



HMP/YOI Isis

**REPORT OF THE INDEPENDENT MONITORING BOARD
JANUARY – DECEMBER 2014**

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2 Statutory Role of the IMB

2.1 The Prisons Act 1952 requires every prison to be monitored by an Independent Board appointed by the Secretary of State from members of the community in which the prison is situated.

2.2 The Board is specifically charged to:

- satisfy itself as to the humane and just treatment of those held in custody within its prison and the range and adequacy of the programmes preparing them for release,
- inform promptly the Secretary of State, or any official to whom he has delegated authority, as it judges appropriate, any concern it has,
- report annually to the Secretary of State on how well the prison has met the standards and requirements placed on it and what impact these have on those in its custody.

2.3 To enable the Board to carry out these duties effectively, its members have right of access to every offender and every part of the prison and also to the prison's records.

3 Description of the Prison

3.1 HMP/YOI Isis – named after the River Thames - opened in July 2010. It is a public sector training prison for convicted young men, with a mix of young offenders between the ages of 18 and 21, and Category C adults up to the age of 30. It is situated in Thamesmead in South-East London. The certified normal accommodation (CNA) is 478. The operational capacity (OP CAP) i.e. the maximum population it can safely and decently hold is 628 (increased by 6 during the year).

3.2 Although sited within the original perimeter wall of HMP Belmarsh, HMP/YOI Isis is a completely separate prison.

4 Chair's Introduction

- 4.1 This is the fourth report of the Independent Monitoring Board for HMP/YOI Isis. The first three reports all expressed degrees of optimism about the future for this purpose-built training prison for young men despite resource cutbacks. Regrettably, this latest report confirms the Board's fears that little progress would be made during 2014 because of continuing funding and recruitment difficulties. A restricted regime which was implemented temporarily in the summer of 2013 continued throughout 2014 and is still in place today nearly two years later. Recruitment of officers has now finally started to improve so it is to be hoped that a full regime will be introduced in the near future in line with promises made by successive Prisons Ministers.
- 4.2 It is sad that so many of the excellent facilities in the prison have been severely underused and that offenders have had their rehabilitation opportunities limited because of external factors. Hopefully, this report demonstrates the frustration felt by the Board, the prison staff and by the offenders themselves.
- 4.3 Despite recent initiatives, the recruitment and retention of prison officers, particularly in London and the South-East, is proving to be exceptionally difficult with public sector pay and conditions at the heart of the problem. Pay in the private sector prisons is considerably better. Action needs to be taken centrally to address this matter.
- 4.4 This report is made up of individual contributions from members of the Board. I am extremely grateful to them for these contributions and also for their dedication and hard work during the course of the year.
- 4.5 I would like to thank the Governor and his senior team for continuing to welcome the Board's contribution to life in Isis. They rightly regard regular monitoring on a local day-to-day basis by independent eyes and ears as important for both the offenders and staff alike. The Board continues to be well served by the prison in terms of office accommodation and administrative support and values the challenging relationship it has with the Governor.

David Pinchin
IMB Chair

5 Executive Summary

- 5.1 As a training prison for sentenced young men between 18 and 30, HMP/YOI Isis has excellent facilities for delivering a wide range of education and training, and work opportunities, as part of the Government's rehabilitation and reducing reoffending initiatives. However, despite the best efforts of the Governor and his team, the prison has fallen well short of meeting its objectives in 2014 due to severe staffing shortages. This report is designed to raise matters such as this which have given the Board most concern during the year. However, it also highlights examples of good work that is to be commended and perhaps replicated elsewhere.
- 5.2 The single most significant issue throughout the year has been the shortage of prison staff to operate a normal regime. In our last report, we commented on the "temporary" restricted regime which had been introduced by the Governor in September of 2013 to provide some stability and predictability to the prison's regime. Despite promises to the contrary, this has continued well into 2015 and has meant reduced opportunities for the offenders to attend work and education, and significantly reduces the time they spend out of cell. Effectively, only one of the two Houseblocks attends work and education on any one day and the offenders are locked in their cells overnight from 5.30pm until the next morning. This regime runs counter to Government's expectations that all prisoners should be engaged in work activities.
- 5.3 Following the Government's benchmarking initiative to drive down prison costs, the prison was permitted an allocation of 112 officer grade posts, a figure regarded as acceptable to operate a full regime providing that this number of staff was routinely available. The reality has been completely different. During 2014, an average of 20 positions remained unfilled because of a previous moratorium imposed by NOMS on recruitment, and a further 20 to 30 were routinely unavailable due to sickness, disciplinary matters, temporary promotion and secondments, sometimes leaving less than 60 prison officer staff to run the prison. Often there was reliance on a few detached duty staff from other prisons to maintain the absolute minimum level. Recruitment has improved in recent months and a slow incremental return towards a full regime is planned for later in 2015. However, with retention and low pay being matters of continuing concern in London and the South-East, the prison is still well short of the numbers required.
- 5.4 The Board is also extremely disappointed to report that in order to maintain even a restricted regime, a high level of cross deployment from important functions in the prison such as Safer Custody, Equalities and the Offender Management Unit has become routine and is now regarded as

the norm. Frequently this has meant that over 50% of the hours supposedly available for these important functions has been lost as officers are used in the Houseblocks to maintain minimum staffing levels there. As one example, Safer Custody officers are unable to see new offenders for up to two weeks after their arrival at Isis and thus risk the offenders being placed in areas of the prison where they may be at risk from other offenders and gangs, or may pose a risk to other offenders. This is unacceptable. Cross deployment also affects the morale of staff as individual officers do not know from one day to the next where they will be working and are less well-equipped to deal with such wide-ranging roles.

