



States of Guernsey  
Prison Service



# Guernsey Prison Delivery Plan 2020

## Governor's Foreword

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The start of 2020 began with a population of 93. This figure is fairly representative of the numbers of prisoners in custody over the previous year. Unfortunately we have had unusually high numbers for minority groups in the case of women and children and this trend looks as if it will continue for much of the year. During the course of the next year the prison service will deliver several new initiatives that are focused on reducing re-offending that will effect some real change in behaviours and will ultimately limit the amount of people returning to custody.

This year sees the re-launch of a joint prison probation operating model for offender management which provides an effective strategy for rehabilitation and resettlement. This operating model focuses on an integrated approach to assisting convicted offenders away from crime which has been developed by the Prison and Probation Service over the past 10 years. The time spent serving a prison sentence needs to be optimised to provide a real opportunity for constructive work. The focus of the strategy is on identifying how to make the most of each person's time in prison, as well as how to make the difficult transition back into the community and life thereafter as productive and stress free as possible through planning and preparation. The strategy document sets out a model of multi-agency practice for managing offenders in custody and "*through the gate*".

It is acknowledged that reducing re-offending cannot be the responsibility of criminal justice agencies alone, and the offender management operating model also depends upon partnership with a range of statutory and third sector specialist provision to enable full social reintegration of offenders back into their community.

Other important objectives for 2020 include an ambitious improvement plan for the modernisation of the Prison Healthcare Department in conjunction with our partners from Health and Social Care, and this will see further improvements in the care for those in custody. This initiative aims for joined up working, staff development and shared strategic direction aligned with SOG policy.

Amongst our main goals this year will aim to maximise purposeful activity, qualifications and employment opportunities. These outcomes will be significantly improved through the development of a new prison regime, which will focus on efficient service delivery within the core day. This will increase the number of prisoners attending both work and education and will link into clear objectives set out during the sentence planning process which in turn will assist in reducing reoffending.

The prison will continue to deliver on its progressive program of works for the maintenance and upgrading of its internal and external facilities in conjunction with our partners from States Property Services.

Outcomes for prisoners throughout the prison will be monitored through appropriate Key Performance Indicators (KPI's) and remain focused towards compliance with Her Majesty's Inspectorate Prisons (HMIP) expectations. The Prison Senior Management Team are currently busy preparing for an external inspection, which is planned for late June 2020.



John De Carteret  
Acting Prison Governor

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## **Overview**

Certified Normal Accommodation: 134

2020 Budget: £5.58M

Uniformed Staff: 74

Established staff: 14

## **Prison Service Priorities / Objectives 2020**

- Education and Regimes
- Offender Management
- Facilities
- Staff Training and Development
- HMIP
- KPIS

## **Education and Regime Activities**

The prison will improve outcomes for learners with the creation of a new full-time Education Manager post. Education within the prison has previously been undertaken primarily by externally contracted tutors which has led to difficulties in maintaining consistency in course provision. This post will require no additional funding as cost will be met from the existing education training budget. The new post-holder will take responsibility for the management of the education function as well as providing teaching cover for sickness / leave etc. and overseeing day-to-day operations.

## **Revisions to the daily work and education timetable**

The prison will review and implement an ambitious new regime with the objective of putting more prisoners into work and education on a more consistent basis. Problems in these work areas have caused issues in fulfilment of their service specifications.

As a result a new timetable will be developed, to take effect from quarter 2, which will seek to prioritise work and education activities which are linked directly to prisoners resettlement and rehabilitation (through the sentence planning process) – with other non-formal education and recreational activities being primarily delivered during the evenings and weekends.

## **CLIP**

Following on from our newly established recycling contract with GRG we were invited to be involved in discussions with GCFE to enable us to deliver some elements of a new 'Operatives' apprenticeship within Guernsey Prison.

This programme will underpin the work that CLIP will initiate to create wider contacts with local employers, targeting the construction and utilities industries. The intention is to bring in skilled trades people, and to provide funding for appropriate personnel, to pass on their skills to prisoners. This work will begin initially whilst in prison and then also to link in with the ROTL process for potential employment on release.

