** Fewer than 50% of the racist incident report forms (RIRFs) submitted in 2007 to date had received a written response.

**We repeat the recommendation.**

### **Additional information**

---

- 2.52 A full-time diversity manager had recently been appointed. He had plans to address the complex range of diversity issues through the introduction of a diversity equality action team, which would run in parallel to the REAT. The minutes of several meetings we reviewed started with a statement regarding the prison's commitment to eradicating discrimination.
- 2.53 Black and minority ethnic prisoners we spoke to had confidence in the race relations processes and in the new full-time REO. Although prisoners felt that there was a general message of intolerance of racism from managers, they reported a substantial degree of covert racism from staff. There had been no diversity or specifically race-related training for staff in the previous 18 months.
- 2.54 A total of 16 RIRFs had been submitted in 2007 to date, copies of which were available in residential and other areas. The sampled RIRFs showed that all parties were interviewed, responses were timely and that some strong action had been taken in cases where allegations were proven. However, notes of interviews were not kept in all cases, and there was scope for more use of mediation.
- 2.55 Work was being undertaken to analyse previous convictions for racially motivated offences. All such prisoners were identified on arrival, interviewed and made aware of the zero tolerance at Kirkham. Each had to sign a race equality compact, which then went to the REAT to confirm that the prisoner concerned could remain at the establishment. Currently, no specific behavioural work was being undertaken with this group and there had been no relevant guidance from the Prison Service.

- 2.56 There was no diversity policy specifically for prisoners. Diversity issues such as disability were identified on induction and appropriate others notified. Some trends had been noted in reports – for example, Buddhists having limited access to worship. Accommodation for prisoners with mobility problems was provided through modified rooms in the ‘ambulant unit’.
- 2.57 There were some adapted employment opportunities for prisoners with mobility problems in the multi-skills workshop, although the range of tasks was limited. Other examples of adjustments included the prison funding taxis rather than bus or train fares for disabled prisoners released on temporary licence. Appropriate services could be accessed through the local health community. Those unable to work received low levels of pay.

#### Further recommendations

- 2.58 Diversity and race equality training should be delivered to all staff.
- 2.59 Where appropriate, mediation should be used to address racist incidents.
- 2.60 Offence-focused work for racially motivated offenders should be developed.
- 2.61 A pay structure should be introduced that does not discriminate against those unable to work.

### Housekeeping points

---

- 2.62 Written notes should be kept of all interviews during investigations of RIRFs.
- 2.63 The REAT should monitor and record trends in RIRFs.

### Good practice

---

- 2.64 *Racist incidents were followed up proactively, even if they had occurred at another prison or if the prisoner was transferred out of the establishment.*

### Foreign national prisoners

---

- 2.65 **A foreign nationals support group should be introduced to identify and meet the needs of foreign national prisoners and provide advice and support and involve foreign national prisoners in the development of strategy. ( 3.63)**

**No longer relevant.** Group meetings had been held in the past, but there were now no foreign national prisoners at the establishment. As a result of a change of Home Office policy in 2006, foreign national prisoners were withdrawn from Kirkham, without individual risk assessment. Staff at the establishment expressed concern that this had undermined not only the good progress being made by those prisoners, but also their equal opportunities policy. One staff member retained nominal responsibility for this group of prisoners, and any relevant issues featured in the REAT meetings.

## Further recommendation

2.66 All prisoners should be categorised and allocated in accordance with individual risk assessment.

2.67 **Arrangements for the free 10-minute telephone call for foreign national prisoners should be made so that these can be made from the normal prison telephones, at times convenient to prisoners. (3.64)**

**Achieved.** Induction information included the fact that foreign national prisoners who did not receive visits were entitled to a free 10-minute telephone call once a month, and that arrangements would be made to accommodate significant time zone differences. A request sheet was issued to these prisoners, identified on reception.

2.68 **Each foreign national prisoner should be issued with the national booklet on foreign national issues and legal advice for immigration detainees. (3.65)**

**Achieved.** Only one foreign national prisoner (a European) had arrived in recent months. A copy of the Prisoners' Information Book in the prisoner's own language was downloaded for him, and a staff member who spoke his language checked if there were other concerns. The staff member responsible for foreign national prisoners had identified sources of advice, if needed.

2.69 **The foreign nationals strategy should include practical and emotional support for prisoners preparing for release. (3.66)**

**Achieved.** The policy drafted in 2004 was detailed and thoughtful, acknowledged past HMIP findings and identified the main concerns of these prisoners, including sources of independent advice. The strategy included recognition of the needs of families of foreign national prisoners. The policy was due to be updated but, as Home Office policy continued to evolve, and in the absence of foreign national prisoners to contribute to its development, had been put on hold. There were processes to deal with a range of prisoner needs as they approached release dates (see section on resettlement), but with the present prisoner population it was not possible to confirm how effective they were for foreign national prisoners.

## Contact with the outside world

---

2.70 **Telephones should be available to prisoners throughout the day. (3.78)**

**Partially achieved.** Telephones were turned off during working hours and access was limited to lunchtimes, evenings and weekends. However, a telephone in the F billet office could be used to make professional calls during the day.

**We repeat the recommendation.**

2.71 **A visitors' centre should be provided. (3.79)**

**Not achieved.** No funding had been made available for this facility.

**We repeat the recommendation.**

2.72 Supervisors of the play area should be trained to work with children. (3.80)

**Achieved.** The supervisor was appropriately qualified.

2.73 The fixed furniture in the visits hall should be replaced. (3.81)

**Not achieved.** The furniture in the visits hall continued to be fixed, but the design allowed prisoners and visitors to have a good level of contact. The design of the furniture was such that protruding metal-work presented a danger risk to toddlers and young children. We were told that use of soft furniture had been piloted for a short while, but the establishment had reverted to fixed furniture because prisoners and visitors had both voiced their dissatisfaction. There was no evidence to corroborate this.

**We repeat the recommendation.**

2.74 Baby changing facilities should be provided for male visitors. (3.82)

**Achieved.** A baby changing facility was available for male visitors.

**Additional information**

---

2.75 We were unable to see visits in operation during the inspection, but prisoners told us that they started on time. In the prisoners' waiting room, a notice signed by a senior manager and pinned to a fluorescent bib threatened prisoners that: 'This is the future if you continue to disregard the order to display your identity card when wearing your own clothing'. Another notice threatened that: 'Anyone who untucks his shirt after entering the visits room will receive an IEP [incentives and earned privileges] warning'; this notice was unsigned.

2.76 Regular family days were held, free of charge, for up to 12 families, but funding was only available to prisoners from Lancashire. A record of each day was produced by the co-ordinator, who recorded the numbers attending, relationship to the prisoners, the activities carried out and their popularity, in order better to inform future such days. Family games and crafts were organised and a variety of presentations delivered on, for example, counselling, assessment, referral, advice and throughcare (CARAT); the Citizens Advice Bureau (CAB); Sure Start and release on temporary licence (ROTL).

