

EXECUTIVE COUNCIL

PUBLIC

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Title of Report: Prison and Offender Management Report – Keith Munns

Paper No: 94/14

Date: 3rd June 2014

Report of: Director of Emergency Services & Chief Police Officer

1.0 Purpose

- 1.1 To present to Honourable Members the report by Keith Munns, the Southern Oceans Prison Adviser on the subject of Prison and Offender Management (attached).

2.0 Recommendations

That Executive Council note the contents of the report.

3.0 Additional Budgetary Implications

None

4.0 Background

- 4.1 As a result of the increasing prison population the FCO Southern Oceans Prison Advisor made a visit between the 16th to the 23rd November 2013 which resulted in him producing two reports. This ExCo paper relates to the Prison and Offender Management Regime whilst ExCo paper 94/14 relates to the Prison Capacity.
- 4.2 The staffing implications contained within the report have already been discussed by members of ExCo due to the submission of ExCo paper 74/14 by the Director of HR which contained all the submissions for additional posts across FIG. The report has an Executive Summary and identifies some 27 recommendations which are categorised into high and medium priority. They can be loosely grouped into six areas for attention:-
- Improve the progression of current and earlier recommendations
 - Improve the staffing arrangements
 - Change the current Prison regime
 - Alter and maximise the current space and improve privacy
 - Improve access to education, offender behaviour programmes and resettlement
 - Change the current legislation

Recommendations to improve the progression of current and earlier recommendations

4.3 It is recommended:-

(1) after the reports of my visits have been approved by FCO and the Governor, a copy should be provided to the Officer in Charge of the prison for action which is his responsibility (para 3.2 in report)

(2) updates should be provided (by the Officer in Charge) on the current position on each of the recommendations every 3 months following approval of visit reports (para 3.3 in report)

(3) the Board of Prison Visitors should be invited to copy me in to future reports of their visits so that I can provide any assistance or advice necessary (para 4.20 in report)

4.4



Recommendations to improve the staffing arrangements

4.5 It is recommended:-

(4) a Prison Manager with suitable UK prison experience should be recruited on an initial 2-year contract to plan and implement agreed changes (para 4.8 in report)

(5) a separate group of 4 prison officers should be established (para 4.15 in report)

(6) recruitment of experienced prison officers from the UK should be considered if necessary to make up any shortfall from local recruitment (para 4.17 in report)

4.6 The report concluded that there are significant pressures now arising which will be difficult if not impossible to be managed from within the current police managerial capacity and expertise. These pressures include:

- The current shortage of prison capacity
- The need to plan and manage whatever changes are agreed to prison capacity as a result of his report
- Development of appropriate work, education, training and offending behaviour activities
- Development of resettlement work
- Planning and introduction of regime changes
- The recruitment of additional staff

4.7 He commented that the skills necessary to manage this large programme of change and development cannot be expected to be found within the current levels of expertise

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on prison issues within the police force and that whilst he can provide some support from a distance, that would not be sufficient and **recommended that a Prison Manager with suitable UK prison experience should be recruited on an initial 2-year contract to plan and implement agreed changes.**

- 4.8 He feels that this post should remain accountable to the Officer in Charge (Head of Service post) but would have the experience necessary to operate more independently without the level of supervision currently needed. This should therefore free up some police management capacity to concentrate on police work.
- 4.9 He noted the staffing situation had improved considerably when additional temporary staff were available. This provided sufficient supervision for security, control and safety, and sufficient continuity within the group to ensure consistency in decision making. However he observed that one member of the temporary staff had left and an alternative arrangement had been made whereby the Temporary Prison Manager covered as a member of the prison shift pattern and this situation was expected to continue until the missing member of staff was replaced. As there were insufficient volunteers to work in the prison from amongst the police, the shortfall to make the group up to 3 prison staff was planned to be achieved by allocating different individual police officers through the prison on a rota basis.
- 4.10 His view was that this was not a satisfactory arrangement in that previous reports have commented on the need for consistency and continuity amongst staff to ensure that prisoners can be managed effectively, which would not be achieved in this way.
- [REDACTED]
- 4.11 Instead he considered that the time is right to go one stage further than the current arrangement and to establish a separate group of Prison Officers for the prison. **He recommended that the group should be 4-strong** in the existing prison and to manage the existing regime and produced a scientific calculation to support his comments. This calculation is shown at Appendix A, and would provide 2 staff on duty for all hours that prisoners were unlocked.

Recommendations to change the current Prison regime

- 4.12 It is recommended:-

(7) the practice of leaving prisoners unlocked without direct supervision by a member of staff should cease (para 4.4 in report)

(8) a simple incentives and earned privileges scheme should be introduced (para 6.4 in report)

(9) prisoners should pay a contribution from their earnings towards the cost of the TV provided in cells (para 6.7 in report)

(10) opportunities for items to be brought in by families should be reduced (para 6.9 in report)

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(11) the practice of receiving telephone calls to prisoners should cease (para-6.10 in report)

(12) property limits should be introduced for prisoners' personal possessions (para 6.16 in report)

(13) a programme for searching cells for unauthorised items should be introduced (para 6.18 in report)

(14) visits should be allowed at weekends (para 6.8 in report)

(15) the system for medical treatment to be offered within the prison should be kept under review (para 6.14 in report)

(16) the range of documentation used for prisoners should be reviewed and amended (para 6.15 in report)

- 4.13 This change to regime will require considerable work to devise and implement. It will be the main area of work for the new Prison manager if appointed. The current police management do not have the time available to progress this work due to other commitments.

Recommendations to alter and maximise the current space and improve privacy

- 4.14 It is recommended:-

(17) an additional bunk should be obtained so that, if necessary, cell 4 can accommodate 4 prisoners (para 5.3 in report)

(18) a second bunk should be placed in the observation cell and the cell should be used as ordinary accommodation for up to 2 prisoners if necessary (para 5.5 in report)

(19) police cells should be used on an overnight basis only, as a last resort in the event of overcrowding (para 5.6 in report)

(20) where necessary, separation of particular prisoners or groups who need to be held apart should be managed by alterations to the regime (para 5.10 in report)

(21) permanent privacy screens should be fitted to the lower parts of the showers and the toilets (para 5.12 in report)

- 4.15 Many of these recommendations have already been progressed as they are the contingency plans which has allowed the prison to go over its capacity of 9 prisoners to the current 10. The issue of the showers is being progressed by a lower cost option.

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Recommendations to improve access to education, offender behaviour programmes and resettlement

4.16 It is recommended:-

(22) a range of offending behaviour interventions to prisoners should be developed by Social Services staff (para 7.5 in report)

(23) every prisoner serving a sentence of suitable length should be considered for a programme aimed at changing their offending behaviour (para 7.5 in report)

(24) basic skills assessments should be carried out on prisoners, and education classes should be arranged where necessary to improve literacy and numeracy skills (para 7.9 in report)

(25) each prisoner's resettlement needs should be formally reviewed at appropriate stages in the sentence (para 7.12 in report)

4.17 All of these recommendations have been captured and included in the work of the vulnerable persons strategy and the intention is to have a culture where appropriate educational, rehabilitation, and resettlement programmes are seen as essential parts of a person's term of imprisonment. Key to the development of this work will be the Prison Manager and suitable resources from both the education and social services departments. The appointment of a probation officer will greatly assist this process.

