



INDEPENDENT MONITORING BOARD

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

STOCKTON-ON-TEES

ANNUAL REPORT

2014

(1 January to 31 December 2014)

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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 with an additional 235 places. It has recently been designated a local resettlement prison.

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 30 unsentenced YOs.

3.3. Certified Normal Accommodation (CNA) is 1034. The operational capacity (OPCAP) was increased from 1210 to 1230 in August this year. The population has increased steadily over the course of the year from a low average of 1192 in January 2014 to an average high of 1216 in November 2014 and an actual roll figure of 1207 on 10th December 2014 with average rolls over 1200 for 8 of the 12 months. The prison has had to lock out on two occasions since the increase in the OPCAP. 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 more prisoners direct from courts in Yorkshire and the North West due to a lack of prison places in those areas.

3.5. At 10th December 2014, of a prison population of 1207, 956 (79%) 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 2014 showed 91% of the prisoners were White British, 4.2% of Black, Asian or mixed ethnicity with the remaining 4.5% spread across a wide number of nationalities. Of the 79% sentenced prisoners the highest % was in the 4-10 years range (23%), 38% were in prison for drug offences, followed by 24% for crimes of violence. The highest % of prisoners is in the age range 30–39 (34%) with 9% of prisoners (109) over the age of 50, including 17 prisoners over the age of 70. All of these figures are broadly similar to those quoted in the last Annual Report, except for prisoners over 70 where the figure has doubled.

3.7. Holme House is a modern, generally well-maintained, prison, although 22 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 some house blocks and Reception is still awaiting some long standing alterations and improvements. Prisoners are housed in one of seven house blocks according to their designation and status. There is a separate house block (HB3) for Vulnerable Prisoners (VPs) and HB7, the newest house block, 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 house block 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 the prisoners in an effort to assist resettlement and reduce reoffending.

Section 4

Executive Summary

4.1. Overall Summary

- a. In their 2013 Annual Report the Board reflected that given the degree of unprecedented and unrelenting change faced that year Holme House would benefit from a sustained period of continuity and stability. That hope has not however been realised. 2014 has seen another year of constant and unrelenting pressure with an establishment working hard to get to grips with the actual implementation of the benchmarking outcomes and new ways of working and the many changes needed, both operational and attitudinal, to accommodate this.
- b. The Board described Holme House as an organisation in transition in 2013 and this process has carried forward into 2014. There has been a further reduction in resources this year including the loss of yet more discipline officers following the departure last year of a significant number of highly experienced officers under VEDS (Voluntary Early Departure Scheme). The Governor and her management team have worked hard to minimise the effects of these reductions on prisoners and the regimes but inevitably some hard decisions have had to be made to determine the priorities, often on a day to day basis. This was particularly evident during the peak summer leave period when there were simply not enough staff to cover all the jobs and some tasks had to be dropped, mainly within the administrative functions.
- c. This is made that much harder given the ongoing contracting out of the delivery of key services which will continue into 2015 with the contracting out of Facilities Management and the Through the Gate services. Communications and decision making inevitably become more complex with the need for more and wider consultation and a further dilution of Governor autonomy and overall control.
- d. The lack of available resources has impacted on all aspects of prison life including the introduction of a curtailed weekend regime latterly. The Board has been particularly concerned about night staffing which has been cut to the bone. Although, fortunately, there has been no major impact on the safety of staff or prisoners, it has been necessary on a weekly basis to call in additional staff to accommodate escorts, bed watches and constant supervision.
- e. The lack of available resources is attributable to a number of reasons including high levels of sickness and a continuing need to send staff to other establishments on detached duty. In the Staff Quality of Life (SQL) Survey carried out in July 2014, discipline staff gave a significantly higher rating for work related stress than non- discipline staff with prisoner contact. Officers have had less time and opportunity to become familiar with/engage with prisoners. This is reflected in part in the inordinately high number of applications received by IMB this year (1165 vs 971 in 2013, an increase of 17% or an average of 22 applications per week). Prisoners have looked to IMB to resolve queries and issues which would in the past have been dealt with by staff on the house blocks.
- f. Matters have been further compounded by an increase in the OPCAP at mid -year and the continuing high prison population. There have been times during the year when there has been a total mismatch in the category of prisoner and the availability of appropriate spaces within Holme House with the need for a dual regime on one house block at one point adding further pressure to both staff and prisoners. For a short time also prisoners nearing release had, with their agreement, to be located in SEG to free up spaces for incoming prisoners.

- g. Population pressures this year have also meant receipt of regular drafts from Yorkshire, the North West and even further afield with all the attendant problems this then creates for prisoners and their families.
- h. This has all impacted negatively on the Prison's ability to ensure the welfare and well-being of prisoners particularly in respect of daily living including cell furniture and fittings, bedding, personal hygiene and clothing which is described in more detail in Section 5.8 of the report and which has been a source of constant concern to the Board.
- i. Despite all of the above staff and prisoner relationships have remained good on the whole. Indeed, the MPQL/SQL rated this aspect of prison life above average in comparison with like establishments. The Board would acknowledge the willingness of the majority of staff to make things happen, an ability to change tasks quickly and at short notice and their professionalism, dedication and general good humour in another very difficult year.
- j. The Governor, the management team, staff and partner organisations have all continued to pull together to try to minimise the effects of change on prisoners and prison life and to maintain a safe, secure and stable environment, reflected in some positives highlighted below:
- i. Development of Engagement Centre .Use of Peer Support Workers
 - ii. Appointment of Induction Orderly on HB4. New induction booklet.
 - iii. Work of Family Support Workers in assisting prisoners located away from their home area.
 - iv. Programme of family visits
 - v. Opening of Palladian (End of Life) Suite in June 2014
 - vi. Refurbishment of hospital and outpatient areas. Installation of new showers and sluice room in hospital.
 - vii. Nomination of Safer Custody Officer for national award
 - viii. NEPACS Annual Resettlement Awards: Head of Learning and Skills, Programmes Team and Activity Management Unit Manager
 - ix. Green Rating: Governance and Operational Audit

And last but not least:

Continuing to be a high performing Level 3 Establishment.

Particular Issues Requiring a Response

4.2 From the Minister/NOMS

- a. This is the second year that the Board has raised concerns about the continuing reductions in staffing with particular concerns this year about the staffing of the prison at night. The current population pressures are likely to be further compounded by the consequences of the Offender Rehabilitation Act 2014 with more prisoners on licence being recalled. Is the Minister able to provide an assurance that there will be no further cuts in the coming year and that the Prison Service will be properly funded to deliver its core functions ?
- b. Whilst the competitive model for public prisons has been withdrawn more and more core functions and services are being contracted out. Is the Minister able to say whether there is any imminent intent to offer up any further services for delivery by external providers given the Board's perception of the difficulties this can cause?

- c. Given the number of service delivery contracts that now exist within establishments who has responsibility for the management and compliance monitoring of these contracts?
- d. That PMU give greater consideration in future to categories of prisoners allocated to Holme House to ensure they match available spaces and/or the prison's resettlement designation.
- e. In October 2014 42% of all prisoners in the North East prison estate who were in receipt of methadone prescribing were located in Holme House due in part to caps imposed by other prisons on the numbers of prisoners they will take in this category. This imposes immense pressures on the prison as outlined in Section 5.3 Drug Strategy. The Board would ask that consideration be given to the lifting of arbitrary caps across the prison estate to create a level playing field and to equalise the burden currently borne by Holme House.
- f. There is a national rate telephone number set up for the booking of visits rather than a local number. Can this be changed to a local number? Can the system be upgraded to incorporate a queueing message so that callers can decide at busy times whether to hold or ring back?

4.3 From 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, for discussion at the monthly board meeting. This approach means that there are few issues in this report which require a response from the Governor. Additionally, the Prison compiles an IMB Action Plan to address any issues raised in the Annual Report which is updated at regular intervals throughout the year.

The main issues outstanding where action is currently in hand are:

- Cell furnishings including provision of privacy curtains or suitable alternatives
- Provision of sufficient clothing, towels and bedding of a good quality to prisoners.
- Programme of regular Prisoner Consultation meetings on all house blocks to a standard format
- Re- instatement of Food Forums

The Board greatly appreciates these responses.

