



INDEPENDENT MONITORING BOARD

**HER MAJESTY'S PRISON & YOUNG OFFENDER INSTITUTION
HOLME HOUSE**

STOCKTON-ON-TEES

ANNUAL REPORT

2013

(1 January to 31 December 2013)

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Section 1

Statutory Role of the Independent Monitoring Board

- 1.1. The Prison Act 1952 and the Immigration and Asylum Act 1999 require every prison and IRC to be monitored by an independent Board appointed by the Secretary of State from members of the community in which the Prison or centre is situated.
- 1.2. The Board is specifically charged to:
 - a. satisfy itself as to the humane and just treatment of those held in custody within its prison and the range and adequacy of the programmes preparing them for release.
 - b. inform promptly the Secretary of State, or any official to whom he has delegated authority as it judges appropriate, any concern it has.
 - c. **report annually to the Secretary of State on how well the Prison has met the standards and requirements placed on it and what impact these have on those in its custody.**
- 1.3. To enable the Board to carry out these duties effectively its members have right of access to every prisoner and every part of the Prison and also to the Prison's records.

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Section 3

Description of the Prison

- 3.1. Holme House is a purpose built Category B local prison holding both adult male prisoners (21 and over) who are either remanded in custody or convicted and a small number of unsentenced young offenders (18 – 21). It was opened in 1992 and has been expanded over the years, the last major expansion being in 2010 with the opening of HB7 and an additional 235 places.
- 3.2. Despite being designated a Category B local prison the highest percentage of prisoners are Category C plus a very small number of Category D prisoners. At any one time there are approximately 40 unsentenced YOs.
- 3.3. Certified Normal Accommodation (CNA) is 1034 and the current operational capacity is 1210. The population has increased steadily over the course of the year from a low average of 1008 in January 2013 to an average high of 1201 in November 2013 with an actual roll figure of 1206 on 9th December 2013. The increases are largely attributable to the ongoing numbers of prisoners arriving from out of the area on overcrowding drafts and the transfer in of several small groups of prisoners from prisons where there had been incidents.
- 3.4. The population comprises mostly prisoners remanded or sentenced by courts in the North East region including those serving life sentences and longer Indeterminate Public Protection (IPP) sentences with most of its allocation coming from courts in the area, specifically Teesside Crown Court. However this year, as indicated above, the Prison has been receiving prisoners direct from courts in Yorkshire and the North West due to lack of prison places in those areas.
- 3.5. At 9th December 2013 of a prison population of 1206, 980 (81%) of prisoners were sentenced with the remainder either convicted but unsentenced or on remand, awaiting trial.
- 3.6. The population breakdown at the end of 2013 showed 91% of the prisoners were White British, 4.5% of Black Asian or mixed ethnicity with the remaining 4.5% spread across a wide number of nationalities. Of the 81% sentenced prisoners the highest % was in the 4-10 years range (19%). 37% were in prison for drug offences followed by 22% for crimes of violence. The highest % of prisoners is in the age range 30–39 (32%) with 9% of prisoners (105) over the age of 50, including 9 prisoners over the age of 70. All of these figures are broadly similar to those quoted in the last Annual Report.
- 3.7. Holme House is a modern, generally well-maintained prison, although 21 years down the road since the Prison opened, there is now an increasing need for some updating and refurbishment of some facilities such as the First Night cells and showers on certain houseblocks. Prisoners are housed in one of seven houseblocks according to their designation and status. There is a separate houseblock (HB3) for Vulnerable Prisoners (VPs) and HB7, the newest houseblock, has cells especially equipped for wheelchairs. The Prison has excellent facilities for work and education together with a well-stocked library. There is a well-equipped gym which would benefit from some expansion if budgets ever permitted as there was no additional space created when the new houseblock came on stream.
- 3.8. Services within the Prison are provided by the following organisations:
- a. Education, Learning and Skills: *The Manchester College* ((TMC) supported by *The Centre for British Teachers* (careers advice).
 - b. Healthcare: *CareUK Ltd* with mental health services contracted out to *Tees, Esk and Wear Valley (TEWV) NHS Foundation Trust*.

- c. Drug and Alcohol Recovery Team (DART) Co-delivery by *CareUK* and *Phoenix Futures*.
- d. Housing and Debt Management: *Shelter*
- e. Visitors Centre and Family Support: North East Prisons After Care Service (*NEPACS*)
- f. *SAMARITANS*: Training of listeners

Additionally, the Prison works with a wide range of voluntary and community organisations for the benefit of prisoners in an effort to assist resettlement and reduce reoffending which will stand the establishment in good stead to accommodate the impending changes in the way resettlement will be managed in future.

Section 4

Executive Summary

4.1. Overall Summary

- a. The Board would wish to note at the start of this Annual Report that it has been unable to fulfil its monitoring role this year in the breadth or depth it would have liked due to a limited membership and also because of the need to deal with an unacceptably high level of prisoner applications for reasons outlined in the report ([see section 5.8d](#)). However, they nevertheless feel that the report is very informative and flags up some key issues for consideration by its many readers. There is a read across to the recently published report from HM Chief Inspector of Prisons (HMCIP) (a full unannounced inspection took place in August 2013) which is occasionally referenced in confirmation of IMB findings.
- b. This year has been a year of unprecedented and unrelenting change, to the point where staff are now suffering from change fatigue. The Prison can best be described as an organisation in transition with all the attendant stress and uncertainty that brings. Holme House was selected as a Phase one prison for Benchmarking, starting the process early in 2013 resulting in a crossover with the ongoing implementation of Fair and Sustainable (F&S). At that point the staff were still trying to come to terms with changes to their pay bands and duties. A new transitional regime was introduced in July 2013 in preparation for the implementation of Benchmarking and Our New Way (ONW) from 5 January 2014.
- c. A reduction in resources falling out of the Benchmarking specification led to the departure at the end of September of a significant number of front-line, highly experienced officers under Voluntary Early Departure Scheme (VEDS) preceded by the need for those officers to take their outstanding leave and time off in lieu before they left. Sick absence started to soar and has remained unacceptably high since then despite robust management. Staff morale has inevitably suffered due to all the changes and the effects of new working practices.
- d. Matters have been compounded by the high prison population which has increased steadily over the latter part of the year and has remained near capacity for some time now, requiring the Prison to lock out on a number of occasions and forcing the Governor to seek some respite from Population Management Unit (PMU) at one point. High numbers of prisoners have been transferred in on overcrowding drafts from Yorkshire and the North West as well as several small groups of prisoners who have been sent here following incidents at other prisons. This constant churn has created a strain on staff, services and prisoners' requirements to the extent that prisoners' most basic needs have not always been met.
- e. A particular problem has been the high number of VPs drafted in, resulting in a constant overspill of these prisoners on to a non-VP houseblock, adding to the problems of safety and security.
- f. All of this has impacted on the Prison's capacity to ensure the welfare and well-being of prisoners, reflecting in a disappointing assessment of 2 for *Respect* within the HMCIP Report.
- g. Staff and prisoner relationships have remained good on the whole. In the HMCIP Report the prisoner survey reflected that 76% of prisoners felt there was an officer they could turn to. Unfortunately the Board would contend this is no longer the case, based on what prisoners and officers are telling us and, taking into account the unacceptably high levels of applications IMB is now receiving, raising problems and issues which would have previously been resolved by officers on houseblocks.

h. Despite all of this the Governor and her staff have remained focussed in their attempts to maintain a safe, secure and stable environment for prisoners reflected in the many positives also highlighted in the HMCIP Report together with those outlined below:

- i. The overall outcome of the HMCIP Inspection and its largely positive findings, particularly the 4 rating for *Purposeful Activity*.
- ii. The excellent audit result for *Offending Behaviour Programmes*.
- iii. The green/amber rating for the security audit.
- iv. The green/amber for the Safer Custody audit.
- v. The opening of the Engagement Centre.
- vi. The successful implementation of the key *Traka* system
- vii. The introduction of the revised Incentives and Earned Privileges (IEP) Scheme
- viii. The success of Holme House staff at the North East Performance Recognition Awards including a Lifetime Achievement Award for one long-serving officer with another officer reaching the national final of the Prison Officer of the Year Award.