## **Rehabilitation and Resettlement**

For a number of years, the Resettlement Officer post based within the Offender Management Unit has been a part time post only (20 hours per week) and it has long been recognised that we would benefit from more hours in order to develop this provision to more appropriately meet the needs of the population.

Key tasks of the Resettlement Officer are to assist in the search for accommodation, employment, liaison with Social Security regarding benefit claims and other agencies responsible for provision of through the gate support to those leaving custody. An increasing number of prisoners are assessed as having complex needs and those such as sex offenders (which make up an increasing proportion of the prison population), often have considerable additional barriers to securing accommodation/employment and this requires increased resources.

It has been agreed that in April 2020, resources will be made available by way of an internal restructure that makes the Resettlement Officer post a full-time role. It is hoped that in addition to meeting individual resettlement needs, this will also provide us with the opportunity to undertake some developmental projects with the aim of enhancing our networks with prospective pools of supportive employers and landlords in the community.

### **Early Conditional Release (ECR)**

The ECR project will enter its operational delivery phase during the first quarter of 2020 with joint working between Prison, Probation, Police and JESSC to ensure a safe and efficient service that will not compromise public protection and safety.

Research carried out by the Ministry of Justice has shown that community penalties have better outcomes for reducing reoffending compared to short term prison sentences. Evidence suggests Release on Temporary License (ROTL) has a positive impact on reducing the rate of future offending. We hope by developing an Early Conditional Release Scheme, we can further improve the outcomes for our offenders.

To support an introduction of a scheme of Early Conditional Release (ECR), we intend to explore the use of Electronic Monitoring (EM) using Global Positioning System (GPS) technology.

The technology could eventually be applied to monitor offenders on Home Detention Curfew (HDC) as part of a community sentence and as a condition of granting bail.

Working with Probation and Joint Emergency Service Control Centre (JESSC), the offender will be subject to robust risk assessments and criteria such as approved accommodation and employment need to be met. The system has the ability to set multiple inclusion and exclusion zones.

ECR has required significant input from the Law Officers to ensure its proposed legislative changes are appropriate and the intended policy is compliant with the Prison Law.

## Healthcare

### **The Modernisation of Prison Healthcare**

The Prison Healthcare department will undergo a Health Needs Assessment (HNA) conducted with professional input from Public Health Services. This work will examine the extent and nature of gaps or barriers to the delivery of an effective Healthcare service in Guernsey Prison, within the context of services provided to the general population of the Bailiwick. It will also explore elements of the application of the concept of the wider Healthy Prison model to improve public health and reduce health inequalities.

The Needs Assessment will include, but is not limited to

- Prison population and demographics
- Current facilities and resources
- Prevalence of physical disease
- Mental Health
- Sexual Health
- Learning disability and autism

It will identify gaps in service provision and areas for improvement, and will be utilised to improve healthcare delivery within the Prison. It will also be aligned to the HMIP inspection taking place in June 2020. The recommendations that will come from this assessment will aid change to modernise the Healthcare Department.

The Healthcare team has recently formed closer working relationships with the Community Drug & Alcohol Team (CDAT) to ensure prisoners treatment within the prison reflects what they would receive in the community. On a prisoner's admission and during their stay the Healthcare team stays in close contact with CDAT to ensure prisoners receive a continuity of care and remain in contact with their keyworkers. On discharge this close working relationship will aid a smoother transition into the community with the aim to reduce reoffending due to substance misuse issues.

## Safer Custody

The prison has adopted an all-encompassing strategy to ensure a safer prison environment in 2020, which includes the governance of offenders from court, to custody, through to release. Risk assessment processes start immediately once committed to custody and continue constantly throughout the custodial period. Areas surrounding Suicide and self-harm, Anti-social behaviour, the use of force, and the use of disciplinary systems are monitored and governed by a member of the Senior Management Team. This strategy is multi-disciplinary, and supports the overarching objective of ensuring the environment is a safe and secure place to live and work.