4.4 Previous Years Concerns

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 house blocks. 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.

The Board remain concerned about a lack of available staffing and how that impacts on all aspects of prison life and regimes as highlighted in the overall summary and at points in the report covering individual functions and activities.

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 (e.g. hybrid Cat B/C prison). Also, the pace of the implementation was driven (and at times hampered) by the national Business Development Group (BDG).

The Board note the Minister’s response but would question the statement that “the profiles in each prison contain a significant proportion of unallocated capacity which enables Governors to be flexible and to re-profile resources based on their operational need “as this would not appear to be the case at Holme House. Rather, despite frequent and considered discussions by management about where best to deploy limited resources, it has not been possible at times to maintain delivery of essential services or to run full daily regimes.

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.

No explanation was given about the rationale for a national core day. However, the Board was pleased to note the recent proposal regarding changes to the core day and hope that if agreement can be reached the officer time recouped can be reinvested in a way which best meets local operational needs (the suggested aim of the benchmarking model as outlined above)

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

There have been few issues about food this year. However, breakdowns of equipment continue to feature regularly due in part to age and an inability to replace given the absence of any capital funding. ((See section 5.8a)

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.

There have been ongoing problems with the transfer of prisoners' property between establishments this year. However, whilst there have still been instances of contractor non-compliance, the bigger problem has been the failure of establishments to act promptly and consistently with the transfer of prisoners' 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](#))

The Board was disappointed by the eventual loss of this successful contract and have never really understood the reasons behind this. However, the loss has been countered to some extent by the acquisition of another, albeit smaller, commercial laundry contract.

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.

The FOR Programme was formally withdrawn from Holme House and was not re-contracted externally.

4.5 Overall Judgement

In summary the Board would re-state that this has been a year of continuing change and pressure within Holme House. The Governor and the Senior Management Team have been required to expend enormous time and energy dealing with the consequences of cuts in expenditure and staffing. The fact that there has been no serious repercussions for prisoners and prison life is due to the resilience and professionalism of the prison staff, partner organisations and volunteers as well as the prisoners themselves. The Board still believe that Holme House is a well-run establishment which has the safety, security and well-being of prisoners at heart although it has fallen short on some aspects of the latter this year.

Although a retrospective report covering the year ending December 2014 the Board would flag up the many and continuing challenges in the year ahead including new healthcare and non-clinical drug service providers, the changeover to the Facilities Management contract and the introduction of the new Community Rehabilitation Company personnel (ARCC) into the prison.

The Board is grateful to the Governor, her Senior Management team and all the staff and partner organisations for their openness, accessibility and support during the reporting year and would wish to commend everybody for all they have achieved in yet another challenging year.

Section 5

5.1 Equality and Inclusion

- a. Holme House takes issues relating to equality and diversity very seriously. The Single Equality and Diversity Action team (SEDAT) meet every two months (the meeting is now part of the Safer Prison meeting which includes input from safer custody).
- b. Every wing in the prison has a prisoner who operates as an Equality/Welfare Champion. Although this is an unpaid role, prisoners receive recognition in the rates of pay they receive for their other work through the prison IEPS system. The Equality Champions meet every 6-8 weeks to discuss issues and two of them attend the Safer Prison main meeting to raise them there. As part of their role, the Equality Champions often assist the disabled/older prisoners with practical care.
- c. An action plan is in place and is reviewed regularly. An audit this year achieved green. The Board has some concerns that not all actions have been met this year. These issues are raised later.
- d. The prison no longer has to input data through the SMART system. Data is now lifted directly out of C-Nomis. In theory, an equality data set is released every month. There have been problems in accessing this information. The Diversity Incident Report Form (DIRF) system is still operating. The prison has received 30 DIRF's this year compared to 40 in 2013, a significant reduction.
- e. The major challenges facing the SEDAT team are in the areas of disabled and older prisoners (there is a large overlap between these two groups). Of the 199 prisoners reporting a disability, 176 do not require assistance. There are currently 37 prisoners over 60 years of age. The accommodation of prisoners who need assistance is not always suitable. House Block 7, the newest House block, has two adapted cells with en-suite accessible showers. There is a lift and the servery is on the same level as the lower wing. The area for association is well fitted out with seating. However, the majority of older and disabled prisoners are VPs and are housed on an older house block, with no lift, no ramp or stair lift to allow easy access to the servery and education and no adapted showers. The association areas still have inadequate seating. Some improvements have been made to individual cells- such as fitting of grab rails and special beds, but there is a long way to go. Older prisoners are now unlocked during the day but the lack of meaningful activity has been raised as an issue by the equality reps. The education on offer, leading as it does to qualifications, is not always appropriate.
- f. During the year meetings have been held with outside agencies to look into the provision of social care for some of the older prisoners by these agencies. Currently, 7 prisoners have been identified (by an external assessor) as in need of social care. Further meetings are scheduled for 2015 and the Board looks forward to the outcome of future discussions and plans.
- g. There are 45 foreign nationals currently held at Holme House, of whom 7 are over sentence. Yet again, this remains a major concern of the Board. Whilst appreciating the difficulties facing UKBA in either finding places at Detention Centres or dealing with the paperwork required by embassies to facilitate repatriation, there is no doubt that the situation is patently undesirable. Prisoners over tariff often become very distressed, placing huge demands on the staff and the prison support systems. The Board would like to commend the work done by the Foreign National Clerk with these prisoners in keeping them fully informed and in trying to move things on as quickly as possible.

h. The 20 Ex-Services veterans currently at Holme House are generally well supported with the Royal British Legion being involved in this support although it has not been possible to devote as much officer time this year.

i. Focus groups of prisoners with specific concerns e.g. Disability, sexual orientation, meet regularly. However, a Focus Group for travellers has yet to get off the ground as no prisoners from this community have been prepared to attend the group to meet and discuss issues.

j. The Chaplaincy Team continue to provide an invaluable service to prisoners and are always visible and accessible within the prison. Chaplains are available for most religions and in addition to providing religious services within the chapel they also run and facilitate chaplaincy groups which are well attended. The Christmas carol services are particularly enjoyable and IMB members are invited to attend these and other religious celebrations. There is now an embryonic Prison Visitors scheme in place which the Board hopes can be developed in the coming year.

k. Overall, the prison works hard to address issues relating to equality and diversity, but as with other functions activity is determined by the limited resources available.

5.2 Education, Learning and Skills

a. The provision at Holme House is delivered by The Manchester College (TMC) under the fourth year of the Offender Learning and Skills Service (OLASS) 4 contract. The mission for TMC is to improve lives and economic success through learning and skills.

b. When prisoners first arrive at Holme House their English and maths 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 *National Careers Service*) 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 7700 educational modules started during the 2013-2014 academic year with an 86% success 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 119 full-time education places and over 70 part-time places in mornings and over 50 part-time places in afternoons in the Education department plus in-work training at the relevant workshops. There has been a continuous effort in the last twelve months to embed functional skills in all workshops. Embedded delivery has recently been increased to include the prison Kitchen, Gardens, Bistro and Bistro Kitchen, Bricklaying, Renewable Energy and Barbering. Plans to reinstate embedded provision in textile workshops will be further explored throughout the current year.

e. The Library:

i. Stockton on Tees Borough Council provides the funding for library provision at HMP Holme House. The library is warm and welcoming with a large range of books and knowledgeable staff. Due to financial constraints the opening hours have

been modified this year. There is now no provision on Saturdays but the library stays open on Mondays and Wednesdays for full time working prisoners.

ii. Unfortunately the fall in numbers seen in 2012-13 has not yet been fully reversed even though these changes have been implemented. There are several reasons for this which include:

- No provision within staffing levels for dedicated movement officer. All attendance at the library relies on officers being released from other duties.
- Only prisoners on association can elect to attend the library and as association for category B prisoners has been reduced this has had a negative effect on numbers attending.
- Prisoners are introduced to the library's services during their prison induction however this is now held in the prison gym and not in the library so books cannot be suggested or taken out on a trial basis.
- On a more positive note, later opening times for full time working prisoners are proving successful especially when clashes with gym sessions are avoided.

f. Challenges Ahead:

- i. Halting the fall in library attendance should be actively considered as part of any ongoing regime changes. There is always a possibility that Stockton Council may reduce the service further believing the prison is organised in such a way it makes it impossible for prisoners to attend the library in worthwhile numbers.
- ii. Reduced free time means that prisoners may need more encouragement to visit the library or alternatively, the means of taking the library to them could perhaps be considered.