And last, but not least:

- ix. **Continuing to be a high performing Level 3 establishment.**

Particular Issues Requiring a Response

4.2. From the Minister/NOMS

a. The Board has grave concerns about the continuing reductions in staffing at Holme House to the point where they fear that the capacity of staff to manage and contain incidents could be severely compromised. From January 2014 there will be a ratio of 30 prisoners per officer compounded by the change to a mix of Cat B/Cat C prisoners on some houseblocks. The Board is concerned that year on year cuts in staffing could lead to a situation whereby the Prison is no longer a safe place for staff or prisoners. In the opinion of the Board there is no scope for any further cuts. Indeed they have real concerns about the implications for resourcing in 2014. Staffing is already extremely lean and will come under further scrutiny once the funding for Mobilisation, Transformation and Transition (MTT) is exhausted. The Board consider that the staffing levels will have to be kept under constant review in order to ensure that the principal basis of the recent Benchmarking exercise, namely ensuring safety, decency and security, is maintained.

b. The Board expressed concern in its last Annual Report about the lack of autonomy that governors have to run their regimes in a way that best meets the needs of their establishment and the characteristics of the prisoners they house with an apparent move to a one size fits all approach. This was refuted on the basis that “the Governor agrees new staffing levels at the outset and has scope to shape the details of provision to suit local needs within the framework provided by the benchmarked resource and core day. The Governor is also able largely to determine the pace and shape of implementation”. It would appear that staffing levels were, however, dictated by the benchmark specification with only limited scope to negotiate where there were significant variables (eg hybrid Cat B/C prison). Also, the pace of the implementation was driven (and at times hampered) by the national Business Development Group (BDG).

c. For example, with reference to the core day, the Board would question the need for a **national** core day. A new regime was introduced in July 2013 within Holme House to accommodate the transition to the new Benchmarking profiles from 5 January 2014. This included half Association which was, in fact, very popular with the prisoners. IMB did not receive a single complaint. What is the rationale for a core day which does dilute a governor’s autonomy to run a regime which best reflects the needs of their establishment? Surely it is possible to work to a set of underpinning principles and objectives which must be met but which leave governors free to run a core day of their choosing, albeit within the overall Benchmarking resource.

d. Food has been a constant source of prisoner dissatisfaction for a large part of the year ([see section 5.8a](#)) The Board is concerned that problems in the Kitchens have been greatly exacerbated by continual breakdowns of key equipment and unacceptably long delays in replacement or repair, coupled with the high cost of replacement, all of this via a national procurement contract.

e. There have been major problems with the transfer of prisoners’ property this year. The use of smaller vehicles has meant that there has not been room for prisoners and their property to be transported together and/or contractors have refused to transport the maximum property per prisoner allowed by prison regulations. As a consequence IMB receive high numbers of applications about missing property.

f. The Board is most concerned about the future of the large commercial contract delivered by the Prison Laundry which is currently in suspension as a result of a contractual dispute and would urge a speedy resolution to enable resumption of this work which is invaluable to the Prison and the prisoners ([see Section 5. 4a ii](#)).

g. The Board is disappointed that the Focus on Resettlement (FOR) programme will cease to be delivered by Holme House Programmes Team in 2014 and is to be contracted out. This, despite the very successful delivery to date and at a time when Holme House has been designated a Resettlement Prison. The Board is anxious that the high standards achieved by the Prison Service should not be lost. The Board urges the Minister to ensure that the wording of any contract placing the programme elsewhere focuses on maintaining these achievements.

4.3. For the Governor. Issues identified by the Board in the course of monitoring visits are raised in writing in a monthly report to the Governor who provides a written response, setting out actions for change or improvement as appropriate. This approach means there are few issues in this report which require a response from the Governor. However, events over the year have demonstrated that the Board needs to be more robust in their follow up monitoring as proposed actions have not always been implemented. The Board welcome this ongoing dialogue and would thank the Governor and her Senior Management team for their openness and accessibility throughout the year.

- a. The Board would ask that action is taken to reinstate Prisoner Consultation meetings on all houseblocks in a consistent manner and at regular intervals with a written note of meetings available. The Board feel this is particularly necessary at this time of great change and given some of the issues flagged up in this and the HMCIP Report.
- b. The Board would ask that close attention is given to the issues highlighted within the resettlement agenda to ensure that the proposed actions are progressed.
- c. The Board would ask that actions proposed to deal timeously in a qualitative manner to applications from prisoners are progressed.

Previous Year's Concerns

4.4. The Board wish to thank the Minister and NOMS for their very comprehensive response to the 2012 IMB Report for Holme House. They would also thank the Governor and Senior Management Team for the production of an Action Plan to address issues identified in the 2012 report which is updated quarterly. The effect of both these actions means that many issues that were identified were fully explained or rectified.

4.5. The Board still has questions about some aspects of Benchmarking which are reflected in this year's concerns for the Minister/ NOMS. That is not to say that the other issues raised are no longer current but rather action is in hand or no further action is practicable.

Overall Judgement

4.6. In summary, therefore, the Board would re-state that this has been a year of unprecedented change within Holme House. Despite this the Board still believe that Holme House is a well-run establishment which has safety, security and the well-being of prisoners at its heart. Although this is a retrospective report covering 2013 the Board would however flag up the continuing challenges in the year ahead and their concern that the significant reductions in resources attributable to the Benchmarking specification may compromise this situation. Holme House would now benefit from a period of continuity and stability but this is unlikely given the many changes still scheduled in the year ahead.

4.7. The Board is grateful to the Governor, her Senior Management Team and all the staff within Holme House for their support, openness and accessibility during the reporting year and would wish to commend everybody for their remarkable achievements in a most challenging year.

Section 5

5.1. Equality and Inclusion

- a. Holme House takes issues relating to equality and diversity seriously with a Single Equality and Diversity Action Team (SEDAT) meeting regularly and attended by prisoner representatives as well as other staff including the manager responsible for Inclusion and Public Confidence. There has been some last minute rescheduling of these meetings in 2013 which has made attendance difficult for some people. Representatives from Healthcare and Mental Health have not attended.
- b. Prisoners are directly involved in this team and give feedback from Equality/Welfare Champion Meetings which are held monthly. This ensures that current issues can be raised and dealt with. The champions themselves are often able to suggest solutions to individual problems.
- c. An action plan is in place and is reviewed regularly. The Systematic Monitoring and Analysis of Race Equality Tool (SMART) and Diversity Incident Report Forms (DIRF) data is examined to look for possible trends or concerns and take appropriate action. Both SMART and DIRF will be superseded by new systems in 2014.
- d. Some of the issues raised following meetings are considered below, based on data at December 2013.
- e. Disability. Although 170 prisoners have identified themselves as having some disability, 112 have stated they do not need assistance and 36 require only reasonable adjustment (of these 15 needed it for Education only). This means only 22 prisoners have a declared disability and 22 have a Personal Emergency Evacuation Plan (PEEP). This is a large increase from 2012 when only 4 PEEPs were in place. An aging population ([see para 5.1g](#)) with increasing mobility problems accounts for some of this increase.
- f. Nationality. At the end of 2013, 96% of the Prison population was British with 4% Foreign Nationals. The number of gypsy and travellers has been hard to assess as some of them choose not to be so identified. The Board was pleased to see the number of Foreign Nationals held over sentence beginning to fall in December with transfers out of 4 prisoners to Immigration Centres. The Board will continue to monitor the number of prisoners over sentence and hope to continue to see considerable reductions. Issues that have arisen with small numbers of Foreign Nationals such as lack of books in Kurdish have been dealt with sympathetically and promptly.
- g. Older prisoners. The needs of an increasing number of older prisoners (8.7% of the population are over 50) has put demands on the system of care. Some of the older prisoners need social care rather than healthcare (eg in bathing, moving around, collecting meals). Currently equality/welfare champions are acting as 'buddies' to provide this support. The Prison is liaising with local Social Services departments to look for increased assistance/ involvement from them. There are still issues around wheelchairs and free access to areas; it is not always easy for some prisoners to attend association as there is little seating outside cells. There are concerns that there could be more out of cell provision for activities for the elderly/disabled. The Prison is taking these problems very seriously and is working to put solutions in place.
- h. Veterans. The 17 veterans in Holme House are currently very well supported, with excellent links to the *Royal British Legion* still in place.

- i. Chaplaincy. Chaplains are now available for all the religious groups in the Prison. Disappointingly, there is still no Prison Visitors Scheme in place but some limited action has taken place to progress this. The Board hope to see the scheme in place in 2014, especially given the high numbers of prisoners from out of area who do not receive any visits.
- j. DIRFs. The number of DIRFs recorded in 2013 showed little change compared to 2012. 39 were recorded by December 2013. Taking into account increased prison population this represents a slight fall in reported incidents.
- k. Overall the Prison works hard to address issues relating to equality and diversity. The Board commend the staff involved for their prompt response to issues that arise and will want to monitor impending changes in personnel allocated to this area of work in 2014.