Leisure facilities are being reviewed and Pool tables and soft furnishings are forecast to be replaced by June 2020. We are also reviewing our consultation approach to living conditions and are piloting monthly wing community meetings with the population to identify the specific needs for the specific populations.

## **Facilities**

The long overdue shower problems experienced on J wing will be largely remedied this year, subject to required approvals and capital funding. A professional survey proved that the issues were being caused by problems deep within the water system of the infrastructure. Simply replacing the shower front end will not solve the issue.

This work will see a major upgrade of the facilities that will also mean the prison will be compliant in regards to disabled access to the affected areas. The J wing laundry will be de-commissioned and the prison will move to a more efficient centralised laundry area.

The external repairs and painting of the prison building has been discussed with States Property Services and the States of Guernsey will be going out to tender in Q2 2020. Plans are in place to introduce building painting as part of the annual preventative maintenance program once the fabric has been redecorated.

Other essential work to be delivered in 2020 includes;

- Replacement of ageing wing based Air Handling units,
- Removal of disconnected Fire Hoses – the prison has specialised air misting units to handle cell fire emergencies.

## **Cell Call System**

The replacement of the cell call system is due to start in Juliet wing on the 20th March 2020 and is scheduled to be completed at the end of May 2020. The new system will allow the Prison to report on the amount of Cell Calls received, the type of call and the timing in which the cell calls were answered. These figures will be included within the monthly Key Performance Indicators (KPI's).

## **Staff Training and Development**

During 2020 we will be undertaking a new officer course, Prison Officer Entry Level Training (POELT) which to date has the largest intake (7) for a significant period of time. This course covers all the mandatory aspects of an officer's role from rub down searching, use of force, diversity and the Scottish Vocational Qualification (SVQ) in custodial care.

The SVQ is used as a development tool for new officers to map their learning skills throughout their probation period and on completion provides an accreditation to a nationally recognised standard. During this year there will be fourteen officers undertaking the award and two managers have enrolled on the pathway to becoming accredited assessors.

Two officers have attended the UK and have been accredited as Use of Force instructors and one more will be attending in July to bolster our instructor numbers as we introduce Spontaneous Protection Enabling Accelerated Response (SPEAR), a new personal protection package. Throughout the year, 45 minute training sessions are being reintroduced to deliver focused training for staff based on needs from personal development plans. In 2020 we will also see three officers continue on their Senior Officer Management Development Portfolios.

## **Her Majesty's Inspection of the Prison (HMIP)**

In order for the public to have faith in the standard of delivery within the Prison Service and to ensure that this level of service reflects best practice, the Prison is preparing to be as compliant as possible with expectations set by HMIP; whilst taking account of the differences in jurisdictions. The date of the next inspection is not known but the Prison will be measured against a Healthy Prison Test which incorporates the following:

### **Safety**

Prisoners, particularly the most vulnerable, are held safely.

### **Respect**

Prisoners are treated with respect for their human dignity.

### **Purposeful Activity**

Prisoners are able, and expected, to engage in activity that is likely to benefit them.

### **Rehabilitation and Release Planning**

Prisoners are supported to maintain and develop relationships with their family and friends. Prisoners are helped to reduce their likelihood of reoffending and their risk of harm is managed effectively. Prisoners are prepared for their release back into the community.

## **KPIS**

### **Performance Monitoring**

The Prison Service is fully committed to monitoring its performance, ensuring that its managers have access to the information they require to judge effectiveness and make informed decisions. This is done by way of a Performance Management Framework that enables operational performance management across the functions. The data is shown by way of dashboards, scorecards and reports.