5.3 Healthcare and Mental Health

a. Healthcare Services in 2014, under the umbrella of NHS England, are contracted to Care UK with numerous services being subcontracted. Mental Health Services are subcontracted to Tees, Esk and Wear Valley [TEWV] NHS Foundation Trust. Care UK withdrew from the bidding process for the new contract from April 2015. Contracts were awarded to separate providers and from April 2015, G4S will deliver Primary Care Services. The Healthcare team have devised a comprehensive exit plan to prepare for the changeover. 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.

b. There continues to be a sizeable number of applications to IMB from prisoners in relation to healthcare complaints (139). The majority of complaints revolve around medication issues. The Healthcare department has attempted, over the year, to refine the method by which prisoners make Healthcare appointments and complaints. A telephone appointment system was introduced but was found to have some issues which are currently being addressed. A new form has been introduced for prisoners to make enquiries, in addition to existing appointment and complaint forms. However, there are still a number of issues which remain to be resolved.

- c. There is little doubt that the change of prison regime has impacted on the delivery of services, and management are working towards resolving the challenges that have resulted. Weekly GP sessions, Dental Services, Optician Services and Tele meds continue to be provided.
- d. Unfortunately, there is still an issue with prisoner non attendance for appointments. This can sometimes run to 15 failed appointments daily. The healthcare team have conducted a one day 'snapshot' of missed appointments and discovered that these are almost wholly due to patient choice, i.e. patients preferring to make telephone calls or visit the Gym etc. during this time. This is being addressed as a matter of urgency by the Healthcare team and IMB members are monitoring this closely.
- e. In patients (Hospital):
- i. 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.
 - ii. The use of the Segregation algorithm is now embedded in practice but is still presenting problems which need to be addressed. The additional algorithm for Healthcare staff to complete also assists in deciding if patients need hospital care.
- f. Regionalisation of hospital beds:
- Holme House provides a 24 hour nursing facility. Durham prison has now reopened its hospital facility. Following a redesign there are now 16 single cells. A new ' End of Life Suite' has been opened, 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 End of Life Suite has accommodated its first patient and received positive praise from the patient's family.
- g. Improvements in patient care:
- i. Triage System. Prisoners wishing to see a GP are seen initially on the house block 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.
 - ii. Patients' Forum. This meets regularly (usually monthly) and is chaired by a clinical lead. The nature of the forum is under discussion, with the proposal to use prisoner 'equality champions', as healthcare representatives for this group.
 - iii. Access to a Mental Health nurse at weekends (See section on Mental Health).
 - iv. More robust and appropriate prescribing by GPs in consultation with the patient's community GP.
 - v. 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.
 - vi. New showers, bathroom, sluice and flooring have been fitted in 2014, so enhancing the healthcare department.

vii. Outside escorts remain an issue from the prisons' perspective. Patients continue to arrive with ongoing medical issues, and/or develop medical issues which require outside referral to either acute or secondary care services.

viii. Staffing has been problematic in 2014 with staff shortages and staff on long term sick. This has occasionally necessitated the hiring of agency staff. Staffing at the end of 2014 leaves 1 clinical vacancy and 3 staff on long term sick

h. 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 was subject to renewal and in April 2015, TEWV will continue to deliver the service, with assistance from staff from the charities, Rethink and MIND.

ii. The regional model for staffing, at present, includes 4 sessions per week with Consultant Psychiatrists. The team composition is 11 staff plus 2 administration staff.

iii. Holme House is providing placements for mental health students at Teesside University and the team has received positive feedback from this.

iv. Anybody within the prison can make a referral to the Mental Health Team and self - referrals are accepted. All referrals are triaged within 24 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, secondary or discharge. If further need is identified, this is followed by a comprehensive assessment within 5 days. Qualified Practitioner' caseloads average out between 40/ 60 per year, which is an increase on last year. Acute patients are, if necessary, transferred to hospital where appropriate. There have been 14 such transfers this year.

v. At present, after triage, there are 40-50 outstanding referrals, with an increase in prisoner self referrals. There has also been an increase in complexity of cases, resulting in constant watches and self-harm.

vi. Once again, the change of prison regime has impacted on service delivery.

vii. 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

viii. The MIND contract operates when there is an identified need. This usually amounts to 2 sessions a week.

ix. The MHT continue to deliver group sessions across a range of subjects and activities, including limited training for prison officers.

x. Groups for prisoners include Anxiety and Depression, Creative and Therapeutic, plus for 6 months, an Integrated Psychological Therapy Education course, which, unfortunately, has now been withdrawn.

xi. IT systems have improved in 2014. There is now access to 2 HMPS and 5 SystemOne computers. The prison has allocated and developed a room in Reception for the Mental Health Team to use, but this does not have access to

SystemOne computers. The IT Paris Mental Health system now allows the team a 'read only' access to patients' clinical records in the trust area.

i. Drug Strategy:

i. 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 on the previous year.

ii. 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.

iii. The first line option for treatment of opiate addiction, within the prison, is methadone. Liaison with GPs in the community has resulted in moving away from prescribing branded Subutex; this is helpful to Holme House. The drug SPICE is a cause for concern, and national work is underway to identify reliable testing regimes for new Psychoactive Substances.

iv. The DART (Drug and Alcohol Recovery Team) working at Holme House is commissioned by NHS England Health and Justice Commissioning Team to work with prisoners with drug or alcohol misuse issues. DART assess prisoners on arrival and all are given a care plan. At a minimum of 13 weeks, there is a joint review of the DART package of care.

v. Holme House is struggling to deal with the increasing number of prisoners in receipt of opiate substitute prescribing (OST). The number of prisoners engaged in treatment with DART services at present is 557, of whom 308 are in clinical treatment. This has placed immense pressure on both DART case workers and clinical services within the treatment system. It has become increasingly difficult for the clinical DART team to dispense medication to the high numbers of prisoners within allocated timescales within the core day.

vi. The high numbers are in part compounded by the influx of opiate dependent prisoners transferred in from other prisons with no corresponding reciprocity available to Holme House because of caps in place elsewhere on the numbers held on OST. In October 2014 a survey revealed that 42% of all prisoners in the North East prison estate on OST were located in Holme House.

vii. The change to allow prisoners on very low doses of substitute medication to join the Therapeutic Community (TC) is still fully functional and fully resourced. In April, 2014, responsibility for overseeing the Therapeutic Community transferred from prison officers to staff from Phoenix Futures and this has been a remarkably smooth process. At the end of 2014 there were 64 admissions, 38 graduates, and 8 senior residents with 21 prisoners deselected.

viii. The Drug Recovery Wing (DRW) has suffered this year because of the lack of availability of operational staff which has hampered the delivery of the relevant programme and left prisoners without any meaningful activity at times. This will hopefully be addressed in 2015 under a proposed change in the delivery of drug treatment within Holme House.

ix. The new programme for alcohol dependency, started in 2012, continues to work well.

x. As indicated above, Holme House prison is struggling to deal with increasing numbers of prisoners with drug and alcohol issues. The increasing numbers of prisoners on the DART caseload has resulted in plans for an 'End to End Recovery Orientated Treatment System' for the prison. Planning meetings have been held, and this recovery system is set to be rolled out in 2015. This has the full backing of the prison's senior management team and the Health and Justice Commissioners. The Board would like to acknowledge the proactive work undertaken by the Partnership Manager in the feasibility study and development of the project proposal.