**Further recommendations**

2.77 Prisoners should be given the necessary information about visits procedures in an appropriate and respectful way.

2.78 Family days should be available to all prisoners, not just those with family in Lancashire.

**Applications and complaints**

---

2.79 Prisoners' applications should be recorded, noting when they are submitted, who they are sent to and the date they receive a reply. (3.96)

**Partially achieved.** Prisoners did not report significant problems in getting applications dealt with, although applications were not systematically recorded. Applications to the Governor were logged, but others were not. Some were dealt with on the spot, either by staff in the residential office or at one of the regular managers' surgeries. Prisoners could also go to the

information and prisoners' advice centre (IPAC), where application forms were available and where simple enquiries could often be dealt with or referred to one of the external bodies regularly visiting, such as Shelter, Nacro and the CAB. The IPAC was open seven days a week, manned by orderlies, with a good stock of information, including Prison Service Orders and Governor's notices. It was well used, and in recent months the centre took nearly 200 enquiries a month. Additional staff had recently been assigned to the centre, partly to act as a focal point for all applications. A four-copy carbonated form, with a seven-day return date, had been produced and was currently being printed, to ensure that all applications would be uniformly logged, referred and tracked in the future.

**2.80 Trends in complaints should be analysed. (3.97)**

**Achieved.** Collation of complaints included investigation of any trends that emerged. Most were about ROTL, home detention curfew or property. A twice-weekly surgery had been set up to explain ROTL and curfew, and to hear prisoners' views, and the deputy governor held a further surgery to deal with general queries or complaints. Some prisoners said that they were reluctant to complain in case they got sent back to closed conditions, although we saw no evidence of this. On average, 63 complaints per month were lodged, and these were routinely checked for any racial or bullying element to copy to the relevant staff. Responses seen were respectful and detailed, and 10% were checked by the manager.

**Good practice**

---

- 2.81 *Managers held surgeries every week to deal expeditiously with prisoners' queries and complaints. The offender management unit held surgeries fortnightly for ROTL and home detention curfew matters, and the deputy governor held surgeries to deal with other queries.*

**Legal services**

---

- 2.82 All prisoners should be asked on arrival if they have lodged an appeal against their sentence and/or conviction or if they wish to do so. (3.105)**

**Achieved.** The checklist of information requested of prisoners as they arrived included asking them if they had lodged an appeal. A log had been opened to record any referrals to the legal services officer, but it was, as yet, blank. The trained legal services officer was on sick leave during the inspection, but induction staff and officers manning the residential office dealt with any queries that arose. Regional solicitors' lists, including the Legal Services Commission directory, were accessible in the IPAC.

**Health services**

---

- 2.83 Alternative accommodation should be found for the Sky TV room to provide day care facilities for prisoners. (4.64)**

**Achieved.** The healthcare facilities had been extended and there were two rooms where group work could be delivered.

- 2.84 There should be a review of IT systems in healthcare to ensure the administrative needs and outcomes for prisoners are met. (4.65)**

**Partially achieved.** There were plans to introduce an electronic patient records system.



Cabling had been fitted and staff were awaiting the delivery and installation of the new computers prior to training in their use.

**We repeat the recommendation.**

- 2.85 **There should be a formal contract between HMPs Kirkham and Garth to define the level of pharmacy service to be provided, including an increase in pharmacist time to allow further clinical review and pharmacist-led clinics. (4.66)**

**Not achieved.** The service level agreement between HMPs Kirkham and Garth to define the level of pharmacy service to be provided was still in draft form. We were told that the service level agreement had not been signed because of a failure to agree about provision of pharmacist-led clinics for prisoners.

**We repeat the recommendation.**

- 2.86 **Prescription forms should be changed so that a single form only is issued to each patient, and that records of supply are made on the same side of the form as the prescription. (4.67)**

**Not achieved.** Prescription forms were unchanged from our last inspection, although we were told that there were plans to change the forms in use.

**We repeat the recommendation.**

- 2.87 **There should be a formal system of documented risk assessment for all patients to ensure consistency when determining suitability for in-possession medication and whether daily, weekly or monthly supply is appropriate. (4.68)**

**Achieved.** A formal system of documented risk assessment for all patients to ensure consistency when determining suitability for in-possession medication had been developed. It was completed as part of the reception process for all prisoners arriving at the establishment. When a random sample of clinical records was reviewed, this completed risk assessment was found in all of them.

- 2.88 **The dental chair should be replaced or re-covered, and surgical instruments should be securely locked away. (4.69)**

**Achieved.** The dental chair had been replaced, and all surgical instruments in the dental surgery were securely locked away.

- 2.89 **A dedicated fax machine should be installed in the intermittent custody centre (ICC) medical room to ensure that only healthcare staff see confidential medical communications. (4.70)**

**Achieved.** The healthcare department had its own confidential fax machine located within the department.

- 2.90 **Clinical record entries should be signed and dated by the writer and should include their designation. (4.71)**

**Achieved.** The quality of entries made in clinical records was high. When a random sample of clinical records was reviewed, all entries were legible, signed and dated, and the majority included the author's designation.

- 2.91 **An audit of prisoners receiving 'rest in-cell' should be monitored to identify any trends in sickness levels. (4.72)**

**Achieved.** All prisoners requesting rest in-cell were reviewed by health services staff, either in the healthcare centre or in their cell if they were not well enough to attend the healthcare centre. An audit had been carried out of all prisoners who rested in-cell in June 2007, and included the reasons. The resulting report identified the need to conduct three-monthly audits relating to rest in-cell. The health services manager also carried out ad-hoc monitoring of prisoners resting in-cell on a regular basis.

- 2.92 **Patient information leaflets should be supplied with medication wherever possible, and notices should be prominently displayed in the waiting area and outside the medicine hatch to advise patients of the availability of leaflets on request. (4.73)**

**Achieved.** Notices advising prisoners that they could request information leaflets relating to their medication were on display. Patient information leaflets were supplied with the first pack of a prescription collected by a patient.

### **Additional information**

---

- 2.93 Prisoners we spoke to, both individually and in groups, were complimentary about the service, saying that it was easy to access and provided a good level of care.
- 2.94 The reconfiguration of the primary care trust (now the North Lancashire Primary Care Trust) had resulted in changes in the NHS personnel working with the prison, and a new head of healthcare had been appointed.
- 2.95 Pharmacy services were underdeveloped; in particular, the service level agreement between the provider, prison and primary care trust had not been signed.

### **Activities**

---

#### **Learning and skills and work activities**

---

- 2.96 **There should be effective links between the education department and all vocational areas. (5.21)**

**Achieved.** The role of the head of learning and skills had expanded to bring education, training and other related activities within the remit of that post to enable better coordination, in line with the resettlement strategy. The individual learning plan was useful for coordinating targets, although some of the record keeping used in different departments had yet to be coordinated. Plans were advanced to set up an electronic system to link induction, education, training and sentence planning.