- 5.5 Attendance at activities in 2014 has been poor, with only 66% attendance compared to a target of 80%. In addition to the problems of attendance caused by the restricted regime, poor performance by the OLASS provider, A4e, resulted in classes being cancelled. (A4e has been replaced in early 2015 by Manchester College). Offender management activities and straightforward non-compliance has also affected attendance at activities.
- 5.6 Violence across the prison remained high, despite a year-on-year reduction in the number of recorded assaults between offenders. There are approximately three incidents each week, and, worryingly, there has been an increase in reported violence against prison officers to almost one per week on average. It is encouraging to note that the Metropolitan Police's Operation Trident initiative was renewed during the year maintaining Police Officers working in the prison, and other violence management initiatives continue to be used in an effort to combat the violence, much of which is mindless and gang-related.
- 5.7 A further major issue affecting the lives of the offenders and the ability of the Prison to meet its training objective is the lack of up to date OASys risk assessment and sentence plans for over half of the offenders. The Board remains appalled that this situation, which was reported on last year, has been allowed to get worse during 2014. Although it is the responsibility of the "sending" prison to complete an OASys for each sentenced offender transferred to Isis, this is very rarely done and Isis is not staffed to undertake the work, which routinely takes between five and seven hours per offender to complete. The Board feels that this matter has not been taken seriously by NOMS as there is still no indication that the current backlog will be dealt with in the near future. Allegedly, a simpler alternative system is being considered but this will not help the offenders currently caught with no risk assessment or satisfactory sentence plans.

Issues for the Minister

- 5.8 The Board wishes to remind the Minister of his promise that a full training regime would be reinstated by the Spring of 2015. Despite some recent progress, this has not happened. The Board urges the Minister to accelerate the recruitment process as necessary and also to ensure that the benchmarking staffing complement for the prison is sufficient to run such a regime adequately in the long term without continued recourse to cross-deployment and a reliance on temporary bonus schemes and detached duty staff from other establishments. (13.2-13.6)
- 5.9 The Board also seeks from the Minister an undertaking to consider in conjunction with the Pay Review bodies how public sector pay for prison staff, particularly in London and the South-East, can be made more attractive and more competitive with the private sector.
- 5.10 The Board urges the Minister to implement a consistent policy across the prison estate in regard to the completion of OASys assessments and sentence plans; such that all sentenced offenders have completed risk assessment and sentence plans to ensure that the government's rehabilitation and reducing reoffending agenda is met. (10.7 - 10.12)

Issues for the Prison Service

- 5.11 To ensure that the full training regime at Isis is implemented as previously promised. Also to ensure that the benchmarking staffing complement for the prison is sufficient fully to staff the establishment on a regular basis regardless of the number of 'non-effective' staff who happen to be sick or on restricted duties etc. (13.2 - 13.6)
- 5.12 To reconsider the whole principle of cross-deployment of staff within prisons. It is demotivating and encourages poor performance. The cross-deployment of staff into operational roles on a daily basis should be minimised. (6.2, 10.9, 11.6)
- 5.13 To provide additional resources to the prison to enable outstanding OASys assessments to be completed as a matter of urgency. (10.7 - 10.11)
- 5.14 To consider again the Board's previous concerns, shared by HMIP, about the lack of toilet privacy in double cells. If solid partitions cannot be provided in Isis at this late stage, at very least any future planning should include them as a norm. (13.7)
- 5.15 To consider how best to manage the design faults of the toilets across the prison which currently do not meet acceptable standards of common decency. (13.8)

- 5.16 To implement the delayed proposal to install in-cell telephones across the establishment. There is good evidence that this will reduce the incidence of self-harm and bullying. Running costs are self-funding and the systems are entirely secure with listening facilities. (13.9)
- 5.17 To clarify prison policy regarding the transfer of offender property and to bring about consistency across all establishments and escort contractors. (14.7, 14.8)

Issues for the Governor

- 5.18 To afford greater priority to the Equalities function across the prison through strengthened leadership and, ideally, the re-establishment of an Equalities Manager post. Also to encourage the attendance of more offender representatives at regular review meetings. (6.2)
- 5.19 To bring about a reduction in the daily cross-deployment of staff into operational roles. (6.2, 10.9, 11.6)
- 5.20 To produce an appropriate forward looking staffing plan to meet fully the training aspirations of the prison, and to secure the appointment of sufficient staff in conjunction with NOMS and the Area Director so that the present restricted regime is withdrawn as soon as possible.(9.2 - 9.4)
- 5.21 To improve significantly attendance at education and skills by ensuring residential staff, in conjunction with Manchester College, encourage and motivate offenders to comply with their agreed compacts. (7.7, 7.10)
- 5.22 To open as a matter of urgency the proposed “fitted interiors” and “lighting” workshops. (7.8)
- 5.23 To improve access for drug workers to see offenders as and when required. (8.4)
- 5.24 To improve OMU feedback to offenders on the progress of HDC applications and to review the HDC process so that scarce resources in OMU and Probation are used appropriately, while protecting the offenders’ opportunity to a fair review. (10.12 - 10.16)
- 5.25 To ensure staff routinely complete “Use of Force” paperwork within the 5 day required period. (11.10)
- 5.26 To review the protocols for referral to the External Adjudicator to ensure greater rigour around witness involvement and completeness of evidence. (12.12)
- 5.27 To ensure privacy curtains in double cells are routinely repaired or replaced as required. (13.7)

- 5.28 To continue with efforts to find a solution to the cleaning of toilets in the cells and reception areas. (13.8)
- 5.29 To review the practice of eating behind cell doors and facilitate more meal times spent in communal eating. (13.10)
- 5.30 To manage the Personal Officer scheme more effectively so that offender/staff relationships are improved. It is important that more offender concerns are resolved locally without recourse to the formal complaints process and unnecessary applications to the Board.(13.11 and 14.9)
- 5.31 To improve supervision of the cleaning of trolleys and trays before they are returned to the kitchens from the Houseblocks, and to ensure the completion of temperature books at the time of testing. These should remain in the serveries at all times.(13.19 and 13.20)

6 Equalities

- 6.1 The Isis population is approximately 86% British. 71% are from the black and minority ethnic communities (BME). The largest religious group of 41% is Muslim. The high BME population brings different issues from those encountered in other prisons including significant cultural, religious and dietary needs. However, other minority groups are also afforded close attention in the jail including, in Isis, the group of white offenders.
- 6.2 Leadership of the Equalities function during the year has changed with the previous Equalities Manager leaving the prison and leadership being assumed by a single officer grade – who is regularly subject to cross-deployment - supported by one administrative grade. The loss of the Manager post is regretted which has further led to the impression that the prison has downgraded the value placed on the role of Equalities within the establishment. It has also led to less emphasis being placed on review meetings and poorer attendance by offender representatives. Despite these changes, a number of positive programmes were mounted including a Black History Month attended by 120 offenders, and a Disability Awareness Month focussing on disabilities relating to communication. It is to be hoped that the prison sees this as an important function in 2015 and reinstates the impetus lost last year.
- 6.3 The Board is pleased to report that complaints relating to Equalities and discrimination are well-managed in the prison. There have been 45 Discrimination Incident Reporting Forms (DIRFs) in 2014. Each DIRF is reviewed individually and checked by the Deputy Governor and an action plan devised. DIRFs are reviewed regularly by representatives from the Zahid Mubarek Trust. The Board receives few complaints of a racist or discriminatory nature, with only 11 in 2014.

