

**Establishment:** HMP and YOI Holloway

**Area:** London

**Governing Governor:** Sue Saunders

**Governor's Biography:**

Sue Saunders started her career in the Prison Service as an Officer at Styal in 1989. She then transferred to Woodhill when it opened and worked on the CRC (a unit for the most disruptive male prisoners in the country) and delivered the sex offender treatment programme.

Sue gained a place on the accelerated promotion scheme and moved to HMP Grendon and Springhill as a Senior Officer then Principal Officer. She then spent a year working in Training Services before transferring to Wellingborough as Head of Residential.

Sue then acted as staff officer to the Area Manager for Eastern Area, then to the Area Manager for Thames Valley, Hampshire and IOW.

Sue was appointed Deputy Governor of HMP Bullingdon in 2001 and was then promoted to Governor in 2002. During this period she led the prison through a successful performance test and from a level 2 to level 3 prison.

After leaving Bullingdon in 2006 Sue spent a year in NOMS as the Lead on Pathways and Partnerships to Reduce Re-offending in the South East Regional Offender Manager's team. Sue took up post as Governor of Holloway in January 2007.

**Name of Area Manager:** Nick Pascoe

**Role and Function of establishment:** Female Local

**Operational capacity:** 493

**Total population and date:** 467 at 14/03/08

**Average population breakdown (e.g. 210 category B; 85 young offenders; 200 remands; 35 unconvicted):**

151 sentenced adults, 166 sentenced young offenders, 134 unconvicted adults, 15 unconvicted young offenders.

**Ethnic breakdown of prisoner population:**

Asian 21, Black 149, Chinese 12, Mixed 20, Other 12, White 253.

**Ethnic and gender breakdown of staff:**

Asian 28, Black 163, Chinese 1, Mixed 15, Other 35, White 279.

63% female

**Local MP:** Jeremy Corbyn MP  
Labour

**Constituency:** Islington North

**Party:**

**History** (where we are coming from):

Holloway opened in 1852 as a prison for both men and women and became an all female prison in the early 20<sup>th</sup> century. The prison was rebuilt during 1970s and 1980s in a style designed to meet the perceived needs of women prisoners – a hybrid between a prison and a hospital. The accommodation at Holloway is split between single rooms and multi-occupancy dormitories in a layout that is not ideal for staff supervision.

**Present situation** (where we are now):

There has been considerable progress in a number of key areas which has led to the recognition of Holloway as a high performing establishment and being awarded the Most Improved Prison Award in 2006. Two key developments have impacted on the profile of the population at Holloway. Firstly, the opening of the First Stage Lifer Unit at Holloway in November 2005 and secondly, the re-roll of Bullwood Hall in January 2006, with the result that Holloway welcomed a number of sentenced Young Female Offenders and life sentenced women, increasing the young woman's population to over 180 and the lifer population to around 43. There have been additional pressures with the recent re-role of HMP Cookham Wood restricting the amount of training prison places available in the South of the Country. These changes have necessitated a flexible and adaptable response from Holloway in order to meet the needs of this more static population.

In response to the NOMS agenda, Holloway has commenced its resettlement pilot and its working relationship with partnership agencies across the statutory and voluntary sector has continued to improve and provide constructive work looking at 'through the gate' joined up working. Phase Two of Offender Management has been successfully introduced and public protection systems and procedures are effectively managed. Healthcare has taken over the management of Drug Strategy. This arrangement is able to provide a more integrated assessment and treatment pathway for those in our care who have problems with substance misuse. The resettlement of women in our care continues to be a priority. The Resettlement Unit and its various staff both prison service and voluntary sector, including community organisations, work to achieve optimum engagement by the women. There continues to be a large investment and pro-active response to those women at risk of suicide and self-injury and the number of ACCT documents open per month has remained reasonably steady over the past year. Pro-social modelling training has been introduced to the staff on the Young Women's Unit and there has been increased focus on promoting positive prisoner – staff relationships.

Governor Sue Saunders, has introduced a streamlined management structure which provides clear lines of accountability and which is consistent with the preparation towards future goals both local and national. This will underpin the development of work towards the prisons objectives for the next three years.

A comprehensive establishment risk register has been developed to identify and manage key establishment risks. Functional risk registers have also been formulated with input from staff. Strategic priorities for each function have been identified and are being worked to.

There has been a need to focus on consolidating recent improvements and to revisit some elements of core provision such as food and stores provision to the women to ensure that appropriate standards are maintained. There has also been a need to bring the establishment's budget in line in some areas.

A new staff profile has been implemented which better meets the needs of the establishment and which reduces the staff compliment in view of retention and recruitment pressures experienced by all London prisons.

In December 2007, Holloway gained Investors in People accreditation and is the only London prison to have earned this prestigious award.

**Future (where we want to be):**

The restructuring of the management team have provided the back drop towards consolidation of existing work and accountability through management lines. The intention is to move within the NOMS framework towards a structure which supports commissioning and pro-actively responds to the decency agenda. We intend to capture and structure some of the existing interventions and initiatives ran throughout the prison, as well as foster new initiatives, and introduce a modular award scheme, linked both to the pathways to resettlement and sentence planning, for the women to maximise their opportunities for achievement and for this achievement to be recognised within the prison and within the community. Resettlement will remain a priority and be structured within the reducing re-offending management framework in order to ensure that services meet women's offending behaviour and resettlement needs. We would like to see Restorative Justice principles and interventions defining our work with the women including with respect to their offending behaviour and institutional behaviour. We will endeavour to further ingrain a performance culture at all levels.

The People Strategy will be re-empowered combining the Listening to Improve scheme, the People Plan and the Seven Pillars, including 'enjoy' and 'support' as two new pillars, in order to provide the optimum support and environment for staff development. Decency consultations will continue.

We welcome the anticipated opening of a purpose built day centre for vulnerable women in Spring 2008. This will provide purposeful day time occupation for vulnerable women, thereby contributing to their health and resettlement needs.

Holloway is very aware of the report by Baroness Corston and the recommendations contained within it and has produced a local response to it. We will welcome further collaborative work towards improved services for women prisoners.

**Governor's Comments:**

Conditions for women at Holloway have continued to be at a sound level. There is a commitment to decency and care by the multi-disciplinary staff team and we work hard to continually self monitor progress and proactively seek out further improvements and targets. There is now a focus on consolidation and upon building the strong foundations which are necessary for sustained improvement. The new management structure which has been implemented forms the template for this and is now further supported by sound risk management measures and a firmly strategic approach to ensure that we meet the needs of the women in our care.

Consultation with both staff and prisoners will continue to be a crucial information gathering tool with a focus on provision of feedback of changes made following consultation.

There continues to be a high turn-over of the population and a proportion of women in our care with extremely complex needs which provides us with daily challenges to manage.

**Area Manager's Comments:**

Holloway has had a traditionally poor reputation over a number of years, with well-publicised problems with staffing and the treatment of prisoners has led to Holloway being considered one of the worst performing prisons in the country. There have been significant changes in recent years, with care for prisoners being the focus of staff.

There has been considerable progress in the past couple of years, and Holloway now achieves the vast majority of its targets.