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 promoting the acquisition of new skills
- in enabling prisoners to work overtime and earn extra moneys
- (most importantly) in ensuring that the prisoner can appreciate the importance of delivery to the customer at the right time and to the correct quality thus linking "prison work" with the standards required on release.

b. The Board would particularly like to comment on:

i. The Bistro: This feature of the training has been in operation throughout the year, subject, on occasions, to staff availability. Members of the Board have taken the opportunity of sampling what the Bistro has to offer. The universal opinion has been that the high standards set in previous years have been maintained. 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 are determined to "do things properly".

ii. The Laundry: Regrettably, the contract to launder for P&O was lost at the end of 2013 although it is understood that this was not as a result of shortcomings within Holme House (the Board was saddened to be told that none of the money received from this contract found its way into the coffers of Holme House). There is now a contract in place with UK Masterclean which so far has brought in over £60k to the prison. Laundry staff have advised the Board that the contract is proceeding well and was demanding since the end customers frequently were restaurants which required, for example, table napkins to be pressed in an individual manner. The prisoners when spoken to appeared to be pleased with the fact that they were "doing a full time job", the same comments as previously. Masterclean has just secured more work which they want Holme House to deliver, a positive endorsement of the quality of the work within the current contract.

iii. Workshops: During the year under review, both the wood workshops and the soft furnishing workshops have been engaged on contracts for outside customers. Again the standards required have been high but the Board was gratified to hear that the prisoners working on these contracts responded well. To the lay eyes of members of the Board, the work did appear complex and the Board

would like to pay tribute to both staff and prisoners for the patience and skill which has been shown. It is to be hoped that the educational course in computer aided design can be introduced once a suitable teacher has been found. On the back of completing commercial contracts on time and to the correct quality standards 131 have invested in new equipment in the workshops to the value of £80k (another vertical CNC machine, spray booth, compressor, mortice-spindler) enabling the workshops to be more productive and to replicate outside industry.

iv. Canteen: Holme House puts up the canteen for various other establishments as well as Holme House. This work is carried out by prisoners under the supervision of DHL. This is demanding work and it is carried out with remarkably few errors or complaints when one considers the potential for mistakes.

v. Kitchens: The work of those in the kitchens must again be acknowledged. Everyone works under pressure particularly at times when the Prison occupancy has been high. Difficulties have inevitably arisen with equipment due to the demands upon it and there have been instances of considerable delays in effecting repairs although it is understood that these problems have been diminishing as the year progressed. The requirement to use central purchasing services for equipment still causes frustration.

vi. Textiles: Mention must also be made of some excellent work which has been done by the team which makes clothing and other requisites for use in the Prison. This year the Textiles Workshop responded to a last minute request from 131 to manufacture 10,000 sandbags for the MOD involving prisoners in developing work aids and production methods, working overtime to ensure completion of the order. This success has been recognised with the award of a further contact in 2015 for the manufacture of a further 20,000 sandbags.

vii. In previous reports the Board has noted that, for historic reasons, there would appear to be a considerable discrepancy in the wage rates existing between the various areas of work. This was the cause of understandable discontent amongst the workforce within the Prison. The new pay scales were eventually introduced and initial information suggests that the prisoners perceive the new scale to be fairer. The Board continues to monitor this aspect of purposeful activities.

viii. The Board commend the Workshop Manager and his team, who, together with prisoners, have achieved some excellent results this year and hope for at least more of the same in the coming year.

5.5 Resettlement

a. The resettlement agenda is primarily the responsibility of two governors: Head of Reducing Re-offending and Head of Offender Management. A new governor took up post in the latter capacity in July 2014.

b. A Reducing Reoffending Meeting takes place bi-monthly chaired by the Head of Reducing Reoffending with the majority of key players represented, although attendance has remained patchy as was the case in 2013. The Board attend as observers. There is a Reducing Reoffending Policy with a focus on the 'informed prisoner' which is now supported by a RAG rated Action Plan. However, this will all need to be rewritten to reflect the impending changes from Transforming Rehabilitation (TR) and the imminent introduction of the new Community Rehabilitation Company contract to be delivered by ARCC within Holme House.

c. Engagement Centre:

- i. First night assessments of new prisoners take place in Reception and relevant information is passed to HB4 staff [First Night Centre – C Wing]. The staff are given information about risk assessments of self-harm and cell sharing. A first night officer is detailed to be on C wing in the mornings and then accompanies prisoners from Reception to HB4 in the afternoons. The introduction of a prisoner Induction Champion in the summer has been extremely successful and he is now responsible for carrying out the induction talk and running a daily clinic from his office on C wing for new prisoners and remand prisoners. Response from the prisoners and staff has been positive.
- ii. Prisoners are moved to first night accommodation as quickly as possible but movement to HB1 after the first night induction is problematic at times due to the high prison population during 2014.
- iii. The Engagement Centre has continued to be developed this year and is now fully operational although major changes will take place from February 2015 with the introduction of Community Rehabilitation Companies. (CRC) The contract for Durham and Cleveland has been awarded to ARCC.
- iv. Prisoners attend the Engagement Centre on a maximum of three mornings during their first two weeks at Holme House. The resettlement needs of prisoners are identified during these visits. Five trained peer mentors carry out a detailed Basic Custody Screening which identifies a wide range of areas needing support. They are fully aware of their duty of care, the need to keep information secure and the need to share information with other agencies within the prison. The mentors have all completed the NCFE level two qualification in Mentoring. Each prisoner is given an induction pack which includes an Information Booklet and information written by the mentors themselves. A policy is currently being developed to identify pre-release needs and this will incorporate the role of the CRC from February 2015.
- v. Prisoners are told about work and education opportunities. Their English and Maths levels are assessed by The Manchester College (TMC) and they are seen by a Careers Advisor. They also have a gym and library induction. Information about prisoners is shared with TMC, DART, Shelter, NEPACS, PERTEMPs and the National Careers Service.
- vi. During the induction process prisoners are helped by the mentors and Shelter to open a bank account. The mentors also see prisoners on their HB who need help to do this.
- vii. At the end of this induction process prisoners are encouraged to apply for IEP standard status.
- viii. The prison does recognise that short term prisoners are sometimes released before support can be given. It is hoped that closer working practices and the wider use of the Engagement Centre by CRC staff and OMU staff will address this problem in 2015. However the continued development of the whole induction process in 2014 is noted by the IMB.
- ix. The number of prisoners following accredited qualifications in their place of work has increased during 2014. The number of embedded learning opportunities has risen from 30 to 170 and these are available in most of the workshops. Output from the workshops has tripled and the quality, range and

quantity of products have improved. The prison has built up a good relationship with for example 131. This reflects well both on the staff and the prisoners.

d. Offender Management Unit (OMU):

i. Again, it has been a particularly challenging year for OMU and continues to be one of the functions within Holme House for which the Board has received a disproportionately high no of applications from prisoners experiencing problems and delays (170 of 1165 = 14.5%).

ii. There have been ongoing problems with Band 4 resources within OMU due to operational cross deployment to other roles, high levels of sickness, lack of national training (OASYS) and unwillingness on the part of one or two officers to embrace their split duties as Offender Supervisors (OS) and Supervising Officers (SO) on the house blocks. Additionally, until very recently, three of the most experienced officers were Band 3 on temporary promotion to Band 4.

iii. It is widely accepted that the current operating model has been hard to implement and manage nevertheless it is the model that was imposed through benchmarking and one which the prison must adhere to at present. In the opinion of the Board this model serves neither the prisoner, the prison, partnership working nor individual officers well. It has not always been possible to allocate prisoners to a named OS given the problems outlined above, nor for prisoners to have ready access. Also, priority has had to be given to the SO role leaving OMU badly depleted and officers frustrated at their inability to work on their caseloads and with prisoners for whom they have responsibility. Equally, as SO's they could be allocated to any house block with an attendant lack of continuity, a lack of overall responsibility for a specific house block and a lack of opportunity to get to know the prisoners. There have been many occasions this year when it has been difficult for IMB members to find anybody to deal with an application.

iv. In August the new Head of Offender Management produced a list of the most experienced OS's and agreement was made that those people would take priority in terms of being detailed to OMU. Recently, the Head of OMU and Head of Residence have reviewed this priority list and have considered the options, introducing primary and secondary roles for Offender Supervisors/Supervising Officers for OMU and Residential Services. This should improve continuity for both functions.

v. The 2013 IMB Annual Report noted that there was a lot of work to do in 2014 to improve services for the resettlement of prisoners but especially in ensuring that OMU was better integrated into the process and that all the proposed actions outlined in that report were realised. The new Head of OMU has taken stock of the situation since his appointment and has introduced a number of changes which are now starting to pay dividends.

e. Offender Assessment System (OASYS):

