



ANNUAL REPORT

HMP/YOI HOLLOWAY 2014

STATUTORY ROLE OF THE IMB

The Prisons Act 1952 and the Immigration and Asylum Act 1999 require every prison and IRC to be monitored by an Independent Board appointed by the Home Secretary from members of the community in which the prison or centre is situated.

The Board is specifically charged to:

(1) 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,

2) inform promptly the Secretary of State, or any official to whom s/he has delegated authority as it judges appropriate, any concern it has,

(3) report annually to the Secretary of State on how well the prison has met the standards and requirements placed on it and what impact these have on those in its custody.

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

The Independent Monitoring Board of HMP/YOI Holloway is committed to being a diverse Board and to carrying out its work in a way that recognises diversity.

Reporting Period

1st January 2014 to 31st December 2014

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1. DESCRIPTION OF HMP/YOI HOLLOWAY

HMP/YOI Holloway (Holloway) opened in 1852 as a prison for men and women and became an all-female establishment in 1903. Between 1971 and 1985 the original buildings were demolished and a new prison built designed to meet the perceived needs of women prisoners, offering medical and psychiatric services for some women and a training regime for the majority. The accommodation was split between five bedroom and four bedroom dormitories, double and single rooms, in a layout that is not ideal for staff supervision although the well maintained gardens provide a pleasant environment for exercise and source of employment for a small team of women.

2014 saw Holloway extend its remit as a local prison (holding both adult and young women remanded or sentenced by the Inner London courts) to take on the role of a resettlement prison.

The population of Holloway is diverse and it looks after some of the most vulnerable female prisoners in the system. Many of the women have complex needs. Around 5% are young women aged between 18 and 20, while approximately 10% are over 50. 45% are from black or minority ethnic groups. At any one time, there are a significant number of foreign nationals who can comprise up to a third of the population.

There are specialist wings for substance misuse treatment and a mental health inpatient assessment wing. An enhanced unit holds up to 36 women while two others are now being used for resettlement. There has been steady progress in the development of the resettlement landings with a second landing added in July 2014, increasing capacity to 31 of open conditions with unlock from 7.15 am through 8.30pm. Women being released on outside temporary licence (ROTL) status are generally based in these wings. The women enjoy access to an outside terrace and between floors with an open stairwell connecting two units.

The healthcare provider is Central & North West London NHS Foundation Trust (CNWL) in partnership with NHS Camden Provider Services. The commissioners (NHS England) have decided that in view of their performance to date CNWL will continue as provider till 2016 without a 3 year review in 2014.

In 2014 the Learning and Skills provider was A4e although it gave notice on its contract mid-Year.

Certified Normal Accommodation (CNA being the measure of uncrowded capacity): **591**

Operational capacity: **591**. In Use CNA: **533**. Baseline CNA: **540**

Total population on 31.12.14 was **540**

Ethnic breakdown of prisoner population on 31.12.14:

64.2% - White

5.1% - Asian

22.8% - Black

6.8% - Mixed

0.9% - Other: Any other background

0.2% - Other: Arab

Ethnic and gender breakdown of staff on 31.12.14

Total Staff in Post: 296

Total Female Staff: 181 (61%) Total Male Staff: 115 (38%) Total Staff BME: 117 (45%)

2. EXECUTIVE SUMMARY

While 2014 tragically saw the first self-inflicted death in custody for seven years at HMP/YOI Holloway (Holloway) the Independent Monitoring Board (IMB) continue to believe that Holloway is a safe, decent prison where the majority of staff work effectively to manage, support and provide care for a wide range of female prisoners many of whom have complex needs and are extremely vulnerable. The IMB extends its sympathy to the family of the woman and commends the way in which staff, support agencies (like the Samaritans), the Chaplaincy and women responded to the very sad news.

Despite facing the universal challenges of cuts and staff shortages which saw officers cross deployed or providing cover to other London prisons 2014 saw a rise in the population to an average of 500+ and the effective transition of Holloway into a local resettlement prison. The number of women in work increased by 24% to 210 and, during one week at the beginning of November, an average 83% of women were allocated an activity. A Fashion Workshop opened in collaboration with London School of Fashion creating 9 machinist posts. Under the name of "Made for Change" they have completed 4 commercial contracts producing designer shirts and bags.

From just a handful of women with Release on Outside Temporary Licence (ROTL) at the start of 2014 the number rose to 30. Four women were released into paid employment including a young offender who had no work experience and desperately wanted to work with animals – a placement was found at a local animal shelter, she was released and is still working there. The surrender of the A4E contract as an education provider has meant that while the resettlement work has gone from strength to strength the provision of education, learning and skills was negatively affected.

Other positive developments include the opening of the Hub where women are able to spend a few hours preparing themselves, charging phones and meeting with representatives from different agencies on their release. The renegotiation of the rates for phone calls by foreign nationals is a very real achievement; while the improvements to the booking line and the dramatic drop in complaints a welcome improvement. More significant is the overhaul of visits and determined effort to help women stay in contact with their family and friends particularly at difficult times of year: Holloway staff should be recognised for the extra effort made to add extra sessions so that women could spend more time with their children particularly at Christmas.

In its last report the IMB noted that the introduction in November 2013 of the new national Incentives and Earned Privileges (IEP) scheme (with PSI 30/2013) and replacement of one which was generally effective might not take adequate account of the different needs of women prisoners. In fact, the principle of expecting women to demonstrate a commitment to their rehabilitation and also support others in order to progress within the scheme appears overall to have exerted a positive influence on prison culture. Early fears that those less able to satisfy these requirements including the elderly, disabled or mentally ill might be disadvantaged have not been realised, largely because of the quality of skilled support and commitment to fairness shown by discipline staff.

Despite the fact that these concerns have not materialised the IMB feels that there are some aspects of the IEP scheme which are unfair. For example, it seems unreasonable that remand prisoners who achieve enhanced status automatically revert to entry level once sentenced. The Board also feel that the national policy and IEP ruling on parcels should be reviewed particularly for women (or men) serving long sentences as, while recognising that there is an exceptional circumstances case, permitting one parcel post sentence seems excessively punitive.

Once again, the IMB is raising questions to the Minister about the time it takes to transfer mentally ill women: an issue which has been highlighted in four consecutive reports. The IMB is satisfied that the staff are doing all they can but the situation has not improved and, was so severe that during June there was a waiting list for the mental health unit partly caused by the transfer time.

In summary, while the IMB recognises that Holloway's strength in terms of its location access to services and outside agencies have helped with its transition into a resettlement prison, it is keen to underline that it is the work of the Governor and her team which have proactively driven this change while at the same time maintaining a safe environment despite the pressures of an increased population and external pressures (staff shortages) affecting the whole London estate. Finally, the IMB is grateful for all the help and time provided by staff, agencies and women while carrying out its duties

2.1 Previous Year's Concerns which have been addressed

2.1.1 The Board has noted that the number of foreign nationals held beyond sentence in 2014 dropped resulting in fewer prison beds being required by Immigration Enforcement (previously administered by UKBA) and the subsequent reduction in the number of foreign national prisoners whose sentence has expired remaining in prison rather than being transferred to an IRC.

2.2 Previous Year's Concerns which remain of note

Frustratingly, the concerns raised in this report are similar to those highlighted in previous reports and reflect a wider lack of appreciation of the particular needs of women in prison. The Board believes that these issues need to be restated again and hopes they might be addressed in 2015.

2.2.1 As reported in 2012 and 2013 the Board questions the shortage of life skills programmes for women, many of whom will be primary carers of young children when they return to the community.