5.2. Education, Learning and Skills

- a. The provision at Holme House is delivered by The Manchester College (TMC) under the second year of the Offender Learning and Skills Service (OLASS) 4 contract. The vision of the TMC leadership is to mirror the working conditions and standards expected outside prison as closely as possible.
- b. When prisoners first arrive at Holme House their basic literacy and numeracy skills are assessed by TMC staff, unless they have a previous score less than six months old. They are given attainment scores using the nationally recognised parameters. These scores are used by the Career Service (operated by the *Centre for British Teachers*) when giving advice and guidance to prisoners as to their future work and training options.
- c. A comprehensive Learning, Skills and Employment prospectus is given to all prisoners on induction listing all the options for work and education available at HMP & YOI Holme House. Over 25 education and training courses, leading to NVQ level 2 or other nationally recognised qualification are listed. The scope of the courses and work based training on offer in the Prison is chosen using the latest local labour market information gathered from a wide range of partner organisations. The virtual campus computer system runs “live” job searches and has employability information for end of sentence prisoners.
- d. There were 6500 educational modules started during the 2012-2013 academic year with an 81% achieving the pass rate. The content of each module is designed to be transferable so the training can continue at another prison or at local community colleges on release. There are places for 164 full-time and 144 part-time learners in the Education department plus in-work training at the relevant workshops.
- e. TMC collect completed evaluation questionnaires at the end of each course to inform future provision choices. The Board has been able to see a selection, attendees’ comments are generally very positive. They have clearly learned some important things, eg how expensive “payday loans” are. The programmes are enjoyed and give a sense of pride and achievement to those who complete them.
- f. The Library
 - i. The numbers attending the library have fallen dramatically over the year. The reduction is due to several factors: Reduction in Prison Officer staffing levels, the introduction of a longer working week for prisoners, association for prisoners being halved and the library no longer being open on Saturdays. Particularly affected are full-time workers and prisoners who would have benefited from the *Peer Reading Initiative*, a scheme encouraged by the MoJ.

ii. The increase in computer provision in the library for prisoners cannot be used due to prison officers not being available to unlock prisoners on the houseblocks, supervise them when in the library and on free flow to and from. These computers were to help with typing up *Open University* assignments and for doing the theory exams for the driving test for instance. *Open University* funding is now more difficult for prisoners to obtain.

iii. It would be very detrimental to the Prison if *Stockton Borough Council* reduced its library provision further as a result of a perceived lack of library use.

g. Challenges Ahead

i. Motivating and engaging learners over the longer core working week.

ii. Reversing the fall in numbers using the Library and securing financial provision to continue its valued work.

iii. Managing the anticipated issues arising from the introduction of the Prison Service's "New way of Working" as it impacts on the safe working conditions of teaching staff and learners.

h. Successes

i. Good OFSTED inspection result.

ii. Good HMCIP report.

iii. Excellent *Learning, Skills and Employment* Prospectus.

iv. Increase in computers for use by prisoners in the library.

v. Development of *Sector Route Way* scheme, showing the necessary steps to be undertaken to become qualified in a chosen field, eg a Bricklayer. This scheme has its official opening early 2014.

5.3. Healthcare and Mental Health

a. Healthcare

i. Healthcare Services are presently delivered under contract by *CareUK* with mental health services sub-contracted to *Tees, Esk and Wear Valleys (TEWV) NHS Foundation Trust*. The healthcare contract is due for renewal in 2014, with a changed specification to include provision of healthcare services in Police Custody Suites. This has led to difficulties and delays with a belated repackaging of the required services into lots. Pending a decision on the successful bidder(s) *CareUK* was asked by the Commissioners to continue to deliver the present contract until December 2014. Whilst this is good news for the Prison and the prisoners sustaining delivery of an effective and efficient service, it adds yet another area of uncertainty into an establishment beset by ongoing change.

ii. Healthcare Services strive to deliver a high standard and compare very favourably with services offered in the community. The staff, under the leadership of the Healthcare Manager, focus on the prisoner at all times. This was also recognised by the HMCIP visit in 2013 which assessed the overall quality of healthcare as Good with patient care Very Good.

- iii. Weekly GP sessions, Dental Services and Telemeds are all working well.
- iv. In-patients (hospital)
 - (1) There is still a minority of patients with significant mental health problems, but this year has seen a marked improvement in moving patients to appropriate mental health facilities in the community, either mental health care homes for the more elderly, or mental health hospitals (but [see section 5.7g](#)).
 - (2) The use of the Segregation algorithm is now embedded in practice and has produced lower numbers automatically being sent to the hospital from Segregation. The additional algorithm for Healthcare staff to complete also assists in deciding if patients need hospital care.
 - (3) Unfortunately, there is still an issue relating to some healthcare facilities which are of concern to the Board. These have been flagged up on a number of occasions. They relate to the showers, bathroom and sluice areas in the hospital (this does not apply to the end of life facilities). The Board has been concerned with this issue for some time and is anxious that the matter is resolved. The Commissioner has agreed to look at these with a view to financing replacements and the Board understands that this work will now start in early 2014.
 - (4) The appointment of an 'In Patient Manager' has freed up valuable nursing resources. The objective is to replicate the external environment as far as the prison environment allows. This was complemented by the appointment under F&S of a new Head of Operations and Drug Strategy at governor grade within the Prison Service, acting as an interface between the Prison and *CareUK*. Unfortunately, this post has been retrenched under Benchmarking but the current post holder will maintain a watching brief.
- v. Regionalisation of hospital beds
 - (1) Currently, Holme House is the only North East prison with a 24 hour nursing facility. Durham prison hospital facility remains closed. Following a redesign there are now 16 single cells.
 - (2) A new 'End of Life Suite' has been completed which consists of two well-equipped rooms and shower rooms, both designed to provide comfortable and fitting accommodation for prisoners in their last days. There is also a comfortable sitting room available for visiting relatives. The suite is expected to open shortly and is awaiting its first patient.
 - (3) The Board would wish to commend the amazing care and compassion displayed by nursing staff, ably supported by discipline staff, to those terminally ill prisoners who spent the last days of their lives in the Prison hospital.
- vi. Improvements in patient care
 - (1) Triage System. Prisoners wishing to see a GP are seen initially on the houseblock by a nurse, some of whom are nurse prescribers. Prisoner needs can be assessed immediately and medication prescribed, with referral to a GP if necessary. This has significantly reduced the numbers attending outpatients and shortened the timescales for GP appointments.

- (2) Upgrading of patients' Association facilities in the hospital wing.
- (3) Patients' Forum. This meets regularly (usually monthly) and is chaired by a clinical lead. The nature of the forum has changed recently to include invited speakers.
- (4) Access to a Mental Health nurse at weekends. ([See section 5.3b](#)).
- (5) More robust and appropriate **prescribing by GPs**, in consultation with the patients' community GP.
- (6) All nursing vacancies are now filled, ensuring that staffing is fully up to date.

vii. The only other matter of concern to the Board this year relates to an increased number of applications and complaints to IMB relating to health-related matters (78 in 2012, 111 in 2013) but this relates primarily to the lack of a standardised process for the receipt and logging of applications and complaints by *CareUK* sometimes resulting in the absence of a response to the individual. Work is now in hand to deal with this and the Board will want to monitor the effectiveness of any changes.

viii. In fairness, when members have occasion to chase up applications or complaints a member of *CareUK* staff will often see the prisoner face to face or arrange an immediate appointment with a health professional if required.

ix. In summary, prisoners in Holme House continue to receive a high standard of care and the Board is hopeful that this can be sustained pending the outcome of the re-contracting round.

b. Mental Health

i. Mental Health Services in Holme House are delivered under contract to *Care UK* by *TEWV*. As mentioned earlier in this report, the contract has been extended until December 2014 and *Care UK* will re-tender for the new contract

ii. The regional model for staffing includes 3 Consultant Psychiatrists, whilst more can be called in if necessary. The team composition consists of 11 staff plus 2 administration staff. The Manager is looking to bring in community team groups to assist during 2014.

iii. Holme House is providing placements for mental health students at *Teesside University*.

iv. Anybody within the Prison can make a referral to the Mental Health Team and self-referrals are accepted. All referrals are seen within 48 hours, often faster than within the outside community. The next steps are agreed at the 'rapid meeting' where the decision is made to categorise the patient as primary or secondary. The latter categorisation has to be followed by a comprehensive assessment within 5 days. Qualified Practitioner caseloads average out to between 35-40 per year, which is slightly lower than last year. Acute patients are transferred to hospitals, such as *Broadmoor* and *Liverpool*.

v. Weekend Cover: Managers provide out of hours, weekend and Bank Holiday cover via an 'on-call' system. All prisons in the region have a rota and telephone number. This system appears to be working well.

- vi. There is a new *MIND* contract which operates when there is an identified need. This usually amounts to 2 sessions a week.
- vii. The Mental Health Team (MHT) continue to deliver group sessions across a range of subjects and activities, including limited training for prison officers. Groups for prisoners include:
 - (1) Anxiety and Depression, Creative and Therapeutic, plus support groups for particular needs.
 - (2) Cognitive Behaviour Therapy is available but, at present, there is no identified need for this.
- viii. *System 1* (the healthcare IT system) was finally installed within the MHT office in November. However, cabling work is still outstanding to enable the installation of *PARIS* (the Trust's electronic record system). Although far from ideal, in the meanwhile the MHT are able to access it via other *NHS* premises or have information faxed to them.
- ix. The Board receive very few applications re mental health issues, which is due in no small part to the high standard of care and professional service received from the MHT in this critical aspect of prison life.