Recommendations to change the current legislation

4.18 It is recommended:-

(26) consultation on new prison legislation should take place quickly, so that the legislation can be introduced early in 2014 (8.2)

(27) statutory supervision should be introduced for all offenders released prior to the end of their sentence (8.3)

4.19 The consultation on the latest draft of the Prison Ordinance and Regulations, considered to be the final version as it had been consulted on previously, resulted in considerable far reaching representations being made by the Board of Prison Visitors. These representations have been considered locally and drafting directions agreed. The results of the consultation and local consideration will be sent to Mr Keith Munns and Mr Daniel Greenberg for consideration and appropriate redrafting.

4.20 Mr Munns does make the observation that it is still the case that prisoners in the Falklands Islands serve two-thirds of their sentence before being released (provided that does not reduce the length of time served to below 31 days). They are then released without any form of supervision into the community. This has been the position for some years, although the situation in the UK is that prisoners will be

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released (under licence) at the halfway point in a sentence, or even the one-quarter point of a sentence (for those released on Home Detention Curfew, or electronic monitoring).

- 4.21 If the one-half option was to be introduced in the Falkland Islands, the prison population would be reduced by 25% in theory: for example, for a prisoner with a 6 years sentence, instead of serving 4 years in the prison they would serve only 3. Changes to legislation currently under discussion allow for the introduction of supervision after release so, if it were seen as appropriate, a simple change to legislation would enable prisoners to be released at the half-way point yet under supervision for the remainder of their sentence. However the prison population of the Falkland Islands are mainly sex offenders and depending upon their risk of reoffending they may not be suitable for such an option.

5.0 Financial Implications

- 5.1 None

6.0 Legal Implications

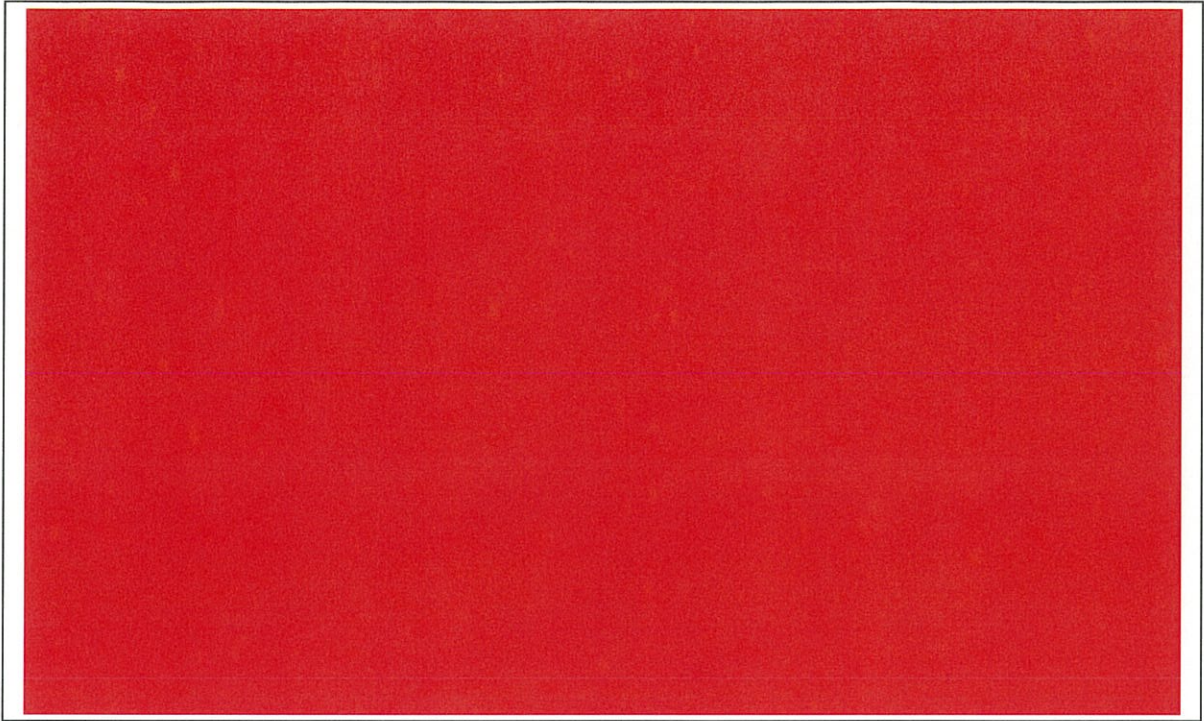
- 6.1 None

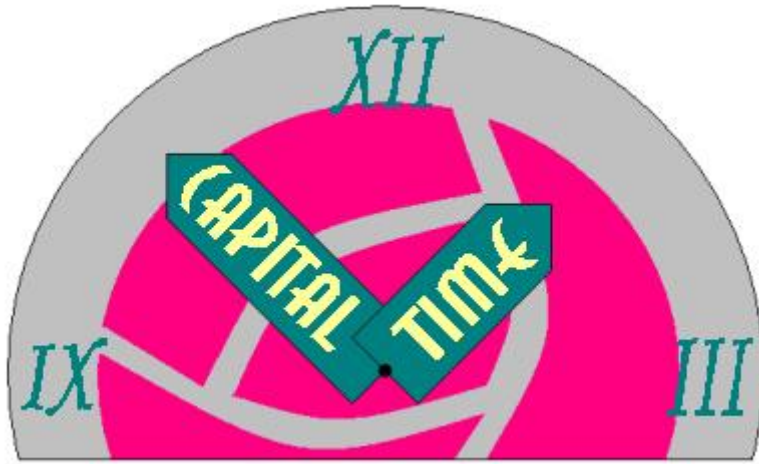
7.0 Human Resources Implications

- 7.1 Job descriptions have been created for the posts of Prison Manager, and Prison Officer which need to be job evaluated to ensure the appropriate grade is identified.
- 7.2 If ExCo and BSC approve the funds for these posts recruitment processes are required to identify suitable candidates.

8.0 Housing Implications

- 8.1 Whilst the intention would be to attract local applicants for some Prison Officers there is a potential for increasing the demand on contract officer housing for 3 additional places (timescale August 2014 onwards).





Report of a visit by the Southern Oceans Prison Adviser to the Falkland Islands.

16 to 23 November 2013

Prison and Offender Management Report

**Redactions have been made to this report to protect personal identities and to
protect security and operational procedures**

Report Author:

Keith Munns

Capital Time Ltd

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1 Executive summary and recommendations

1.1 This visit was made earlier than had been planned, at the request of the Falkland Islands' Director of Emergency Services (DES), to provide advice on pressing problems with the ability of the prison to hold the current and expected numbers of prisoners. That aspect of the visit has been covered in a separate report entitled 'Prison Capacity': this current report therefore concentrates on the other general aspects of the visit – what can be termed the management of the prison and of offenders.

1.2 There have been some improvements since my last visit, some 19 months previously, and due largely to the temporary approval of additional staff to operate in the prison. However there are also some areas of shortcomings,

1.3 8 of the 9 standard prison places were occupied during my visit, and that rose to above full occupancy as this report was being written. The high numbers of prisoners had largely been handled well, and work for prisoners has been expanded and occurs more regularly than was the case on my last visit. However, the serious shortage of activity space within the prison when such high numbers are held has been a problem.