- 2.97 **There should be improved arrangements to develop the literacy and numeracy skills of prisoners who do not attend formal education programmes. ( 5.22)**

**Achieved.** See recommendation 2.3.

**2.98 Quality assurance procedures should be fully implemented for all areas of learning. (5.23)**

**Achieved.** A self-assessment process and quality improvement group involved all managers. A team of managers, led by the head of learning and skills, observed education and training sessions to promote standardised and improved course planning, delivery and development. They used a detailed quality assurance checklist. Course attendance, retention and achievement were monitored. Prisoners were asked to contribute ideas, and completed anonymous surveys at the end. This information fed into the multidisciplinary quality improvement group. Outcomes included modification of courses and further training and development for staff.

**2.99 Individual learning plans should be linked to sentence planning targets with clear achievable goals. (5.24)**

**Achieved.** Education and training needs were elicited in induction. Prisoners who were to continue with education or training were then interviewed and assessed individually, and an individual learning plan was opened. This included a learning contract, health and safety information, an induction quiz and checklist, a learning styles questionnaire, a record of progress and achievements, targets and an action plan. The individual learning plan was reviewed every six to eight weeks and was linked to sentence planning. Education staff attended prisoners' sentence plan reviews.

**2.100 The library should improve its stock following an analysis of learners' needs. (5.25)**

**Achieved.** There had been an expansion of library book stocks and other learning resources. A second library assistant post had been agreed, to support the librarian. Resources were reviewed in line with the development of education and training, informed by learners' needs and subject to regular review. The librarian attended the quality improvement group. Additional material was regularly borrowed from Lancashire County Council library stocks and, if necessary, further afield.

**Additional information**

---

**2.101** Prisoners told us that the library (which was open five days a week, including Saturdays, in the mornings, afternoons and on two evenings) was one of the best resources in the prison, and that staff were uniformly helpful. Average visits of 452 per week were recorded.

**2.102** One limitation was that, although computers were available, neither learners nor library staff had direct access to the internet. External courses, in particular, assumed access to the internet. Students attending external courses could use computers at the college, but only within their hours of temporary licence. The librarian could occasionally access a computer in the education department to meet a request, but this meant that she had to leave the library.

**Further recommendation**

**2.103** Library staff and prisoners with a positive risk assessment should have access to the internet.

**2.104 There should be a central system to coordinate prisoners' programmes, taking into account education and training programmes. (5.34)**

**Partially achieved.** Although improvements had been made in coordinating prisoners' planned activities, there remained some lapses and conflicts, not all within the prison's control.

Restructuring of activities to align with resettlement targets was work in progress. Closure of the vegetable preparation and packing sector had meant that its large workforce had had to be absorbed into other areas. Prisoners said that there were too many people with not enough to do in some workshops as a result. The indirect prison procurement mechanism, causing delays in obtaining raw materials, also caused fluctuations in workflow. Examples of conflicts included prisoners with a short period to serve who needed to undertake an offending behaviour programme and who also had other assessed needs within their individual learning plan. They could quickly be put onto a training course, only to be prematurely diverted because a place on the offending behaviour programme was available. Similarly, prisoners who had paid work in the community were encouraged by education staff to take an external part-time course, which would improve their job prospects in the future but would compromise present relations with their employer, and reduce their earnings (see recommendation 2.99).

**We repeat the recommendation.**

**Additional information**

---

**2.105** There had been an expansion of work and education placements outside of the establishment since the last inspection, which had reported that 60 prisoners were working outside and 35 were attending external colleges. At the time of this inspection, 114 were working outside and 42 were attending external education courses. The prison planned to increase these numbers.

**2.106 All skills that prisoners acquire at work should be accredited. (5.35)**

**Achieved.** With significant restructuring of the resettlement strategy and expansion of the education contract, the prison was systematically building accredited skills and education into all areas. They were looking at promising new areas, derived from needs identified on induction, by employers and from the findings of the Learning and Skills Council, such as wet skills, construction skills and distribution (see recommendation 2.3).

**2.107 Prisoners working on voluntary community projects should not be financially disadvantaged through having to fund incidental expenses. A nominal level of expenses should be agreed for these prisoners. (5.36)**

**Not achieved.** Prisoners who went out to work on unpaid community projects usually received only £8 a week. As they could not receive the meals or drinks available to them in the prison, they were given a baguette and fruit to take with them for lunch and were permitted to take £1 a day from their own money to buy a drink while they were out. This left little money for telephone calls and all other needs.

**We repeat the recommendation.**

**2.108 Kitchen workers should not be required to work seven days a week. (5.37)**

**Achieved.** Kitchen workers were required to work six days a week, and could work less if undertaking education part time. However, some opted to work seven days to improve their pay.

## **Physical education and health promotion**

---

- 2.109 There should be a system to quality assure training programmes in physical education (PE). (5.42)

**Achieved.** As a result of quality assurance, staff were encouraged to develop their training skills. For example, a gymnasium instructor had taken a postgraduate certificate in education course. Prisoners who completed accredited PE programmes were tested in supervised work with the regular over-50s classes, which, in turn, contributed to a reference from sports tutors to prospective employers (see recommendation 2.99).

- 2.110 The classroom facilities in physical education (PE) should be improved. (5.43)

**Achieved.** A new classroom had been opened, close to the sports hall. The classroom and the gymnasium had improved facilities. Courses included gymnasium instruction, football coaching, Football Association training and management of sports injuries, and rugby union, run by the Open College Network and YMCA to level 3.

## **Faith and religious activity**

---

- 2.111 There should be a needs analysis of the work of the chaplaincy team to ensure resources are adequate. (5.51)

**Achieved.** The amount of time needed by each faith denomination had been reviewed and there was a more even division of time between the different chaplains as a result. Five part-time chaplains – two Anglican, one Roman Catholic, one Muslim and one Free Church – each worked for 20 hours a week and this was adequate for the needs of the population. A number of sessional staff (e.g. Sikh, Mormon and Hindu chaplains) attended as required. The chaplaincy team worked effectively together and their work was regarded positively by prisoners.

## **Additional information**

---

- 2.112 There was open access to the chapel, but only when there were members of staff in the building. As the chaplaincy office was in the same building, it was rare for the doors to be closed. However, the multi-faith room, used mainly by Muslim and Buddhist prisoners, was usually opened only if a member of staff was present; this meant that it was normally locked, and a number of prisoners complained about this restriction. It was also an unwelcoming environment and in need of decoration.

### **Further recommendations**

- 2.113 The multi-faith room should be accessible to prisoners without constant staff supervision.
- 2.114 The multi-faith room should be refurbished and redecorated to make it more welcoming.

## Good order

---

### Security and rules

---

#### 2.115 All staff should be active in submitting security information reports (SIRs). (6.13)

**Achieved.** An average of 153 SIRs had been received each month between 1 January and 30 September 2007, compared with the 86 reported in the month preceding the previous inspection. The main topics of intelligence concerned mobile phones and drugs. The security department produced monthly reports, which included the numbers of SIRs submitted each month, the yearly total, the main topics, the main areas providing SIRs and those areas submitting the least intelligence. Those departments identified as submitting the fewest SIRs were briefed on their importance by the security manager.