5.4. Purposeful Activity

- a. The Board has followed the progress of various aspects of the drive to increase the range and value of work-related time for prisoners whilst in prison. The Board fully supports the endeavours of the Minister and the Prison Service in enlarging the opportunities for full time work, particularly where such opportunity relates to work which results in an end product which goes to an outside customer. In the view of the Board, this assists in ensuring that the prisoner can appreciate the importance of delivery at the right time and to the correct quality thus linking "prison work" with the standards required on release. The Board would particularly like to comment on:
 - i. The Bistro. This feature of the training has been in operation intermittently throughout the year. Members of the Board have taken the opportunity of sampling what the Bistro has to offer. The universal opinion has been that this experience has been most positive. The food has been of good quality, served by people most anxious to ensure that it is enjoyed. The Board would compliment all those involved, particularly the prisoners who really were determined to "do things properly".
 - ii. The Laundry. Throughout the year the Prison has been working on a large commercial contract to launder bedding and other items. Laundry staff have advised the Board that the contract was proceeding well. The prisoners, when spoken to, appeared to be pleased with the fact that they were "doing a full time job". The Board particularly consider that this sort of work is the most useful that a prison can undertake; apart from the fact that some welcome additional funds are generated for the Prison Service, prisoners working on the contract begin to appreciate that their standard of work really matters and "customer satisfaction" is relevant to the continuation of the contract. The Board was most concerned to learn at the end of the year that the future of this work is in jeopardy as a result of a contract dispute involving Prison Industries and would urge that organisation to resolve this at the earliest opportunity, remembering that this range of work is an integral part of the resettlement process.

iii. The third initiative is the contract between Prison Industries and the Ministry of Defence to manufacture a range of furniture. Once again the fact that there is an end consumer who has to be satisfied seems to have instilled a greater sense of purpose in those prisoners involved and the training and supervisory staff are to be commended on their contribution to the programme.

iv. The work of those in the kitchens must again be acknowledged. Everyone works under pressure, particularly since the Prison occupancy has been increasing over the year under review. Difficulties have inevitably arisen with equipment due to the demands upon it and there have been instances of considerable delays in effecting repairs.

b. For historic reasons, there would appear to be a considerable discrepancy in the wage rates existing between the various areas of work. This has caused understandable discontent amongst the workforce within the Prison. Members of the Board have attended meetings of the committee charged with resolving this issue. Members of that committee argue their particular corner with conviction. The Board was pleased to be told in the New Year that new pay scales had been agreed amongst the Senior Management Team, but feels that an eye must be kept upon those scales in the future to avoid discrepancies creeping back in.

c. There are, in total, some 231 full-time opportunities in the workshops with a further 212 opportunities across other jobs and functions. The Textile Workshop is another example of a location providing real work experience, manufacturing towels and sheets both for Holme House and other establishments. This is particularly relevant experience given the revival of clothing and associated manufacturing in the region and the need for trained machinists.

d. The Board commend those responsible for the development and delivery of purposeful activity in Holme House and for the excellent partnership working which underpins this.

5.5. Resettlement

a. The resettlement agenda is primarily the responsibility of two governors, the Head of Reducing Re-offending and the Head of Offender Management. The post of Head of Public Protection was retrenched under Benchmarking and that responsibility has been subsumed within offender management.

b. A Reducing Re-offending Committee meet bi-monthly chaired by the Head of Reducing Reoffending with the majority of key players represented, although attendance has been poor during the year. The Board attend as observers; there is a Reducing Re-offending Policy in place which is now due for review. However, there is no underpinning action plan, a point highlighted by HMCIP and this is now work in progress.

c. Engagement Centre

i. There have been a number of substantial challenges and changes within the resettlement function this year, starting at the beginning of the prisoner journey with the introduction of an **Engagement Centre** which began as a transitional pilot arrangement last September and which is now moving into full delivery mode, albeit there is still some considerable work to do before the model can be classed as fully operational.

- ii. Prisoners attend the **Engagement Centre** and complete a series of modules over 14 days starting with an initial offender management basic assessment and screening which is conducted by peer mentors trained to NVQ Level 2 in mentoring. The prisoners attend TMC Assessment Centre, are seen by a Careers Adviser where they develop a skills action plan and are introduced to the TMC *Sector Route* ways. They are also given a tour of key areas of the Prison.
 - iii. The **Engagement Centre** is being developed ongoing to provide drop in sessions with organisations such as DART, Chaplaincy, *Shelter*, *Jobcentre Plus*, *PERTEMPS* and *NEPACS*, all organisations who can provide advice and assistance to prisoners on their resettlement journey.
 - iv. At the end of this 14 day induction period P-NOMIS is noted to show the prisoner has engaged which is then used to lift them from entry level IEP to standard.
 - v. The intent is that all prisoners allocated to the **Engagement Centre** will be located on HB1 but this is proving difficult to achieve given the current high prison roll and the difficulties in moving prisoners in and out of HBs according to their status.
 - vi. Whilst great progress has been made with this initiative inevitably there are ongoing issues to be addressed including information sharing protocols with partners, provision of basic screening information to OMU (presently paper based) and the need to devise a different set of activities for “revolving door “prisoners.
 - vii. The Board nevertheless recognises the work undertaken to date to get to the current position and would commend all involved for providing a much needed addition to the Prison induction and look forward to seeing the model evolve.
- d. Housing and Debt Advice
- i. *Shelter* is contracted to deliver housing and debt advice to prisoners. They also train peer support workers to assist fellow prisoners with housing issues, initially signposting them to *Shelter* via the Engagement Centre. They facilitate debt services, housing workshops and tenancy courses in the Prison.
 - ii. *Shelter* experienced a change in their staffing part way through the year and the Board is pleased to note that this has led to a much improved performance, with the current personnel being much more proactive, seeing prisoners much earlier before release and also intervening when prisoners first come into prison, working with them to try and secure their accommodation for release, assisting with rent arrears etc. They have used their local and organisational knowledge to improve relationships and communications with relevant partners (local councils, private landlords, housing associations). As a consequence, achievement of the Service Delivery Indicator (SDI) of 83% of those released to have accommodation to go to has improved significantly regularly exceeding 90%.
 - iii. The biggest challenge continues to be the high numbers of no fixed abodes (NFA) currently running between 70–90 per month and the high numbers of prisoners from outside of the local area, negating the use of local knowledge and contacts.
 - iv. *Foundation Housing* run the *Through the Gates* Service which supports prisoners on release for up to 13 weeks in the community to try to ensure continuity of housing.

v. The *Shelter* contract expires in June 2014 and at the time of writing this report it is yet another potential change as it is not yet known how housing issues will be contracted with the impending changeover to prime and sub-prime contracts in the transition to *Community Rehabilitation Companies* (CRCs). The Board will be monitoring developments closely.

vi. Offending Behaviour Programmes (OBPs)

(1) The Programme Team has generally been protected from the pressures faced by other functions this year as the nature of their work, which is subject to strict professional standards and so highly audited, allows little scope for change. Consequently they have had a settled team which was not the case in the preceding year.

(2) The team currently deliver 4 accredited programmes: *Healthy Relationships (HRP)*, *Self Change Programme (SCP)*, *Thinking Skills (TSP)* and *Focus on Resettlement (FOR)*.

(3) Programmes were audited during the year and achieved an excellent audit score. They will also achieve all their SDIs for 2013/14 but only by the skin of their teeth latterly as referrals have almost dried up in some cases. This is attributable in part to changed criteria for the TSP course which is no longer available to those convicted of acquisitive crimes (applicable to a high number of prisoners in Holme House) and problems within OMU leading to a reduction in referrals. Pleasingly given that, the Programmes Team now have some downtime they have volunteered to work alongside OMU colleagues to assist with their training and hopefully manage up referrals. The Board commend this approach as a win for all involved, especially prisoners and will continue to monitor the outcome.

(4) The Programme Team will no longer be protected from changes in the coming year with the replacement of Band 4 Officer Facilitators by Band 4 civilian facilitators which may have a short term impact on delivery. However, the key change is the impending loss of the very successful *FOR* programme and the introduction of a new programme later in the year, *RESOLVE*, an anger management course, which is being introduced to reflect Holme House's designation as a "violence " hub. **The Board is disappointed at the loss of the *FOR* programme as reflected in the Executive summary.**

(5) The Board commend the Programme Team for their success this year in the achievement of excellent audit results and SDIs but also for all of the work they have been able to do with VPs, especially given ministerial and public concerns that little is done with sex offenders who are in denial. There has also been a pleasingly low attrition rate due to the calibre of the staff and the settled team.

vii. Offender Management Unit (OMU)

(1) This has been a particularly challenging year for OMU and is one of the functions about which the Board has expressed concern, especially over the latter half of the year, due to the high numbers of IMB applications received from prisoners experiencing problems and delays.

(2) OMU operates with an integrated team of prison and probation staff. Prior to the F&S exercise there were 14 very experienced Offender Supervisors. Post-F&S there are now some 30.5 Band 4 officers. Populating the new structures has been done incrementally to enable a move to the new ways of working falling out of Benchmarking which come into effect from 5 January 2014. From that date the Band 4 staff within OMU will operate split duties with 50% of their time spent as Offender Supervisors (OS) and 50% of their time on Houseblocks as Supervising Officers (SO).