7 Education, Learning and Skills

- 7.1 As a Training Prison for sentenced young men, HMP/YOI Isis has wide-ranging facilities for education, learning and skills development. Classrooms and skills workshops are built to an exceptionally high standard giving offenders excellent learning and skills opportunities. However, the OLASS4 contract for Education and Skills awarded to A4e has again this year suffered from staffing difficulties, causing closure of classes and contributing significantly to poor attendance overall. The contract from February 2015 has been awarded to Manchester College.
- 7.2 Contract performance is measured solely on payment by results with the intention of pressure being applied to the contractor to improve performance. The curriculum at Isis is formed from labour market information, induction assessment results and a needs analysis that is completed by offenders at least once a year. Although HMIP identified that only level 1 was available in construction, steps are being taken to rectify

- this and the proposed Fitted Interiors workshop will provide a level 2 qualification.
- 7.3 A comprehensive range of courses is available in the education academy including art, catering, accountancy, computing and IT, radio production, music technology, business enterprise, personal money management, and functional skills in English and Maths. Offenders can also apply for Open University distance learning programmes. Learning support is available to offenders having problems with dyslexia, reading and concentration.
- 7.4 The Board is pleased to report that in December 2014 the Isis Radio Production Class again received the National Prison Radio Award for Best Feature in a Radio show. The Art and Music classes also received a number of Koestler awards for work produced during the year with two pieces chosen for exhibition at the Royal Festival Hall. The music track exhibited was for original computer generated music and lyric content.
- 7.5 The charity 'Finding Rhythms' ran a project for offenders interested in music and created an album for a wide range of instruments named 'Dream Chaser'. The charity 'Create' continued to run a six monthly project 'Inside Stories' whereby a group of offenders worked in pairs for 12 weeks to create and illustrate a story for children in their lives. Also, Battersea Dogs Home have attended on a bi-monthly basis to help offenders develop positive relationships with dogs.
- 7.6 Vocational skills are developed in the workshops which include carpentry, painting and decorating, and barbering. There are also classes in horticulture and cycle repairs exclusively for Safer Custody offenders. There is a new mattress recycling workshop formed in partnership with Greenwich Council whereby 93% recycling is being achieved together with employment opportunities for offenders following release. Food preparation and cooking levels 1 and 2 are available in the kitchen and NVQ qualifications and training in the "Quays" staff restaurant. In addition, offenders are encouraged to develop customer service skills at various outside agency events held in the prison.
- 7.7 Throughout the year the IMB has been critical of the relatively low numbers of offenders attending the skill zone, with at times only two workshops operating. Staff shortages, the restricted regime and a slow review of risk assessment levels have all contributed.
- 7.8 The Board has been disappointed with the delay in the opening of the proposed "fitted interiors" and "lighting" workshops. It is understood these additional facilities will open later in 2015.
- 7.9 Ofsted identified good quality Education Leadership & Management and this coupled with individual offender achievements resulted in a good overall performance. For the academic year to July 2014, 80% of those

who started courses in Education completed them and 80% passed their qualifications as a result.

- 7.10 However, attendance at classes continued to be a major issue and of real concern to the Board. The number of planned offender attendances for the year was 74,948 whereas the actual number was 49,273, an average attendance of only 66% against a target of 80%. Non-delivery by the OLASS provider, A4e, was 15%. As mentioned previously, the current restricted regime along with A4e staffing difficulties including sickness and recruitment has significantly affected attendance. Also affecting attendance has been offender management activities and straightforward non-compliance. Managers have taken action by introducing IEPs for non-attendance but this has had limited impact. The department is working to introduce education access for safer-custody learners.
- 7.11 In summary, despite good individual achievements, the Board is still disappointed with the overall picture of attendance, particularly the cancellation of classes at short notice. It looks to the prison in conjunction with the new provider, Manchester College, to improve significantly performance in this area in 2015.

8 Healthcare & Mental Health

- 8.1 Healthcare services have been provided by outside provider CareUK (formerly HarmoniforHealth) commissioned for the NHS by Greenwich PCT. It is a primary care service with some outpatient, diagnostic and treatment facilities. As of 1st April 2015 responsibility transfers to Oxleas NHS Foundation Trust. There is no inpatient service.
- 8.2 Both HMIP and the Care Quality Commission (CQC) visited during 2014 and identified that a high standard of care was received. There has been a loss of both administrative and clinical staff and recruitment has been difficult but the general health of the offenders is good and Healthcare staff manage the workload without great difficulty. GPs attend at least twice a week and nurses attend treatment rooms in the Houseblocks daily to see offenders and to administer medications. There have been very few (21) Applications to the Board concerning Healthcare during the year.
- 8.3 Mental Health services are provided by South London and Maudsley NHS Foundation Trust with a consultant psychiatrist attending weekly. The mental health caseload has been surprisingly small and appears to have been well managed. There were good links during the year between the clinical team and Lifeline, De-Paul Housing and the Safer Custody team, emphasis being placed on early identification of mental health issues. Patients with acute mental health problems can be transferred to the inpatient unit at HMP Thameside and HMP Highdown.
- 8.4 Drug misuse remains low for a prison of this size, with the highest monthly rate of 4 positive drug tests being recorded in November. Many of the positive tests involved offenders who have recently entered the prison, particularly from HMP/YOI Thameside. Healthcare and Lifeline work together on drug awareness programmes including PUMA (Prisoners Understanding Marijuana and Alcohol) and offenders are helped on release by links with Drug Intervention Agencies in their respective boroughs. However, the restricted regime currently in place with only twice-weekly association does not allow enough time for drug workers to see their clients. The Board looks to the prison to improve access for this important work.
- 8.5 A research project with 2 years funding is being undertaken into Attendance Deficit Hyperactive Disorder (ADHD) among all new offenders which is to be welcomed. There has been a reduction in cases of ADHD. The Project Team has been working with the Healthcare team to ensure ADHD care is incorporated into the Healthcare provision; meaning that screening, diagnosing and treatment has continued. The majority of Healthcare staff has now been trained in how to identify ADHD symptoms through screeners, so Psychiatrists can then follow up where appropriate.