There is a backlog of OASYS assessments attributable to staff shortages compounded by the lack of any national training. A member of staff in OMU Admin was identified to handle case management, manage and prioritise the OASYS spreadsheet and to allocate prisoners appropriately to an OS with desk training being provided to those in need in the absence of a national training solution. Where possible OASYS trained OS' will have their workloads structured to allow more time to complete assessments timeously. There are currently 94 OASYS assessments outstanding at the year-end against a high of 188 in August 2014.

f. Home Detention Curfew:

The highest number of applications to IMB under Category I (sentence related) for the first 8 months of the reporting year was about HDC. In one of the Board's monthly reports to the Governor earlier in the year we did suggest that delays in timely decisions about eligibility and release under HDC were leading to potential/apparent unfairness. It is therefore pleasing to report that robust action has been put in place to significantly improve matters with the introduction of an enhanced spreadsheet to track applications at every stage of the process and to take immediate follow up action as necessary. In the absence of any such record in the past the Board has been unable to obtain any statistics relating to the no's of prisoners granted or refused HDC. Hopefully, such statistics will be available in future.

g. Release on Temporary Licence (ROTL):

ROTL is a little used opportunity within Holme House but actions were in hand to promote and better publicise it to prisoners via the Engagement Centre. Such action was circumvented by national events relating to ROTL and a tightening of the eligibility criteria. There have been no releases on ROTL this year and a new PSI is awaited before considering future action.

h. Observation, Classification and Allocations (OCA):

This function has continued to sustain extremely high workloads given the population pressures and the constant allocation of overcrowding drafts into Holme House from Yorkshire and the North West. This has inevitably resulted in high nos. of applications from prisoners seeking transfers closer to home and a backlog in categorisation reviews given the staffing problems. Resources were detailed to OCA intermittently and again this presented problems to members when trying to clear applications on these topics. (120 applications = 10% of applications re transfer this year).However, with reconfiguration and the designation of Holme House as a local resettlement prison OCA is now resourced on a daily basis with the added benefit of admin resource . Due to some first class work Holme House is making excellent progress towards the target of 80% of the population being released within the area covered by the relevant Community Rehabilitation Company the figure at the year- end standing at 83%.

i. Lifers and IPP prisoners:

There are currently 46 prisoners serving IPP sentences and 27 life sentenced prisoners in custody in Holme House. This group of prisoners are generally allocated to a small number of the more experienced OS's who also mentor less experienced colleagues. Each OASYS assessment and other relevant documentation is checked by Probation Officers working within OMU Public Protection before being submitted to the Parole Unit.

In summary, OMU has had an extremely challenging year with no sign of the pressure abating given the impending and significant changes stemming from the TR agenda and the new Through the Gates contract. The introduction and completion of the Basic Custody Screening Tool (BCST) has to be delivered within existing resources with only minimal additional clerical resources to accommodate the changes arising from the Offender Rehabilitation Act 2014. Nevertheless, there is a lot of work in place or planned to continue to improve the prisoner experience and to ensure that OMU is better integrated into and central to all work to prevent future re-offending. The Board will continue to monitor all developments with interest.

j. Offending behaviour programmes:

- i. The Programmes Team is made up of professionals (psychologists) Band 4 non-operational facilitators and Band 4 Operational Officers supported by administrative staff. The team was largely unaffected in 2013 by the fallout from benchmarking but this has not been the case in 2014.
- ii. It was the intent to remove Band 4 Operational Officers from the team and to replace them with additional Band 4 non-operational staff. This is, however, on hold leading to stress and uncertainty for those staff directly involved, not least staff from the Probation Services who were already contending with the division of the National Probation Service (NPS) and the introduction of CRCs.
- iii. In addition to the people issues this year has been beset by a number of operational problems which have impacted on programme delivery and outcomes namely:
- iv. A backlog in OASYS completions (which form the basis for sentence plans and objectives) leading to a reduction in referrals.
- v. Staffing problems within OMU (out with OASYS problems) again impacting on referrals.
- vi. Calibre of referrals, particularly from outside of Holme House, leading to dismissals from or non-completion of programmes
- vii. Changes in criteria for TSP (Thinking Skills Programme) no longer open to those sentenced for acquisitive crimes which is applicable to a majority of prisoners in Holme House.
- viii. All of this is impacting on the team's ability to hit its performance targets. Struggling particularly with SCP (Self Change Programme) where a number of prisoners have been removed as unsuitable. A new system is to be put in place to vet referrals in more depth.
- ix. One of the biggest challenges for the team has been the withdrawal of the FOR (Focus on Resettlement) Course and the introduction of the new RESOLVE Course in recognition of Holme House's designation as a violence hub.
- x. Despite the difficulties outlined the whole team has continued to pull together and is now intent on delivering the new RESOLVE programme alongside existing programmes. The acid test will be the outcome of the impending audit in February 2015 which the Board will monitor with interest.

5.6 Safer Custody

- a. The Safety & Equality Meetings (formerly known as Safer Prison & SEDAT meetings) take place every two months. They produce detailed and comprehensive reports, together with 'Action' points ensuring that a responsible designated person will follow up any points raised and report back to the next meeting.
- b. Members of Board of these meetings include the following:

Deputy Governor (Chair)
Safer Prisons & Equality Manager
Head of Residence & Services
Safer Custody Officers

Custodial Managers
Foreign National & Equality Administrator
Mental Health manager
Samaritans
IMB
Listeners & Equality Champions (current number of Active Listeners 22 and 23 Equality Champions).

c. Reports Presented each meeting include the following:

Violence Reduction Reports
Health & safety reports
Mental Health Reports
Samaritan & Listener Reports
Prisoner Complaints – Stage 1 replies
Establishment Drug Strategy Reports
Equality & Diversity Reports
Education Reports
Safer Custody & Violence Reduction Reports
Violence Reduction & Anti-Social Behaviour Reports
Breakdown of Location of Risk Prisoner Reports
Number of ACCTs opened since last meeting Reports

d. Looking at the reports in more detail, helps to illustrate the in-depth work that the dedicated safer prisons' team perform on a daily basis. The following are the details that are continuously monitored and recorded regarding ACCTs. Each two month period will produce the following reports:

Number of ACCTs opened on a month by month basis
Reason for opening ACCT
Location of ACCTs opened
Number requiring treatment
Ethnic & age breakdown total ACCTs
Breakdown by Day for total ACTTs during period
Running total of ACCT's comparison between 2013 & 2014, and % of population on an ACCT

e. Annual ACCT total comparison between 2013 & 2014: Average population figures are provided by the Psychology team and are taken from the monthly population profiles.

ACCT Totals 2013	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Total opened during month at H/House	40	28	37	44	35	30	45	36	33	31	44	55
Running total for year	40	68	105	149	184	214	259	295	328	359	403	458
Average population	1012	1058	1146	1127	1105	1053	1059	1110	1172	1196	1175	1206
% of population on an ACCT	3.9%	2.6%	3.2%	3.9%	3.2%	2.8%	4.2%	3.2%	2.8%	2.6%	3.75%	4.5%

ACCT Totals 2014	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Total opened during month at H/House	48	33	28	44	44	45	57	42	55	47	52	40
Running total for year	48	62	110	154	198	243	300	242	397	444	496	536
Average population	1084	1205	1201	1189	1167	1203	1204	1198	1203	1209	1183	1207
% of population on an ACCT	4.1%	2.8%	2.3%	3.7%	3.8%	3.7%	4.9%	3.5%	4.6%	3.8%	4.4%	3.3%

There has been a substantial increase in the number of ACCTs opened this year which has added considerably to the workloads of those responsible for monitoring and reviewing the prisoners concerned.

f. Violence Reduction & Anti-Social Behaviour Reports detail the following:

- Age and ethnicity of prisoners involved in incidents
- Number and nature of each incident reported and investigated
- Number of cases of bullying proven and unproven
- Total number of prisoner accidents initially logged as suspicious

A detailed record of each individual Violence related incident for the previous two month period is presented at each meeting. Details will include the following:

Log number and incident type
 Location
 Age of those involved
 Outcome

g. Anti-Social Behaviour:

2013	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Total for month	12	12	9	14	11	10	9	11	7	7	6	5
Running total for year	12	24	33	47	58	68	77	87	94	101	107	112