2.2.2 *The Board remains extremely concerned that the transfer to hospital of some women with severe and complex mental health needs can take a very long time, causing distress and often deterioration to the women and putting enormous pressure on mental health and discipline staff.*

2.2.3 *In the 2009/10, 2011, 2012 and 2013 Annual Reports the Board expressed major disquiet concerning women with serious mental health needs being held in custody. There has been little improvement in this situation during 2014.*

2.2.4 The lack of support provided in the Community (Hostel provision) has not improved. Women continue to arrive at Holloway late in the evening often having spent hours at court waiting and then finding themselves travelling with men who are prioritized by SERCO.

2.3 Policy matters requiring a response from the Secretary of State

2.3.1 Given the ongoing delays in the transfer of women assessed under The Mental Health Act and the concerns over their needs (dating back to 2009) the Board requests the Minister to look at schemes which divert women with serious mental health needs away from prison and advise on a timeframe by when this need might be met and change implemented.

2.3.2 The lack of support provided in the Community (Hostel provision) remains a concern. Might the Minister look at increasing such provision?

2.3.3 The IMB is dismayed at the way in which A4E was able to withdraw from its contract and the impact that this has had in terms of learning provision not just to Holloway but to 11 other prisons; as well as by its justification that it could not be run at a profit at a time when Holloway has been under such pressure to reduce its running costs. The IMB would like to know how this was allowed to happen and that private contractors are held to account.

2.3.4 The late arrival of women from court to prison is detrimental to the women who often wait hours at court and to Holloway which has to extend its staff hours often till late in the evening. Critically, it means that procedures may be rushed and the potential for mistakes increased. The situation is compounded by SERCO which prioritises male prisoners. Can the Minister find a way to stop this practice? And reconsider the use of women only vans which would also prevent the risk of intimidation by men?

2.3.5 Would it be possible for the IEP ruling on parcels to be reviewed particularly for women serving long sentences (cf life & IPP) as, while the IMB recognize that there is an exceptional circumstances provision, one parcel post sentence seems excessively punitive.

- 2.3.6 Notwithstanding 2.3.5 it seems unreasonable that remand prisoners who achieve enhanced status automatically revert to entry level once sentenced. What is the rationale behind this?
- 2.3.7 Might the Minister put pressure on HM Courts and Tribunals Service to increase the use of the video link?

2.4 Operational matters requiring a response from the Prison Service

- 2.4.1 Is the Prison assured that the recruitment problems within health care (delivered by CNWL) which affected both medical and non-medical staff at Holloway for many months in 2014 have been resolved satisfactorily and that it is unlikely that this situation will recur in 2015?
- 2.4.2 Spending on wages and education was over budget primarily due to standardising pay to include education but also due to the increased numbers working and to the payment of bonuses. Is the Prison confident it will be able to continue to find the funds to compensate hours worked over and above the ordinary?
- 2.4.3 Does the Prison believe that the operational issues related to releasing women over the weekends have been resolved and is the system being monitored so that problems can be identified?
- 2.4.4 Despite two recruitment drives in 2014 there has been a shortage of listeners. The IMB wonder what more Holloway might do to increase the number of women or ensure fewer shortages.
- 2.4.5 Given the vital role of the Visitors Centre and its daily use by so many people does the prison know how the problems with Spurgeons and lack of a manager for most of 2014 will be resolved?

3. EQUALITY AND INCLUSION

Holloway takes efforts to promote equality seriously and the bi-monthly Equality Action Team meeting is normally chaired by the Governor and attended by the team, all heads of department as well as by representatives from other relevant services such as Immigration and Hibiscus (a Charity working with foreign nationals). There is an active equalities team of officers on the ground, who do outreach and other proactive work, seeking out new arrivals who have equalities needs or talking to women involved in incidents of racism between prisoners, for example. In Holloway Equality and Inclusion covers Foreign Nationals, older women and those with disabilities.

Although figures vary month to month, typically at Holloway approximately 10% of women are aged 50+; approximately 30% have a disability; approximately 30% will be foreign national; and approximately 60% will be of ethnic minority background. 60% of women are from various Christian denominations; 20% have no religion and 10% are Muslim.

Figures are collected for a range of different indicators. The main focus of the team in 2014 was to improve disability reporting, monitoring and access. As a result of initiatives to capture data better in Reception, more disabled women are being identified and the number of women with a declared disability went up from around 15% at the start of the year to around 30% towards the end. Measures were put in place to help women with mobility issues get around the prison more easily and have better access to regimes.

The Board continues to be concerned about foreign national women in Holloway, but was pleased to note that the number of detainees (i.e. women who continue to be held post sentence) dropped dramatically over the course of the year from 25 in January to single figures from September onwards. The main (foreign) nationalities are usually Nigerian, Romanian and Bulgarian with between 12 to 25 women of each.

Equalities experienced many changes in management over the year, with three different governors having responsibility for the area over the course of the year, as well as staff secondments away from Holloway, which inevitably meant a degree of stop-start in the speed of progress. The Board hopes that momentum is regained and maintained in 2015.

Foreign Nationals

On a practical level the biggest concern for Foreign National women is trying to maintain their links with their families and, for many, telephone is the only form of contact. *The IMB is pleased to report Holloway's very real achievement of negotiating a cheaper rate for international calls with BT* as this has been an

ongoing issue for many years. It also supports a revision that the limits on the amount that prisoners can spend on phone calls have been lifted while recognising that many women do not have access to private funds; yet understands that the 5 minute free phone call for women who have not had a visit during the month helps address the problem.

Foreign national women are supported by Hibiscus, a voluntary organisation, which provides information, advice and support, including helping with family matters, immigration and general issues. Hibiscus workers now come in 2 days a week and there are 2 members of staff who see an average of approximately 75 women every month.

Immigration Enforcement (formally UKBA) has increased its presence from 2 Officers for 3 days a week to 3 Officers for 4 days a week. They proactively engage and deal exclusively with Foreign Nationals running a surgery every week. Deportation is the main issue and includes helping women obtain travel documents if they don't have passports - a lengthy and painful process. Repatriation involves sending a prisoner back to prison which is dealt with directly i.e. prison to prison.

Of concern

- In 2014 the IMB came across at least one case of immigration officers leaving bad news for women when they weren't always supported.

Older Women (Over 50)

Provision for older women who make up on average 10% of the prison population remains good. Activities include a reading group and quarterly forums including Knit and Natter. In 2014 Age UK visited and hopes to follow through with women upon their release.

4. EDUCATION, LEARNING AND SKILLS

Despite the incredible work undertaken by Resettlement (see Section 7) much of which includes elements of education, learning and skills in its broadest sense this has been a very disruptive year for Holloway and the 11 other London prisons which had their OLASS 4 provision from A4E. A4E were due to deliver education and training in Holloway until 2016. It withdrew from the contract mid 2014 stating it had become extremely challenging in the past two years because of a number of constraints, which had a heavy impact on learner, attendance, completion and achievements; and ultimately that it was unable to run the contract at a profit.

A4E'S withdrawal meant there have been periods this year when learner provision was woefully under provided and disrupted due to this, staff leave and sickness. With such disruption the IMB continues to be concerned that the needs of women in terms of Personal and Social Development have not been adequately addressed. Manchester College is now taking over the contract and due to start delivering services from February 2015.

The Training Needs Analysis for Holloway supplied by A4E was found to be inadequate and Manchester College will be doing a new one when it takes over 31st January.

Library: The library was attended 10,607 times in 2014 - 5,648 places were offered with 4,610 places being taken up (82%) in addition to 5,997 drop ins. The library came under the unlock list on December 1st which had an impact on attendance with overall attendance dropping to 505 visits in December compared to an average monthly attendance of 908: a 46% drop. In part, this was due to a 28% lower offer of 347 places compared to a monthly average of 452 due to Christmas.

Of concern

- The IMB is dismayed at the way in which A4E was able to withdraw from its contract and the impact that this has had in terms of learning provision not just to Holloway but to 11 other prisons; as well as by its justification that it could not be run at a profit at a time when Holloway has been under such pressure to reduce its running costs.