Most targets are derived from the Healthy Prison Test set out by Her Majesty's Inspectorate of Prisons in their expectations documents. Each strategic target is supported by a significant range of indicators contained within the expectations documents. Where possible these have been aligned to the Policy and Resources Plan. Other targets are functional within the Prison's three main departments; Operations, Prisoner Services and Corporate Services. The targets below are areas for improvement derived from HMIP Expectations Document:

BUSINESS OBJECTIVE 1	SAFETY						
	Prisoners, particularly the most vulnerable, are held safely						
	Aligned to P&R Plan: Safe and Secure Place to Live						
	KPI We ensure public protection and provide a safe and secure environment	Weighting/Value to the whole objective	Set by	Division responsible for	Team responsible for delivery	Service ( HMIP )	Responds P & R Plan
<a href="#">GP Saf1 Metric 1</a>	Ensure all Use of Force Reports are Submitted within 72 hours of the Incident	14%	Prison Governor	Training	All Staff	Safety: prisoners, particularly the most vulnerable, are held safely	Safe and secure place to live
<a href="#">GP Saf2 Metric 2</a>	Ensure Emergency Cell Call alarms are answered within five minutes	14%	Prison Governor	Security	All Staff	Safety: prisoners, particularly the most vulnerable, are held safely	Safe and secure place to live
<a href="#">GP Saf3 Metric 3</a>	Risk assessment Drug Tests are undertaken within 7 days from board decision for Release on Temporary licence	14%	Prison Governor	Security	All Staff	Safety: prisoners, particularly the most vulnerable, are held safely	Safe and secure place to live
<a href="#">GP Saf4 Metric 4</a>	Staff are able to carry out a minimum of 10 Cell searches per month in accordance with the local security strategy	14%	Prison Governor	Security	All Staff	Safety: prisoners, particularly the most vulnerable, are held safely	Safe and secure place to live
<a href="#">GP Saf5</a>	4 Area searches completed per month	14%	Prison Governor	Security	All Staff	Safety: prisoners, particularly the most vulnerable, are held safely	Safe and secure place to live
<a href="#">GP Saf6</a>	Staff searches carried out once monthly	14%	Prison Governor	Security	All staff	Safety: prisoners, particularly the most vulnerable, are held safely	Safe and secure place to live
<a href="#">GP Saf7</a>	Standfast roll check exercise once monthly	14%	Prison Governor	Security	security	Safety: prisoners, particularly the most vulnerable, are held safely	Safe and secure place to live

BUSINESS OBJECTIVE 2	RESPECT Prisoner are treated with respect for their human dignity Aligned to P&R Plan: Inclusive and committed to social justice						
	KPI Description	Weighting/Value to the whole objective	Set by	Division responsible for	Team responsible for delivery	Service Outcome (HMIP)	Responds to P & R plan
<a href="#">GP Res1 Metric 6</a>	Ensure that prisoners are promptly inducted and supported to understand life in prison within 14 days of reception	20%	Prison Governor	Custody	Principal Officers, Multi-agency meeting	Respect: prisoners are treated with respect for their human dignity	Inclusive and committed to social justice
<a href="#">GP Res2 Metric 7</a>	Carry out a once yearly prisoner questionnaire from the HMIP questionnaire. To achieve more than 60% positive response under the Respect Strand.	20%	Prison Governor	Custody	Custody	Respect: prisoners are treated with respect for their human dignity	Inclusive and committed to social justice
<a href="#">GP Res3</a>	Ensure the TAP process is started at Court	20%	Prison Governor	Custody	Functional Heads	Respect: prisoners are treated with respect for their human dignity	inclusive and committed to social justice
<a href="#">GP Res4</a>	Personal Officers are allocated and new receptions are seen within 5 working days or reception	20%	Prison Governor	Custody	Functional Heads	Respect: prisoners are treated with respect for their human dignity	inclusive and committed to social justice
<a href="#">GP Res5</a>	Personal Officers make contact and quality monthly entries onto PPIMS	20%	Prison Governor	Custody	Functional Heads	Respect: prisoners are treated with respect for their human dignity	inclusive and committed to social justice