(3) These changes have probably been the most significant within both the F&S and Benchmarking agendas therefore it is not surprising that it has not been without problems which are still being managed through at the time of writing this report. The changes to staffing have run alongside the changeover to a generic Case Management approach, necessitating a massive training programme for both Band 4 officers and Case Admin staff. As a consequence there have been delays and backlogs with a number of parts of the OMU processes with many prisoners finding difficulty in accessing their OS. The delays have been compounded by the loss of experienced officers via *VEDS*, high levels of sickness within the team and the unwillingness of some staff to make the transition to their new role.

viii. Offender Assessment System (OASys). There are backlogs with these assessments (an OASys assessment must be completed within 8 weeks of sentence for all prisoners sentenced to 12 months or more). Failure to complete an OASys results in no assessment of risk, no sentence plan and objectives therefore delaying the start of the rehabilitation process through the identification of relevant interventions. **The problems with delays is compounded by transfers in of prisoners arriving from other prisons without an OASYS.** An experienced OS is now being deployed to tackle the backlog to get back on track.

ix. Home Detention Curfew (HDC). The Board has received a high number of applications about HDC this year, primarily about a failure to take timely action and to keep the prisoner informed. Indeed, there have been a small number of cases where the Board feel the prisoner has missed the opportunity for HDC because of late decision making. Again actions have/are being taken to counter these problems with a streamlining of the HDC processes and changes to recording to ensure timely action at all stages. Part of that will enable the provision of statistics on numbers eligible for HDC and outcomes, information which is not currently available. **Again, it must be noted that many delays are attributable to transfers-in where the paperwork has not been started 10 weeks in advance of HDC eligibility dates so the clock is already ticking when the prisoner arrives at Holme House.**

x. Release on Temporary Licence (ROTL). ROTL is a little used opportunity within Holme House. The Prison does not provide a leaflet for prisoners setting out the local policy and procedures as required by the relevant PSO. Until October this year ROTL had been granted on only 5 occasions. However, there were 13, 28 and 25 ROTLs in October, November and December involving two prisoners. Invariably, ROTLs require a lot of groundwork and can carry a high degree of risk and these releases have not been without problems. At present a small project is being undertaken looking at what can be done to better publicise and inform prisoners about all aspects of offender management including ROTL with the likely focus being via the Engagement Centre and the peer mentors at the start of the prisoner journey. The Board welcome this approach as ROTL is a key step in the resettlement and rehabilitation process, especially relevant to those serving IPP, and will want to monitor the outcome of the project.

xi. Lifers/Indeterminate Public Protection (IPPs). There were 27 lifers and 54 IPPs in December 2013 with 10 lifers and 42 IPPs over tariff, an increase on the 2012 figures. However, all those over tariff have had their pre-tariff hearing with the Parole Board and all are due another review on a date listed by the Parole Board. The underlying problem with these prisoners is that little is still being done to move them forward with their sentence planning objectives, compounded by the fact that this group of prisoners is no longer the responsibility of a single Offender Supervisor as was the case in the past and a lot of the new OS' do not have the expertise to deal with them. The incoming Head of OMU had recognised this lack of focus and has arranged for an experienced OS to be removed from her caseload to act as mentor to her colleagues in identification and action for these prisoners. He has recognised the need for a more integrated approach to interventions and is setting up meetings with relevant parties (DART, PPU, OBP, Chaplaincy) to look at what interventions can be put in place which will impact positively in the prisoners' rehabilitation and consequently their parole hearings. In discussion with the Chaplaincy about the *ENNEAGRAM* Programme which would seem ideal for sex offenders who are in denial as it may provide an opportunity for a positive intervention given their ineligibility for the Sex Offenders Treatment Programme (SOTP). He is also planning a Lifer Day later this year for prisoners and their families. The Board very much welcome this proactive approach with this group of prisoners, given that they have been raised as a problem in previous reports, and look forward to reporting more positively next year.

xii. Observation, Classification and Allocations (OCA). This function has sustained an extremely high workload this year given the relentlessly high numbers transferring in and out of the Prison with all the attendant applications seeking transfers nearer home. Categorisation reviews have fallen behind and, as there is no longer any discrete resource dedicated to this function under the restructured OMU, prisoners are making multiple applications in an attempt to get a response, culminating in high numbers of applications to IMB. It has been very difficult in the latter part of the year to locate a member of staff to provide information to enable a response. Part of the problem lies in the quality of response to the prisoner's general application to OMU and they are looking at the provision of a standardised pro-forma which will explain more fully the role of population management and the catchment area for Holme House prison in addition to information about the prisoners' individual circumstances.

xiii. Jobcentre Plus. There are three staff from *Jobcentre Plus* who work in the Prison taking claims for benefit for prisoners before release and referring them to mandatory work programmes. They see on average some 70–90 prisoners per month. This is an invaluable service for the prisoners as it smoothes the way for them from Prison to Benefits in what is an increasingly complex system.

xiv. Employment. An organisation called *PERTEMP*S is contracted to deliver assistance with active job search. They see prisoners within 3 months of their release date when they offer the following:

- (1) Support with CVs, application forms for jobs and interview techniques.
- (2) Support with disclosure to potential employers.
- (3) 1-1 support with self-employment planning.
- (4) Linking in with TMC on the *Fast Track To Work* course, completing mock interviews and providing constructive feedback.

They also continue to work with prisoners on their release into the community.

xv. The coming year remains extremely challenging with the introduction of split duties for the OMU Band 4s in January and the impending changes to the resettlement process with the introduction of Community Rehabilitation Companies (CRCs) later this year dealing with those sentenced to less than 12 months.

xvi. In summary, there is a lot of work to do in the course of the coming year to improve services for the resettlement of prisoners starting with the evolution of the Engagement Centre but especially in ensuring that OMU is better integrated into the process and that all the proposed actions outlined above are realised.

5.6. Safer Custody (From January 2014 to be known as Safer Prison & Equality)

a. The number of ACCTs opened in 2013 is tabulated below, together with comparative results for 2012.

ACCT Totals 2013	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Total opened during month at H/House	36	24	33	42	30	28	45	31	33	29	45	53
Running total for year	36	60	93	135	165	193	238	269	302	331	376	429
Average population	1012	1058	1146	1127	1105	1053	1059	1154	1172	1196	1175	1206
% of population on an ACCT	3.5%	2.7%	2.9%	3.7%	2.7%	2.7%	4.2%	2.7%	2.8%	2.4%	3.8%	4.4%

ACCT Totals 2012	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Total opened during month at H/House	27	27	45	18	26	29	35	24	39	33	35	33
Running total for year	27	54	99	117	143	172	207	231	270	303	338	371
Average population	1103	1144	1159	1175	1099	1062	1007	1031	1033	1053	1040	1021
% of population on an ACCT	2%	2%	4%	1.5%	2.4%	2.7%	3.5%	2.3%	3.7%	3.1%	3.4%	3.2%

b. As a result of Benchmarking there have been changes to Safer Custody; from January 2014 it will be called the Safer Prison & Equality Team and will consist of the Safer Prisons and Equality Manager (former title: Head of Safer Custody and Equality) a Custodial Manager and two staff detailed to this department on a daily basis.

c. A Safer Prison & Equality meeting will take place bi-monthly chaired by the Deputy Governor with IMB attending as observers.

d. Safer Custody at HMP & YOI Holme House was audited in April 2013 and was awarded an overall rating of Amber/Green.

e. IMB members continue to attend ACCT reviews on an ad hoc basis especially if there are real concerns about the mental health and well-being of individual prisoners.

f. There were 8 deaths in custody in 2013, of which 6 would appear to be attributable to natural causes.

g. 8 inquests were held in 2013 with 9 inquests currently outstanding, the longest for a death which occurred in June 2012.

h. The Board is pleased to be able to commend those deployed in the Safer Prisons & Equality team for the care shown to very troubled prisoners. It is felt that this ethos is a reflection of the Safer Prisons and Equality Manager whose dedication and compassion is obvious to those who have the privilege to observe his work.

5.7. Segregation, Care and Separation, Close Supervision

- a. The Segregation Unit (Seg) continues to provide a vital role within the Prison in the care of prisoners who are facing difficult situations or have transgressed established rules and regulations. IMB members visit the unit on each rota and usually see every prisoner on the unit. Notification to the Board within a short time of a prisoner being transferred to Seg is now standard practice and much valued by the Board.
- b. Members are pleased to report that that prisoners brought down to Seg are treated with courtesy, good humour and, especially, with compassion. The Board members invariably find that the relatively few complaints from prisoners on this wing are speedily resolved by the officers.
- c. The Good Order or Discipline (GOoD) Reviews are held every Monday afternoon and are conducted by a Residential Governor. There is almost always an IMB presence at these meetings.
- d. Members of the Board have observed prisoners being brought down to the unit under Control and Restraint (C&R). No instances have been seen of undue force used and no complaints have been made to the Board by any prisoner.
- e. Members of the Board regularly attend adjudications, including those conducted by the Independent Adjudicator. The Board is pleased to report that adjudications are conducted in a fair, balanced and humane way.
- f. The Board continues to have concerns regarding the few prisoners being held for unnecessarily long periods in the unit whilst waiting to be interviewed by the police. However it accepts that this is a matter that is out of the hands of prison staff.
- g. There have been fewer prisoners with severe mental health problems held in the Seg this year with one significant exception. One prisoner was held there for over three months awaiting a bed in a secure unit and this was eventually escalated to the Mental Health Commissioners. The Board would wish to commend the Seg staff for the empathetic and trusting relationship they developed with a very troubled prisoner.
- h. The Board sincerely commends the officers who work on the Segregation Unit for their professionalism and for their compassion in their dealing with some often difficult prisoners as evidenced above and for their patience, unfailing good humour and friendliness when attending to enquires from the Board.