5. HEALTHCARE AND MENTAL HEALTH

Primary Healthcare

Central and North West London NHS Foundation Trust (CNWL) provides all healthcare services at Holloway i.e. primary healthcare, substance misuse and mental health services. The only exception being the dentist. There are regular Partnership Board meetings (2 a year, April and October) chaired by the Healthcare Commissioner. Policy issues such as clarifying who is responsible for social care in prisons are discussed.

In 2014 the main issue faced by CNWL was an acute problem with staffing caused by a number of resignations and the difficulty of recruiting suitable candidates leading to 7 vacancies for the second half of 2014. By the end of the year there was "nearly full staffing" although still no replacement for the Head of Primary Care who left in August despite extensive advertising. The impact caused by the lack of staff saw a high number of clinical incidents and complaints which peaked between August and October but thereafter reduced. The regularity of clinics (e.g. asthma, diabetes) and the provision of individual support e.g. especially the effectiveness of having named nurses on D1/H1 (Ivor Ward) were also affected by the staffing problems.

E-prescribing has been beneficial since being introduced in summer 2014 and helped to reduce error and facilitate more efficient administration by providing current up to date information. It is popular with the staff and has improved the transfer of medical records to other prisons. The early morning methadone regime has also helped make morning medication administration more efficient.

Letters and faxes are used to communicate with community health services and GPs to secure information on women's medical records. Replies come by post and are then scanned and put on the system.

Escorts and bed watches not only put pressure on the budget but also on staffing which is particularly difficult to manage if women have critical conditions requiring numerous hospital visits. At the moment the cost is covered by CNWL.

Maternal Healthcare

The Mother and Baby Unit closed in 2014 although the Maternal Health clinic continues to provide good services for pregnant women who are mostly housed on one wing, C4. Women are supported by two outside agencies Care Confidential and Birth Companions. Regular meetings are held between Holloway, the Whittington Hospital and the outside agencies.

Optician and Pharmacy

Both these services operated efficiently during the year although the Pharmacy also lacked staff during the year. There are plans to develop the role of the pharmacy.

Dentist

During 2014 Dental services were provided by East Kent until May, "NHS Dentist" to November and then by Whittington NHS. The changes in management caused some disruption to service but the dental clinics are now held on Mondays and Thursdays, which is preferable to the past arrangement of two consecutive days particularly if acute problems are being treated.

Of concern

- The shortage of health staff in 2014 was a concern for many months and, while the IMB appreciated the seriousness with which this was treated by Holloway management who graded/classified it as a risk, the pressure on medical and non-medical staff was immense and the IMB hope that 2015 will be less challenging particularly as, despite extensive advertising, there was still no Head of Primary Healthcare at the end of 2014.

Mental Health

The mental health needs of women in Holloway are complex, varied and often acute. Many have enduring mental health issues, poor and/or traumatic life experiences, substance abuse issues, and also have to

cope with the shock of being imprisoned. The prison and healthcare contractors provide a wide range of services to respond to these needs. The managers, mental health professionals and prison officers working with these women are on the whole very experienced and provide a high standard of care. There are very few formal complaints from prisoners. Staffing and recruitment has been problematic with vacancies amongst the mental health staff across all levels, including a vacancy for a psychiatrist.

Inreach Team (Formerly Community Mental Health Team-CMHT)

The Inreach caseload was around 90 women for most of the year. More streamlined referral processes and a Psychiatric Liaison clinic in Primary Care and Substance Misuse has reduced the caseload to around 50. The team was fully staffed as of 8 December.

A Mental Health Service Users Group is run jointly by Inreach and Women in Prison. This aims to engage women using mental health services to provide a forum for feedback and to influence policy, programmes and care. The group met 3 times during the year. Service user representatives have raised issues including the lack of a 'welcome pack' to provide information, the unattractive environment of the prison, not feeling listened to regarding their Care Plans, accessing treatment in prison and in the community and concerns about confidentiality in relation to their mental health needs in the prison.

C1

C1 has been full several times, with a waiting list in June, which was particularly busy. This is partly due to the loss of secure psychiatric beds in outside hospitals, making it even more difficult for women to be transferred. With the increase in the overall number of women in the prison, the C1 spur has been occupied as an enhanced wing. The CNWL contract does not allow for increased staffing to be provided to allow mentally ill prisoners to live on this spur. The unit faced a challenging summer with a group of very psychotic patients 'stuck' waiting for placements in medium secure hospitals.

With a reasonably stable group of discipline staff on the unit, joint working between staff and health professionals is strong. Officers understand and support the therapeutic approach which makes this unit different. They report that they feel listened to and well supported including when difficult decisions need to be made. Officers are involved in unit activities to keep women occupied at weekends and when the Day Centre is closed.

The Day Centre provides patient-centred meaningful occupation and activities and it is recognized that self harm is significantly reduced when patients attend. The centre was under pressure with a staff member on long term sick and no resources for cover. In August the Governor asked for assistance from A4E in staffing the Day Centre but this was not forthcoming. Despite these pressures the Day Centre continued to provide excellent services to the women on C1, supplemented by in-cell activities and unit activity on weekends. While there has long been a hope to extend the Day Centre activities to other vulnerable women this was restricted by staffing difficulties, although the Day Centre has accepted referrals from Ordinary Location when there has been adequate staffing. The space was also productively used by groups, which include women who are not C1 patients, such as Hearing Voices, Options and Drama Therapy.

The IEP system is used on C1 but less rigidly than elsewhere with the recognition of the need for more flexible decision making to allow for women's mental health issues. There is ongoing work on C1 to refine the process of deciding whether women are fit for adjudication and able to represent themselves. This is a decision made jointly by discipline staff and mental health professionals. A patient forum runs on occasion on C1 which provides a good opportunity for women on the unit to share ideas and voice concerns.

Programmes and therapies

Patients are assessed by the Psychological Therapies Team within 4 weeks of referral. At the regular weekly referrals meeting for psychological therapies patients are assigned to programmes or therapists, although there is some waiting time between assessment and therapy actually beginning. It is not possible to recruit any more honorary therapists because there is no additional time available to offer supervision.

Approximately 80 women access therapy with numerous programmes available. Options Dialectical Behavioural Therapy programmes provide group and individual therapy sessions while a programme run by Women in Prison sees group and individual sessions dealing with domestic and sexual violence issues and a weekly psycho educational group is run by health psychology.

The Mental Health Care Quality Meeting met only 4 times during the year. There was no mental health awareness training held in 2014, but a regular schedule for this training has been set up for 2015

Transfers to hospital

The number of severely mentally ill women in prison and the time taken to arrange transfer to hospital remains an ongoing concern. During the summer months there were several severely mentally disordered women waiting long periods for transfer to medium secure hospitals. In 2013 the HMIP report criticized Holloway for the length of time taken to arrange these transfers. However the IMB is satisfied that the Holloway mental health team works with dedication and commitment to arrange timely transfers. The delays are due to the inadequate provision of medium secure beds and the considerable challenges of coordinating the various services responsible for receiving women from custody to hospitals.

Of Concern

- The length of time it continues to take to transfer women with mental health needs to hospital despite the efforts of the Holloway mental health team

Drug Strategy

There are two main components to the Drug Strategy: the medical side run by the NHS, which covers detoxing and maintenance while Phoenix Futures covers the psychosocial side. 2014 has seen some hugely positive strides with Phoenix Futures and its enthusiastic team driving forward a range of initiatives including: involving families/re-building relationships and joining up services more generally; the 'Through the Gate project' and tying in of long term follow up as well as the Young Persons through the Gate project for 18 – 24 year olds; the Family Support Unit which now has three way meetings (family, woman & services); and planning of a "drug free unit" i.e. a support unit for those detoxing/drug free.

Despite these achievements this area has also been affected by the lack of medical staff and retention while pressure on accommodation caused by the rise in the number of women has seen Ivor Ward, the detox unit, being used to house problematic women who have no clinical need to be there which can cause disruption for those there and affect the true purpose of the unit.