1.4 Whilst the availability of extra temporary staff has assisted prisoner supervision, one of the additional staff members had left before my visit and I was told that plans were in place to fill that vacancy by the rotation of police staff through the prison. I do not consider this a safe or satisfactory solution and I believe the time is now right for the prison to be managed by a separate dedicated manager with appropriate skills together with a distinct group of staff, rather than as part of the general police staffing complement.

1.5 The exercise yard - [REDACTED]
[REDACTED]
[REDACTED] plans have recently been approved to provide a substantial fence around the perimeter of the yard. This will prevent sight into the area from the higher surrounding ground, [REDACTED]
[REDACTED]

1.6 High prisoner numbers and the shortage of internal space also make the separation of specific individual prisoners difficult. Some prisoners need to be kept apart because of the threat they may pose to one another, and others need to be held separately for legal or decency reasons (e.g. adult females and males, juveniles). That is made difficult if not impossible because of the

lack of internal space and gates in a prison planned with the best of intentions when the prison population was much lower and serving much shorter sentences. However because of the increased population, which can be expected to continue for some years, the prison is structurally no longer fit for purpose. This is covered in more detail in the separate report 'Prison Capacity'.

1.7 Procedurally, there are a number of ways at present by which prisoners can ensure an improved life for themselves when compared with other prisoners. This should not be possible. I repeat recommendations about the introduction of an incentives scheme to ensure more equitable treatment of prisoners, and I provide examples of how that may operate. The intention should be to encourage prisoners to exercise more personal responsibility over their activities and also to encourage their engagement in activities designed to reduce reoffending or improve their likelihood of finding work after release.

1.8 Specific offending behaviour activities are in short supply at present, aside from programmes aimed at reducing sexual offending focussed towards the end of a prisoner's sentence. Opportunities are being missed to provide education and skills training to prisoners. I recommend that more action needs to be taken, and earlier in the sentence, to assist in reducing reoffending: changes in the staffing of the Social Services department should assist with this.

1.9 Work has been done in the UK to provide the Falklands with drafts of improved legislation around the treatment of prisoners, and this now needs to be consulted upon as necessary and introduced into legislation – ideally by early 2014. Some aspects of the legislation are new, and are necessary for the protection of the public.

1.10 Recommendations are made throughout the report, and for convenience they have been highlighted in the report and are listed below in order of high or medium priority:

Recommendations

High Priority

I recommend that:

- **after the reports of my visits have been approved by FCO and the Governor, a copy should be provided to the Officer in Charge of the prison for action which is his responsibility (3.2)**
- **the practice of leaving prisoners unlocked without direct supervision by a member of staff should cease (4.4)**

- a Prison Manager with suitable UK prison experience should be recruited on an initial 2-year contract to plan and implement agreed changes (4.8)
- a separate group of 4 prison officers should be established (4.15)
- recruitment of experienced prison officers from the UK should be considered if necessary to make up any shortfall from local recruitment (4.17)
- an additional bunk should be obtained so that, if necessary, cell 4 can accommodate 4 prisoners (5.3)
- a second bunk should be placed in the observation cell and the cell should be used as ordinary accommodation for up to 2 prisoners if necessary (5.5)
- police cells should be used on an overnight basis only, as a last resort in the event of overcrowding (5.6)
- where necessary, separation of particular prisoners or groups who need to be held apart should be managed by alterations to the regime (5.10)
- a simple incentives and earned privileges scheme should be introduced (6.4)
- prisoners should pay a contribution from their earnings towards the cost of the TV provided in cells (6.7)
- opportunities for items to be brought in by families should be reduced (6.9)
- the practice of receiving telephone calls to prisoners should cease (6.10)
- property limits should be introduced for prisoners' personal possessions (6.16)
- a programme for searching cells for unauthorised items should be introduced (6.18)
- a range of offending behaviour interventions to prisoners should be developed by Social Services staff (7.5)
- every prisoner serving a sentence of suitable length should be considered for a programme aimed at changing their offending behaviour (7.5)

- basic skills assessments should be carried out on prisoners, and education classes should be arranged where necessary to improve literacy and numeracy skills ([7.9](#))
- each prisoner's resettlement needs should be formally reviewed at appropriate stages in the sentence ([7.12](#))
- consultation on new prison legislation should take place quickly, so that the legislation can be introduced early in 2014 ([8.2](#))
- statutory supervision should be introduced for all offenders released prior to the end of their sentence ([8.3](#))

Medium Priority

I recommend that:

- updates should be provided (by the Officer in Charge) on the current position on each of the recommendations every 3 months following approval of visit reports ([3.3](#))
- the Board of Prison Visitors should be invited to copy me in to future reports of their visits so that I can provide any assistance or advice necessary ([4.20](#))
- permanent privacy screens should be fitted to the lower parts of the showers and the toilets ([5.12](#))
- visits should be allowed at weekends ([6.8](#))
- the system for medical treatment to be offered within the prison should be kept under review ([6.14](#))
- the range of documentation used for prisoners should be reviewed and amended ([6.15](#))

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2 Background & terms of reference

2.1 My prison experience during a career in the Prison Service of England and Wales included posts as the Governor of Albany Prison, Isle of Wight, Governor of Wormwood Scrubs Prison, London, and the Area Manager for London, with responsibility for 7 prisons in the capital. Since retirement from full-time work in the Service I have provided prison and criminology advice to an Immigration Removal Centre, a charity seeking to improve facilities for children visiting in prisons, and a 24-hour TV news channel. I have professional qualifications in Human Resource management, and a Masters degree in Criminology. I was appointed as the Southern Oceans Prison Adviser in 2008, and have visited the Falkland Islands to advise on their prison arrangements on 4 previous occasions.

2.2 This current visit was undertaken at the request of the DES and with the agreement of the Overseas Territories Directorate of the Foreign and Commonwealth Office (FCO). This report covers issues of prison and offender management, similar to those discussed on previous visits. In addition, I have separately reported on the capacity of the prison to handle the anticipated numbers of prisoners over future years.

2.3 Whilst on The Falkland Islands, and in relation to the aspect of my visit relating to the operation and management the prison, I met with HE the Governor and his Deputy, the Chief Executive, the Financial Secretary and the Attorney General. I met the Director of Emergency Services, the Police Chief Inspector (who is the Officer in Charge of the prison according to current Falklands' legislation) and one of the Detective Inspectors. I met the Training and Development Manager and the Director of Education, and the Director of Health and Social Services, the Chief Medical Officer and senior CPN, the Social Services team leader and the recently appointed Probation Officer. I met with recently elected members of the Legislative Assembly and the available members of the Board of Prison Visitors. The Senior Magistrate was, unfortunately, absent from the Islands during my visit but I spoke with the Courts Administrator about some aspects of sentencing on the Falkland Islands.

2.4 The Terms of Reference for the visit are at [Appendix 1](#), although paragraph 8 of the Terms of Reference has been reported upon elsewhere.

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3 Recommendations from previous report

3.1 A matrix showing the extent to which the recommendations in the report of my February 2012 visit have been met is given at [Appendix 2](#). This is my assessment of the current position as noted during this visit.

3.2 Unfortunately, some of the recommendations had not been actioned when I visited. I understand that this may have been because copies of the report were not received by appropriate managers either sufficiently early, or at all, to enable action to be taken. I therefore make 2 recommendations to try to ensure that this situation does not arise again. Firstly, **I recommend that, after the reports of my visits have been approved by FCO and the Governor, a copy should be provided to the Officer in Charge of the prison for action which is his responsibility**. The report, or sections of it including the recommendations, could then be passed down the management line as necessary so that action can be taken by the Prison Manager or others.