#### 2.116 The searching strategy should clearly state the circumstances and frequency of different types of searches, which should be recorded and monitored. (6.14)

**Achieved.** The local strategy stated the circumstances and frequency of different searches, and the monthly security bulletins reported the searching figures and articles found per billet. All full searches of prisoners were recorded.

#### 2.117 Officers should apply the prison's rules consistently. (6.15)

**Not achieved.** All prisoners received a copy of the compact they had signed following arrival, which included some of the rules and expectations of the prison. However, many prisoners complained about inconsistencies from some officers, in that rules were changed depending on the officer concerned and that some staff did not know the rules.

**We repeat the recommendation.**

#### 2.118 The referral criteria and compliance to them used by prisons sending prisoners to Kirkham should be reviewed to reduce the proportion of prisoners routinely transferred to secure prisons. (6.16)

**Partially achieved.** Between 1 April and 30 September 2007, an average of 161 men (compared with 155 at the time of the previous inspection) were received into the establishment each month and 32 (compared with 22 at the time of the previous inspection) were returned to secure establishments. The published allocation criteria, dated March 2005, had been reviewed and stated that prisoners 'ideally have at least three months minimum left to serve', but it was common for prisoners to arrive with only weeks, and in some cases days, to the end of sentence (see further recommendation 2.120).

### Additional information

---

2.119 Managers worked closely with their counterparts in sending establishments, to try to improve allocation decisions. The minutes of the abscond reduction committee meeting of 18 September 2007 noted that an allocations meeting was to take place at Kirkham in October involving senior officers from sending establishments. The minutes also recorded that probation officers from the establishments would be invited to discuss the allocation process. It was likely that the allocation of short-term and/or unsuitable prisoners to Kirkham reflected the population pressure on the sending establishments.

#### Further recommendation

- 2.120 The area manager should remind North West establishment that they should allocate suitable prisoners to Kirkham according to the published allocation criteria.

#### Discipline

---

- 2.121 The level of punishments in the local guidelines should be defined within a range, the maximum level for some offences should be reduced, and prisoners' mitigation should be reflected in the level of punishment. (6.34)

**Partially achieved.** The adjudication punishment guidelines recommended that failure to comply with licence conditions could be punished by 14 days' loss of canteen/private cash and 50% loss of earnings for a first offence, and 28 days' loss of canteen/private cash and 50% loss of earnings on a second offence. This had been reduced from a possible 42 days' loss of community visits, as well as 28 days' loss of shop/private cash and 50% loss of earnings. Cellular confinement was no longer used. There were inconsistencies in punishments from different governors (see paragraph 2.4).

#### Additional information

---

- 2.122 There had been an average of 51 adjudications each month between 1 January and 30 September 2007, compared with a monthly average of 66 at the previous inspection.

#### Further recommendation

- 2.123 Punishments should be fair and consistent in all cases.

- 2.124 Unofficial collective punishments should not be used. (6.35)

**Achieved.** There was no evidence of any collective punishments.

- 2.125 The use of partially furnished rooms should be correctly authorised and recorded. (6.36)

**Achieved.** There was no use of partially furnished rooms.

- 2.126 Prisoners should be certified as medically fit for cellular confinement before they receive that punishment and not retrospectively. (6.37)

**Not achieved.** Not all documentation had initial segregation safety algorithms or a signed initial segregation safety assessment. Health services staff were not always available, but this fact was not routinely recorded on completed forms. Although the action plan stated that documentation was already randomly quality assured by the Governor or deputy governor, a new monitoring scheme for quality checks was introduced by senior managers during the inspection (see recommendation 2.130).

**We repeat the recommendation.**

**2.127 The separation and care unit should be refurbished. (6.38)**

**Achieved.** The unit had been refurbished. All four cells were clean and the rigid toilet screening had been replaced with a curtain.

**2.128 Prisoners in the separation and care unit should be able to have hot drinks during the evening. (6.39)**

**Achieved.** Flasks were available for prisoners held in segregation overnight.

**2.129 Adjudications should be held somewhere other than the separation and care unit, unless risk assessment indicates that this location is necessary. (6.40)**

**Partially achieved.** Governors' adjudications were carried out in a small, well-decorated room in segregation, and prisoners attended from their own billet on the morning of the hearing. Independent adjudication hearings took place in a large, bright room in the lifer unit. **We repeat the recommendation.**

**2.130 Documents authorising segregation should be completed correctly and subject to a quality assurance check. (6.41)**

**Not achieved.** A minority of documents authorising segregation were unsigned by the duty governor (see recommendation 2.126). **We repeat the recommendation.**

**2.131 The use of segregation should be monitored to identify trends. (6.42)**

**Achieved.** The segregation unit was used only to hold prisoners prior to their return to a closed prison, and rarely overnight. The security department tracked the use of the unit and reported monthly to the senior management team.

**Incentives and earned privileges**

---

**2.132 Personal officers should be formally involved in supporting prisoners whose incentives and earned privileges (IEP) status is reduced, and this should be recorded. (6.60)**

**Partially achieved.** Some officers told us that they were informed when a prisoner's privilege level was reduced and that they would be actively involved in supporting him, but one officer told us that there was 'no particular reason to be involved' (see section on personal officers). **We repeat the recommendation.**

**Additional information**

---

**2.133** At the time of the inspection, 90% of the population was on the enhanced level of the IEP scheme (424 prisoners) and the remainder on the standard level. There were no prisoners subject to the basic level.

**2.134** The in-possession property allowed was restrictive for prisoners in an open environment. For example, only enhanced level prisoners could have sunglasses, an ear stud, paint brushes, a musical instrument, a DVD/CD player, a games console or their own duvet, cover and pillow. This rule seemed to exist to create differences between standard and enhanced status levels,



to justify an IEP scheme. As most prisoners were enhanced, we questioned the value of the scheme.

#### Further recommendation

2.135 The purpose and role of the IEP scheme in Kirkham's open environment should be reviewed.

## Services

---

### Catering

---

2.136 Separate utensils should be used to serve halal meals. (7.11)

**Achieved.** Utensils used for halal meals were colour coded and stored separately. Muslim prisoners reported little confidence about the appropriate separation of utensils or whether the halal meat was actually halal. In order to address this, the Muslim chaplain had been invited to supervise arrangements in the kitchen and had told prisoners that he found them to be satisfactory. Some Muslim prisoners were also now working in the kitchen.

2.137 The evening meal should not be served before 5pm. (7.12)

**Achieved.** A new staff rota had been implemented to ensure that the evening meal was served between 5pm and 5.30pm.

2.138 Sneeze screens should be installed on the serveries. (7.13)

**Achieved.** Sneeze screens were now installed.

2.139 Life-sentenced prisoners should be able to prepare and cook their own food. (7.14)

**Partially achieved.** Most life-sentenced prisoners were accommodated in the Next Steps Centre, where they were able to access a full range of cooking facilities. However, the life-sentenced prisoners held on other units were only able to use microwave ovens, which were not always in working order (see recommendation 2.28).