Ivor Ward

There is a dual diagnosis programme for women on Ivor Ward covering drugs/medication and mental health. If a woman does not attend a medical appointment her medication is likely to be reviewed; and there is now a push to reduce the long term prescribing of methadone to 6 months for longer sentences. An increasing number of women are stimulant and cannabis users.

The Smart Recovery Programme builds in mutual support for families and children and examines the development of problems from its early stages.

Having completed the detox on Ivor Ward women are moved to D3 and C3 although there are plans to look at a 'Drug Free Unit' on H1. These units are used in male prisons for those who want to stay clean. There are women who deliberately re-offend to get back on the detox programmes as they can't access them in the community and find it easier to detox when inside.

Legal Highs/Spice/Black Mamba/NPS

There is concern amongst mental health professionals about the prevalence of 'legal highs' in the prison which are a huge problem in the male estate. These are drugs which are unfamiliar and known to have caused sudden and dramatic reactions when women in Holloway have used them. Apparently a urine test for 'spice' is available but very expensive and not currently being used by the prison service.

As these drugs make the behaviour of prisoners who take them extremely unpredictable and challenging for staff to manage there is an urgent need for more information and training about them so the National Offender Management System (NOMS) is currently working with partners to develop methods for testing for NPS and preventing them from entering establishments. Work is also taking place to increase levels of understanding about the risks that NPS present to offenders, with a view to providing them, and those who work with them in prisons and the community, with appropriate information, guidance and support. Phoenix Futures is also carrying out training on the NPS and trying to see if they can find differences in the effects, which are similar to other drugs.

Peer Supporters

Phoenix Peer supporters are able to move through the prison and talk to women. They take pride in what they do, are motivated to stay clean and are another part of a concerted effort to get women off drugs. They go to Alcoholic Anonymous – AA/Narcotic Anonymous meetings and their stated aims are to ensure women are supported through the recovery process. There were three peer supporters in place at the end of 2014.

Psychosocial programmes

There are many programmes available to the women ranging from how to deal with cravings, lack of self-esteem and sleeping problems. New Release programmes have been introduced for those with short sentences to deal with motivation and minimize harm. Anything from one session to a five-week programme is provided. These are well attended and get good feedback which is monitored, analysed and available on request.

An Intensive Alcohol Programme which is very effective is available but unfortunately demanding to deliver. The AA meetings have been on hold in 2014 but will be resumed once a new co-ordinator is appointed.

Continuity of care

At any one time over half of the women (260+) are registered with the drugs unit. Profiles vary according to age with the young being mainly cannabis users. This changes as they get older and move on to stronger drugs and alcohol.

Phoenix try to assess women within 3 days – a small number are too ill and they then work out the best package of support from who is best able to help, the courses and other treatments available. They generally 'look after' 250 per month. Phoenix attend most (88%) ACCT reviews and every effort is made to ensure this happens.

Trials are taking place with 3 local boroughs that want to provide joined up thinking for women on release so that there is continuity of care and programmes available. If these are successful it is hoped that other boroughs will follow suit.

There is one member of staff focusing on family support who is doing an impressive job. Grandparents often end up looking after children and find it hard to visit too. There is now a three way process involving the women, their loved ones and the drug/alcohol worker. There were problems setting this up securely but these have been sorted out.

Through the Gate/Hub

The "Through the Gate" programme which meets women and takes them to appointments has been boosted with the opening of the Hub (see Resettlement section). There is one Community Engagement Officer who deals with community care, employment and housing while "Working Chances" have volunteers who try and fill the gap where women come from boroughs where there is no link to services and who will try to help out.

Funding has been obtained for a young person to meet the 18 – 24 year olds. It has taken time to get this up and running (volunteers haven't followed through) but it should start in early 2015. At the moment only 30% of women attend their first appointment – usually fixed for the day of release – so the volunteers will go with them and provide support. Work has begun compiling contact directories so that women can find out what services may be available from their councils.

Various other support programmes for families are being developed e.g. someone is coming to try out play therapy for children of addicts. There is to be a regular Families Anonymous meeting in the visitors centre.

6. PURPOSEFUL ACTIVITY

The increase in Purposeful Activity is thanks to the tremendous strides made by the Labour Board who

have driven the change which has seen Holloway move from a local to a resettlement prison. The IMB commends all the hard work and efforts of management and staff to see this transition and resulting boost to Purposeful Activity. It is a shame that these strides which should have been enhanced by Education have been negatively affected by A4E's relinquishing of its contract.

Labour Board

There are 295 jobs (85 Low risk, 136 Medium and 74 High) The number of women in work increased by 24% from 170 at the beginning of the year to 210 by the end. The Labour board has significantly improved processes over the last year. A Labour board database shows the 36 work teams, the number of workers, and maintains a waiting list of women for each role. In a snapshot view over a week in the beginning of November on average 83% of women had been allocated an activity.

The Fashion Workshop was opened in collaboration with London School of Fashion creating 9 machinist posts, operating Monday to Thursday. Under the name of "Made for Change" they have completed 4 commercial contracts producing designer shirts and bags. There is further demand and the restrictions of the regime of 2 sessions of 2.5 hour limits the workshops' ability to complete more work. Having increased the hours from 8.30am to 4.30pm the manager predicts that productivity will increase by 60% It is too early to say if this will translate into employment once the women leave Holloway.

There's a clear strategic approach to the Labour board; jobs are used as part of the IEP system with a clear explanation given to women on how their individual behaviour will affect their ability to work. Women are beginning to incorporate training with jobs with a view to their future resettlement.

There's a dynamic feel to the Labour Board with jobs being added in response to the needs of the prison e.g. appointing 16 LINKs workers (Leaflets, INformation and Kitchens) to promote communication on the landings and a OMU Peer Supporter to promote ROTL. A further example is changing the regime to facilitate the needs of the workshop.

Wing Cleaners who had been working seven days, have had their sessions reduced, appreciate known timetables and most now broaden their activities with education classes, gym or other activities.

Of Concern

- It has been observed that there can be greater numbers of women wanting work than jobs available
- Spending on wages and education was over budget primarily due to standardising pay to include education but also due to the increased numbers working. There is a worry about how those working additional hours will be compensated.

Release on Outside Temporary Licence (ROTL)

There has been steady progress in the development of the resettlement landings with a second landing added in July 2014, increasing capacity to 31 of open conditions with unlock from 7.15 am through 8.30pm. The women enjoy access to a roof terrace and between floors with an open stairwell connecting two units.

There were a number of teething issues in early 2014 that coincided with the transfer of women from HMP Downview. These were partially resolved as the landing changed to open conditions and longer unlock hours. Other problems included: delays in finding jobs; difficulty accessing services such as doctors and Offender Management Unit (OMU) supervisors, when women are working full time; and licences not always being ready at reception which prevented women leaving resulting in understandable upset.

Many of these problems were resolved thanks to effective engagement between the women and Governors. Work books were introduced and improved release via reception for ROTL work and education placements but issues remain during weekend home leave namely when reception is unmanned i.e. Saturday evenings and Sundays, when Oscar 1 needs to be called to diary women in and out.

ROTL boards are held weekly chaired by the OMU Governor and attended by Offender Supervisors (Prison and Probation) and, where appropriate, Phoenix Futures staff. 11 women out on ROTL (Dec 14), 4 in paid employment. This number peaked at 18 over the summer. Working relationships have been developed with

over 15 organisations. An Interim PSI came out in the summer in response to abscondment risks applying more stringent ROTL processes and requiring a psychological assessment for high risk prisoners

Four women have been released into paid employment. One notable success was for a young offender who had no work experience and desperately wanted to work with animals – a placement was found at a local animal shelter, she was released and is still working there.