3.3 Secondly, **I recommend that updates should be provided (by the Officer in Charge) on the current position on each of the recommendations every 3 months following approval of visit reports**. Without wishing to provide additional work at any level, this would enable the Prison Manager to review the position and request any advice or assistance that may be necessary – from me or elsewhere – to aid action on the recommendations and ensure that nothing is missed.

3.4 In view of the current position on previous recommendations, further comments on outstanding recommendations have been made within the body of this report and I repeat recommendations where necessary. The recommendations arising from the 2012 report can therefore be considered as complete.

4 Prison Management and Supervision

Supervision of prisoners

4.1 The higher numbers of prisoners over recent months had resulted in a successful bid by the DES for additional staff for the prison for a one year period, to be found initially on a 3-month contract from a UK private sector prison organisation, and to be recruited into the police force subsequently. This would enable one supervisor and 3 officers to be allocated to prison work. This arrangement did not always provide 2 staff on duty in addition to the manager, but a combination of late and early shifts provided 2 staff on duty on most occasions, but sometimes 1 and sometimes 3.

4.2 When I visited, one of these additional staff had departed and had not yet been replaced, leaving three staff to work in the prison including the manager, who was working as part of the officers' shift arrangements.

4.3 Both of these arrangements were an improvement on the situation on my earlier visits, when only one member of staff had been allocated to the prison. There were now sufficient staff on duty to ensure that on many occasions one officer was available for supervision in the prison whilst a second took other prisoners to the work locations in the community. It was also possible to manage the different groups of prisoners needing to be held separately within the prison – one of the remand prisoners when I visited needed to be held separately to another prisoner who was a relative of one of his victims.

4.4 [REDACTED]

[REDACTED] I repeat the recommendation that **the practice of leaving prisoners unlocked without direct supervision by a member of staff should cease**. Either sufficient staff should be on duty to supervise prisoners who are unlocked, or prisoners should be locked in their cells.

4.5 Relationships between staff and prisoners were observed to be good, with both prisoners and staff usually being addressed on first name terms. Prisoners were not afraid to voice their opinions and, whilst they would occasionally seek to manipulate situations to their own advantage between different staff, they seemed generally to accept decisions when given.

Management arrangements

4.6 Previously, the DES was the designated 'Officer in Charge' of the prison, and the Inspector supervised one of the Sergeants who acted as the Prison Manager. This has recently changed, as some managers had been promoted to higher grades and given additional responsibilities, and a new rank of Senior Constable had been introduced. The position when I visited was that the former Inspector (now Chief Inspector) was now designated as the Officer in Charge, and a former constable (now Senior Constable) had been designated as Prison Manager. If all staff had been in post as planned, this would have been an appropriate management structure for the prison as it was - before the higher occupancy levels and the likely changes it will be necessary to put in place to manage that.

4.7 There are significant pressures now arising which will be difficult if not impossible to be managed from within current police managerial capacity and expertise. These pressures include:

- the current shortage of prison capacity
- the need to plan and manage whatever changes are agreed to prison capacity as a result of the separate 'Prison Capacity' report
- development of appropriate work, education, training and offending behaviour activities (see [Section 7](#))
- development of resettlement work (see [Section 7](#))
- planning and introduction of regime changes (see [Section 6](#))
- the recruitment of additional staff (see [paragraphs 4.15](#) onwards)

4.8 The skills necessary to manage this large programme of change and development cannot be expected to be found within the current levels of expertise on prison issues within the police force. Whilst I can provide some support from a distance, that would not be sufficient and **I recommend that a Prison Manager with suitable UK prison experience should be recruited on an initial 2-year contract to plan and implement agreed changes.**

4.9 This post should remain accountable to the Officer in Charge, but would have the experience necessary to operate more independently without the level of supervision currently needed. This should therefore free up some police management capacity to concentrate on police work.

Staff deployment

4.10 As noted above, the staffing situation had improved considerably when additional temporary staff were available. This provided sufficient supervision for security, control and safety, and sufficient continuity within the group to ensure consistency in decision making.

4.11 When I visited, as noted above, one member of the temporary staff had left and an alternative arrangement had been made whereby the Prison Manager covered as a member of the prison shift pattern. This situation was expected to continue until the missing member of staff was replaced shortly, but at that time the individual concerned is planned to be utilised on police duties. As there are insufficient volunteers to work in the prison from amongst the police, the shortfall to make the group up to 3 prison staff was planned to be achieved by allocating different individual police officers through the prison on a rota basis.

4.12 In my view this is not a satisfactory arrangement. Previous reports have commented on the need for consistency and continuity amongst staff to ensure that prisoners can be managed effectively, which will not be achieved in this way. [REDACTED]
[REDACTED]
[REDACTED]

4.13 Instead, I consider the time is right to go one stage further than the current arrangement and to establish a separate group of Prison Officers for the prison.

4.14 Ideally the group should be 4-strong in the existing prison and to manage the existing regime. This calculation is shown at [Appendix 3](#), and this would provide 2 staff on duty for all hours that prisoners were unlocked. The position for the future is discussed in the separate report 'Prison Capacity'.

4.15 Therefore for the immediate situation, **I recommend that a separate group of 4 prison officers should be established**, responsible to the Prison Manager. This group would be self-sufficient with provision to cover for all training and absences within the group.

4.16 These staff could still be sworn in as Special Constables, which would enable them to be utilised as police officers in the event of an emergency, but their recruitment, training and deployment would be primarily as prison officers.

4.17 There may be some existing police staff who may apply and be suitable for prison officer posts, and there could be other individuals on the Islands who

may apply. But it could also be the case that sufficient suitable recruits cannot be found from amongst the local Island population, in which case **I recommend that recruitment of experienced prison officers from the UK should be considered if necessary to make up any shortfall from local recruitment.** As with the Prison Manager, this could operate on a 2-year contractual basis.

4.18 It may be possible to recruit trained prison officers from the UK Prison Service who are due to retire, or to leave employment early on one of the schemes currently in operation to reduce the UK prison staffing head-count. Alternatively, staff with experience from private prison companies may wish to serve a period on the Falkland Islands. Either way, it is likely that staff already trained in prison duties could be recruited who would be able to work with only minimal additional support to adapt to the particular circumstances on the Falklands.

Board of Prison Visitors

4.19 I met with available members of the Board, who had concerns about delays in repair or construction work agreed to take place in the prison. They also provided details of some specific cases which have been commented upon more generally in other sections of this report.

4.20 Whilst on the Islands, I was provided with copies of the last 2 reports of the visits to the prison by Board members, and I recommend that **the Board of Prison Visitors should be invited to copy me in to future reports of their visits so that I can provide any assistance or advice necessary.**

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5 Physical security

Internal accommodation

5.1 It is mentioned above that the physical capacity of the prison is not sufficient to hold the numbers of prisoners expected. This is apparent in 3 areas.

5.2 Firstly, existing standard cellular accommodation is sufficient for only a maximum of 9 prisoners: that number has been exceeded as this report is being written. It is essential that sufficient prison places are available for the option of imprisonment to be available to the courts: it is not acceptable that sentencing decisions should be dependent upon the availability of prison places. The recommendations in the following paragraphs, however, are simply temporary solutions to the existing problem: indeed, by the time this report is published, some of the changes may already have been made. But for more permanent solutions to the overcrowding problem, now and for the future, it is necessary to examine the separate report on 'Prison Capacity'.

