

INDEPENDENT MONITORING BOARD 2016-2017 REPORT

SECTION 5: ISSUES FOR THE GOVERNOR

Issues for the Governor

1. Further training in Leadership and Management could be considered for Senior Officers who are essential in ensuring the efficient and effective running of the prison. They offer guidance to those they manage and also have a very important responsibility for the duty of care of detainees. The Board does recognise the value of the "acting up" scheme, which has been operating in the last year, giving Officers a chance to experience the role before applying to undertake it. (6.2)(6.3).

Governor's Response:

A new Deputy Governor has been appointed and will, in liaison, with the Training Senior Officer, introduce a development programme for Senior Officers.

Two Senior Officers are undertaking bespoke support.

A new manager from Probation has also joined the Senior Management Team and there will be opportunities to develop a wider understanding of rehabilitation both in prison and in the community.

2. The Board appreciates that a single "Walk Through" Table Top exercise was achieved this reporting year. However, it still leaves the prison vulnerable to mistakes should a major incident occur and a full rehearsal has not taken place. (6.4).

Governor's Response:

Further 'Table Top' exercises will take place this year. A full contingency exercise will also take place in December 2017 and the IMB will be invited to attend.

I have significant experience in commanding every type of incident as both Silver and Gold Commander. The newly appointed Deputy Governor also has significant experience as a Bronze and Silver Commander so I am confident in our ability to manage incidents should they arise.

Our other Deputy Governors are Silver Command trained and have managed numerous incidents in Jurby without having to resort to opening the Command Suite. Recently our Head of Business Development, Head of Community Rehabilitation and Principal Officer all undertook the Silver

Command training. They will offer differing perspectives to any potential incidents. I believe we have significant operational resilience.

3. In the responses to last year's report we were told that Personal Officers were shortly to receive Five Minute Intervention training, but this has not yet been progressed. We hope that this will be rectified in the very near future, increasing the skill set for Officers to fulfil this vital role. Additionally, the Board still hopes to see a protected time slot profiled for Personal Officers to carry out these interventions and complete their reports. (6.9)(6.13)(6.19)(15.6)(17.5)(18.7).

Governor's Response:

The new profiles have multiple 'slots' allocated as Personal Officer work, including periods which were previously designated as 'Association'. During these periods, staff will be required to carry out meaningful interactions with prisoners for whom they have responsibility, including checking progress against targets identified in the Resettlement Plan.

A dozen staff have been trained in FMI and it is now in the Training Programme to be rolled out across the prison.

4. Attention needs to be paid to an element within the prison staff that appears to suffer from low morale, lack of engagement, and a failure to take ownership of issues on the wings and beyond. This attitude is unhelpful with regard to the discipline, control and order of detainees. This is in sharp contrast to the enthusiasm and commitment shown by other dedicated Officers. (6.10)(6.11)(6.17).

Governor's Response:

Morale is a difficult thing to judge and in keeping with all organisations there is a wide range of how people feel about their job. The key to managing Officer input and morale is the Senior Officer. We have freed them up now to support staff more and be visible leaders on the wings and we expect improvements to follow.

The introduction of a central detail will mean that level of Time Off In Lieu Hours can be reduced and this will have a positive impact.

5. The Board believes that despite the undoubted improvement this year in the quality and frequency of some Personal Officers' Report Writing, inconsistencies remain, and there is still a need for training as outlined in last year's report. (6.13) (6.18).

Governor's Response:

I have discussed the role of the Personal officer at length with the new Deputy Governor Residential. He will carry out a full review of what is expected of the Personal Officer; the training of Personal Officers including the Five Minute Intervention.

- The link between the Social Enquiry Report and the Resettlement Plan Targets.
- The consistency and quality of PIMS entries.
- Continued contact and entries during Segregation.
- The link between achieving Resettlement Plan Targets and Parole, Incentives and Earned Privileges, Resettlement Day Release (RDR) and Resettlement Overnight Release.

and crucially, the management checks at Senior Officer, Principal Officer, and Governor Grade that ensures the overall governance of the Personal Officer Scheme.

6. We raised concerns in last year's report regarding some Personal Officers' lack of continuing interaction with detainees who are held in Segregation and involvement in the detainees' reviews. The Board recognises some improvement in this area but feels that there is still room for further involvement and development. (6.15)(6.18)(6.19)(15.6).

Governor's Response:

There is a clear expectation that Personal Officers will continue to be responsible for offenders even when they are in Segregation. The Senior Officers on E Wing will check that this occurs and PIMS entries are made.

7. We would like to stress again how vital we believe the role of the Personal Officer is and how essential it is that these Officers are involved in all aspects of the care of detainees assigned to them, including Resettlement. (6.9)(6.13)(6.14)(6.15)(6.16)(6.18)(6.19)(10.8)(15.6)(17.3)(17.5)(18.7).

Governor's Response:

Governor's Order 05/2017 has introduced a new Personal Officer Resettlement Review. The new document is more comprehensive and

gives the Resettlement Board, Prison Staff, and Agencies a much broader picture of a prisoner. This, in turn, will assist greatly in producing an effective Resettlement Plan for the prisoner and give Personal Officers a greater understanding of their prisoner.