5.8. Residential Services

a. Kitchens/catering

- i. It has been a very difficult year for the kitchen manager and her staff, as there have been so many changes. The move over to Breakfast Packs and a packed lunch across the Prison resulted in many complaints about both the quality and quantity of the food. By serving fillings separately and adding extra items to the pack, some of these issues were addressed, but this proved costly. The current solution of soup and a sandwich or pasty with extra bread at lunchtime is proving much more satisfactory.
- ii. The other move to pre-portioned evening meals with an option of a hot pudding was gradually rolled out across the Prison and has been well received.
- iii. There have still been complaints about the use of default menus and not enough meals being sent to areas but kitchen staff now go to the serveries in the evening and check portions against menus. Any shortfalls can be quickly addressed. In many cases, default meals have been sent when menu choices have not, for whatever reason, been received by the kitchen. The system of menu collection has been working much better this year.
- iv. The cost of providing food rose sharply in the early part of the year with increases in prices from the supplier. This levelled off latterly but dependence on a single source gives no opportunity for reducing costs by looking for the best offers.
- v. A main problem continues to be the non-repairing of broken equipment. One oven has not worked for 2 years. There were delays to the repairs to both mixers and pot washers. Oven space is particularly critical as it is needed both by the bakery and general kitchen. Having to buy in bread, as has sometimes happened, means an increase in cost and a reduction in quality.
- vi. The quarterly Food Forums where prisoners are invited to put forward concerns continued throughout the year. The first two were poorly attended but the later two, where all houseblocks were represented by prisoners and officers proved very constructive.
- vii. The kitchen has been well staffed by prisoners though sickness absence can cause difficulties. The manager is concerned about the equitability of pay earned by kitchen workers and other full-time workers, given both the hours and level of work done in the kitchen. A general pay review is due out soon.
- viii. The number of prisoners requiring special diets has increased. Again, this puts a burden on limited resources.
- ix. Given the high roll number of prisoners and the movements of prisoners both within and between prisons the kitchen has responded well to the last-minute changes.
- x. Supplying nutritious food in sufficient quantity on a limited budget will continue to be a challenge. It will be interesting to see what impact the standardisation of menus across prisons in the same area will have if it goes ahead.

b. Accommodation

i. Holme House comprises 7 houseblocks each with their own identity:

HB1: Cat B/C Engagement Centre (in transition until all Full time workers can be moved to HB5).

HB2: Cat B/C Full time workers.

HB3: Cat B/C VPs.

HB4: Cat B/C First night, DART, Remands.

HB5: Cat B/C Full time workers.

HB6: Cat B/C Therapeutic Community (TC), Drug Recovery Wing (DRW).

HB7: Cat B/C Part time education. Non-smoking wing.

ii. The continuing high prison roll this year has hampered work to maintain and upgrade cellular accommodation. In previous years there has been a rolling programme of redecoration and refurbishment but this has been impossible to sustain due to the need for maximum occupancy. This has also created problems trying to bring cells back into use after damage and/or breakdown of equipment. Consequently some of the accommodation has been barely fit for purpose, particularly the First Night cells of which HMCIP were highly critical.

iii. Similarly, there have been complaints to IMB about the absence of decency curtains round toilet areas in some shared cells, a lack of cell furniture, broken bed frames and mattresses which were long past their sell by date. The showers in HB1 have been a source of complaint for most of the year with neither the money nor the labour available to improve them.

iv. The Works department has been critically short of manpower throughout the year, especially plumbers, and this has contributed to backlogs and delays in completing other than emergency repairs within HBs. However, credit must be given to the speed with which they brought back into use cells within the Segregation Unit following an incident of concerted indiscipline.

c. Kit

i. Apart from issues about food the biggest single source of complaint over the year has related to the lack of clean kit, towels and bedding which clearly compromised the ethos of prisoner decency. Stocks of kit had either been allowed to run down or robust kit management had been relaxed. The large and ongoing influx of prisoners into Holme House only served to exacerbate an already unsatisfactory situation. This problem has prevailed for most of the year and proposed solutions were not always enacted promptly if at all. The situation was not helped by circumstances in the Laundry - it was not possible to launder prisoners' own clothes because of a lack of capacity due to the commercial laundry contract and delays in re-siting the chemical store to allow installation of further washing machines. As a consequence prisoners were washing their own clothes in their cells to counter the shortage of kit.

ii. **A number of actions are now in hand to improve the situation and the Board will want to monitor these closely for improvements in the current situation.**

d. Applications and Complaints

i. There have been a number of problems with complaints and applications this year. Prisoners have been putting in applications to IMB complaining that they have made multiple requests for action or information via a green general application form with no response. It has not always been possible to validate this due to a lack of standardisation across HBs in the way applications are dealt with. Also, application and complaint boxes were not always opened and emptied on a daily basis, not all applications were logged out and no applications were logged back in. There is also evidence to suggest that prisoners were being advised by officers to submit applications to IMB as they did not have time to deal with the query. **Applications to IMB have soared exponentially this year from 589 in 2012 to 971 in 2013, a level of work which is unsustainable.** The Board is currently in discussion with the Governor and her management team about reasons behind this increase and actions to counter this. The Board is also looking at what they might do to manage down the number of IMB applications.

ii. Conversely, the Board would commend the Complaints Clerk for his robust management of the internal prison complaints system resulting in timely responses and correct action at all stages supported by generally qualitative responses.

e. Incentives and Earned Privileges scheme (IEP). The new scheme came into effect from 1 November. It is too early yet to determine if it is being administered consistently and in line with national policy. However, the introduction of the Engagement Centre ([see Section 5.5c](#)) has enabled the alignment of Entry Level status with active participation over a 14 day period to allow movement to Standard Level. Also, revised pay scales are in preparation to enable pay differentiation within IEP levels. Although a notice went out to prisoners outlining the revised scheme the acid test will be as the annual reviews take place when some prisoners may be downgraded. **The Board will wish to monitor implementation of the scheme in the coming year.**

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Section 6

6.1. Drug Strategy

- a. This year has seen a continued review of all regimes in the Prison that affect illegal drug takers. Mandatory Drug Tests (MDTs) returned as positive have seen a slight increase, up on the previous year, spiking particularly in December 2013. Suspicion - led MDTs, those instigated from intelligence information, continue to show below average results.
- b. All departments have been involved, in particular the Healthcare Department, *Phoenix Futures*, Security, the First Night Houseblock, DART and outside agencies.
- c. In Security, the new mobile phone detectors have led to better detection and an automatic referral to the Independent Adjudicator for those found in possession. Failed MDT adjudication paperwork is treated robustly and consistently: this has led to fewer delays in the adjudication process.
- d. In Healthcare, the GPs from *Care UK* have not automatically allowed offenders to continue with *Subutex (Buprenorphine)* (the illegal drug of choice) when they arrive in Holme House, changing, where possible to *Methadone*. An exercise in the community, has persuaded local GPs not to prescribe *Subutex* (a replacement for *Methadone*), so decreasing the opportunity of the drug being brought into the Prison.
- e. There was a change in the commissioning of non-clinical DART services during the year. They are now commissioned by the *North East Offender Health Commissioning Unit (NEOHCU)* A new Prison Partnership Manager, has been appointed. This will enable all prison treatment systems to be audited and so alleviate any blockages in the system.
- f. DART assesses all prisoners on arrival and all are given a care plan. Those who do not attend their regular interviews are automatically considered for withdrawal of their substitute medication.
- g. The change to allow prisoners on very low doses of substitute medication to join the Therapeutic Community (TC) and the continuing work of the Drug Recovery Wing (DRW), have altered the ethos of treating drug addiction within the prison population.
- h. At the end of 2013 there were 52 admissions, and 38 graduates in the TC with 21 prisoners deselected.
- i. The new programme for alcohol dependency started in 2012 continues to work well as does the new peer mentoring course started in January 2013.
- j. Two Family Support Workers (FSWs) were employed in the latter part of the year and are proving a very positive addition to the DART Team being able to work with the prisoner, their families and outside agencies in the efforts of the individual to overcome their addictions.
- k. **The TC is an excellent example of partnership working and has often been held up as a model to which others might aspire. It has also continued to deliver excellent and sometimes life changing results. The Board was therefore very disappointed with the decision to replace Prison Officers with civilian staff to deliver the therapeutic interventions in the TC from April 2014 and will wish to monitor the effects of this very closely.**