5.3 I recommended in the 2012 report that an additional place could easily be created, and as that had not been acted upon **I repeat the recommendation that an additional bunk should be obtained so that, if necessary, cell 4 can accommodate 4 prisoners.** Full occupancy of the cell may not be necessary all of the time, but would be available if needed.

5.4 In addition to the normal cellular accommodation, there is an observation cell (cell 8) intended for use by any prisoner seeking to self-harm, or posing other difficulties when in normal accommodation. It has been very seldom used since the prison opened. In fact, current thinking is that wherever possible a prisoner who is likely to self-harm should be located in a cell with other prisoners, rather than being isolated, so that there is more interaction and a source of support should the vulnerable prisoner need someone to talk to during the night.

5.5 Given the limited use of the cell for the purpose it was originally intended, **I recommend that a second bunk should be placed in the observation cell and the cell should be used as ordinary accommodation for up to 2 prisoners if necessary.** Managerial arrangements would need to be made to ensure access to sanitation overnight, which could involve unlocking prisoners to use the toilet in the association area or another arrangement. This may have a staffing implication during the period of lockup overnight.

5.6 These arrangements provide 3 additional prison places, making a total of 12. Should the numbers of prisoners exceed even that level before any decisions arising from the 'Prison Capacity' report be implemented, one

alternative would be to utilise one or two of the 3 police cells overnight. These are within the designated perimeter of the prison, although beyond the door normally regarded as the boundary of prison activities. **I recommend that police cells should be used on an overnight basis only, as a last resort in the event of overcrowding**

5.7 One or two of these single cells could be utilised, whilst recognising that police cells may be needed at any time. There is no bunk (a wooden plinth with a mattress is available in each cell) and no internal sanitation, but toilet facilities are available nearby as one option for overnight use. Prisoners should be selected as the lowest risk and the most suitable to be accommodated there on an overnight basis only. This should only happen for as long as the prisoner numbers exceed 12, and prisoners should be moved back into the normal prison area during the day to participate in activities with others.

5.8 The second concern where the capacity of the prison is unable to handle large prisoner numbers is where physical separation of particular groups or individuals is necessary. This may be

- because particular prisoners need to be held apart, perhaps due to the nature or linkages of their offences
- to hold male and female prisoners separately
- to hold juvenile prisoners apart from adults

5.9 A barred gate is available to separate cell 7 and the observation cell from the other cells: this area is normally used for remands or female prisoners. Since my last visit, this gate has had painted plywood fastened to it and has been in almost permanent use because of the increased numbers. There is currently no other way of separating prisoner groups. Should 3 groups need to be held separately (for example, a female prisoner, a male prisoner who can't mix with other males, plus the usual group of convicted males) there is no additional space available to ensure that separation.

5.10 The only alternative in the short term should that situation arise would be to manage it by having separate cells and separate regime arrangements. This would ensure that overnight accommodation was decent and less likely to result in verbal threats etc. Regime arrangements during the day should ensure that prisoners are not unlocked together where inappropriate, and that opportunities for prisoners to look into the locked cell of another prisoner are supervised and eliminated – perhaps by using an alternative area for association periods. Neither arrangement is ideal, **but I recommend that where**

necessary, separation of particular prisoners or groups who need to be held apart should be managed by alterations to the regime.

5.11 The cells all have integral sanitation, with a toilet, sink and shower. Prisoners complained about the showers spraying water onto the floor, as there is no screen. To prevent this, some prisoners generally string a line across the opening with a towel draped from it. The toilets have no screening to provide privacy from other occupants in the cell.

5.12 Both situations are unsatisfactory, and **I recommend that permanent privacy screens should be fitted to the lower parts of the showers and the toilets.**

5.13 The final shortcoming in the use of existing space is for association and work/classroom periods during the day. There is an area intended for that purpose, but it is located on the 'remand' side of the dividing gate. On the 'convicted' side, a table has been used to provide something for prisoners to eat upon, or to play small games etc during the day. This area is very overcrowded when 7 prisoners are held there, but with the planned association area on the 'remand' side lost to them as a facility, there is no alternative.

5.14 There is no further space internally to provide any separate activity, classroom or workshop areas. A small portakabin to the rear of the prison is planned for use as a workshop. [REDACTED] it could be suitable for Category C and D prisoners. An interview room located in the police station is used on a regular basis for interviews with individual prisoners and clinical staff, probation staff or others where some confidentiality is necessary, but this room is not always available.

5.15 The situation is unsatisfactory, and not possible to resolve in the short term. This problem is covered in more detail in the 'Prison Capacity' report.

Exercise yard

5.16 [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] The wooden door in the perimeter wall has been strengthened. Plans have been approved for a fence to stretch along the perimeter of the yard and extended to the edge of the site to prevent line of sight between those in the yard and members of the public

outside, and with security wire fitted [REDACTED]
[REDACTED]

5.17 Concerns were expressed that there is no protection for staff from the elements when supervising prisoners on the yard. This could be remedied by installing a barred window in the wall to the police cells so that staff stand inside that area, but that would restrict the view of any prisoners behind the projection of that building. Alternatives may be possible, but it may be preferable to await the outcome of any decisions on the use of the prison for the future.

5.18 The exercise yard is generally small and of a poor standard for the numbers of prisoners now required to be held. Any changes to the physical structure of the prison to accommodate increased numbers should also take account of an improved area for exercise. This is covered in the separate report on Prison Capacity.

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6 Procedural security and regime

Regime and incentives

6.1 Relationships between staff and prisoners appear to be good, although there is currently little challenge to prisoners, and little encouragement for them to engage in aspects of the regime which may be of benefit to them or to the community.

6.2 Whilst the situation has not yet reached the sort of situation found in Dickensian England, where prisoners who could pay for it enjoyed an improved lifestyle compared with those who were poor, there are elements of that within the Falklands prison arrangements at present. Prisoners can have cigarettes, tobacco, telephone cards and other items sent or handed in by visitors. Those without visitors, or without visitors having sufficient funds, cannot do so. Because of this arrangement, there is an imbalance in the facilities available to prisoners: [REDACTED]

6.3 There are several actions which, when taken together, will provide a much fairer system, one in which prisoners are required to exercise personal responsibility, encourages sentenced prisoners to engage in activities aimed at reducing their likelihood of reoffending and which creates a more disciplined, better-controlled and safer environment for prisoners and staff

6.4 Firstly, **I repeat the recommendation that a simple incentives and earned privileges scheme (IEP) should be introduced.**

6.5 Under this scheme, there are 3 levels of regime which prisoners may achieve dependent on their behaviour and their engagement with available regime opportunities. Limits are placed on the facilities available at each level, and on the amounts of private cash that may be spent by each prisoner each week. Limits, again depending on their position in the scheme, are placed on the amount of time spent out of cell, personal possessions allowed in cells, and other aspects of the regime. I provide at [Appendix 5](#) an example of a suitable scheme. This can be amended as considered appropriate, and I can provide any further necessary advice prior to its introduction.

6.6 Prisoners should start on the Standard level and either progress to Enhanced after a period of good behaviour, or regress to Basic level after failing to meet the standards required at the higher levels. Progression or regression is not dependent on one isolated act, but on a general pattern of behaviour which should be clearly set out for the information of all prisoners.