**We repeat the recommendation.**

### Additional information

---

2.140 Although sampled food was reasonable, prisoners were critical of the variety, and black and minority ethnic prisoners were particularly unhappy about the cultural variety of meals. However, the food prepared for Ramadan had received many positive comments. It was planned to bring in monthly themed menus, and an 'oriental day' was planned for November 2007. Drinking water was not available in the dining rooms.

#### Further recommendations

2.141 The variety of food should be improved in consultation with prisoners, and the planned themed menus should be implemented.

2.142 Drinking water should be available at meal times.

### **Prison shop**

---

2.143 There should be a more extensive survey of prisoners' views of the shop. (7.26)

**Achieved.** The most recent of the annual surveys provided to us was dated October 2005, and had been issued to half of the population (256 prisoners) across all units, significantly more than at the previous inspection. Most of those who replied had positive views of the service provided. However, the validity of the survey was questionable, as only 14% of the surveyed population returned a form.

### **Further recommendation**

2.144 Efforts should be made to increase the survey return rate, so that it can provide a meaningful insight into prisoners' views of the shop.

2.145 The amount of money allowed to be transferred from prisoners' private accounts to their spending accounts should be increased. (7.27)

**Achieved.** The amount of money available in spending accounts had been increased from £15 to £20 for standard prisoners, accumulating to a maximum of £200, and from £20 to £25 for enhanced level prisoners, accumulating to a maximum of £250.

## **Resettlement**

---

### **Strategic management of resettlement**

---

2.146 The resettlement policy committee (RPC) should use data from induction interviews to allocate resettlement resources. (8.8)

**Partially achieved.** A process for gathering data via interview on reception had been introduced. The information gleaned was collated, and from this the resettlement committee identified alcohol problems as an unmet need and negotiated with the probation service in the community for the delivery of the prison addressing substance-related offending programme for prisoners at the establishment.

### **Additional information**

---

2.147 An extensive prisoner survey had been carried out, but the data had not yet been analysed and the prison did not currently have the resources for this task. The needs analysis did not include data from the offender assessment system (OASys). However, it was planned to find research-based evidence to underpin interventions delivered.

## Further recommendation

- 2.148 The data collected from the prisoner survey and OASys should be analysed to inform allocation of resources, policy development and the provision of interventions.

## Offender management and planning

---

- 2.149 There should be custody plans for prisoners serving less than 12 months. (8.19)

**Not achieved.** Custody plans were not completed on any prisoner serving less than 12 months. A review of two such cases indicated that OASys assessments had been completed by outside probation services for community sentences but had not been updated when community orders were revoked and a term of imprisonment imposed. In one case, child protection concerns were clearly highlighted in the OASys assessment but had not been identified by prison staff.

**We repeat the recommendation.**

- 2.150 Prisons sending prisoners to Kirkham should complete offender assessment system (OASys) assessments for those eligible before transferring them. (8.20)

**Partially achieved.** In the previous 6 months, 37 prisoners had arrived without an initial OASys assessment having been completed within 16 weeks or with their review being overdue.

- 2.151 The probation department should contribute to all sentence planning. (8.21)

**Partially achieved.** Two sentence planning boards observed were attended by members of the probation department. However, out of a review of 10 OASys assessments completed between November 2006 and September 2007, probation staff were recorded as having only attended or contributed to one board.

**We repeat the recommendation.**

- 2.152 Sentence planning boards should involve the prisoner, his family should he choose, his field probation officer and staff in the prison who contributed to the plan and should be held for prisoners serving 12 months or more. (8.22)

**Partially achieved.** Two boards were observed, and were attended by probation services staff, education staff, the OASys clerk and the offender management unit senior officer. In a review of the minutes of 10 OASys boards (see paragraph 2.151), education staff attended five and enterprises staff attended four, and all were chaired by a senior officer. Written contributions were received from an outside college and workplace (one), the PE department (two) and the counselling, assessment, referral, advice and throughcare (CARAT) team (one). There was a lack of input about outside work placements and from wing staff at sentence planning boards. Families could send written contributions, but none had been received and no family members had ever attended. Such boards were not attended by outside probation officers, although contributions were invited from them.

**We repeat the recommendation.**

## Additional information

---

- 2.153 There were 36 prisoners in scope for OASys. All had a named offender supervisor and were advised in writing of the name and contact details for their offender manager. Prisoners described regular, but not always frequent, contact with the offender supervisor. There was a lack of OASys assessments from offender managers.
- 2.154 Only those serving more than four years, and multi-agency public protection arrangements (MAPPAs) cases had sentence planning boards. For those serving less than four years, targets were discussed with the OASys authors (there were eight OASys authors) during the review process. All OASys assessments were completed by prison officers. There was a lack of a multidisciplinary approach in carrying out OASys assessments, in particular concerning risk management. Prisoners were treated with respect and boards were well conducted, with all relevant areas of the OASys assessment reviewed. Some prisoners were reluctant to engage further in course work once they were working outside of the establishment.
- 2.155 Entries on 40 wing files reviewed at random varied in quality (see section on personal officers) but there were some good examples of personal officers linking discussions to the resettlement focus.

### Further recommendations

- 2.156 Sentence planning boards should be held for all prisoners serving more than 12 months and routinely receive reports from any outside placements or work, personal officers and probation staff.
- 2.157 Working outside of the establishment should incorporate a clear expectation that any relevant offending behaviour or resettlement work will be undertaken alongside this.
- 2.158 Prisoners in scope of OASys should be received at the establishment with an up to date assessment.
- 2.159 Previous conviction details should be available during sentence planning boards.

- 2.160 **Life-sentenced prisoner groups should be held regularly for prisoners and staff to discuss common issues. (8.32)**

**Partially achieved.** Of the 33 life-sentenced prisoners at the establishment, 24 were housed in the Next Steps Centre (NSC); the rest were in E7 or E8 billets. Meetings were held regularly in the NSC but not in E7 or E8 billets. Residents of the NSC organised their own meetings to discuss any issues of concern to the community (which comprised both life-sentenced and long-term prisoners approaching end of tariff or sentence), roughly every month or few months, and elected their own chair. Staff attended and minutes were taken. There were no regular life-sentenced prisoner groups, although the lifer manager, as well as the other lifer-trained staff, was based in the E billet accommodation.