Personal Officers will receive an email from the Resettlement Department (copied to the respective Line Manager) informing them when their prisoner will be attending their Wednesday Resettlement Board. The email will give a deadline time of when the form must be activated and completed on PIMS.

The Personal Officer Resettlement Review document does not replace the 'Personal Officer First Interview' Form which is completed on the Induction/Discharge Wing.

8. The Board has evidenced unsatisfactory cleaning of cells before allocation to a new detainee. We feel that when a cell is vacated before moving or discharge, staff should be ensuring that a satisfactory standard of cleaning is achieved. The Board would also like to see a regular deep cleaning regime established for toilets and washbasins. (6.22)(6.23).

Governor's Response:

A programme of deep cleaning for toilets and washbasins will commence. Following this, the new Deputy Governor Residential will introduce an ongoing cleaning programme with weekly management checks.

In addition, the Residential Principal Officer will carry out random checks. Any offenders not meeting the required standard will be dealt with under the Incentives and Earned Privileges Scheme.

9. The Board has noted an inconsistent approach to the application of the Governor's Orders regarding the display of obscene materials on cell walls and the hanging of clothes etc. on wing landing railings. We have evidenced such obscene materials on display in all 3 of the Male Residential Wings and regular incidences of clothes and shoes hung on railings. (6.24).

Governor's Response:

The policy on the display of obscene material will be revised and re-issued.

Following this staff will be expected to ensure a consistent approach and to 'police' the standards during daily Accommodation Fabric Checks (AFC's). The standards will be maintained by weekly management checks.

In addition, the incidences of hanging clothes and shoes over railings will be robustly challenged.

10. The Board is delighted to report the imminent introduction of E-cigarettes on a trial basis, and recognises the considerable efforts undertaken by the Senior Management Team in bringing this to fruition. We hope the trial will prove a success. (6.26)(7.16)(9.7)(13.4).

Governor's Response:

The trial commenced in April 2017 and the feedback from offenders, staff and the IMB has been very positive. An evaluation will take place once the six month trial period is completed and a report compiled for the Department of Home Affairs Departmental Meeting to decide what happens next.

11. Last year, the Board recommended that a Horticultural Officer post be considered as horticultural work is very rehabilitating for detainees. Although thought to be an excellent suggestion and to be considered in the Resource Review, disappointingly this has not been progressed. The Board has noted that a higher priority has been given to ensuring horticulture does take place during the latter part of the reporting period. (8.2)(17.9).

Governor's Response:

A dedicated Horticultural Officer post is included in the new Officer Profiles. These are the subject of detailed discussions with the Staff Associations which we are optimistic will be concluded soon.

We are also at the early stages of partnership with Brunswick Gardens which is a therapeutic facility for people with mental health issues. The work we undertake in Prison Horticulture will support and compliment the work at Brunswick Gardens. Placements will be available to those prisoners who have mental health issues and offenders either transitioning into the community with mental health issues or those subject to community orders. There will also be opportunities for offenders subject to Community Service Orders in the community.

12. The Board would like to commend the efforts of the Governor and his team to introduce greater outside work opportunities thereby offering graduated rehabilitation into the experience of detainees in the prison. We believe this has taken a high degree of courage and commitment which we believe will be of great benefit to those who choose to take advantage of the growing opportunities available as well as to the wider Manx community. (6.47)(8.6)(8.7)(8.8)(10.1)(16.1)(17.6)(17.7)(17.8).

Governor's Response:

We are grateful for the recognition the IMB have given to this important initiative. It is an essential part of our Resettlement Strategy and is a clear indicator of risk and trust. It is also invaluable for the Parole Committee when they determine suitability for early release on parole.

These work placements have also offered a further opportunity to work with the Community Service Team within the Probation part of our service. The community has already benefitted from joint initiatives and the sharing of various skill sets.

13. The Board hopes to see an increase in work opportunities for female detainees so that they can share in the greater rehabilitative opportunities available to the men. (8.9)(11.8).

Governor's Response:

It is difficult to have parity in regard to work opportunities when the female population is so low in numbers and can fluctuate so quickly. The Deputy Governor Resettlement and Principal Officer in Resettlement will review the work and education opportunities for female offenders including the use of Resettlement Day Release.

The opening of the new Community Rehabilitation Centre at Tromode House in the new financial year will offer further opportunities for Resettlement Day Release and Resettlement Overnight Release for both genders. The intention is to have a productive regime and some aspects of the offenders responsibilities will be in relation to benefitting the community.

14. The Governor and Senior Management Team could consider ways of encouraging detainees to apply as representatives on the Prisoners' Council. (9.2).

Governor's Response:

The new Deputy Governor Residential and the Principal Officer Residential are reviewing the Prisoner Council arrangements. This will include membership, making better use of the Council in considering new/revised policies and the quality of explanations/responses to issues raised.

15. The Governor and Senior Management Team to endeavour to involve the Prisoners' Council on more occasions where procedures affecting detainees are updated or changed. The Board recognises the successful involvement of the Prisoners' Council in the dissemination of changes to the IEP policy. (9.4).