Each prisoner's position on the scheme should be reviewed on a regular basis, or as a result of a series of incidents involving a particular prisoner or prisoners.

6.7 As part of the IEP scheme, **I recommend again that prisoners should pay a contribution from their earnings towards the cost of the TV provided in cells.** This should only be a nominal amount (say 50p per week) but it is an important message to the public that prisoners are not getting 'something for nothing', and are required to work to gain the benefit of a TV. The cost of the TV should only be payable from prison earnings, not from a prisoner's own cash. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Visits and communications

6.8 Visits currently take place on Wednesdays each week, but **I repeat the recommendation that visits should be allowed at weekends.** The current position is that more staff are available within the police station during the week in case of any problems during visits, but if the recommendations in this report on staffing are accepted there will be sufficient staff on duty to manage visits at weekends as well. This could be utilised as part of the IEP arrangements, with an additional visit period being allowed to enhanced prisoners only.

6.9 Prisoners use phone cards to call relatives and friends, from a portable telephone in the prison, and there are 2 periods each day when calls are allowed to be made. Calls are recorded and may be listened to by staff, and staff are present when the calls are made. There is no privacy to the calls, and other prisoners can also hear what is being said. At present, phone cards can be brought in by visitors and handed directly to prisoners. **I repeat the recommendation that opportunities for items to be brought in by families should be reduced.** Instead, families should be allowed to send money in for use by prisoners, but prisoners' private cash should only be spent up to the limits imposed by the IEP scheme referred to above. In this way, prisoners are being treated equally and in accordance with their behaviour in prison rather than what they or their families can afford. This also reduces the opportunity for prisoners to pressurise their families to provide things for them in prison.

6.10 Prisoners are still being allowed to receive telephone calls from family members. This should cease, and family and friends may visit or write to prisoners, or may receive telephone calls from prisoners in accordance with the prisoners' ability to buy phone cards. **I repeat the recommendation that the practice of receiving telephone calls to prisoners should cease.** This will

reinforce the IEP procedures, so that prisoners have to make decisions about the disposal of their funds, prevents abuse of the system by families of particular prisoners who are able to call at any time, and also avoids the perception that staff are available to 'run around' after prisoners to receive phone calls at the whim of family or friends.

Meals

6.11 Prisoners make their own breakfasts, from a choice of cereals, toast etc. purchased by the prison. Other meals are provided under contract from the hospital, being collected by prison staff each day. The main meal is taken at lunchtime, with a salad or sandwich snack at teatime. Prisoners choose from a menu the meals they would prefer for the following week and have a choice of 2 main meals each day. The system appears to work reasonably well.

Health

6.12 The arrangements in place for visits to prisoners by clinical staff from the hospital have been strengthened, [REDACTED]
[REDACTED]

Now, the presumption is that all prisoners will be seen in the prison, rather than at the hospital, unless specialist examination or equipment is needed or there is a medical emergency. A protocol has been agreed to that effect.

6.13 I believe this is something of an overreaction to the incident and am not sure whether this will prove a satisfactory arrangement in the long term given the shortage of space in the prison, the lack of privacy for consultations and the lack of any medical equipment in the prison. During my visit, I was told that a nurse had been seeking entry to the prison at 07.30 hrs – before the prison was unlocked – as that was the most convenient time from her point of view to visit. It was obviously not suitable from the prison point of view.

6.14 The system may prove to work satisfactorily, but **I recommend that the system for medical treatment to be offered within the prison should be kept under review** and a revised protocol agreed if necessary.

Documentation

6.15 The suggestions in my 2010 visit and the recommendations in my 2012 visit had not been actioned, and **I repeat the recommendation that the range of documentation used for prisoners should be reviewed and amended.** Many of the currently used forms are superfluous and some need amending. I attach again (at [Appendix 4](#)) some suggestions to improve the situation

Clothing and property

6.16 The recommendation I made in the 2012 report on imposing restrictions on the amount of personal property of prisoners have not been actioned. With the current high prisoner numbers, there is now quite a problem with surplus personal possessions being held in cells and **I repeat the recommendation that property limits should be introduced for prisoners' personal possessions.**

6.17 The ideal opportunity for this would be on the introduction of an IEP scheme (see [paragraphs 6.4 – 6.7](#) above). Within the range of items allowed in possession by prisoners, a limit should be placed on the volume of personal property allowed in each prisoner's cell. This could be measured by using an appropriately sized box: prisoners are allowed items in their possession up to the limit of what can be easily carried in the box, anything surplus to that being sent or handed out to family etc for storage at home. This then reduces the need to find storage space for property in an already crowded prison, and makes searching of cells much easier.

6.18 [REDACTED] **I recommend that a programme for searching cells for unauthorised items should be introduced.** Besides finding any items which could be used as weapons or to aid escape, it also ensures that the property held by prisoners is suitable and complies with limits on personal items allowed in possession. The programme should ensure that every area to which prisoners have access, including communal areas, is searched on a consistent but irregular basis [REDACTED]
[REDACTED]

Time out of cell

6.19 Prisoners had recently been allowed out of their cells until 19.00 hrs, rather than the 18.00 lockup which had existed previously. I understand the intention had been to provide activities during that period either in the prison or in workshops or classrooms externally.

6.20 Nothing has been put in place to utilise that additional time out of cell, and it was merely used for additional recreational time. This is a missed opportunity, and the time should be utilised either as part of the IEP scheme referred to above, for prisoners on the enhanced level, or for education or offending behaviour work. This is covered in more detail in Section 7.

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7 Work and offending behaviour programmes

Work

7.1 The expansion of activities noted on my 2012 visit has continued and has been expanded thanks largely to the availability of additional staff to source and supervise the work. This now includes clearing rubbish and moving equipment at the museum, gardening or maintenance for elderly or vulnerable people in the community, repainting or varnishing of church or community facilities, clearing rubbish from community sites etc. At present there is a surplus of work.

7.2 This is a sound situation, but care should be taken to ensure that no private companies or individuals benefit from the work carried out by the prison which should actually be paid for. The Social Services department or mental health professionals refer the most vulnerable individuals to the prison so that some support and assistance can be provided, which is appropriate, but private businesses or individuals should not benefit in this way.

Offending behaviour work

7.3 The work carried out with sex offenders through the development of programmes to tackle their individual offending needs is continuing, but does not take place until later in the sentence. The intention is that the work is done in the months prior to release, so that it is most effective in reducing the risk to the public.

7.4 However, more work needs to be carried out whilst prisoners are held in custody to reduce the likelihood of offending after release. At present prisoners are not being prepared for release at all, aside from the sex offender work towards the end of a sentence. Other work to reduce the likelihood of offending can now be developed on the Falkland Islands following the introduction of a trained Probation Officer into the Social Services Department.

understand that the post is funded for at least a year. This provides an ideal opportunity to expand the range of interventions offered to prisoners by someone trained in their delivery.

7.5 I recommend that a range of offending behaviour interventions to prisoners should be developed by Social Services staff. They could be delivered by the Probation Officer, or probation assistants, prison staff or teachers. The Probation Officer would be able to advise, supervise and train staff appropriately to enable them to deliver the programmes. I repeat the recommendation from earlier reports that every prisoner serving a sentence of

suitable length should be considered for a programme aimed at changing their offending behaviour.