**We repeat the recommendation.**

## **Additional information**

---

- 2.161 Life-sentenced prisoners were prioritised for the NSC. The NSC was set up not just as a discrete accommodation unit but as a community. With supervision and support from on-site staff, its population of 39 life-sentenced and long-term prisoners went out to paid work and simultaneously learnt to manage their lives independently and as members of a small community.
- 2.162 **Life-sentenced prisoners' access to resettlement leave and town visits should match that allowed by national guidelines (that is, once every 28 and seven days respectively). (8.33)**

**Achieved.** Operation of resettlement leave and supervised visits was in accordance with present national guidelines. Governors were expected to assess suitability for release, frequency and duration, according to individual resettlement plans. Life-sentenced prisoners assessed as suitable usually started with one to three escorted visits to Preston or Blackpool, and an escorted home visit. The next step was supervised unpaid community work, which might be for five days a week, with some overnight stays for those on Prince's Trust activity, followed by a period of unsupervised community work. Prisoners were able to use part of this time to look for paid work in the community. Resettlement leave to visit families at home was usually granted, subject to risk assessment, after nine months at the prison. This was permitted once every 28 days, initially for three nights, graduating to seven days, with a requirement to report to their community probation officers.

- 2.163 **All staff contributing to life-sentenced prisoners' reviews should be trained in life sentence planning. (8.34)**

**Partially achieved.** With the shift to a multidisciplinary approach to manage lifers, particularly in the NSC, personnel from various areas contributed to life-sentence planning. It was not evident that all required training in life sentence planning in order to contribute to such plans, but staff training needed to be kept under review.

### **Further recommendation**

- 2.164 Training for staff contributions to life-sentenced prisoners' reviews should be kept under review to ensure the effectiveness of such reviews.

- 2.165 **A cognitive skills booster programme should be introduced. (8.42)**

**Not achieved.** The area offending behaviour programmes review did not result in the introduction of the cognitive skills booster programme. We were unable to establish the number of prisoners for whom this was currently an unmet target.

## **Additional information**

---

- 2.166 There were plans to introduce the focus on resettlement programme in the near future.
- 2.167 The establishment had been proactive in providing opportunities for prisoners to address their offending behaviour – for example, via community probation programmes such as Think First (which was run either in the community – for prisoners released on temporary licence – or at

the prison), controlling anger and learning to manage it (CALM) and prison addressing substance-related offending (P-ASRO). There were also plans to introduce the thinking skills in the workplace course.

#### Further recommendations

- 2.168 The results of needs analysis should inform appropriate provision of offending behaviour programmes.
- 2.169 The prison should introduce focus on resettlement and thinking skills in the workplace courses.

#### Good practice

---

- 2.170 *The prison was proactive in granting ROTL to access offending behaviour programmes in the community.*

#### Resettlement pathways

---

- 2.171 Prisoners should be allowed to have their wages from outside employment paid into their bank account and be given appropriate access to it. (8.61)

**Partially achieved.** Prisoners had the option of opening an account with the Royal Bank of Scotland. However, they did not have access to their cash card, which remained inactivated and stored in the safe.

**We repeat the recommendation.**

- 2.172 Prisoners and visitors on earned community visits (ECV) should not have to report to the police. (8.62)

**Achieved.** There was no longer any requirement to report to the police during resettlement day release (which had replaced earned community visits), and the permitted geographical area had expanded.

- 2.173 A single manager should be appointed for the intermittent custody centre (ICC) to oversee the work of both the prison and probation staff. (8.86)

**No longer relevant.** See paragraph 2.8.

- 2.174 The anomalies for intermittent custody (IC) prisoners applying for release on temporary licence (ROTL) and home detention curfew (HDC) should be addressed. (8.87)

**No longer relevant.** See paragraph 2.8.

- 2.175 More hours of purposeful activity should be provided for intermittent custody (IC) prisoners (8.88)

**No longer relevant.** See paragraph 2.8.

- 2.176 A common OASys (offender assessment system) assessment and supervision plan should be developed to cover intermittent custody (IC) prisoners' periods in custody and on licence (8.89)

No longer relevant. See paragraph 2.8.

- 2.177 The senior probation officer's proposal for public protection training should be supported (8.101).

**Partially achieved.** There was limited evidence of public protection training having been delivered. A copy of a PowerPoint training package had been provided, but there was no accompanying list of how many staff had been trained or when.

#### Further recommendation

- 2.178 Public protection training should be made available to all staff working with prisoners, and those in administrative roles dealing with prisoner records.

#### Additional information

- 2.179 Kirkham had a public protection strategy (incorporating risk to children, harassment, release of dangerous offenders and multi-agency public protection arrangements (MAPPA)), which linked well to the reducing reoffending strategy. Prison staff attended MAPPA meetings in the community regularly. However, in one case, involving a life-sentenced prisoner convicted of a relevant offence, in respect of which a recent child protection meeting had concluded that he should not have contact with certain children, we found that risk assessment had not been reviewed as new information had come to light. Nor was there routine screening of prisoner records on arrival to identify public or child protection concerns.
- 2.180 On the whole, the establishment was working well to adopt a less risk-adverse approach, in order to facilitate resettlement. For example, a prisoner was allowed to work outside the establishment, despite a parole refusal. However, other prisoners had been allowed to work outside the establishment but then were refused, for example, town visits; the reasons for this were not always clear.

#### Further recommendations

- 2.181 Procedures for identifying prisoners who should be managed under child protection procedures should be adhered to.
- 2.182 Decision making in relation to ROTL should be consistent and made clear to the prisoner.
- 2.183 On reception, prisoner records should be routinely checked for public or child protection concerns, and risk assessments should be reviewed in the light of any new information.
- 2.184 The drug strategy document should be updated and a detailed action plan developed for treatment services. (8.133)

**Achieved.** The drug strategy document had been updated annually and included a protocol for clinical services, as well as alcohol and harm reduction strategies.

**2.185 The need for alcohol services should be assessed. (8.134)**

**Achieved.** A need for specific interventions for prisoners to address alcohol use had been identified. The newly appointed substance use nurse worked with prisoners identified as having alcohol problems, while counselling, assessment, referral, advice and throughcare (CARAT) staff worked with prisoners who had problems with both alcohol and other substances. Prisoners could also be referred to the P-ASRO course. Weekly Alcoholics Anonymous meetings were held.

**2.186 The drug strategy manager should be able to delegate some of his responsibilities for implementing and monitoring the policy to a drug strategy coordinator. (8.135)**

**Achieved.** The staffing structure for drug strategy had changed. There was a full-time principal officer responsible for drug interventions who reported to the head of interventions.

**2.187 Clinical management guidelines for post-detoxification, relapse and throughcare support should be developed and implemented. (8.136)**

**Achieved.** There was a protocol for clinical services for substance misusers, which included information on the management of prisoners who developed or redeveloped substance misuse problems. A substance misuse nurse was employed three days a week. If a prisoner required 24-hour healthcare, he would be transferred to another prison to receive this, and we were told that these prisoners would be able to return to Kirkham once they no longer required 24-hour healthcare.

**2.188 Counselling, assessment, referral, advice and throughcare (CARAT) staff should increase the availability of services to outworkers by offering evening sessions. (8.137)**

**Achieved.** CARAT workers attended two evenings each week to make services available to outworkers.

**2.189 The plan to develop a drug support unit for prisoners undertaking or who have completed a drug treatment programme should be implemented. (8.138)**

**Partially achieved.** Billet F6 was dedicated drug support accommodation. Prisoners who wanted to be located on F6 underwent a selection process and signed a compact confirming that they would abide by the rules of the billet. No visitors were allowed on the unit, and all prisoners had to agree to random drug testing. Prisoners were expected to attend accommodation and peer support meetings every week, and were encouraged to attend Alcoholics Anonymous meetings.