BUSINESS OBJECTIVE 3	PURPOSEFUL ACTIVITY <b>Prisoners are able, and expected, to engage in activity that is likely to benefit them</b> Aligned to P&R Plan: Safe and Secure Place to Live/Inclusive and committed to social justice						
	KPI Description	Weighting/Value to the whole objective	Set by	Division responsible for	Team responsible for delivery	Service Outcome	Responds to
<a href="#"><u>GP Pur1 Metric 9</u></a>	Ensure 95% eligible prisoners are attending Education or work when scheduled to do so.	33%	Prison Governor	Learning and Skills	Learning and Skills	Purposeful Activity: prisoners are able, and expected, to engage in activity that is likely to benefit them	Inclusive and committed to social justice
<a href="#"><u>GP Pur2 Metric 10</u></a>	Ensure 100% of prisoners sentenced to more than three months have individual learning plans linked to the Sentence plan review	33%	Prison Governor	Learning and Skills	Learning and Skills	Purposeful Activity: prisoners are able, and expected, to engage in activity that is likely to benefit them	Inclusive and committed to social justice
<a href="#"><u>GP Pur3 Metric 11</u></a>	Ensure all prisoners are allocated work within 5 working days (weekly)	33%	Prison Governor	Learning and Skills	Learning and Skills	Purposeful Activity: prisoners are able, and expected, to engage in activity that is likely to benefit them	Safe and Secure Place to Live/Inclusive and committed to social justice

BUSINESS OBJECTIVE 4	<b>REHABILITATION AND RELEASE PLANNING</b> Prisoners are supported to maintain and develop relationship with their family and friends. Prisoners are held to reduce their likelihood of reoffending and their risk of harm is managed effectively. Prisoners are prepared for their release into the community. <b>Aligned to P &amp; R Plan: Safe and Secure Place to Live</b>						
	KPI Description	Weighting/Value to the whole objective	Set by	Division responsible for	Team responsible for delivery	Service Outcome	Responds to P & R Plan
<a href="#">GP RRP1 Metric 12</a>	Ensure 100% of offenders have a custody/sentence plan prepared within 20 working days of the commencement of a committal into custody.	25%	Prison Governor	OMU	OMU	Resettlement: prisoners are prepared for their release into the community and effectively helped to reduce the likelihood of reoffending	Safe and Secure Place to Live
<a href="#">GP RRP2 Metric 13</a>	Ensure that all prisoners released on temporary licence are checked at their workplace within 5 working days of placement	25%	Prison Governor	OMU	OMU	Resettlement: prisoners are prepared for their release into the community and effectively helped to reduce the likelihood of reoffending	Safe and Secure Place to Live
<a href="#">GP RRP3 Metric 14</a>	Ensure that a minimum of 2 site visits per month are undertaken for each prisoner released on temporary licence	25%	Prison Governor	OMU	OMU	Resettlement: prisoners are prepared for their release into the community and effectively helped to reduce the likelihood of reoffending	Safe and Secure Place to Live
<a href="#">GP RRP4</a>	Ensure that all prisoners have a meaningful contract with their Offender Supervisor at minimum of once per fortnight and that this contact is recorded on PIMs (this should reflect content around our remit e.g. sentence planning, 7 pathways, resettlement etc)	25%	Prison Governor	OMU	OMU	Resettlement: prisoners are prepared for their release into the community and effectively helped to reduce the likelihood of reoffending	Safe and Secure Place to Live

BUSINESS OBJECTIVE S	CORPORATE Focus on Performance Management Aligned to P&R Plan: Sustainable public finances						
	KPI Description	Weighting/Value to the whole objective	Set by	Division responsible for	Team responsible for delivery	Service Outcome	Responds to
<a href="#">GP Corp1 Metric 16</a>	Ensure that 100 % staff have a one to one meeting with their line manager every quarter which is recorded on their Performance Development plan	33%	Prison Governor	Corporate	All Managers	To promote and improve employee effectiveness	Sustainable public finances
<a href="#">GP Corp2 Metric 17</a>	Manage prison budget to save 1% overall in line with the Home Affairs Medium term financial plan	33%	Prison Governor	Corporate	All Managers	To promote and improve employee effectiveness	Sustainable public finances
<a href="#">GP Corp3 Metric 18</a>	Ensure that the Governor holds monthly meetings with Functional heads to discuss progress against red and amber assessments on the HMIP expectations action plan	33%	Prison Governor	Prison Governor and Functional Heads	Prison Governor and Functional Heads	To promote and improve employee effectiveness	Sustainable public finances