7.6 These interventions should include such programmes as anger management, improved thinking skills, financial management, decision making, alcohol abuse etc. They should be targeted at prisoners dependent upon their need following assessments, and could be delivered during the daytime or in the evenings during the period of unlock up to 19.00 hrs referred to in paragraph 6.19 above.

Education

7.7 No educational assessments of prisoners are carried out, and there is not currently any education taking place for prisoners. It has not even been possible to provide any study materials for prisoners to utilise for self-study in their cells or during recreational periods.

7.8 One of the current prisoners told me he has difficulty in reading and writing, yet there has been no assessment of his basic literacy and numeracy skills, and no attempt made to assist him to improve. This is an opportunity missed, as improved skills whilst any prisoner is in prison may aid their chances of finding work after release and reduce the likelihood of reoffending.

7.9 Discussions with education managers highlight the perception that there is no funding available for classes in the prison, and there also may be an additional problem if teachers decide they do not wish to work with sex offenders. I do not accept this latter argument, as it is a Falkland Islands Government (FIG) responsibility to ensure equality of opportunity for all sections of the community, including those who may have offended in whatever way. **But I recommend that basic skills assessments should be carried out on prisoners, and education classes should be arranged where necessary to improve literacy and numeracy skills.**

7.10 If it is necessary for additional funding to be obtained to ensure that this takes place, this should be sought.

7.11 I heard of an Employment Programme, designed to assist those in the community into employment who may have found it difficult to retain work for one reason or another. It may be that this programme is also appropriate for prisoners about to be released, if it could be delivered at an appropriate stage during their sentence.

Resettlement

7.12

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] this does also highlight the need for resettlement planning to take place with prisoners in good time prior to their release. **I recommend that each prisoner's resettlement needs should be formally reviewed at appropriate stages in the sentence.**

7.13 This could be done using one of the forms in [Appendix 4](#) as a starting point, and would ensure that housing, employment and relationships with families are considered so that any problems can be resolved at an appropriate stage prior to release.

7.14 Planning for resettlement should start on a prisoner's first admission into prison, and reviews should take place regularly throughout the sentence to ensure that every aspect of the prisoner's life after release has been considered.

7.15 Resettlement should also be taken to include all of the work done within the prison to prevent prisoners from reoffending, whether that be activities arranged specifically to address offending behaviour, the provision of work, education or training to help obtain employment after release, or programmes such as financial management to help offenders control their lives after release. There is little of this work done at present, but recommendations in this report about staffing and in any decisions to increase the amount of space available for activities, should improve the situation.

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Legislation

8.1 During the early part of 2013, work took place between myself and a barrister appointed by FIG to redraft the legislation applying to the prison. This was completed in June and drafts of the new Prison Ordinance and Prison Regulations were passed to the Attorney General.

8.2 During my visit, I found that the drafts were now to be consulted upon on the Islands. **I recommend that consultation on new prison legislation should take place quickly, so that the legislation can be introduced early in 2014.**

8.3 Included in the draft legislation is a section which would allow the supervision of prisoners following release. At present, all offenders are released automatically two-thirds of the way through the sentence (subject to serving a minimum period of 31 days). There is no statutory supervision of the individual between release into the community and the end of the sentence, and no formal requirement for reporting to a supervising officer or refraining from any actions likely to lead to reoffending. The introduction of supervision after release is an essential element for the protection of the public, and **I recommend that statutory supervision should be introduced for all offenders released prior to the end of their sentence.**

8.4 Now that a Probation Officer post is included in the Social Services complement, this is an ideal opportunity for such an amendment to be made to the legislation as supervision can be carried out by that postholder.

**Visit of Keith Munns, Southern Oceans Prisons Adviser,
to the Falkland Islands**

16 to 23 November 2013

Terms of Reference

- 1. Meet the Governor, Councillors, Chief Executive, Chief of Police and senior police officers, prison staff, Senior Magistrate and Prison Visiting Committee, Attorney General and other appropriate stakeholders on the Islands (including those prisoners willing to be interviewed).**
- 2. Review the progress on implementation of recommendations from previous Prison Adviser reports, especially that of the visit in February 2012.**
- 3. Examine the current operation of the prison and advise on: management strategies, organisational arrangements, working practices, and training, recruitment & retention issues - taking into account FIG's budgetary and other capacity constraints under each.**
- 4. Review with interested parties all aspects of the existing prison legislation and regulations, and the current status of amendment and/or replacement of those documents to ensure the implementation of relevant international and UK human rights initiatives and conventions.**
- 5. Examine all aspects of the care and treatment of prisoners, including security, sentence planning, work and activities, incentives, health and resettlement. Consider the arrangements for meeting the needs of different types and categories of prisoner.**
- 6. Advise on FIG's criminal justice strategies, including the availability and use of alternatives to custodial sentencing, taking account of local capacity and other constraints.**
- 7. Provide OTD and Governor Falklands with a written report (with executive summary and recommendations) within one month of the visit, with a view to the report being shared with Councillors and other relevant FIG decision-makers.**
- 8. Consider with appropriate stakeholders the ability of the Falklands Islands to handle the likely prisoner population of the future. Produce**

within the same timescale, but separately to the main report, a report and recommendations covering the physical, managerial and staffing requirements of the prison in:

1. the medium term (up to 3 years ahead)
2. the longer term (over 3 years)

Note: Item 8 has been reported upon separately, in the report 'Prison Capacity'

Action on Recommendations 2012

High Priority

Recommendation	Update November 2013	Comment
Staffing levels should be increased from the current one member of staff to at least 2 to manage the prison safely (4.10)	Partially completed	Temporary arrangements introduced to ensure 2 staff are on duty for most of the time. See Section 4 .
The practice of unlocking prisoners without direct supervision by a member of staff should cease (4.20)	Not completed	Recommendation repeated
The salary and incremental scales of police officers should be reviewed with the aim of improving recruitment and retention of staff (4.25)	Partially completed	New post of Senior Constable introduced. See Section 4
The prison should be managed by a small group of suitable staff, who should share the responsibilities (4.31)	Partially completed	Currently achieved, but proposals for the future would mean reduced continuity. See Section 4 .

The DES should ensure that supervision of the prison is not neglected at any level of management (4.37)	Partially completed	See Section 4 . Additional recommendation now made to improve management arrangements.
The treatment of sex offenders locally should continue and, if possible, be replicated in other OTs with similar circumstances (7.12)	Completed	
Formal discussions should take place between FCO and MoJ aimed at producing a non-chargeable arrangement for prisoners who need treatment in a UK prison (7.15)	Not completed	No action taken. I shall continue to raise this informally in discussions with MoJ.
More formal links should be created between the Social Services Department and a suitable Probation area in the UK (7.18)	Completed	Probation Officer seconded from the UK currently in post. See Section 7

Every prisoner serving a sentence of suitable length should be considered for a programme aimed at changing his offending behaviour after release (7.22)	Not completed	Not completed, and recommendation repeated in Section 7 .
The changes to prison legislation should anticipate future events as far as possible, and should aim to be introduced during the current financial year (8.10)	Not completed	See Section 8

Medium Priority

The Board of Prison Visitors should seek to employ a workable balance of announced and unannounced visits to the prison (4.40)	Completed	
A double bunk should be obtained so that, if necessary, cell 4 can accommodate 4 prisoners (5.2)	Not completed	No action taken. See separate report on Prison Capacity and Section 5 .
A simple Incentives and Earned Privileges Scheme should be introduced (6.5)	Not completed	No action taken. Recommendation repeated in Section 6 .