9 Purposeful Activity

- 9.1 Purposeful activity at Isis includes education and skills programmes in classrooms, workshops and the library, physical education in the gymnasium, religious practice in the multi-faith zone, offender behaviour programmes, rehabilitation activities, special issue groups such as equalities or safer custody, and work in a variety of orderly positions across the prison.
- 9.2 Under the current restricted regime, the establishment unlocks only one Houseblock for work each day. Offenders from the other Houseblock gain access to the gymnasium either in the morning or afternoon; for part of the other half of the day, the offenders have association. This arrangement reflects the available staffing complement and the high level of vacancies within the prison when compared to the agreed staffing levels. The prison is locked down into 'patrol state' at 17.30 every day so there is now no evening association at all with offenders locked in their cells until the following morning. Those on the Violence Management (VM) regime gain access to exercise and phone calls on the days their spur is scheduled for association. Social and legal visits have not been affected.
- 9.3 The current restricted regime that is now well into its second year, having started as a temporary measure in September 2013 restricts the time available for offenders to engage in purposeful activities. The impact of the regime is that offenders are only able to pursue activities for little more than two and a half days per week. The restricted regime has become the norm and regrettably the young men no longer expect to be constructively occupied for more than half the week. This does not support the development of a work ethic and reduces the opportunities to develop skills, achieve qualifications or gain experience of realistic work experiences as should be expected in a training prison.
- 9.4 More time is spent locked in cells, and daily activities around being able to shower, attend gym, and make phone calls are limited. HMIP reported that they consistently found between 38% and 41% of offenders locked in their cells. They stated that this was poor and the IMB agrees. The reason for offenders spending too long in their cells is partly due to the restricted regime, but also to the failure of the education provider (see section 7 above) to cover adequately staff absences and vacancies and also, it would appear, a lack of pressure being exerted by some residential staff to engage offenders in purposeful activity.

Employment

- 9.5 The prison has continued to make attendance at education or employment, within the constraints of the regime, a priority. Offenders not attending work or education are penalised under the IEP scheme. It is made clear to offenders that they need to participate in activities and

courses if they wished to earn privileges. Engagement with the regime and participation in activities are considerations when deciding on HDC applications.

- 9.6 There are currently up to 200 jobs available across the prison for orderlies, kitchen workers, painters, recycling and waste management. There are also positions available as Listeners, Peer Mentors in the classrooms and as Equality and Violence Reduction Representatives. Each spur has a representative on the Prison Council. The prison has recently introduced a new role of OMU Representative for each spur. To secure an orderly position, the prison requires offenders to have a “level 2” qualification in Maths and English or commit to the achievement of this qualification. However, all jobs are subject to the restricted regime mentioned above.
- 9.7 During the year the prison has run a number of innovative activities designed to increase the aspirations of offenders and improve their employment opportunities. A Jobs Fair was run in the summer, where 20 organisations were represented and offenders could attend for 90 minute slots to talk to employers and others. There is evidence that this led to a number of offenders being offered jobs or support on their release.

Library

- 9.8 The prison library is run by Greenwich Leisure Ltd on behalf of Greenwich Council. It is open 4 ½ days per week and has a relaxed and welcoming atmosphere. Since April 2014 it has been run by a full-time Librarian and her assistant, supported by two offender orderlies, and has a vacant part-time post. The Board has noted a significant improvement in the promotion of Library facilities during 2014.
- 9.9 The library is well stocked with fiction and information books which include biographies, careers, education and healthy eating reference books together with newspapers and periodicals. Legal books and foreign language books are also available. It is hoped during 2015 to include talking books and language CDs. Offenders may borrow up to 4 books for a period of 2 weeks. A new stock of books has been provided and offenders have had the opportunity via a suggestion box to contribute ideas on books they would like to see in the Library.
- 9.10 Attendance at the library has been good with 20 minute sessions allocated for offenders attending education and skills classes together with kitchen workers. Facilities are now available weekly for Safer Custody offenders and shortly offenders confined to the Houseblocks, including orderlies, will be able to arrange a visit via a biometric application. Facilities are also available for books to be delivered to the Houseblocks upon request.
- 9.11 The Library has successfully run Creative Writing courses, poetry and short story workshops, Six Book Challenge and Toe by Toe reading

mentoring scheme courses during the year. It is hoped to include a monthly Reading Group in due course run by an outside voluntary organisation.

- 9.12 The Board is pleased to note that a former Library Orderly offender, now released has achieved employment with Greenwich Leisure Ltd as a Customer Services Advisor.

Gym

- 9.13 Until September, the restricted regime had a detrimental effect on the time offenders were allowed to use the gym. In September a new timetable was established which allowed offenders 2.5 hours a week gym time.
- 9.14 However the lack of training of gym staff to give courses to offenders and their continuous redeployment has had a significant impact on the way courses are delivered with only three offenders gaining a qualification in 2014. The reliance on cross-deployment in the prison is referred to several times in this report.

10 Resettlement

- 10.1 There are 7 resettlement pathways identified in the 'Reducing Re-offending: National Action Plan'. The pathways include initiatives to address offending behaviours; education, training and preparation for employment; health and mental health issues; preserving family links; accommodation and help with financial problems.
- 10.2 The aim is to provide a holistic and integrated service both before and after release. The voluntary agencies working within the prison are part of wider community networks. Their work is effectively coordinated by the prison's Head of Reducing Reoffending.
- 10.3 The emphasis on rehabilitation and resettlement is inevitably focussed on the period leading up to the end of an offender's sentence and in terms of arranging accommodation, training and employment, the prison has been meeting its targets. During 2014, on average 90% of offenders were released into accommodation, 36% into employment and 28% into education. That has to be a success story. However, despite all this good work, unless offenders are signed up to a working links programme, there is limited information available post-release to see if they are actually attending their work or training placements.
- 10.4 Lifeline Transform engage with offenders throughout their sentence offering a variety of interventions such as one-to-one sessions with an allocated Recovery Coordinator; in cell work packs; individual group work sessions; and a 4 week group programme. Prior to release, attempts are