**2.190 We were told that population pressures sometimes made it necessary to locate prisoners on F6, not because they wished to live in drug-free accommodation but because spaces were available there. At the time of our inspection, 12 of the 22 spaces on the unit were filled with prisoners who had been specifically selected for this unit, three were taken by prisoners who had not been specifically selected for the unit, and the remaining seven spaces were unoccupied.**

**Further recommendation**

**2.191 The impact of mixing prisoners selected for the drug support unit with other prisoners should be addressed.**



2.192 Voluntary drug testing (VDT) should be clearly distinguished from compliance testing and compacts drawn up accordingly. (8.139)

**Achieved.** VDT and compliance testing were clearly distinguishable from each other, and compacts were drawn up accordingly.

2.193 The voluntary drug testing (VDT) compact used at the intermittent custody centre (ICC) should be reviewed so that it accurately reflects current procedures. (8.140)

**No longer relevant.** See paragraph 2.8.

### **Additional information**

---

2.194 The newly appointed substance use nurse was working with CARAT and health services staff, providing a link across services, as well as working directly with prisoners. She worked three days a week, but there was no cover identified for her work when she was on leave.

### **Further recommendation**

2.195 Cover should be identified for the substance misuse nurse when on leave.



## Section 3: Summary of recommendations

The following is a list of both repeated and further recommendations included in this report. The reference numbers in brackets refer to the paragraph location in the main report.

---

### Recommendations to the Chief Executive of NOMS

---

- 3.1 Prisoners should be given sufficient notice of their transfer to Kirkham to allow them to inform family and friends of their move. (2.9)
- 3.2 Offence-focused work for racially motivated offenders should be developed. (2.60)
- 3.3 All prisoners should be categorised and allocated in accordance with individual risk assessment. (2.66)
- 3.4 Prisoners in scope of OASys should be received at the establishment with an up to date assessment. (2.158)

---

### Recommendation to the area manager

---

- 3.5 The area manager should remind North West establishments that they should allocate suitable prisoners to Kirkham according to the published allocation criteria. (2.120)

---

### Recommendations to the governor

---

#### **First days in custody**

---

- 3.6 The induction interview should ascertain if first night needs have been met and officers should know how to respond to general questions and when to offer immediate help. (2.11)
- 3.7 Prisoners should be offered a free telephone call on arrival, and this should be documented. (2.12)
- 3.8 The induction programme should be delivered free from interruption. (2.15)
- 3.9 Managers should ensure that induction staff develop a consistent approach to their work. (2.16)
- 3.10 Reception interviews should be carried out in private. (2.20)
- 3.11 A formal first night strategy should be introduced and the offender induction policy updated. (2.21)

#### **Residential units**

---

- 3.12 Telephones should be installed on D and E units. (2.22)
- 3.13 All prisoners should have the opportunity to wear their own clothes. (2.23)

- 3.14 Damaged microwave ovens and toasters should be promptly replaced on all billets. (2.28)
- 3.15 Inappropriate notices and graffiti should be removed. (2.31)
- 3.16 Shower cubicles should be refurbished and shower curtains provided as necessary. (2.32)

### **Staff-prisoner relationships**

---

- 3.17 Staff should address prisoners by first name or by title and family name. (2.33)

### **Personal officers**

---

- 3.18 An effective personal officer scheme should be fully implemented and ensure that they are fully aware of the resettlement aspects of their role. (2.39)

### **Bullying and violence reduction**

---

- 3.19 The results of ethnic monitoring of violence should be considered at violence reduction meetings and any significant disparities investigated. (2.43)
- 3.20 The race equality officer should attend violence reduction meetings. (2.44)

### **Self-harm and suicide**

---

- 3.21 A representative from healthcare should attend all self-harm prevention meetings. (2.46)
- 3.22 Assessment, care in custody and teamwork (ACCT) review meetings should always be multidisciplinary. (2.48)

### **Race equality**

---

- 3.23 Racist incident complainants should receive a written response to their complaint. (2.51)
- 3.24 Diversity and race equality training should be delivered to all staff. (2.58)
- 3.25 Where appropriate, mediation should be used to address racist incidents. (2.59)
- 3.26 A pay structure should be introduced that does not discriminate against those unable to work. (2.61)

### **Foreign national prisoners**

---

- 3.27 All prisoners should be categorised and allocated in accordance with individual risk assessment. (2.66)

### **Contact with the outside world**

---

- 3.28 Telephones should be available to prisoners throughout the day. (2.70)

- 3.29 A visitors' centre should be provided. (2.71)
- 3.30 The fixed furniture in the visits hall should be replaced. (2.73)
- 3.31 Prisoners should be given the necessary information about visits procedures in an appropriate and respectful way. (2.77)
- 3.32 Family days should be available to all prisoners, not just those with family in Lancashire. (2.78)

### **Health services**

---

- 3.33 There should be a review of IT systems in healthcare to ensure the administrative needs and outcomes for prisoners are met. (2.84)
- 3.34 There should be a formal contract between HMPs Kirkham and Garth to define the level of pharmacy service to be provided, including an increase in pharmacist time to allow further clinical review and pharmacist-led clinics. (2.85)
- 3.35 Prescription forms should be changed so that a single form only is issued to each patient, and that records of supply are made on the same side of the form as the prescription. (2.86)

### **Learning and skills and work activities**

---

- 3.36 Library staff and prisoners with a positive risk assessment should have access to the internet. (2.103)
- 3.37 There should be a central system to coordinate prisoners' programmes, taking into account education and training programmes. (2.104)
- 3.38 Prisoners working on voluntary community projects should not be financially disadvantaged through having to fund incidental expenses. A nominal level of expenses should be agreed for these prisoners. (2.107)

### **Faith and religious activity**

---

- 3.39 The multi-faith room should be accessible to prisoners without constant staff supervision. (2.113)
- 3.40 The multi-faith room should be refurbished and redecorated to make it more welcoming. (2.114)

### **Security and rules**

---

- 3.41 Officers should apply the prison's rules consistently. (2.117)

### **Discipline**

---

- 3.42 Adjudication records should record the efforts made to verify prisoners' defences and outcomes. (2.5)

- 3.43 Punishments should be fair and consistent in all cases. (2.123)
- 3.44 Prisoners should be certified as medically fit for cellular confinement before they receive that punishment and not retrospectively. (2.126)
- 3.45 Adjudications should be held somewhere other than the separation and care unit, unless risk assessment indicates that this location is necessary. (2.129)
- 3.46 Documents authorising segregation should be completed correctly and subject to a quality assurance check. (2.130)