Prisoners' pay rates should be adjusted and they should pay for TVs from earnings (6.9)	Not completed	No action taken. Recommendation repeated in Section 6 .
Opportunities for items to be brought in by families should be reduced (6.10)	Not completed	No action taken. Recommendation repeated in Section 6 .
Visits at weekend times should also be available if necessary (6.14)	Not completed	No action taken. Recommendation repeated in Section 6 .
Prisoners' telephone numbers should be approved in advance (6.16)	Completed	
Prisoners should only be able to purchase phone cards from their prison earnings, or from their cash as part of an incentives scheme (6.17)	Not completed	No action taken. See Section 6 .
The practice of receiving telephone calls to prisoners should cease (6.18)	Not completed	Calls have reduced, but are still allowed. Recommendation repeated in Section 6 .
Renewed efforts should be made to provide a choice of meals for prisoners (6.21)	Completed	Choice available for meals over the following week

Discussions should take place to consider the need for, and feasibility of, a secure room at the hospital for use by prisoners (6.25)	Not completed	Arrangements made for clinical staff to visit the prison wherever possible. See Section 6 .
Consideration should be given to the purchase of minor cardiovascular exercise equipment for prisoners (6.31)	Completed	Set of weights available on exercise yard.
The range of documentation used for prisoners should be reviewed and amended (6.33)	Not completed	No action taken. Recommendation repeated in Section 6 .

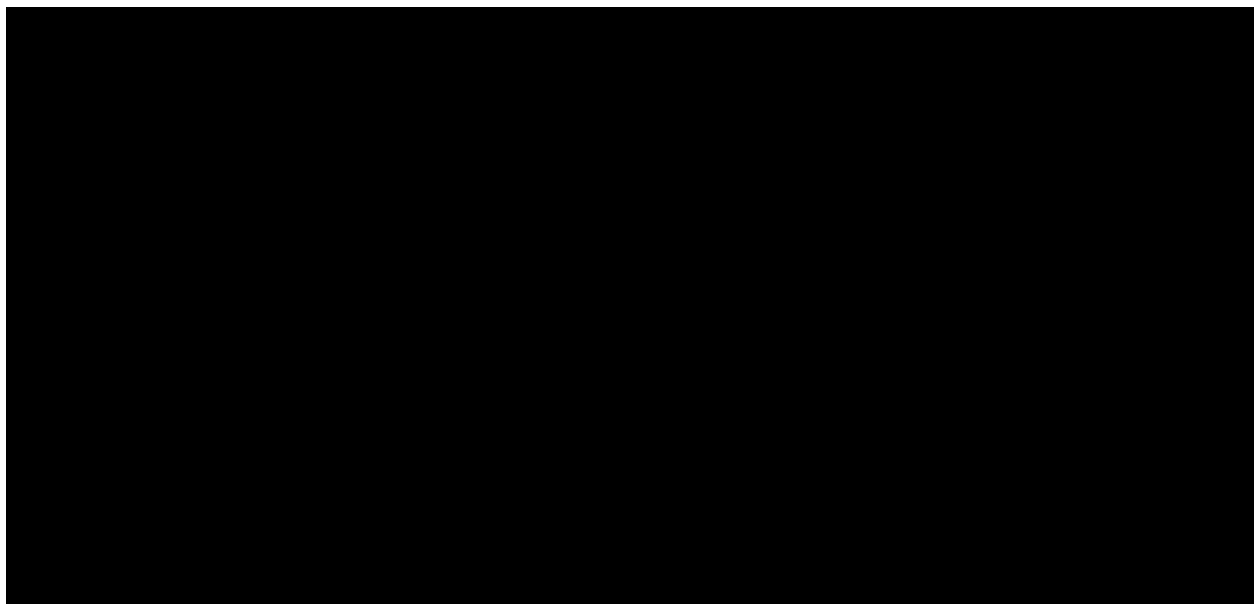
Low Priority

A feasibility study should be carried out to see whether expansion of the prison is possible should it be necessary (5.9)	Not completed	Drawings available from previous design discussions on current prison. See separate report on Prison Capacity.
A review should take place of the sites of alarm points to ensure they are most suitably located (5.18)	Not completed	No action taken

Efforts should be made to provide further training, so that all staff who may work in the prison have an awareness of mental health issues (6.27)	Not completed	No action taken
Property limits should be introduced for prisoners' personal possessions (6.36)	Not completed	No action taken. Recommendation repeated in Section 6 .
Correspondence to specific addresses should not be handled by prisoners as part of their work (7.3)	Not completed	No action taken

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Staffing calculation – current prison and regime



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Appendix 4

Prisoner Documentation

Title	Description	Recommendation
Form PRS 1.	Inmate personal record system	Retain. This form records basic data on prisoner, offence and release dates etc.
Form PRS 2.	Record of events (front page)	Amend to 'Record of Significant Events' and retain. Only to be used for recording significant or unusual events, not routine matters. Number each page as additional ones are used.
Form PRS 3.	Record of events (continuation)	Scrap. Use continuation sheets from Form 2
Form PRS 4.	Prisoners property record	Retain.
Form PRS 5	Categorisation algorithm	Retain when form completed after sentencing.
Form PRS 6.	Medical Treatment	Scrap. Medical treatment is a confidential matter between the prisoner and medical staff. Separate records are held to record the issue of medication.
Form PRS 7.	Medical treatment (continuation)	Scrap.
Form PRS 8.	Warning Markers	Scrap. Some of the expected comments on this form are medical (see above) others should be recorded under 'significant events' (Form 2)

Form PRS 9.	Rehabilitation programme	Amend, rename and retain. Some of the expected comments are overly aspirational. The form could usefully record what the prisoner considers necessary to assist his resettlement (education, training etc), what staff consider necessary, and what actually takes place
Form PRS 10	Prisoner request form	Scrap.
Form PRS 11	Prisoner Purchase Order	Scrap. Separate records should be held of goods ordered each week, but do not need to be held in the prisoner's record.
Form PRS 12.	Discharge certificate	Amend and retain. It is not appropriate to record that the prisoner has no outstanding complaints. He may have, or he may wish to make a complaint after discharge: this section serves no purpose.
Form PRS 13	Prisoner's Briefing	Scrap, and replace with a redesigned 'Induction Booklet'.
Form PRS 14.	Report of Injury to inmate	Retain.
Form PRS 15.	Complaint by Inmate	Amend and retain
	Terms of Reference for Board of Prison Visitors	Scrap. This is not appropriate to be held in a prisoner's record, and should be publicised elsewhere.

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**Examples of elements of an
Incentives & Earned Privileges Scheme
(Convicted prisoners)**

Facility available	Basic level	Standard level	Enhanced level
Clothing	Prison uniform	Own clothes	Own clothes
Time out of cell	Lock up at 17.00 hrs	Lock up at 19.00 hrs	Lock up at 19.00 hrs
Private cash expenditure limit (per week)	£3.00	£10.00	£15.00
Games consoles allowed in cell	No	No	One console + 5 games
Maximum prison pay (weekly)	£7.00	£8.00	£10.00
Visits	1 per week	1 per week	2 per week
In-cell television	No	Yes	Yes