- made to engage the offenders with external support services in their boroughs of release so that there is a continuity of care.
- 10.5 Lifeline Transform now have a part time Family Worker in post who engages with family members in the community who would like support around the impacts of substance misuse. They have recruited a behavioural change mentor to work with offenders who have gang related issues and have been given funding to recruit to a Behavioural Change Worker post to engage with clients who have offences which relate to the supply of substances.
 - 10.6 The prison regime and prison staffing currently impacts on the access and time that Lifeline is able to engage with offenders.
 - 10.7 A matter of great concern to the Board is the continued high number of prisoners arriving at Isis without either an up-to-date OASys report or sentence plan, or with none at all. Despite Ministerial assurances that this would be addressed, less than 10% of offenders arrive with this key documentation in place. This shows no improvement on the situation reported last year, and it remains the case that the sending prisons are failing in their duty to ensure that any offender (excluding adult offenders serving less than 12 months) sent to Isis comes with a completed OASys report.
 - 10.8 As a Training Prison, Isis is simply not resourced for the five to seven hours it takes to complete an OASys report where one does not exist. Offender Supervisors have a caseload of, on average, 60 offenders, more than half of whom will have no OASys report. At the end of 2014, over 300 offenders in the prison had no sentence plan at any one time, representing half of the offender population. Despite Ministerial assurances regarding outsourcing this backlog work, no progress has been made.
 - 10.9 The cross-deployment resulting directly from the extended period of staff shortages has affected the Offender Management Unit and exacerbated the difficulty in tackling the back-log locally. In 2014, an average of 11% of OMU officer hours were lost to cross-deployment (although some months were over 20%), and in practice no more than a handful of OASys reports are completed each month by prison staff.
 - 10.10 Offenders are adversely affected by the lack of sentence planning with the completed OASys being a pre-requisite for participation in accredited courses. The best efforts of Offender Supervisors to ensure offenders are engaged in purposeful activity are necessarily limited and the frustration of the individual offenders is evident from the day of their Induction sessions.
 - 10.11 The promised OASys prioritisation policy from NOMS that introduces a scaled-down report for low risk offenders, and takes half the time to

complete, is a welcome development. However, no concrete plan exists for its implementation.

- 10.12 The Board is also disappointed that the backlog in Home Detention Curfew reviews has also been a feature of the last year. Staff shortages in the Case Administration team (in part due to maternity and long-term sick leave) has meant the process for review does not commence in good time for all reports to be completed and the HDC Review Board to be held ahead of the eligible release date.
- 10.13 There is a specific problem for offenders who arrive at Isis within the 10 weeks prior to their eligible HDC release date. Very often the process has been initiated in the sending prison but the paperwork does not come with them resulting in the process starting again, both introducing delays and duplicating effort. Poor communication between prisons as offenders move across the estate is a recurring theme.
- 10.14 The cause of delay in hearing an HDC Review is often due to the slow provision of input from the external Probation Service. Early indications following the recent Probation/CRC reorganisation are that the quality of reports is poorer and that a lot have to be returned for further work. The new arrangements have not been established long enough for this to be anything more than anecdotal at the moment but it is an area the Board will continue to monitor closely.
- 10.15 The Board welcomes the introduction of OMU Representatives on the spurs as a means of improving communication on HDCs and re-categorisations, in direct response to concerns raised in last year's Annual Report. The OMU reps are able to assist other offenders with the processes involved, and this has reduced applications into OMU for general information. Offenders all have their HDC eligibility dates re-confirmed on arrival at Isis, or a letter explaining why they are not eligible.
- 10.16 The Board is hopeful these measures at improved communication will be reflected in a reduction in Applications to the IMB on HDC and OMU matters, which rose to 210 applications in 2014, up from 40 the year before. This is the single topic attracting the most Applications to the Board in 2014.

11 Safer Custody

- 11.1 Keeping offenders safe is one of the four key tests for a healthy prison and staff at Isis do take this matter extremely seriously. While there remains a high level of violence at Isis, it has dropped in the past year. With an average roll of around 600 offenders during the year, there were 143 (down from 254 in 2013) recorded incidents of violence between offenders. However, recorded assaults on staff increased during 2014 to 46, up from 35 in 2013 and this remains an on-going problem for the

- prison. (These figures are taken from monthly Safer Custody Reports as provided to the Board by the Safety Custody Team.)
- 11.2 During the year, there were eight serious assaults by offenders which required hospitalisation of offenders or staff with some involving life-threatening or life-changing injuries. The attentiveness of prison officers and healthcare staff saved a number of these situations from having tragic consequences. Their professionalism and determination, sometimes well beyond the call of duty, is to be commended.
- 11.3 Although any level of violence is of concern, the reduction in violence between offenders is encouraging and can be attributed to a number of factors. The restricted regime introduced in 2013 has kept offenders from the two Houseblocks apart for the majority of the week, as only one Houseblock sends offenders each day to Education between Monday and Thursday. The age mix of the population has also changed during 2014 with offenders now aged up to 30, and only around a third of the offenders being in the Young Offenders category.
- 11.4 In addition, the continuation of the Metropolitan Police 'Operation Trident' initiative around London gangs referenced in our 2013 Report; engagement with the CPS and police to pursue criminal charges for the more serious assaults occurring in the prison; and regime changes to deter violence have also contributed to the reduction.
- 11.5 The prison has a small and stable Safer Custody team (a Custodial Manager, two officers and one administrator) which is responsible for monitoring violence and incidents of self-harm within the establishment. The team is well organised and produces helpful information on a monthly basis by means of a Safer Custody report which is routinely shared with the IMB. Safer Custody meetings are held monthly which involve Listeners, Violence Reduction representatives and the Samaritans, as well as prison management. An IMB member also attends.
- 11.6 Unfortunately, up to 50% of the Safer Custody officers' duty time in each month is cross deployed to assist in the general running of the prison. This frequently means that the Safer Custody interview of new offenders is delayed, with the possibility that they are sent to areas of the prison where gang or other conflicts may arise.
- 11.7 With regard to violence and bullying within the prison, the main catalysts appear to be gangland feuds and rivalries. With such a widespread gang culture, it is a continuing challenge for staff to manage the location of individual gang members, particularly those who feel threatened and who fear for their own safety, given that there are only two Houseblocks and eight spurs. Offenders are relocated to different spurs wherever possible but as a last resort in genuine cases, relocation to the Segregation Unit is the only option.