6.2. Visitors' Centre/Visits

- a. The Visitors' Centre is the first point of contact for visitors to the Prison and is run by a Centre Manager and a team of hardworking and dedicated volunteers in a welcoming and compassionate manner under the auspices of the North Eastern Prisons' Aftercare Service (NEPACS). There is also a Family Support Worker (FSW) based at the centre who is independently funded.
- b. The FSW displays remarkable expertise and represents a valuable resource co-ordinating and linking prisoners with their families and linking with social workers.
- c. The FSW has also instigated the Visitors' Forum held bi-monthly in the Visitors' Centre. This gives visitors the opportunity to talk to others sharing the same experience; to receive and give support to each other; raise concerns and offer suggestions on changes to the process. These forums are proving very successful and have regular attendees.
- d. The FSW also helps co-ordinate the special Family Visits which take place in the Prison Visiting Hall and are very much valued by the prisoners and by their families. They have a positive effect on morale and are an immeasurably positive help in facilitating families bond together.
- e. The staff and volunteers at the Visitors' Centre are very concerned to learn that, from January 2014, under Benchmarking, the popular evening visits will cease. This will have several knock-on effects: for families working during the week, it will mean they can only visit at a week-end; this, in turn, will put added pressure on week-end availability. At the moment, due to the current high number of prisoner transfers from distant prisons and the resultant necessity for their families needing to travel long distances, weekend travel is often their only option. A further important concern is that of school children; if their carers cannot manage to book them a place on weekend visits then there is a possibility that they will resort to taking the child out of school to enable them to visit their imprisoned parent. **The Board fully support these concerns and very much regret the loss of evening visits as the most significant victim of cuts attributable to Benchmarking.**

Section 7

The Work of the Independent Monitoring Board

Applications to the Board

Code	Subject	Year 2010	Year 2011	Year 2012	Year 2013
A	Accommodation	28	15	11	23
B	Adjudications	3	10	3	4
C	Equality & Diversity (inc religion)	7	7	8	5
D	Education/employment/training inc IEP	58	60	34	91
E 1	Family/visits inc mail & phone	30	59	69	119
E 2	Finance/pay			10	76
F	Food/kitchen related	19	15	9	72
G	Health related	80	149	78	111
H 1	Property (within current establishment)	101	83	55	78
H 2	Property (during transfer/in another establishment)			13	68
H 3	Canteen, facilities, Catalogue shopping, Argos			4	22
I	Sentence related (inc. HDC, ROTL, parole, release dates, re-cat etc)	57	36	74	123
J	Staff/prisoner/detainee concerns inc bullying	27	24	35	44
K	Transfers	99	66	74	91
L	Miscellaneous	171	118	112	44
	Total number of IMB applications	680	642	589	971

Note:

The Board received 40% more applications in 2013 than it received in 2012 ([see Section 5.8d](#) which partially explains this). Proportionately the largest increases were in category D (Education and Employment), H1 and H2 (Property) and Category I (Sentence related). Property has been raised as an issue for the Minister/NOMS. Sentence related applications are attributable to issues raised within Section 5.5 (Resettlement) and issues relating to Education and Employment can be linked to the high prison roll and prisoners being unable to secure employment of their choice.

Board Statistics

BOARD STATISTICS	
Recommended Complement of Board Members	18
Number of Board members at the start of the reporting period	12
Number of Board members at the end of the reporting period	11
Number of new members joining within the reporting period	1
Number of members leaving within reporting period	2
Total number of Board meetings during reporting period	12
Total number of visits to the Establishment	475
Total number of segregation reviews held	Not recorded
Total number of segregation reviews attended	Not recorded
Date of Annual Team Performance Review	14 Jan 14

Board Matters

7.1. The Board had 12 members at the start of the year, decreasing to 11 by the end of the year with 1 new member starting and subsequently resigning and one member leaving under tenure.

7.2. The Board operates a 4 week rota depending on members' availability with two members on rota each week plus one member who normally attends each Thursday. All statutory areas are visited at least weekly. Applications are logged as received and dealt with normally within the week by one of the rota members.

- 7.3. 14 day GOoD Reviews are now held every Monday afternoon, conducted by a Residential Governor, with an IMB member in attendance. 72 hr reviews are attended on an ad hoc basis subject to availability of member but, failing that, all those in the Seg are seen at least weekly.
- 7.4. Adjudications are regularly observed, including those conducted by the Independent Adjudicator.
- 7.5. A Daily Rota Report is completed which is then used as the basis for a written report from the Board Chair to the Governor, together with an analysis of applications received in month, with a written response from the Governor tabled for discussion at the subsequent Board Meeting.
- 7.6. There has been a significant improvement this year in the notification of incidents to the Board with the updating of the list of relevant incidents where the Board must be contacted. There have been 8 deaths in custody when the Board have been informed and responded as per the Death in Custody protocol.
- 7.7. There have been 8 inquests this year. IMB has attended the majority usually for the first and last day.
- 7.8. Additionally, each member is allocated a special area(s) of responsibility at the start of the reporting year which they are expected to monitor, reporting back to the Board to an agreed timetable and providing a contribution to the Annual Report.
- 7.9. Board members attend meetings specific to their area of responsibility as observers and prepare written reports for all members.
- 7.10. There have been 12 Board Meetings this year. The Governing Governor or her deputy attends for part of the meeting with the main meeting preceded by a guest speaker talking about a specific function or a national or local development initiative. These attendances are greatly appreciated by the Board.
- 7.11. Board members have attended both national training and training delivered within the Prison where appropriate and, again, this opportunity is welcomed by members.
- 7.12. Two members attended the 2012 National Conference.
- 7.13. There were 475 visits made to the Prison in the reporting year including rota visits, Board Meetings and training sessions.
- 7.14. As Chair of the Board I would like to thank all members for their hard work and contribution to the work of the Board in what has been a particularly challenging year given the limited membership, the extremely high number of applications and the continuing churn in the Prison population. I would also like to thank the Clerk to the Board for his excellent support, his exemplary organisational skills and, yet again, his unfailing patience in all matters relating to IT. Finally I would like to acknowledge the contribution made by the Board member who left under tenure at the end of the year having given 35 years of service to the IMB in Holme House and other establishments.

Linda Broadhead OBE

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Section 8

Glossary Of Establishment Related Terms And Abbreviations Used In This Report

AA Administrative Assistant	CIAS Careers Information and Advisory Service
ABC Activity Based Costing	CJSM Criminal Justice Secure eMail
ABS Anti-Bullying System	CLAIT Computer Literacy and Information Technology
ACA Audit and Corporate Assurance	CMU Case Management Unit – work on sentence planning & progress
ACCT Assessment, Care in Custody & Teamwork – replacement for F2052SH	CNA Certified Normal Accommodation
ACR Automatic Conditional Release (Licence)	CNC Computer Numeric Control
AI Agency Instruction	CPB Change Programme Board
AMU Activity Management Unit	CPU Corruption Prevention Unit
AO Administrative Officer	CRAMS A case study management system used by some probation areas similar to ICMS
AP Approved Premises	CRC Community Rehabilitation Company
ARD Automatic Release Date	CRD Conditional Release Date
ART Aggression Replacement Training	CRE Commission for Racial Equality
ATOS Company responsible for assessing long-term sick	CSU Commissioning Support Unit
BCU Briefing and Casework Unit – PS unit handling adjudication appeals	DART Drug and Alcohol Recovery Team (formerly CARATs)
BDG Business Development Group	DASU Drug and Alcohol Support Unit
BICSc British Institute of Cleaning Science	DCR Discretionary Conditional Release (Licence)
BIS Department for Business Innovation and Skills	DBS Disclosure & Barring Service (formerly CRB)
BME Black & Minority Ethnic	DDA Disability Discrimination Act 1995
BOSS Body Orifice Security Scanner	DDC Deputy Director of Custody
BOV Board of Visitors – now IMB	DEL Department of Expenditure Limit
Bronze Commander Local Sub Commander for serious incidents	DfE Department for Education
C&R Control & Restraint	DH Department of Health (previously abbreviated to DoH)
C2W, CTW Custody to Work – pre-release focus on housing, employment and lifestyle issues	DIDP Drink Impaired Drivers Programme
CARATs Counselling, Assessment, Referral Advice & Through care Scheme – part of the drugs strategy (now DART)	DIRF Diversity Incident Reporting Form
Category A The category of prisoner posing the highest security risk. There are also Category B, C and D prisoners and prisons	DPSM Developing Prison Service Manager
CASU Care and Separation Unit	DRR Drug Rehabilitation Requirement
CC Cellular Confinement – a punishment	DRW Drug Recovery Wing
CCD Criminal Casework Department (Croydon)	DSPD Dangerous and Severe Personality Disorder
CCP Corporate Change Portfolio	DTTO Drug Treatment and Testing Order
CCT Criminal Casework Team (part of Home Office Immigration & Nationalities Dept)	DV Domestic Violence
CETV Cash Equivalent Transfer Value	ECL Early Conditional Release
CfBT Centre for British Teachers	EDC Establishment Drugs Co-ordinator
	EDR Earliest Date of Release
	EGP Ex Gratia Payment
	EMU Estates Management Unit
	EO Executive Officer