2014	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Total for month	11	11	11	15	16	10	12	9	12	17	11	24
Running total for year	11	22	33	48	64	74	86	96	107	124	135	159

h. Violence Related Incidents:

2013	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Total for month	10	10	9	10	12	6	15	8	11	12	7	7
Running total for year	10	20	29	39	51	57	72	80	91	103	110	117

2014	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Total for month	7	14	16	14	8	15	22	11	15	12	4	5
Running total for year	7	21	37	51	59	74	96	107	122	134	138	143

i. Unexplained Injuries:

2014	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Total for month	6	1	0	0	0	0	1	0	3	1	0	0
Running total for year	6	7	7	7	7	7	8	0	11	12	0	0

j. Deaths in Custody 2014: There were 4 deaths in custody in 2014, two of whom were deemed by the Coroner to have died from natural causes. As of 10 January 2015, there are three deaths in custody at HMP and YOI Holme House that are subject to PPO investigation and/or coroner's inquest. Eleven inquests were held in 2014, eight of which were ruled to be deaths by natural causes. Inquests for prisoners known to have died of natural causes are now held without a jury. Legal representation will only be required if there are any concerns raised in the clinical review. If there are no concerns raised, a senior governor will attend to represent the Establishment along with a senior member of the health care team. The Board welcomes these changes in procedure

k. Safer Custody Continuous Improvement Plans: Safer Custody Audit which took place in April 2013 – an action plan is now in place to address any non-compliance.

l. Comments: The Board is pleased to be able to commend those deployed in the Safer Prisons and Equality Team for the care shown to some very troubled prisoners in delicate and challenging situations. It is felt that the caring ethos that exists in this area is a direct reflection of the attitude of the Safer Prisons and Equality Manager and his team whose dedication and compassion is an inspiration to those who have the privilege of observing his work.

5.7 Segregation, Care and Separation, Close Supervision

a. The Segregation Unit (SEG) continues to play a vital role within Holme House in the care of prisoners who are facing difficult situations or who have transgressed the establishment rules and regulations. IMB members visit SEG at least weekly and over the course of a week see and speak to all prisoners located there. The Board is notified promptly when prisoners are moved to SEG either in person or via voicemail in the IMB office.

b. Fewer prisoners have been held for unnecessarily long periods this year either because they were waiting to be seen by the Police Liaison Officer or for reasons of alleged security risks. They have been returned to normal location at the first possible opportunity. That has, however, been countered to some extent by the number of prisoners detained under PSO1700 for refusing to relocate to a house block.

c. Officers working on SEG are specially selected on the basis of confidence, competence and knowledge with the emphasis very much on personal attributes and the ability to deploy firmness, patience and empathy. Prisoners located in SEG are invariably treated with courtesy, good humour and compassion. Officers will always go that extra mile to help prisoners with genuine needs who are prepared to accept and comply with the regime. Indeed, this year saw the imprisonment in SEG of one of the most disturbed prisoners that Holme House has ever held and who had to be kept in special accommodation for both his own and staffs' safety before he was able to be moved to the prison hospital. The Governors, SEG and healthcare staff all displayed remarkable concern

and compassion for this individual keeping in touch with his family throughout, enabling them to visit him before his eventual removal to a secure unit.

d. Pressures on SEG staff escalated in June this year due to a mismatch in the prisoner population within Holme House. In late May accommodation became available at Rye Hill for those prisoners in need of Sex Offender Treatment Programme (SOTP) and Holme House was required to send 20 prisoners there at short notice leaving spare spaces on HB3 only (VP House block). PMU continued to transfer prisoners in from elsewhere with no regard for where the spaces were and as a consequence, as main location prisoners were unwilling to be located on HB3, spaces could only be found within the prison in Healthcare and SEG. Exceptionally, and with the agreement of the Board, SEG was used for a short while to house prisoners due for discharge, usually within 24 hours. The constant churn and unending paperwork stretched SEG staff to the limit but they continued to respond with professionalism and good humour, with only limited additional help from an already overstretched staffing pot. Shortly after that the OPCAP was increased to 1219 by designating 9 cells in SEG and eventually to 1230 in August 2014 with the designation of spaces on HBs 1 & 3.

e. Not surprisingly, SEG has suffered some of the same decency issues highlighted within Section 5.8 of the report. Provision of sufficient kit and bedding has been more problematic within SEG given the high prisoner turnover and has been raised in Board reports throughout most of the year. Despite an increase in the stock levels problems continue. The Board has twice requested the provision of a washer and dryer for the unit but this has been declined on cost grounds. Work is still in hand at the time of this report to find a solution.

f. Food has also been a frequent topic of concern both in terms of the provision of sufficient meals, failure to provide menu choices and inadequate food temperatures. Matters have improved in all these aspects including the provision of dividers which keep the small number of meals at temperature en route from the kitchens.

g. There was a serious cell fire in SEG this year started deliberately by a prisoner without any thought for the safety of himself, other prisoners or staff. The staff responded magnificently putting themselves at risk to rescue the prisoner despite his self-inflicted situation in recklessly starting the fire. Those staff were subsequently put forward for a commendation. Smoke detectors have recently been fitted in SEG following a CPIG Full Fire Inspection.

h. Adjudications are conducted on a daily basis by the Duty Governor and the Independent Adjudicator attends monthly. IMB members monitor this process through regular attendance to check that proper procedures have been followed and that a fair and consistent approach is adopted. There have been occasional instances this year where cases have had to be dismissed as out of time due to difficulties in securing the attendance of the Reporting Officer, yet another consequence of detailing limited resources.

i. IMB members attend 14 day GOOD reviews which are held each Monday afternoon but only attend 72 hour reviews if a member is on duty. GOOD paper work is completed timeously and to a high standard and all GOOD decisions have been supported by members this year.

j. Special accommodation has been used on 8 occasions this year and the Board has been informed on each occasion both when a prisoner has been placed in special accommodation and when he has been removed.

k. Once again the Board commend the officers who work in SEG for their professionalism and care in their dealings with very difficult prisoners but especially for their unfailing helpfulness, support and good humour when attending to the needs of members

5.8 Residential Services

a. Kitchens/Catering:

i. The Board has received very few complaints about food this year. The system of pre-portioned meals in foil dishes in the evening with a hot pudding has been very well received and has seen a reduction in waste. The lunchtime menu of soup with buns, pasties etc has similarly been an improvement. The quality of the bread and pasties has been higher as these are now baked on the premises. The Board does have concerns about the size of the portions of cereals for breakfast. These arrive at the prison pre-packed and meet prison specifications but seem inadequate for men who are doing a full day's work.

ii. As has been mentioned in previous reports, the requirement to use a single supplier has removed a great deal of flexibility and opportunity for economy from the kitchen manager. The quality of supplies is not always up to standard and orders are not consistently filled accurately meaning last minute adjustments to menus have to be made.

iii. There have been issues with equipment breaking down, particularly the Rationale ovens and boilers. As the kitchen was refurbished recently, equipment is not eligible for replacement. The prison would have to bear any capital cost.

iv. The manager has been operating within budget this year. The major strain on the budget is the number of special diets that have to be catered for. The standard of the food produced for prisoners with particular dietary needs for either religious or health reasons is high.

v. Staffing in the kitchens has been a concern at times this year due to the loss of experienced people (in one case a sudden death) but this is no longer a problem. The appointment of someone to oversee both shifts has led to increased consistency in the quality of meals.

vi. Prisoners working in the kitchen are well-trained and able to obtain qualifications to NVQ Level 2.

vii. The systems giving prisoners a chance to comment on meals have not been operating fully. There have been no food forums (where serveries workers meet with the kitchen manager and residential governor to exchange views) this year. Also, the food comment forms have been largely unavailable on the serveries. It is planned that these will be reinstated in 2015 with comment sheets being part of the server checks and replenished weekly. A food survey has also been added to the menu choice computer to improve the system of feedback.

viii. A recent visit from the Environmental Health Officer flagged up a number of concerns; including the temperature in fridges where prisoners often leave the doors open. Although the concerns were mostly about staffs' lack of awareness of documented procedures this nevertheless led to a down grading of the hygiene rating. These concerns have been addressed and a new Food Safety Management System has been put in place.