- 11.8 With regard to self-harm, the prison has established a robust process for ACCT management and while there have been 88 incidents of self-harm during the year (up from 86 in 2013), they have all been handled appropriately and effectively. 130 ACCTs were opened during the year (similar to the 129 in 2013). Open ACCTs are considered monthly at the Safer Custody meeting, together with overall statistics and trends. There were no deaths in custody.
- 11.9 In looking at the Use of Force across the prison, the total number of incidents halved in 2014 when compared with 2013. There were 71 incidents in Thames and 48 in Meridian. The disparity is probably due to the historical difference in age groups accommodated in the two residential blocks.
- 11.10 There remains some tardiness by staff in completing Use of Force reports, which is a cause for concern. Staff are routinely reminded of the requirement to complete reports within 5 days.

12 Segregation Unit

- 12.1 The Segregation Unit provides a clean and safe environment for offenders under punishment or held under Rules 45/49.
- 12.2 The unit comprises 15 standard segregation cells, 2 special cells unfurnished and 2 dirty protest cells which have floor level hatches so that officers can deliver food and other necessary items without exposure. The 2 special cells have constant observation facilities but any offender that needs constant observation, and not warranting a special cell, is accommodated on one of the Houseblocks at the direction of the duty Governor. In the course of the reporting year, the special cells have been used twice.
- 12.3 As the prison is nearly 5 years old there has been some wear in the unit and the Board is pleased to note that redecoration is to be carried out in 2015.
- 12.4 The Board is satisfied that segregation of offenders was enforced for lawful purposes only and that offenders received their entitlements whilst held in the Unit. On a daily basis, each offender was offered a shower, exercise and a phone call; offenders were checked daily by healthcare workers and the duty Governor and Chaplaincy as statutorily required. On the rare occasions when the unit was full to capacity, delivery of showers, exercise and phone calls was compromised. The Board is satisfied that mechanical restraints were only used as necessary and have met the statutory requirements.
- 12.5 There has been no in-cell education either in the unit, or prison-wide, during the reporting year. The Board deplores this as offenders often

remain in bed for the majority of the day and night if they have no television/radio. However, all offenders had access to a library trolley or could reserve a particular book if they so wished.

- 12.6 Members of the Board statutorily visited offenders on a weekly basis. During these visits relevant files, care plans, ACCT documents, authorisations and algorithms were examined and the standard of completion of all the documentation was satisfactory.
- 12.7 The Board is pleased to report that the majority of offenders spent a maximum of 3 months in the unit or 2 months under own protection – a great improvement from the previous year. Any offenders who proved difficult to relocate were referred to the DDC for resolution of the problem. This improvement is due in part to offender perception in realising that bad behaviour would not result in relocation to another establishment, and also, in part, to the good work conducted by the officers in the unit to encourage offenders to return to a suitable Houseblock.
- 12.8 A regular time for GOOD reviews has facilitated attendance by Board members. The Supervising Officers made every effort to ensure an available member of the Board can attend by notifying changes in advance. In addition, Board members have attended adjudication hearings conducted by the Governors and also by the Independent Adjudicator. The Board is satisfied that these were conducted fairly. The requisite specialists attended and offenders were given the opportunity to make representations in person or by legal representation, in accordance with the rules.
- 12.9 SMARG meetings were held regularly and the Board is pleased to report an improvement on the previous year in that dates were set for the year and were not changed, which had made attendance by the Board easier.
- 12.10 The Board and unit staff have expressed concerns for several consecutive years that there has been a higher proportion of BME offenders in the unit, compared to other parts of the prison and also to units in comparable prisons. Work to account for this has been carried out locally over the years but with no clear indicators. During this reporting year, an Equalities and Impact Assessment was undertaken to try to ascertain the reason for the high numbers of BME offenders in the unit. Yet again there have, as yet, been no clear indicators but finalisation of the assessment is awaited.
- 12.11 As already reported, there have been less violent incidents in the reporting year, possibly due to less time out of cell as a result of staff shortages and also offenders no longer perceiving segregation as a route to a prison move; those violent incidents that have occurred have often been successfully de-escalated without recourse to segregation which could be due to the raised level of experience of officers and the successful implementation of the IEP process.

- 12.12 The external adjudicator attended at least once a month necessitating a great deal of preparation by the unit staff, in particular, the Senior Officers who are responsible for the presentation paperwork. Unfortunately, evidence continues to suggest that much of this work continues to be wasted, as reported last year, due to non-attendance of witnesses. Officers were generally the witnesses called and failure to attend was due to job transfer, rest days, and shift patterns. The few cases carried over from other prisons were subject to the same high level of non-attendance of witnesses. The Board again recommends that the protocols for referral to the External Adjudicator be more rigorous and non-attendance of witnesses should be addressed by the SMT.
- 12.13 The staff in the unit, at all levels, has changed radically during the reporting year and the Board is pleased to report that, in the main, the changes were effected smoothly and did not detract from the running of the unit. The Board commends the unit staff, of all ranks, for the work undertaken in this challenging area of the prison.

13 Residential Services and Regime

- 13.1 There are two similar residential blocks, Thames and Meridian, each consisting of four spurs at three levels radiating from a central hub providing accommodation for approximately 80 offenders per spur in a mixture of single and double occupancy cells. There are a few fully-equipped cells for offenders with disabilities. Thames 'G' spur is designated for the induction of recently arrived offenders. In Meridian, Safer Custody offenders are accommodated on 'C' spur.
- 13.2 During the past two years, NOMS have implemented a number of changes around re-grading and approved staffing levels leading to benchmarking and "new ways of working". The result of the various changes has been that the prison now has a revised complement of 112 officer grade staff.
- 13.3 However, both the high level of officer grade turnover and sickness reported previously continued throughout 2014 and recruitment of new officers was not restarted after the "freeze" until the Autumn of 2014. By December, the prison was still 26 officers short of its new complement of 112, with a further 27 officers unavailable due to factors such as long-term sickness, maternity leave, restricted duties, disciplinary matters, secondments and temporary promotion. This routinely left around 60 staff available for duty out of the 112 referred to above. Small wonder that the restricted regime had to continue.
- 13.4 Even for the restricted regime, the operational staffing level was only achieved with detached duty staff from other establishments, cross-deployment from other functions and a special overtime bonus scheme.