In 2014 Holloway placed women at PRAXIS, Southbank, Provident Housing, Working Men's College, City & Islington College, Rainbow Creche, Sue Ryder, Koestler Trust, St. Giles, Working Chance (WIP Magazine), St Mungos, Sainsbury's, Fair Share, William Wilberforce Trust, Streetlink.

The 6 week ROTL approval process has improved over the year, making sensible interim arrangements to facilitate women participating in the programme is the local policy which allows women to be approved without a firm job offer. It was difficult to secure work without a ROTL license in place so ROTL is now granted and an interim role such as working on the Gardens Team outside the gates whilst applications and interviews are completed. Once a placement is confirmed the board reconvenes to agree to a new license.

There has been a large poster campaign encouraging women to apply for ROTL across the landings (ROTL needs you!) as there have been a lack of applicants possibly because women on ordinary location have a perception that ROTL applications are being rejected, which is the unfortunate result of the fact that they hear and see those who have been rejected and not those who have been approved. In addition some women are resistant to applying for ROTL, especially those with a history of drug and alcohol abuse.

Of Concern

- There are fewer women applying for ROTL than expected. OMU do caseload reviews to check ROTL eligibility and the future pipeline over the next 12 months is 21 women
- There remain some operational issues releasing women over the weekends and there does not appear to be a system for capturing when there are such issues

7. RESETTLEMENT

Work to reduce reoffending has continued steadily and with commitment in 2014 despite a number of challenges. It has centred on the 9 pathways of (1) accommodation (2) education, training and employment (3) health (4) drugs and alcohol (5), finance, benefits and debt (6) children and families (7) attitudes, thinking and behaviour (8) domestic violence (9) and sex workers.

1) Accommodation

Accommodation remains a major issue for women leaving Holloway the absence of social housing continues to have a major impact. Holloway has continued its relationship with Peter Bedford Housing.

2) Education Training and Employment

As described earlier this has been a very disruptive year for Holloway and the 11 other London prisons which received their OLASS 4 provision from A4E who were due to deliver education and training in Holloway until 2016. It is hoped that this situation will be avoided in the future.

3) Health

The main issues this year have revolved around problems in recruiting of health staff. There have been a number of appointments in the latter half of 2014, which should have positive impacts for 2015.

4) Drugs and Alcohol

The Smart recovery group for women on D3/H1 is working effectively and been well received. Other projects included the Thyme project and five week future life skills courses which are OCN accredited. In 2014 the caseload was over 220.

5) Finance Benefits and Debt

Working Links and Islington Peoples Rights continue to work in this area. A contact has been established with the Citizens Advisory Bureau and there is talk of training women in Holloway to become advisors. This is at a very early stage but has real promise.

6) Children's and Families

The extended family visits have been a great success this year and the family room refurbishment is almost complete. Narcotics Anonymous are proposing establishing Families Anonymous group at Holloway.

7) Attitudes thinking and behaviour

Thinking Skills courses continue to be well received and attended.

8) Domestic Violence

Women in Prison continue to run face-to-face individual sessions and group ones weekly.

9) Sex Workers

Open Doors, New Horizons and Phoenix Futures all continue to offer courses.

The Hub and its opening as part of the Through the Gate work was an important and significant development in 2014. The Hub is a service for prisoners about to be released. It provides practical services e.g. phone charging/travel cards etc. and offers women as they leave Holloway the opportunity to connect with services e.g. housing/employment. This is a well-used resource and feedback has been really positive.

8. SAFER CUSTODY

Everyone was saddened and shocked by the self-inflicted death in custody on July 22, 2014 and the IMB extends its sympathy to the family as well as to all those directly involved in her care. This was the first self-inflicted death since 2007 and very upsetting to all who have worked so hard to keep Holloway safe. Following the woman's death immediate measures were put in place to ensure that all those deemed most at risk - specifically everyone on ACCT documents - had their plans reviewed within 24 hours, support was offered to those nearby as well as more generally from the Samaritans who came in for the whole of the following week.

The IMB were impressed by the way Holloway assisted the family during such a difficult time and the help provided with both a funeral service and memorial held in the Holloway Chapel. Her mother attended and thanked all present. The IMB was concerned that the Ombudsman took a long time to talk with staff involved having tried to speak with women in the immediate aftermath. The death led to a temporary surge in hanging attempts which is sadly not an uncommon outcome. Counselling (in addition to the work done by Samaritans) was available to women and staff. Since the tragedy, the prison has tried to apply everything that can be learned from the death.

Safer Custody is made up of three elements: suicide prevention; self-harm management; and violence reduction. The Safer Custody team pro-actively works to anticipate which women might need help and women's records are regularly checked for signs of risk. The IEP system is meant to ensure that the prison is a safe place for all women. This is because quick and predictable punishments should deter potentially dangerous behaviour such as bullying or violence. The staff do a good job with ACCT documents, given the thought required as well as their complexity; and should be praised for identifying isolated women-- notably those with no visits or phone calls.

The Head of Safer Custody Greater London has attended many Safer Custody meetings and feels that Holloway is one of the best prisons for cross-cutting senior management attention to safer custody issues. The Listeners (run by the Samaritans with whom Holloway has a national contract) also play a key role in supporting women.

Suicide and self-harm risk management. The Safer Custody staff is kept busy by considerable pro-active work which is broken down here into time horizons:

Short-term: All new receptions are checked within the first 24 hours. The Safer Custody team look at all the details including the warrant and the charges, OASys, any ACCT documents, and any information from the police. Any relevant information is shared among staff.

Medium-term: The Safer Custody team supports the ACCT assessors and looks at reasons for ACCTS, examines observation books, and maintains the self-harm statistics. They also support the Listeners Team (along with the Samaritans). Recently sentenced women (especially those with long sentences) are monitored carefully.

Long-term: Monthly meetings are held where the statistics are examined and a range of prison staff are brought together to discuss individual cases. In addition, the team carries out long-term statistical research. Finally, the team is responsible for training everybody in risk management and ACCTs. They also train in the use of compacts.

Violence Reduction. Reducing violence makes all the women feel safer and has a great impact on managing suicide and self-harm. The Zero Tolerance plan is a pro-active violence reduction strategy. It codifies behaviours and links IEPs with adjudications. The Cell Share Risk Assessment (CSRA) is an important part of this process which must be managed carefully as single cells are precious.

Listeners (supported by the Samaritans). Listeners are not to be confused with Peer Supporters. Listeners are passive, listen to women prisoners talk and keep what they hear confidential. Peer supporters are active and play a more public role. Following a policy change in August listeners are no longer locked in with women. The usual number of Listeners in Holloway is between 7 or 8 but recruitment can be a problem. That said, being a Listener is an unpaid job and like the Peer supporters the women are proud to be appointed to this role.

Of Concern

- Despite two recruitment drives in 2014 there has been an ongoing shortage of listeners

9. SEGREGATION, CARE AND SEPARATION, CLOSE SUPERVISION CHANGE

The women held in the CSRU have complex needs, are hard to manage and often vulnerable. The Board has continued to be impressed by the thoughtful way staff manage the challenging women held on the unit, and coming through for adjudications, and by the professional, compassionate care and support they offer the women on a daily basis even when under great pressure. For example, being personally subjected to abuse and/or extremely difficult behaviour.

The IMB monitors the unit closely and a Board member tries to speak to all the women held in the CSRU at least once a week attending the weekly GOOD reviews and the 72 hour reviews wherever possible. Members recorded attending 66 reviews over the year. The Board were, on the whole, impressed by the thoroughness of the reviews and the number of professionals who attended.

The Segregation Monitoring and Review Group (SMARG) meetings were incorporated into the Safer Custody meetings this year. They take place monthly. The IMB is invited and provided with the prisoner statistics. A range of organisations working in the prison are represented as well as the relevant prison personnel. They include Health, CMHT, the Samaritans and Listeners, Phoenix Futures and the chaplaincy. The statistics are studied and particularly worrying cases discussed. A great deal of thoughtful and productive analysis and scrutiny takes place.