Governor's Response:
Please see 14 above.

16. To provide the Prisoners' Council with more information and feedback to encourage interaction. For example, the Security Team could give more information, where possible, regarding decisions to reject an item. In the past, items have been rejected for "security" reasons with little or no explanation. The Board does recognise and commend the visits to the Prisoners' Council by Officers from specific areas to explain issues and the attendance by the Governor and SMT. (9.5) (9.6).

Governor's Response:
Please see 14 above.

17. The Board welcomes and commends the commitment to the Prisoners' Council shown by the Senior Management Team and the on-going efforts to try to ensure its success. (9.4)(9.5)(9.6)(9.7).

Governor's Response:
The Governor and SMT will continue to attend the Prisoners' Council and support its development. We see this as an essential part of offenders taking responsibility and helping shape the prison experience.

18. In last year's report, the Board expressed concern regarding poor attendance at Safer Custody meetings and assurances were received that this situation would be improved. However, the Board has evidenced that meetings are still poorly attended. Attendance at this meeting and input from all areas is critical to the establishment of a safe environment for both staff and detainees. This again raises an area of concern for the Governor to review and address. (10.3).

Governor's Response:
The membership will be reviewed and attendance will be required. The last meeting was very effective with a high quality of debate. This is the safest prison I have ever worked in.

19. The Board notes, with concern, that none of the Officers with responsibility for detainees with disabilities are up to date with their training. (11.2).

Governor's Response:

I have instructed that this is dealt with as a matter of priority.

20. The Board is concerned regarding the extremely limited regime available to those held in Segregation for long periods of time. We recognise the difficulty of reconciling the punitive element of Segregation, the need to discourage detainees from remaining in Segregation and providing a regime which offers some stimulation and prevents deterioration in mental health. We hope this is a problem which will be given serious consideration in the coming year and that a solution is found. (7.18)(15.7)(15.8).

Governor's Response:

I have discussed this with the new Deputy Governor Residential and he will review the existing arrangements with a view to establishing a progressive regime linked to behaviour. He has already been in discussion with the Education Manager. The new arrangements will be in place before the end of November.

21. Resettlement re-organisation needs to work hand in glove with improvements to the Personal Officer element of every Officer role. (6.14)(6.15)(17.2) (17.3) (17.5).

Governor's Response:

We agree entirely and will harmonise Personal Officer work with Resettlement. The Resettlement Team will expand from one post to four posts as a result of the new Staff Profiles. The new Personal Officer Resettlement Review document will help bridge this.

22. The Board acknowledges an improvement in Probation Interventions this year from a low base, but is concerned that the overall pressures on Probation remain without sufficient recruitment and retention policies in place. The necessity for Personal Officers to step up their support for Probation based Interventions has never been greater. (18.3)(18.4)(18.5)(18.6)(18.7)(18.9).

Governor's Response:

The Probation Team is close to full strength and a new Probation Team Manager with relevant experience and knowledge has been appointed. The current team is the strongest in my time here and the link with Personal Officers is already improving and will develop further.

The expansion of Interventions is central to the modernisation of both Probation and Prison so that we reduce risk and reduce re-offending. We are working towards a range of Interventions that will be made available to both offenders in custody and in the community. Because technology is involved and additional safeguards must be made to protect the prison, other departments within Government are involved which means the process is not as expedient as it might be. Government technology services have just approved the funding of a Data Analyst which moves the process forward.

As noted in 21 above, the Resettlement Team will expand and the Personal Officers input will increase.

23. The Board would like to acknowledge the excellent work carried out by the Prison Probation Officer this reporting year. (15.8)(18.3)(18.4).

Governor's Response:

We are pleased to note the acknowledgement of the Prison Probation Officer and we will build on this success. The Resettlement Team has worked hard to assist with the hand over to the Community Resettlement (Probation) Team and have arranged for co-ordinated visits during the resettlement process.

24. The Board hopes to see progress soon regarding the Residential/Bail Hostel contract with the Salvation Army so that discharged detainees can benefit from a more modern and diverse facility than that afforded by the out-dated facilities available at David Gray House. (18.2).

Governor's Response:

We are very keen to move the Bail Hostel and launch the service as a Community Rehabilitation Centre. There are significant Health & Safety and contractual issues we need to address and we will remain at David Gray House until these are resolved. We have, however, agreed to work with the Salvation Army in modernising their approach to mirror the work we envisage taking place at the Community Rehabilitation Centre at Tromode House.

25. The Board hopes that pressure will continue to be applied to other Government Departments to ensure timely action to remedy issues in the Court's Custody Suite which have been repeatedly raised by the Board and which, we believe pose a danger to Advocates, Custody Suite staff, and detainees. (23.17).

Governor's Response:

The Head of Works in the prison has been instrumental in encouraging the DOI to fulfil its role as 'landlords' of the Custody Suite and have undertaken work that they have no responsibility for. I have arranged a further site visit with DOI. In addition, they have shared their Locksmith expertise with DOI without charging. Why would Government Departments charge each other!