ix. The Board would like to thank the Kitchen Manager for her prompt and open responses to any queries we have and for her willingness to address any issues we raise.

b. Accommodation:

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

HB1: Cat B /C Engagement Centre

HB2: 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. However, as indicated in the Executive Summary, it has not always been possible to maintain the integrity of these arrangements due to PMU drafting in prisoners simply to fill spaces without regard for the category of prisoner and where the spaces were. Prisoners have had to be located where there was a space rather than in recognition of their individual needs. At times during the year there has been an overspill of VPs on to a landing on HB4 and conversely, prisoners having to be located briefly in SEG prior to discharge as the only available spaces in the prison were on HB3, the VP house block. This has only added to the already heavy workloads on the house blocks through the more frequent movement of prisoners and has also affected the intent to house all prisoners going through the induction phase on HB1.

ii. The Residential Services Specification requires that prisoners' domestic needs are catered for in respect of daily living including living accommodation, cell furniture, fittings and bedding, personal hygiene and clothing. This is where the Board feel that the prison has fallen short this year.

iii. Many cells are poorly furnished and lack tables, chairs or lockable cabinets with some prisoners doubling up in cells intended for single usage and therefore having to share facilities. Cell inventories and fabric checks are conducted less frequently because of staff shortages. Prisoners eat their meals in their cells due to the lack of communal dining facilities. Of greatest concern, therefore is the lack of privacy curtains or screens around the toilet area in the majority of shared cells which cannot be deemed decent or hygienic. There are long term plans in place to fit screens but in the meanwhile some prisoners resort to using sheets which only compounds the shortages of bedding itemised below.

iv. The Board has received a high number of complaints this year about the poor quality of the mattresses, many of which cannot be deemed as fit for purpose, and broken beds. Again, plans are in hand to gradually replace existing metal beds with white wood beds but this is a long term project and any priority may well be dictated by the new Facilities Management contract. Additional funding secured for the increased OPCAP will be used in part to purchase new mattresses.

c. Kit:

i. The Board's biggest concern this year has been the continuing lack of sufficient clothing, bedding and towels and even basic items such as toilet rolls, toothpaste and toothbrushes some of which was highlighted in last year's report.

The problems initially stemmed from stocks of kit being allowed to run down without replacement and lack of effective kit management. These problems were compounded this year by an increase and constant churn within the prison population.

ii. It is the Board's opinion that the withdrawal of a dedicated cleaning officer on each house block has been a contributory factor in the deterioration of house block and cell/servery cleanliness and poor kit exchange management. This duty is now delegated to an officer on a daily basis. However, this is no substitute for a permanent responsibility and is yet another consequence of benchmarking where difficult decisions have had to be made about deployment of limited resources.

iii. The Board's concerns were also reflected in the MPQL conducted in July 2014 which indicated that prisoners were similarly dissatisfied with these issues. A lack of clothing, underwear and socks, ill-fitting or wrong sized clothing, shortages of sheets, pillows and towels were all highlighted. The quality of laundry has also been variable with heavily stained towels and sheets (although this is in part attributable to a ban on the use of bleach within the laundry). Many prisoners have been washing their clothes in cell. A plan for all prisoners to wear their own clothes stalled due to a halt in alterations to the laundry and the consequent lack of facilities to launder individual kit. However, this has now rolled out across three house blocks, two of which have their own washing and drying facilities.

iv. A Project Team, led by the Head of Residence, has been in place since April this year looking at all these issues and is still ongoing. New systems have been put in place but are not yet being followed consistently by all staff which is hindering progress. New management checks have been implemented to ensure staff follow procedures correctly. Additionally, new kit is being purchased and will be fed into existing stocks incrementally. At the time of writing this report matters are improving and the Board will continue to monitor this aspect closely in the coming year.

d. Core Day:

The new core day introduced this year has proved challenging for the prison in many ways and there have been a number of occasions during the year where regimes have had to be curtailed or cancelled because of the lack of available resource. Weekends have been particularly challenging. It has also impacted adversely on prisoners in different ways. Changes to association times have created difficulties for prisoners keeping in touch with their families by phone as spouses, partners and children are invariably at work or school during the day. There were problems also for full time workers with insufficient time between finishing work and lock up to have their meal, shower, access the phone etc and no access to mid-week exercise apart from gym. Library attendance also suffered. However, these problems have been largely overcome.

e. Applications and Complaints:

i. There have been continuing problems this year with the management of applications from within the internal prison system. All applications are now logged out but they are not logged back in or followed up. As with last year prisoners have continued to complain that they have made multiple requests for action or information via a green general application form without response so they turn to IMB. Yet again, despite the Board's intent to try to manage down the number of IMB applications, they have risen a further 17% this year to an all-time high of 1165 an average of 22 applications per week. As indicated within the Executive Summary, this is due in part to wing officers having less time to deal with prisoners' queries.

ii. At the time of writing this report a pilot scheme has just been introduced on one house block involving the appointment of Prisoner Information Workers (PIWs) who will log and handle all applications, provide information to prisoners where possible and facilitate responses from within the house block if appropriate. If successful this approach will be rolled out across the prison and is very much in keeping with the ethos of giving prisoners additional responsibilities.

iii. Complaints continue to be well-handled by the Complaints Clerk who is very robust in terms of follow up for timely responses and correct action at all stages. The Board has found responses to be of a good quality. Additionally, the management team monitor the number and subject of complaints on a daily basis and also timeliness of response.

f. Prisoner consultation:

Little progress has been made over the year with Prisoner Consultation meetings across all house blocks. At best meetings have been held irregularly on some house blocks and at worst not at all. The Board regard these meetings as good practice and believe if held regularly and to a standard format they provide management with a sounding board for feedback and action. They can also circumvent dissatisfaction and unrest as impending changes and new policies can be explained in advance. The Board supports the current action to set up a programme of regular meetings to a consistent standard and look forward to attending as observers.

Section 6

6.1 Booking of Visits

- a. There has been a major problem with the booking of visits this year initially attributable to the new system of booking visits by E Mail but compounded, by technical problems with the phone lines into Holme House and a lack of staff to manage the booking systems.
- b. Booking staff were having to manage a computerised system which was not fit for purpose at its introduction having a number of technical flaws nationally which took an inordinately long time to resolve and caused a great deal of frustration and annoyance to would be visitors. A consequence of this was a fall back to booking visits by phone which meant that the staff had to deal with high volumes of both calls and E Mails within this dual system without any additional resources.
- c. There were also serious technical faults with the telephone system into Holme House. Callers were either being cut off mid call or were holding on for long periods, unaware of how long they could be waiting given the absence of any queuing prompts. This was at a substantial cost to the caller, many of whom call on mobile phones, as the visits number is a national number. Amazingly there were few formal complaints or claims for compensation due in no small part to the professional and caring manner in which the beleaguered booking staff did their best to help callers resulting in a nomination for a Performance Recognition Award.
- d. Difficulties with resourcing the booking of visits continued through the summer and beyond compounded by staff sickness. The relevant Governor did all he could to manage the situation: Agency staff were brought in, officers on Back to Work plans were deployed and booking of visits by telephone was restricted to three days per week in an effort to ensure visits could take place. This does, however, underline the lack of any slack in resources to cover key functions such as this when staff are absent on annual leave or sickness.
- e. There are two downsides to the new system: The cost of calling a national telephone number and the facility for visitors to block book 4 visits at a time which means that the popular slots are quickly booked but again the booking staff always do their best to find all visitors a suitable slot.