A number of women held on the CSRU over the year were on ACCT documents. The Board continues to comment on this as Prison Service Order 1700 which covers the use of Segregation advises that the reviewing governor, adjudicator and health professional "will take particular care over a decision regarding cellular confinement where the prisoner is on an open ACCT document". However the Board has also regularly commented on the rigorous care and monitoring of the women with open ACCT documents on the CSRU. It accepts that there is sometimes no alternative to the CSRU for the women because their challenging behaviour and non-compliance means that for a time they need to be removed from ordinary

location and it may not be appropriate or possible for them to be located in the Mental Health Assessment Unit. There is no Close Supervision Centre provision in the Women's estate.

The Board note that this year there was a real – and welcome – continued reduction in the number of women being held on the CSRU for a long period of time. This trend began in 2013 when there were three such women while in 2014 there was only one. Again the Board was impressed by the thoughtful discussion and strategies used by prison and health staff to manage these women and to eventually move them on to ordinary location, the Mental Health Unit or to other facilities. It should be stressed that moving these women and reintegrating them is hard.

The Board monitored 137 Governor adjudications and observed 11 different Governors and 8 proceedings carried out by an independent adjudicator. Comments on the process were almost always positive with remarks often including excellent and very good in relation to the way the process was conducted, cases handled and fairness of the award. Statistics linked to adjudications show an interesting drop in the number of fights from 58 to 32, in possession from 77 to 57 and racist abuse down from 33 to 29. Disobeying a lawful order has however risen from 136 to 225 which can perhaps be attributed to the new IEP system; while the increase in damages from 47 to 59 can be put down to one woman. 19 adjudications were remanded for Police investigation. In 2014 the IMB found it harder to attend the quarterly Adjudications meetings where prison staff analyse a random 10% sample of adjudications and all adjudications that have been appealed and look at ways the system can be improved. It will try to redress this in 2015.

10. RESIDENTIAL SERVICES (includes accommodation, food, catering and kitchens)

Accommodation

Accommodation in Holloway includes a mixture of single rooms, doubles and dormitories. Despite criticism of the dormitories the IMB continues to believe that in some cases the dormitories provide comfort to women who might otherwise feel isolated. For example, foreign national women can be located with others who speak their language. Risk assessments continue to be carried out with care and where possible staff try to meet needs expressed by women themselves.

The change to accommodation from D4 as a Mother and Baby Unit to a wing for women held on ROTL and of D2 as the first night centre has in the main worked well with two Units connected by a stairwell. D0 continues to work as an enhanced wing where women are encouraged to take more responsibility and have less supervision. The use of Ivor Ward for non-detox prisoners has been a worrying development but the IMB realise that there is a very real pressure on accommodation (single cells) and that staff do all they can to avoid these situations. It similarly notes concern over the use of A3 (the first night unit for women not requiring accommodation on the detox unit) for difficult women.

The bi-monthly health and safety committee meetings look at a range of issues across the establishment including fire-related risks.

Food

£1.96 is still the amount budgeted to feed each woman three times a day and the IMB remains surprised that the catering manager is able to provide reasonable food at such a low cost; as well as to find ways to provide special menus during festive seasons. Tasting the food is one of the IMB duties and on the whole members report that it is tasty although experiences vary.

Up to five choices of sandwich are available daily for lunch while there are four hot choices and one salad for the main meal offered in the evening. Choices for either meal include vegetarian, vegan and halal. The IMB appreciate the efforts of the Catering team to carry out surveys about the quality of food, standard of service offered, cleanliness and hygiene and menu options. In June the percentages of women rating food as Excellent, Good or Satisfactory in relation to quality was 52%; to service standard 68%; cleanliness and hygiene 79%; healthier options 72%; and variety of diets 62%.

Catering and Kitchens

The kitchens provide work for up to 22 women as well as the opportunity to gain National Vocational Qualifications (NVQs). In 2014 13 completed level 1 and 4 level 2. All kitchen workers had training in basic

food hygiene. The morale of kitchen workers was generally good. It is significant that two inspections by the area catering manager in February and May led to Holloway receiving a green certificate.

Problems with kitchen equipment were remarked upon in IMB reports for the first 6 months of the year as was an ongoing concern over the food temperatures. Both of these seemed to improve toward the end of 2014.

Incentive and Earned Privilege/PSI 30/2103

In November 2013 PSI 30/2013, changing aspects of the structure and detail of Incentives and Earned Privileges Scheme (IEPS), was introduced¹ The principle of expecting women to demonstrate a commitment to their rehabilitation and also support others in order to progress within the scheme appears overall to have exerted a positive influence on prison culture. Early concerns that those less able to satisfy these requirements including the elderly, disabled or mentally ill might be disadvantaged have not been realised, largely because of the quality of skilled support and commitment to fairness shown by discipline staff. Explaining the new rules to Prisoners was not easy and by the end of 2014 some women still appeared not to understand such details as warnings and how to appeal against downgrading, with appeal forms not always easy to access.

With no more than one parcel permitted after being sentenced women have to purchase their own clothes using their weekly prison pay and, if you have it, private money from Gladrags, the in-house 'shop' stocked with second hand and low-cost new clothes, or through specific catalogues. Catalogue prices are high compared to prison income, especially for those without private money, and some women on ROTL have complained that they feel scruffy and unable to afford warm winter coats. Some women formerly receiving clothes parcels complain they feel their clothes are unkempt. Clothing is important to most women's wellbeing, yet many women find saving over several weeks for a more expensive item difficult, especially if they have no private money.

Of concern

- Even though the IEP scheme is concerned with earned privileges and the adjudications system with punishment if a prison rule is broken, certain behaviour can lead to both a loss of privileges in the IEP scheme and a punishment following adjudication. This is frequently experienced by women as an unfair double punishment
- It seems unreasonable that remand prisoners who achieve enhanced status automatically revert to entry level once sentenced
- The ban on sentenced women receiving parcels (apart from books and a one-off parcel at the start of a sentence and in exceptional circumstances) has reduced contact with home and family

11. Lifers and Prisoners with an Indeterminate Sentence for Public Protection (IPP's)

The lifers and IPP prisoners are well supported by the various disciplines involved, and their wellbeing and progress is carefully monitored at regular multidisciplinary meetings. The ban on receiving parcels appears to have detrimentally affected lifers and IPP women most. Like the other women they are affected by the clothing rules but the IMB feel that this group is particularly adversely affected by the new regulations on parcels as, due to the length of their sentences these women will find it even harder to maintain relationships with family and friends; while the special craft and other activities are even more important in helping them engage in purposeful activity in periods of lock-down as well as to develop and practice personal interests and skills.

The population has remained fairly stable with approximately 11 Lifers and 7 IPP prisoners, mostly recently sentenced by London courts with a few transferred in from other prisons for specific reasons. Some reside on the unit formerly designated for Lifers, whilst others are dispersed throughout the prison, usually by

¹ A comparison of figures showing the distribution of women over the IEP levels before November 2013 with those in Feb 2014 and Feb 2015 shows a concerning increase in the proportion of women on Basic regime from 4% in March 2013 to 6.5% in both Feb 2014 and Feb 2015, an increase of 62%: this may relate to the ease with which women on Entry level can be transferred to Basic, and will be monitored: women on ACCT documents on Basic, a very concerning group, appear well monitored through ACCT procedures. The proportion of enhanced prisoners has remained fairly stable over this period at 26-30%.

choice. Their offender supervisors are probation officers who agree sentence plans with women which give short term targets including specific interventions, and are reviewed regularly. The women's wellbeing and progress is well monitored at the bi-monthly Offender Management Unit meeting attended by senior staff from the various disciplines involved.