- 13.5 The restricted regime effective since September 2013 continued throughout 2014 and there is at this time only a hope that a staged return towards the full regime will be achieved during 2015. That will be dependent upon new officers graduating from training, the continuation and take-up of overtime working schemes and the level to which detached duty staffing continues. In addition, the Board remains concerned that even with the expected arrival of new staff, there is insufficient flexibility built into the 'new ways of working' staffing complement to deal with the routine loss of staff due to sickness etc.
- 13.6 During 2014, access to activity was limited to approximately 50% of offenders at any one time, association to 3 times per week, and placing the prison in 'patrol state' with offenders locked in their cells every day from 17.30 each evening until the following morning. On average each offender was out of his cell for 6 hours on 3 days of the week and only 1½ hours on the other 4 days. The Board has been extremely critical that this restricted regime has continued for so long. Fortunately and despite severe unhappiness on the part of offenders for being locked up for so long with little opportunity for purposeful activity, at least the current regime has been consistent and not subject to regular change.
- 13.7 The Board continues to maintain that common decency standards are not being met in dual occupancy cells all of which have a flimsy curtain separating the bed and toilet by no more than a few inches. The Board has expressed serious concerns about this in all previous Annual Reports but has received a response that the present facilities 'meet the NOMS standard'. HMIP has expressed similar concerns and has received the same reply. We are both of the view that the NOMS standard is unacceptable. Although attention has been taken in replacing curtains that were beyond repair, the situation does still occasionally arise where there is no screen at all between the toilet and the bed.
- 13.8 A further issue that has developed during the year relates to the deteriorating condition of the toilets in the cells and reception areas. Although the prison was only completed less than five years ago, a design fault in the toilets has meant that that the porous surfaces are almost impossible to clean properly, with many toilets in a filthy condition. Various cleaning initiatives have not worked and it is possible that the toilets in all 468 cells and reception areas will have to be replaced to maintain standards of common decency.
- 13.9 The pilot in-cell telephone system which had been promised for implementation in 2013 has still not been actioned, much to the continued disappointment of the Board. As mentioned in previous Annual Reports, such a system is known to have major benefits including a reduction in violence, bullying and self-harm. It is also mainly self-funding after the initial investment. The Board strongly urges NOMS to implement such a system without any further delay.

- 13.10 The lunchtime cold meal is served at the cell door, while for the evening hot meal, offenders are first locked back into their cell and then one landing at a time is reopened to enable collection and return to their cell. While designed to reduce bullying and to make best use of the limited staffing available, this is not the accepted norm for similar establishments. 'Dining out' of cells by occupants of two spurs at Thames Houseblock and a further two at Meridian was introduced and has been working well but it recently became necessary to stop that arrangement in one of the Meridian spurs owing to behavioural problems. The Board hopes that communal dining can be reinstated as soon as possible.
- 13.11 A Personal Officer scheme is theoretically in place but few offenders claim that it works effectively due to continuing staff turnover and regular redeployment. Individual officers do their best but it is clear that offenders resort to utilising the complaints system and Applications to the Board for matters that should be resolved locally. Although extremely difficult to do so until the appropriate staffing level has again been attained, the Board looks to the prison to develop further the Personal Officer scheme to become more embedded in the ethos of the prison and for it to be managed more effectively.

Catering and Kitchens

- 13.12 The kitchen continues to be managed by experienced staff led by the Kitchen Manager who works hard to achieve a calm, efficient atmosphere and is well respected by the offenders. The food produced is both well cooked and appetising and meets all dietary and religious requirements and at £2.02 per offender per day, shows careful planning and has stayed within budget. HMIP was very complimentary about the food provided during a recent visit. There were very few Applications to the Board in 2014 concerning the kitchens or food.
- 13.13 Food Safety Management System and Menu Planning and Meal Provision audits again resulted in the highest marks achievable with green stars being awarded throughout. In total, twenty eight offenders have gained level two in Food Safety and Hygiene Certificates. The offenders are also observed and assessed during their work in the kitchens to enable them to achieve NVQ Level 1 Accreditation.
- 13.14 Ramadan and Eide feasts were a great success and the food provided appreciated by the offenders with letters of thanks sent to the Kitchen Manager.
- 13.15 The kitchen now runs a Ready Steady Cook challenge at the end of each week and a similar Bake Off initiative has proved useful in developing key skills and attitudes; also in building confidence.

- 13.16 One of the former offenders who had worked in the kitchen returned to Isis to conduct a Master Class in the Quays, the staff restaurant. He also took time to return to the main kitchen to talk with offenders about his own long journey and how he was now working in a new restaurant having completed his Jamie Oliver project.
- 13.17 There are currently seven offenders working in the Quays restaurant which continues to flourish offering a lunchtime menu that changes daily. The offenders work towards achieving Level 2 NVQ Diploma in Food Preparation having successfully completed Level 1. An evening function was held in the visits centre for members of the public and the offenders prepared a finger buffet which was much appreciated. This also gave the offenders the opportunity to participate in a social gathering thus helping to improve their confidence and communication skills.
- 13.18 Switchback, an intensive mentoring programme, who work through the gate to support offenders to make changes and gain catering employment held an event at their refurbished training cafe in London. It was good to hear from former Isis offenders how their lives had been transformed. Around half of Switchback Trainees gain various roles in the hospitality industry.
- 13.19 The cleanliness of the Houseblock serveries has improved and this needs to be maintained. However, the cleanliness of trolleys and trays still presents a problem with inconsistency across the spurs in both Houseblocks. This needs to be improved with closer officer supervision so that the trolleys and trays are returned clean to the kitchen. The planned change during 2015 to a hot meal at lunch time and a cold evening meal should allow for a longer period for cleaning the trolleys and serveries each day.
- 13.20 Temperature books were still not being completed on a regular basis on some spurs. These should be completed as the temperature of the food is tested – not retrospectively. The books should remain in the serveries at all times.

Chaplaincy

- 13.21 The Chaplaincy team continue to play a very important role within the establishment providing much needed support and guidance to the offenders and contributing towards their overall care and resettlement. It is extremely well run and has full-time Anglican, Catholic and Muslim Chaplains together with part-time Chaplains covering Free Church, Sikh, Hindu & Buddhist religions and a Community Chaplain. Offenders have good access to the Chaplaincy team.
- 13.22 Offenders are able to practice their religion in the fully functional Multi-faith suite which is well equipped, clean and has an inviting environment. A

biometric system enables offenders to book places at all services. Improvement has been made in that offenders once registered do not now have to re-apply to attend worship.