6.2 Visitor Centre/Visits

- a. The Visitor Centre, which is under the jurisdiction of the North Eastern Prisons' Aftercare Service (NEPACS) is the first point of contact for visitors to the prison and is run by a Centre Manager who took up the post in April. She efficiently co-ordinates a team of paid workers and volunteers who create a warm and welcoming ambience in The Centre. This is due, in part, to the Manager's dedication and inspiration which is quite infectious. There is also a Family Support Worker based at the centre who is independently funded. She is well liked and respected by the prisoners as she takes time to build links and maintain contact between them and their families.
- b. The Visitors' Centre is open seven days a week; weekdays it is open from 12.30 until 4.30 and at weekends, 8.00 until 4.00.
- c. The Visitors' Centre Manager is responsible for the Centre, the Tea Bar in the prison and the play area and youth zone in the prison. Seven family days have been organised by the NEPACS Family Support Worker supported by The Visitors' Centre staff

for fathers and children to enable them to interact and enjoy activities together.

d. There is now a 'Quiet' room in The Visitors' Centre where first time visitors can be spoken to in a confidential and sensitive manner in order to help them through what might be a potentially difficult experience.

e. The Visitors' Centre hosts bi-monthly meetings where representatives from local child welfare organisations and officials from other concerned bodies can liaise and share information. There are also opportunities at regular meetings for users of The Visitors' Centre to voice any issues they feel important.

f. Between April 2014 and January 2015, there were 38536 visitors. Of these, 30011 were adults and 8525 children.

g. Over the past year, difficulties have arisen when trying to book a visit either by telephone or via the email system. The problem has been exacerbated by the telephone lines not being operational on a Monday or Thursday for normal visits. Visitors also frequently complain about the difficulties they encounter when trying to bring in property for prisoners.

6.3 Reception

a. Not surprisingly, Reception staff have been at the forefront of the various pressures this year, not least with the ongoing receipt of out of area drafts because of prison population pressures necessitating long working days awaiting their arrival often late at night.

b. Despite the findings from the 2013 HMCIP Inspection little improvement has been made in the fabric and facilities available to prisoners at their arrival. Whilst the reception area is generally clean there is still a lack of privacy with interviews carried out at an open counter.

c. Holding rooms are bleak and sparsely furnished. Televisions have not yet been restored as recommended and there is still no reading material available. However, this is due in part to prisoners' propensity to smash up and destroy such amenities.

d. Management and storage of property continue to present problems as the Property Store is simply not fit for purpose. It has never been enlarged as the prison roll has increased and problems have been compounded by the arrival of out of area prisoners with large amounts of property to be stored. Solutions to the problem are currently under consideration but there is no immediate answer and any resolution will come at considerable cost. Given the limitations property is handled efficiently by staff and only 9% of applications to IMB this year have been about property within Holme House.

e. There have been some problems with the handing in and out of property at visits leading to complaints from some visitors but action is in hand to improve this process.

f. The prison has made a bid for money to improve facilities in Reception including the facility to interview prisoners in private. Meanwhile, the inadequacies of the environment are compensated by the service prisoners receive passing in and out of Reception.

6.4 Security

- a. A Security Committee meeting is held monthly and chaired by the Deputy Governor. IMB attend as observers.
- b. Intelligence Reports are processed and categorised by regional security analysts and intelligence information is quickly disseminated to relevant areas within the prison to enable prompt action and intervention as appropriate.
- c. Despite a reduction in random searches due to reduced resources priority is given to intelligence led information.
- d. Mobile phones continue to present problems especially with advances in technology which make them smaller and more readily disguisable. Smart watches are also beginning to present and are not readily identifiable.
- e. During the course of the year :
 - * A total of 73 mobile phones
 - * 45 chargers
 - * 30 SIM Cards were found
 - * 85 prisoners were placed on closed visits
 - * 66 visitors were banned
 - * 23 visitors were arrested on domestic visits on suspicion of bringing in drugs
 - * 66 IRS reported actual drug finds

Section 7

The Work of the Independent Monitoring Board

Applications to the Board

Code	Subject	Year 2011	Year 2012	Year 2013	Year 2014
A	Accommodation	15	11	23	51
B	Adjudications	10	3	4	16
C	Equality & Diversity (inc religion)	7	8	5	7
D	Education/employment/training inc IEP	60	34	91	103
E 1	Family/visits inc mail & phone	59	69	119	116
E 2	Finance/pay		10	76	70
F	Food/kitchen related	15	9	72	41
G	Health related	149	78	111	139
H 1	Property (within current establishment)	83	55	78	107
H 2	Property (during transfer/in another establishment)		13	68	77
H 3	Canteen, facilities, Catalogue shopping, Argos		4	22	20
I	Sentence related (inc. HDC, ROTL, parole, release dates, re-cat etc.)	36	74	123	170
J	Staff/prisoner/detainee concerns inc bullying	24	35	44	66
K	Transfers	66	74	91	120
L	Miscellaneous	118	112	44	62
	Total number of IMB applications	642	589	971	1165

Prison Service complaints:

	2013	2014
Stage 1	2029	3444
Stage 2	253	399
Others (DDC/Adj Appeals)	23	43
Confidential Access	138	269

Notes: The Board received an additional 194 applications more (17%) in 2014 than it received in 2013. Proportionately, of the overall total, the highest categories were Category H1/2 Property (15.8%) Category I Sentence related (14.6%) Category G Health related (12%), Category K Transfers (10.3%) and Category E1 Family/ visits including mail and phone.

*Property continues to be a problem as updated under last year's concerns.

*Sentence related applications are attributable to issues raised within Section 5.5 Resettlement.

*Health related applications tend to be about clinical or prescribing decisions which are outside the remit of IMB

* Applications about transfer have stemmed from the high numbers of prisoners transferred to Holme House from out of area.

Board Statistics

BOARD STATISTICS	
Recommended Complement of Board Members	18
Number of Board members at the start of the reporting period	11
Number of Board members at the end of the reporting period	12
Number of new members joining within the reporting period	2
Number of members leaving within reporting period	1
Total number of Board meetings during reporting period	12
Total number of visits to the Establishment	520
Total number of segregation reviews held	Not recorded
Total number of segregation reviews attended	Not recorded
Date of Annual Team Performance Review	14th Jan 2015

Board Matters

7.1 The Board had 11 members at the start of the year, increasing to 12 by the end of the year with 2 new members starting and one member resigning.

7.2 The Board operates a 4 week rota depending on members' availability with two members on rota each week with some members attending on a specific day each week. 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 4 deaths in custody when the Board have been informed and responded as per the Death in Custody protocol.

7.7 There have been 11 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 2014 National Conference.

7.13 There were 520 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.

Linda Broadhead OBE

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Section 8

Glossary of Establishment Related Terms and Abbreviations Used In This Report

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

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
IDAP Integrated Domestic Abuse Programme	MSB Monthly Security Bulletin
	MSL Minimum Staffing Level
	MTT Mobilisation, Transformation and Transition

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
PER Prisoner Escort Record	RRLO Race Relations Liaison Officer
	SARA Spousal Assault Risk Assessment

SARN Structured Assessment of Risk and Need
SAU Standards Audit Unit
SDR Standard Delivery Report
SCG Safer Custody Group
SCP Self Change Programme
SDI Service Delivery Indicators (formerly KPT)
SED Sentence Expiry Date
SEDAT Single Equality and Diversity Action Team
SES Single Equality Scheme
SFA Skills Funding Agency
SFO Serious Further Offence
Silver Commander Person in establishment in charge of serious incidents
SIN Staff Information Notice
SIR Security Information Report
SLA Service Level Agreement
SMARG Segregation and Monitoring Review Group
SMART Systematic Monitoring and Analysis of Race Equality Tool
SME Small and Medium Enterprises
SMT Senior Management Team
SO Senior Officer
SOTP Sex Offender Treatment Programme
SP Sentence Plan
SPDR Staff Performance and Development Record – reviewed annually
SPO Senior Probation Officer
SPOC Single Point Of Contact
SPRP Sentence Planning Risk Predictor
SR Spending Review

SSC Shared Service Centre
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)
TC Therapeutic Community
TMC The Manchester College
TOIL Time Off in Lieu (of payment)
TSP Thinking Skills Programme
TSU Technical Support Unit – part of Prison Service responsible for repairs/installations (“Works”)
TUPE Transfer of Undertakings (Protection of Employment) Regulations – staff transfer
UKBA UK Border Agency
UKGAAP UK Generally Accepted Accounting Practice
VC Virtual Campus
VCS Voluntary and Community Sector
VDT Voluntary Drugs Testing
VEDS Voluntary Early Departure Scheme
VLO Victim Liaison Officer
VO Visiting Order – sent out by prisoners, allows named people to visit
VP Vulnerable Prisoners
VTC Vocational Training Centre
YACR Young Offender Automatic Conditional Release
YJB Youth Justice Board
YOI Young Offender Institution
YOT Youth Offending Team