Generally lifers remain at Holloway for between two and three years before progressing to other prisons where a wider range of relevant interventions are available. During the first year most combine a job with education, and counselling or therapy focussing on immediate concerns like loss or coming to terms with the sentence may be offered; whilst later in the second year other interventions including therapy addressing deeper issues may begin if the woman is 'ready'. With its large therapy department Holloway is able to offer a wider range of counselling/therapy than is available in other prisons which on occasion leads to tensions between those wishing to transfer women and others who are reluctant to end what they view as productive work prematurely.

Most of these women say they feel well supported by staff and friendship groups, and feel they are making progress at Holloway.

Of concern

- The difficulty transferring over-tariff IPP prisoners with little prospect of release or resettlement in the short or medium term as these women may have no readily addressed resettlement needs and other prisons are reluctant to take them
- The ban on parcels is particularly detrimental to women with long sentences reducing one form of contact with family and friends

Probation

Probation continue to provide a good service to Lifers, IPP, high and very high risk prisoners, as well as supporting OMU staff and multi-disciplinary decision-making in a range of settings, notably involving ROTL, HDC and Public Protection.

The team of 3 probation officers, supported by the Senior Probation Officer, are offender supervisors to the approximately 80-93 Lifers, IPP and high or very high risk women. They have been operating under considerable uncertainty as the 'Transforming Rehabilitation Reforms' have been rolled out, and by the end of 2014 still had not been issued with new contracts. Highest caseloads have been associated with the disproportionately high numbers of high or very high risk women included in overcrowding drafts of women transferred from Bronzefield and Peterborough. The increase in ROTL work involved in Holloway being designated a resettlement prison, has also added greatly to the work, and the assumed support from OMU Case Administrators, themselves under pressure, has not always been available. The board has been impressed with the thorough and committed work by Holloway probation staff. The team includes members with specialisms including joint work with outside probation on terrorist issues and individual sex-offending work.

Forensic Psychology

The Forensic Psychology team of about 30, including both qualified staff and trainees, cover 11 prisons in the London area: the Service Level Agreement (SLA) with each prison is reviewed annually. High and very high risk sentenced prisoners are prioritised, as are Parole Board requests for reports. Treatment management for the Thinking Skills Programme (TSP) has been provided, and a triage system conducted by psychologists identifies some new admissions requiring their intervention.

Most other requests for intervention require a referral, which is evaluated centrally alongside referrals from other London prisons, and resources allocated according to tight criteria. In addition GLPS have carried out 6 case file reviews which are now required for women applying for ROTL. This will be an ongoing service for women subject to Restricted ROTL under the new system.

Public Protection

The structure of multi-disciplinary meetings to monitor public protection and address any issues seems very effective, though has on occasions been affected by poor attendance by Prison Community staff due to a

lack of communication on meetings. Individual case administrators have recently taken over public protection responsibility for their case loads from a dedicated staff member: it is too soon to assess the result of this.

Of concern

- The lack of Public Protection Awareness and Safeguarding Children Awareness training provided for staff this year

13. MATERNAL HEALTH

See Healthcare.

14. RECEPTION

Reception plays a key role in helping set the context for a woman's stay. Given this, the officers who manage reception require a very specific set of skills yet unfortunately, they are frequently cross-deployed. Women arriving late is a continuous problem, as this often takes place towards the end or past the end of a shift so staff struggle to complete all the necessary procedures in time

Other issues faced by Reception during the year related (as in 2013) to the re-rolling of HMP Downview which put a huge amount of pressure on the area and saw several difficult months early in 2014. Staff worked hard to cope with the sudden and large influx of property, and lead to a rise in official and IMB complaints; while the new rules on property (PSI 30/2013) initially caused confusion with conflicting information being issued at reception and on the landings. However, this has since been completely resolved with very few applications on this problem specifically.

In general there are two main tasks for reception: making sure that women receive all they are entitled to on arrival; and placing women on suitable landings to meet their needs. The IMB have been impressed by the way in which reception staff are committed to reassuring the women on arrival and how they do their best to answer questions thoroughly. During 2014 an informal survey asking a selection of newly arrived women to complete a questionnaire about the receptions process was carried out: all respondents cited the staff positively, with one respondent saying 'friendly and reassuring'.

In terms of locating women on suitable landings, the IMB feel that ideally A3 should be reserved for new women with permanent residents only being those most likely to help in their integration into prison life. There is however a recognition that the shortage of space throughout the prison, and fact there are many single rooms on A3, means that it may, out of necessity, be used for women who are seen as troublesome.

Of Concern

- Late arrivals by Serco mean women are left waiting hours in Court and subsequently result in reception problems for women and staff who lack the required time to go through procedures properly while often having to stay late. Shortage of spaces due to general overcrowding, can reduce stability on the first night landing as single cells may be being used to accommodate troublesome women from other landings

15. SECURITY

Security in Holloway is managed by the Security Department which oversees a range of issues including escape risks, risks associated with extremism and drugs in the prison. A mark of the Department's effectiveness is the Security Audit result for the unannounced external security audit completed in November. The baselines tested were Bed watches and Escorts, Searching and Keys, Locks and Gates and the department achieved Green, Green and Amber/Green respectively on the tested baselines. This has now moved the department's overall marking for security to Green.

During the last 12 months the Intelligence Office has been improving the way in which they are analysing information received. Due to this, the office has been working alongside the local Islington Police and

Holloway's Police Intelligence Officer (PIO) in an operation involving the detention and prevention of illegal drug activity in the community.

There is serious concern about drugs being used and traded in the prison with intelligence indicating that the most commonly abused and traded drug is Subutex (Buprenorphine). The avenue where it is reported that the majority of drugs are likely to be entering the establishment via social visits is being managed robustly with an increase in both Intelligence Report (IR) submission and the prisoners involved being placed on report.

The number of Intelligence Reports (IRs) completed in 2014 was 3112 as against 2879 in 2013. One woman, considered to be an escape risk was on the E-list protocol for a short period of time and the decision to keep her on the E-list was reviewed at each monthly security meeting.

The Security Department now holds a (monthly to quarterly) Pathfinder meeting to oversee the management of Terrorism Act Offenders (TACT) and Extremist Offenders in conjunction with partner agencies. Holloway achieved an Amber Green in most recent Capability and Threat Assessment.

Gate security saw a remarkable improvement with the implementation of the Traka Key Vend system.

Use of Force

During 2014, there were 159 occasions when force was used. The use of force statistics show great monthly variation. During the year there was an overall improvement in completion of paperwork after use of force incidents. All planned incidents involving use of force intervention were filmed. Staff training on use of force is ongoing and is monitored at the monthly meetings where all incidents of use of force were fully discussed.

No special accommodation was used during 2014.

16. VISITOR CENTRE, BOOKING LINE, VISITS & Chaplaincy

The whole of this area was overhauled in 2014 to respond to an emphasis on keeping the women in contact with their families and friends and encouraging self - reliance. At Induction the women are provided with a clear guide on how to apply for a visit including the types of visits available e.g. Social, extended children's and family visits and the use of the Family Room.

Booking visits

Booking visits has dramatically improved in the last 12 months with very few complaints now received. The lines are open Monday to Friday plus Saturday morning. In June, an email system was introduced and by the end of 2014 about 50 emails received each week from Legal firms and prisoners' visitors. The visits booking line and switchboard moved into the Visitors Centre which has proved to be popular as visitors can book further visits immediately after a visit. There are 4 types of visit: social, extended children's visits, family visits and legal visits.

Social Visits

Social Visits are held daily in the Visits Hall with an evening session on Thursdays between 6 and 7pm. Refreshments are run by Spurgeons and manned by 2 prisoners. The goods on offer are expensive e.g. Crisps 75p. The children's corner is also run by Spurgeons but this is not staffed at every session. There is a baby changing area which is rarely used. If there are any concerns over security, closed visits are organised for the woman and her visitors who are subject to close observation by the officers to prevent any illegal activity. The CCTV is not permanently manned but film can be used as evidence if needed. Lanyards were introduced this year and the prisoner's ID card attached for identification purposes.