EPDG Estates Planning & Development Group	IDAP Integrated Domestic Abuse Programme
EPIC Electronic Probation Information Centre (Probation Service intranet)	IDS Intensive Development Scheme
EPP Extended Sentence for Public Protection	IDU Inmate Development Unit
ERP Enterprise Resource Planning system	IEP Incentives and Earned Privileges – Prisoners can be on Basic, Standard or Enhanced
ESF European Social Fund	IG Instruction to Governors
ETA Employment & Training Allocation	IIS Inmate Information System
ETE Employment, Training or Education outcome	IMB Independent Monitoring Board
ETS Enhanced Thinking Skills – an OBP	IMR Inmate Medical Record
F2050 Prisoner's basic record	IND Immigration & Nationality Department
F2052A Prisoner's wing record	IOM Integrated Offender Management
F2052SH Record for prisoner currently at risk of self-harm	IPP Indeterminate sentence for Public Protection
F&S Fair and Sustainable	IRC Immigration Removal/Reception Centre
FDR Fast Delivery Report	ISP Initial Sentence Plan
FLED Facility Licence Eligibility Date (when prisoner may be considered for ROTL)	JCHR Joint Committee on Human Rights
FOCUS Financial Outstations and Central Unified Systems – the PS accounting system	JES Job Evaluation Scheme
FNP Foreign National Prisoner	JIRPA Joint Industrial Procedural Agreement
FOR Focus On Resettlement	JSA Job-Seekers Allowance
FReM Government Financial Reporting Manual	JSAC Job Simulation & Assessment Centre (for Officers seeking promotion to SO)
FSW Family Support Worker	KPI Key Performance Indicator
GALIPS Gays and Lesbians in the Prison Service (support network)	KPT Key Performance Target (now SDI)
Gold Commander Headquarters controller for serious incidents	LASPO Legal Aid, Sentencing and Punishment of Offenders Act 2012
GOoD Good Order or Discipline – Segregation under Rule 45/49 (historically GOAD)	LBA Land Based Activities
GTS Gipsy, Traveller, Roma	LCJB Local Criminal Justice Board
HB Houseblock	LDR Latest Date of Release
HCC Health Care Centre	LED Licence Expiry Date
HDC Home Detention Curfew – the Tag	LGBT Lesbian, Gay, Bisexual and Transgender
HDCED Earliest Date of Release on HDC	LIDS Local Inmate Database System – IMB can use this to check location, dates, etc.
HMCIP Her Majesty's Chief Inspector of Prisons	LSC Learning & Skills Council
HMIP Her Majesty's Inspectorate of Prisons	LSP Life Sentence Plan
HMI Probation Her Majesty's Inspectorate of Probation	LSS Local Security Strategy
HMP Her Majesty's Prison	MALRAP Multi-Agency Lifer Risk Assessment Planning meeting
HMPS Her Majesty's Prison Service	MAPPA Multi-Agency Public Protection Arrangements
HMYOI Her Majesty's Young Offender Institute	MAPPP Multi-Agency Public Protection Panel
HOLS Head Of Learning and Skills	MARAP Multi-Agency Risk Assessment Planning
HRBP Human Resources Business Partner	MBU Mother and Baby Unit
HRP Healthy Relationships Programme	MDT Mandatory Drugs Testing
HSE Health and Safety Executive	MHT Mental Health Team
ICA1/2 Initial Categorisation & Classification Forms for Adults/YOs	MQPL Measuring the Quality of Prison Life
	MSB Monthly Security Bulletin
	MSL Minimum Staffing Level

MTT Mobilisation, Transformation and Transition	PER Prisoner Escort Record
NACRO National Association for Care & Resettlement of Offenders	PESO/PEPO Physical Education Senior/Principal Officer
NC The National Council for IMBs	PFI Private Finance Initiative
NDTSG National Dog and Technical Support Group	PHOENIX IT system for finance, HR and procurement
NEC National Exchange Centre- building between VTC & Boiler Housed for ETE	PIAG Performance, Information and Analysis Group
NEOHCU North East Offender Health Commissioning Unit	PIP Performance Improvement Planning
NEPACS North East Prisons After Care Service	P-NOMIS Prison National Offender Management Information System
NHS National Health Service	PMU Population Management Unit (central)
NOMS National Offender Manager Service – amalgamation of the Prison & Probation Services	PO Principal Officer
NRC National Research Committee	POA Prison Officers' Association – the main trade union
NSF National Security Framework	POAL Preventing Offender Accommodation Loss
NSSC National Shared Service Centre	POELT Prison Officer Entry Level Trainee
NTRG National Tactical Response Group	POPO Prolific and Other Priority Offender
NVQ National Vocational Qualification	PPO Persistent and other Priority Offenders
OASys Offender Assessment System – computerised risk & needs assessment	PPO Prisons and Probation Ombudsman
OBP Offending Behaviour Programme	PPP Public Protection Panel
OCA Observation, Classification & Allocations – a Reception task	PRC Prisons Research Centre, University of Cambridge
OI/OR/OP Own Interests/Request/Protection – Segregation under Rule 45/49	PS Prison Service
OGRS Offender Group Reconviction Scale	PSA Public Service Agreement
OLASS Offender Learning and Skills Service (part of LSC)	PSI Prison Service Instruction
OM Offender Manager	PSO Prison Service Order – see www.justice.gov.uk/offenders/psos
OMI Offender Management Inspection	PSI Prison Service Instruction
OMU Offender Management Unit	PSR Pre-Sentence Report
ONW Our New Way	PSU Procurement Service Unit
Operation Tornado System to provide extra staff and resources for serious incidents	QPC Quantum Principal Contact
OSAP Offender Substance Abuse Programme	RESPECT Prison Service network for minority ethnic staff
OSG Operational Support Grade	RIPA Regulation of Investigatory Powers Act
OTO One To One Programme	ROAD Remission of Added Days (up to 50%)
PAS Police Advisers Section	RJ Restorative Justice
PASRO Prisons Addressing Substance-Related Offending – an OBP	RMP Risk Management Plan
PbR Payment by Results	ROM Regional Offender Manager
PCO Prison Custody Officer	ROR Restoration of Remission – now ROAD; Risk of Reconviction;
PCS Public and Commercial Services Union	RoSH Risk of Serious Harm
PCSPS Principal Civil Service Pension Scheme	ROTL Release on Temporary Licence – eg to work in mess; town visits; home leave
PCT Primary Care Trust	ROWD Review of Works Departments (may involve privatisation/civilianisation)
PEEP Personal Escape and Evacuation Plan	RR(A) Race Relations (Amendment) Act 2000
PEI/O Physical Education Instructor/Officer	RRA Assistant to the RRLO
	RRLO Race Relations Liaison Officer

SARA Spousal Assault Risk Assessment	SR Spending Review
SARN Structured Assessment of Risk and Need	SSC Shared Service Centre
SAU Standards Audit Unit	TACT Collective term for the Terrorism Acts (Terrorism Act 2000; Anti-terrorism, Crime and Security Act 2001; Prevention of Terrorism Act 2005; Terrorism Act 2006; and Counter-Terrorism Act 2008)
SDR Standard Delivery Report	TC Therapeutic Community
SCG Safer Custody Group	TMC The Manchester College
SCP Self Change Programme	TOIL Time Off in Lieu (of payment)
SDI Service Delivery Indicators (formerly KPT)	TSP Thinking Skills Programme
SED Sentence Expiry Date	TSU Technical Support Unit – part of Prison Service responsible for repairs/installations (“Works”)
SEDAT Single Equality and Diversity Action Team	TUPE Transfer of Undertakings (Protection of Employment) Regulations – staff transfer
SES Single Equality Scheme	UKBA UK Border Agency
SFA Skills Funding Agency	UKGAAP UK Generally Accepted Accounting Practice
SFO Serious Further Offence	VC Virtual Campus
Silver Commander Person in establishment in charge of serious incidents	VCS Voluntary and Community Sector
SIN Staff Information Notice	VDT Voluntary Drugs Testing
SIR Security Information Report	VEDS Voluntary Early Departure Scheme
SLA Service Level Agreement	VLO Victim Liaison Officer
SMARG Segregation and Monitoring Review Group	VO Visiting Order – sent out by prisoners, allows named people to visit
SMART Systematic Monitoring and Analysis of Race Equality Tool	VP Vulnerable Prisoners
SME Small and Medium Enterprises	VTC Vocational Training Centre
SMT Senior Management Team	YACR Young Offender Automatic Conditional Release
SO Senior Officer	YJB Youth Justice Board
SOTP Sex Offender Treatment Programme	YOI Young Offender Institution
SP Sentence Plan	YOT Youth Offending Team
SPDR Staff Performance and Development Record – reviewed annually	
SPO Senior Probation Officer	
SPOC Single Point Of Contact	
SPRP Sentence Planning Risk Predictor	