- 13.23 Friday prayers and Sunday worship are well attended. The number of offenders wanting to attend Friday prayers now exceeds the capacity of the multi-faith suite. Interim arrangements have been made for prayers to be held in the gymnasium but it is planned that the visits hall will be adapted to provide a more permanent solution. Ramadan was successfully observed together with the celebration of the Festival of Eid. The annual carol concert was held in the afternoon because of the restricted regime and unfortunately clashed with other activities, such as education and visits, with the result that only 32 offenders attended.
- 13.24 Various faith classes and study groups are held weekly and special attention is paid to offenders with Safer Custody issues. Valuable support is given by Chaplains of all faiths to offenders suffering from family bereavements and this is especially important for those not permitted to attend funerals.
- 13.25 The current restricted regime together with commitments to Education has had a significant impact on attendance at all faith classes during the year.

14 Board Applications, Attendance and Training

- 14.1 Board membership stabilised during the year with 12 active members at the end of 2014. The Board now operates two weekly rotas, one for the monitoring rota visit and one for Applications. The Applications rota was expanded during the year to include two members, given the average of approximately 20 Applications per week.
- 14.2 Having sufficient members to operate two rotas means that a comprehensive weekly rota report on monitoring standards within the prison can be produced and most Applications are now heard and completed within the week they are received. Individual members have developed familiarity with their areas of special interest including attending relevant prison meetings as observers and providing contributions for this Annual Report.
- 14.3 Following the recruitment round which commenced in September 2013 in conjunction with HMP Belmarsh and HMP/YOI Thameside, three new members were appointed to the Board during 2014 and a further member transferred from another IMB. Training and mentoring have been carried out by experienced members. A further recruitment round is planned for 2015.

14.4 The following is a table of categories of Applications received by the Board during 2014.

Category	Total in year
Accommodation	17
Adjudications	13
Alleged assaults	5
Attendance to activities	22
Bullying	5
Canteen	28
Category and sentence plan	81
Complaints about staff	19
IEP and Discipline issues	42
Drugs/DST	1
Foreign Nationals issues	17
Healthcare	21
Home detention curfew/OMU	210
Kitchen/food	12
Licence recall	1
Mail	29
Parole	4
Payments for activities	5
Personal finance	21
Pins/telephone access	7
Property	206
Racism/discrimination	11
Regime issues	73
ROTL	1
Safer Custody	40
Transfers	79
Visits (including legal visits)	17
Violence Management	8
Others	29
Resolved before visit	13
Total	1037

14.5 The total of 1037 was significantly higher than the 642 received in 2013. The issues complained about most were Home Detention Curfew /OMU and property.

- 14.6 The largest number of Applications (20%) resulted from complaints concerning OMU or related HDC issues. Frequently it was down to lack of communication with the offender caused by the staffing issues referenced in Section 10 above. The IMB effectively end up as the “go between” in resolving these communication issues.
- 14.7 The effective curtailment of property being received through visits or the post during 2014 resulted in uncertainty for both offenders and staff. Some leeway was offered to recently sentenced offenders but there continues to be a high number of property Applications to the Board. Delayed and mislaid property arising from transfers from other prisons has also been a matter of continuing serious concern. Rules appear to be different for different establishments and also for different transport contractors about what can and cannot be permitted. There is an urgent need for clarification and better control nationally over prisoner property policy.
- 14.8 Locally, Board members have found it particularly difficult to deal with property matters as reception staff, who are responsible for property, are routinely redeployed to other areas except when new arrivals are due. The result is that property matters take an unnecessarily long time to resolve.
- 14.9 The Board remains concerned at the number of Applications received on a weekly basis, especially as it appears to be significantly higher than in other similar establishments. It is recognised that the young men in Isis do comprise a volatile population but the Board would expect more of their concerns to be handled locally by uniform staff through the prison application and complaints system without recourse to the IMB. It is to be hoped that if the Personal Officer scheme is allowed to work with increased staffing levels, relationships between staff and offenders will improve and that Applications to the Board will reduce. The Board will continue to monitor this situation closely.
- 14.10 The Board conducted a “forensic review” during the year of the Induction process for offenders, and the prison have implemented most of its recommendations.
- 14.11 Attendance at Board meetings has been good with no member having missed more than two of the twelve meetings. The Governor or his deputy has attended every meeting and provided the Board with a comprehensive report on each occasion. Information received from the prison via CJSM on a regular basis by way of NTOs, NTSs and daily morning meeting notes has been of real help in keeping members informed about prison life.
- 14.12 Each Board meeting has been preceded by a 30 minute training session delivered by members of prison staff on a wide variety of subjects arranged by the BDO in conjunction with the Governor.

15 Glossary of Abbreviations

ACCT	Assessment, Care in Custody Teamwork
ADHD	Attention Deficit Hyperactivity Disorder
BME	Black and Minority Ethnic
BDO	Board Development Officer
CARAT	Counselling, Assessment, Referral, Advice and Throughcare
CJSM	Criminal Justice Secure Mail
CNA	Certified Normal Accommodation
CPS	Crown Prosecution Service
CQC	Care Quality Commission
CRC	Community Rehabilitation Company
DDC	Deputy Director of Custody
DIRF	Discrimination Incident Report Form
FN	Foreign Nationals
GOOD	Good Order or Discipline
HDC	Home Detention Curfew
HMIP	Her Majesty's Inspectorate of Prisons
IMB	Independent Monitoring Board
IEP	Incentive and Earned Privileges
IRC	Immigration Removal Centre
MOJ	Ministry of Justice
NOMS	National Offender Management Service
NTO	Notice to Offenders
NTS	Notice to Staff
NVQ	National Vocational Qualification
OASys	Offender Assessment System
OLASS	Offender Learning and Skills Service
OMU	Offender Management Unit
OP CAP	Operational Capacity
PCT	Primary Care Trust
POELT	Prison Officer Entry Level Training
ROTL	Release on Temporary Licence
SMT	Senior Management Team
SMARG	Segregation Management and Review Group
UKBA	United Kingdom Border Agency
VM	Violence Management
YOI	Young Offenders Institution