Extended children's visits and children and family visits

Extended children's visits are held twice in the 3 month period. These are for mothers and grandmothers to spend quality time with their children/grandchildren in a relaxed sociable environment. Activities and lunch are provided. Usually 80 people attend and there is a 100% take - up on these visits.

Extended children and families visits are held once in the 3 month period. These are for adult family members to attend with the women's children. The aim is to maintain family ties and to provide an opportunity for the child/children to spend quality time with both parents and family members. Social workers can also apply to attend so they can assess the rapport between the mother and her children. Activities and lunch are on offer. Healthy foods are shortly to be introduced for children and family visits.

In December, three extra visit sessions were held to enable the women to spend more time with their children and families over the festive season. The session on 20 December was the largest Families Visits session ever held in Holloway. It was attended by 35 women and 159 visitors of which 75 were children.

The Family Room is often used for those suffering bereavements and family problems, with social services providing contacts with the child/children, although women can apply to use the Family Room for social visits. This is agreed on a case by case basis. Due to funding from the charity "Bright Horizons" the Family Room has undergone a total refurbishment. Activities for children of different ages are provided. During 2014 the Family room was underused during the year due to staffing cuts but towards the end of 2014 this was being addressed as an OSG was tasked with sitting in with the visitors.

Legal visits

Legal visits are held Monday-Friday for an hour each morning and afternoon. Probation also have a booth in this area.

Video links

The video link is underused. Holloway has tried to promote the use of the video link with the Courts. A new Centralised Booking System for Prison to Court has been trialled with little success. The new system is very complicated, time consuming and has a wider margin for error. In fact there has been a drop in the use of the video link since its introduction. Holloway however continues to challenge all eligible court hearings and to promote the use of the video link. Cross-deployment of Staff can also curtail the use of the links. The Inter prison links continue to be used when possible.

The Visitors Centre

The Visitors Centre comes under Spurgeons whose contract is up for renewal in 2015. For most of 2014, the Centre appears to have been neglected and in a very poor state of repair. The toilets were often filthy. The place looked tatty and there was no manager. In September a new Services manager was appointed. She was very enthusiastic, experienced and focussed. She had everywhere cleaned. She had lots of ideas and plans to improve and enhance the Centre's facilities. She was also the manager for Pentonville and Wormwood Scrubs. After 4 months in the post, she resigned. Another manager employed by Sturgeons to oversee all the prisons in the London area including Holloway resigned after a month! There is now another operational manager installed. She too is to oversee Pentonville and Wormwood Scrubs. She is also enthusiastic and full of ideas. The Staff who work in the Centre are helpful and do as good a job as they can under very difficult circumstances.

Of concern

- **The Visitors Centre** The problems with Spurgeons management system resulting in lack of a manager for most of 2014 and resignations is most serious as the Visitors Centre is such an important integral part of the prison being used daily by so many people.
- **The use of Video Links.** There needs to be greater pressure put on HM Courts and Tribunals Service to promote the use of the video link .

Chaplaincy

The Chaplaincy is a vital part of the Holloway prison community and is well respected. The chaplains and volunteers give comfort, help and advice to all who need it.

The Chaplaincy has been reduced from two full time Chaplains to one. Nevertheless the Chaplaincy try to accommodate all religions and by the end of the reporting period were 'covering' 9 faiths. Imams, clerics

and priests visit and hold services and prayer meetings. The numbers vary from 3 Sikhs to 80 C of E / Pentecostal. The numbers however are unimportant as, regardless of size, someone will always visit the prisoner from their particular religion. Most days there is some activity happening either in the Chapel, the Multifaith room or Resettlement department. The Mothers Union comes in once a month and is popular due to the crafts and prayer time.

Prison visitors are also the responsibility of the chaplaincy who undertook a survey during the autumn of 2014 when they found that 75 women did not receive any visits at all. When asked if they would like an official prison visitor 61% said they would welcome this opportunity. There are other volunteers who run various groups i.e. Spanish Bible Study Groups. The Reflex course is to help young women gain life skills. The number is kept to 4/5 women as it's held on a 'one to one' basis and is very successful. The Sycamore Course has run three courses this year. It is extremely popular and oversubscribed.

The Tarbujah course is a 12 week course for Muslim women on "Understanding Islam". This course has been designed by the prison service to combat extremism through positive Islamic teaching.

The work of the Independent Monitoring Board

Each week at least 3 Board members visit the prison, one on rota, one dealing with applications and one monitoring adjudications. Each member has an area of special interest and, when possible, attends relevant meetings as an observer. The Board meets monthly with the Governor and the Head of Healthcare or their representatives. The Annual Team Performance Review took place in January 2014.

As many reading this report will know 2013 saw the realisation of new tenure rules for IMB across the UK which meant terms were restricted to 15 years of service. Holloway, like many Boards, was particularly affected by these rules and lost 5 members with huge experience. However, their dedication particularly as trainers/mentors to the 7 new members was apparent as this new group have already shown the kind of insight needed to work well individually and as a team. The Board was sorry to see another member who had served on the Board for 15 years leave at the end of 2014 particularly as she had overseen training of the new members as well as to lose a former Chair and two other members due to changes in circumstances. All made a strong contribution to the work and will be missed. The Chair is keen to underline the need for the IMB to be as flexible as possible in terms of retention of members and make allowances to ensure diversity whenever possible. 2015 will however see Holloway IMB look for more recruits and it is keen to become more reflective of the composition of the prison and prison staff who are extremely diverse by comparison.

A number of general training sessions were provided within Board meetings and the agenda adapted to accommodate this. The Chair or Vice-Chair met with the Governor monthly and attended, whenever possible, quarterly meetings of the London Area IMB Chairs with the Regional Custodial Lead. The Board continues to appreciate the sound and professional working relationships which have been fostered with management and staff.

BOARD STATISTICS	
<i>Recommended Complement of Board Members</i>	15
<i>Number of Board members at the start of the reporting period</i>	16
<i>Number of Board members at the end of the reporting period</i>	12
<i>Number of new members joining within the reporting period</i>	0
<i>Number of members leaving within reporting period</i>	4
<i>Number Board meetings during reporting period</i>	12
<i>Total number of visits to the Establishment</i>	489
<i>Total number of segregation reviews held</i>	Not available
<i>Total Number of segregation reviews attended</i>	66
<i>Date of Annual Team Performance Review</i>	7/01/2014

PRISONER APPLICATIONS TO THE BOARD

Code	Subject	2014	% of Apps. received	2013	% of Apps. received	2012	% of Apps. received
A	<i>Accommodation</i>	13	2.7	11	2.3	20	3.9
B	<i>Adjudications</i>	13	2.7	12	2.4	17	3.3
C	<i>Diversity matters inc. Disability and Racial complaints</i>	4	1.0	9	1.8	7	1.4
D	<i>Education / Employment / Training and Resettlement</i>	17	3.4	22	4.5	17	3.3
E	<i>Family / Visits and Telephone matters</i>	19	3.9	27	5.5	38	7.5
F	<i>Food / Kitchen related matters</i>	17	3.4	15	3.1	24	4.7
G	<i>Health related matters</i>	104	21.2	87	17.9	78	15.3
H	<i>Properties / Mails and Money matters</i>	128	26.1	105	21.6	107	21.0
I	<i>Sentence / Immigration and Deportation matters</i>	25	5.1	38	7.8	28	5.5
J	<i>Staff / Prisoner / Detainee and Bullying related matters</i>	35	7.1	33	6.8	53	10.4
K	<i>Transfers</i>	17	3.4	32	6.6	24	4.7
L	<i>Miscellaneous</i>	98	20.0	96	19.7	97	19.0
	<i>Total number of applications</i>	490		487		510	