### **Incentives and earned privileges**

---

- 3.47 Personal officers should be formally involved in supporting prisoners whose incentives and earned privileges (IEP) status is reduced, and this should be recorded. (2.132)
- 3.48 The purpose and role of the IEP scheme in Kirkham's open environment should be reviewed. (2.135)

### **Catering**

---

- 3.49 Life-sentenced prisoners should be able to prepare and cook their own food. (2.139)
- 3.50 The variety of food should be improved in consultation with prisoners, and the planned themed menus should be implemented. (2.141)
- 3.51 Drinking water should be available at meal times. (2.142)

### **Prison shop**

---

- 3.52 Efforts should be made to increase the survey return rate, so that it can provide a meaningful insight into prisoners' views of the shop. (2.144)

### **Strategic management of resettlement**

---

- 3.53 The data collected from the prisoner survey and OASys should be analysed to inform allocation of resources, policy development and the provision of interventions. (2.148)

### **Offender management and planning**

---

- 3.54 There should be custody plans for prisoners serving less than 12 months. (2.149)
- 3.55 The probation department should contribute to all sentence planning. (2.151)
- 3.56 Sentence planning boards should involve the prisoner, his family should he choose, his field probation officer and staff in the prison who contributed to the plan and should be held for prisoners serving 12 months or more. (2.152)

- 3.57 Sentence planning boards should be held for all prisoners serving more than 12 months and routinely receive reports from any outside placements or work, personal officers and probation staff. (2.156)
- 3.58 Working outside of the establishment should incorporate a clear expectation that any relevant offending behaviour or resettlement work will be undertaken alongside this. (2.157)
- 3.59 Previous conviction details should be available during sentence planning boards. (2.159)
- 3.60 Life-sentenced prisoner groups should be held regularly for prisoners and staff to discuss common issues. (2.160)
- 3.61 Training for staff contributions to life-sentenced prisoners' reviews should be kept under review to ensure the effectiveness of such reviews. (2.164)
- 3.62 The results of needs analysis should inform appropriate provision of offending behaviour programmes. (2.168)
- 3.63 The prison should introduce focus on resettlement and thinking skills in the workplace courses. (2.169)

### **Resettlement pathways**

---

- 3.64 The prisoner survey should be analysed and used to inform policy development. (2.7)
- 3.65 Prisoners should be allowed to have their wages from outside employment paid into their bank account and be given appropriate access to it. (2.171)
- 3.66 Public protection training should be made available to all staff working with prisoners, and those in administration roles dealing with prisoner records. (2.178)
- 3.67 Procedures for identifying prisoners who should be managed under child protection procedures should be adhered to. (2.181)
- 3.68 Decision making in relation to release on temporary licence (ROTL) should be consistent and made clear to the prisoner. (2.182)
- 3.69 On reception, prisoner records should be routinely checked for public or child protection concerns, and risk assessments should be reviewed in the light of any new information. (2.183)
- 3.70 The impact of mixing prisoners selected for the drug support unit with other prisoners should be addressed. (2.191)
- 3.71 Cover should be identified for the substance misuse nurse when on leave. (2.195)

### **Housekeeping point**

---

- 3.72 The laundry capacity should be clearly explained to prisoners. (2.26)
- 3.73 Written notes should be kept of all interviews during investigations of racist incident report forms (RIRFs). (2.62)

- 3.74 The race equality and action team should monitor and record trends in RIRFs. (2.63)

### Good Practice

---

- 3.75 Racist incidents were followed up proactively, even if they had occurred at another prison or if the prisoner was transferred out of the establishment. (2.64)
- 3.76 Managers held surgeries every week to deal expeditiously with prisoners' queries and complaints. The offender management unit held surgeries fortnightly for ROTL and home detention curfew matters, and the deputy governor held surgeries to deal with other queries. (2.81)
- 3.77 The prison was proactive in granting ROTL to access offending behaviour programmes in the community. (2.170)



# Appendix I: Inspection team

Hindpal Singh Bhui	Team leader
Eileen Bye	Inspector
Joss Crosbie	Inspector
Mandy Whittingham	Health inspector
Hazel Elliott	Guest inspector

## Appendix II: Prison population profile

### Population breakdown by:

(i) Status	Number of prisoners	%
Sentenced	530	
Convicted but unsentenced	-	
Remand	-	
Civil prisoners	3	
Detainees (single power status)	-	
Detainees (dual power status)	-	
<b>Total</b>	<b>533</b>	

(ii) Sentence	Number of sentenced prisoners	%
Less than 6 months	30	
6 months to less than 12 months	41	
12 months to less than 2 years	59	
2 years to less than 4 years	89	
4 years to less than 10 years	225	
10 years and over (not life)	41	
Life	33	
<b>Total</b>	<b>518</b>	

(iii) Length of stay	Sentenced prisoners		Unsentenced prisoners	
	Number	%	Number	%
Less than 1 month				
1 month to 3 months				
3 months to 6 months	NO IQ REPORT			
6 months to 1 year				
1 year to 2 years				
2 years to 4 years				
4 years or more				
<b>Total</b>				

(iv) Main offence	Number of prisoners	%
Violence against the person	124	
Sexual offences	-	
Burglary	46	
Robbery	51	
Theft and handling	28	
Fraud and forgery	30	
Drugs offences	180	
Other offences	71	
Civil offences	1	
Offence not recorded/ Holding warrant	-	
<b>Total</b>	<b>531</b>	

(v) Age	Number of prisoners	%
21 years to 29 years	188	
30 years to 39 years	170	
40 years to 49 years	112	
50 years to 59 years	50	
60 years to 69 years	17	
70 plus years	-	
Please state maximum age	-	
<b>Total</b>	<b>537</b>	

(vi) Home address	Number of prisoners	%
Within 50 miles of the prison	361	72.2
Between 50 and 100 miles of the prison	51	10.2
Over 100 miles from the prison	56	11.2
Overseas	1	0.2
NFA	31	6.2
<b>Total (based on list of 500)</b>	<b>500</b>	<b>100</b>

(vii) Nationality	Number of prisoners	%
British	533	
Foreign nationals	0	
<b>Total</b>	<b>533</b>	

(viii) Ethnicity	Number of prisoners	%
<i>White</i>		
British	455	
Irish	1	
Other White	13	
<i>Mixed</i>		
White and Black Caribbean	4	
White and Black African	1	
White and Asian	1	
Other mixed	4	
<i>Asian or Asian British</i>		
Indian	1	
Pakistani	21	
Bangladeshi	1	
Other Asian	13	
<i>Black or Black British</i>		
Caribbean	8	
African	2	
Other Black	12	
<i>Chinese or other ethnic group</i>		
Chinese	-	
Other ethnic group	-	
<b>Total</b>	<b>537</b>	

(ix) Religion	Number of prisoners	%
Baptist	1	
Church of England	209	
Roman Catholic	126	
Other Christian denominations	21	
Muslim	39	
Sikh	-	
Hindu	3	
Buddhist	8	
Jewish	-	
Other	-	
No religion	130	
<b>Total</b>	<b>537</b>	