

States of Jersey Prison Service



# ANNUAL REPORT

2020 - 2023

Presented to

**Mary Le Hegarat**

Minister for Justice  
and Home Affairs

R.144/2024



According to Prison (Jersey) Law 1957, revised in 2018 (23.775),

- (1) The Minister shall each year, present to the States a report on the prison for the preceding calendar year.<sup>[23]</sup>
- (2) The report shall contain –
  - (a) a statement of the accommodation at the prison and the daily average and highest number of prisoners confined therein;
  - (b) particulars of the work done by prisoners in the prison;
  - (c) a statement of the punishments inflicted in the prison and of the offences for which they were inflicted.<sup>[24]</sup>

By exception, this report covers three years; 2021-2023.



## Contents

1. Our Purpose .....	1
2. Introduction .....	3
3. Progress summary .....	4
4. Prison infrastructure.....	6
4.1 Prisoner accommodation.....	6
4.2 Development and redevelopment plan .....	7
5. Prison population .....	8
5.1 Average daily population.....	8
5.2. Maximum daily population .....	9
6. Prisoner receptions .....	10
6.1. Receptions per year: 20-year trend.....	10
6.2. Receptions by country of origin, 2020-2023 .....	11
7. Adjudications.....	12
Conclusion.....	14



# 1. Our Purpose

La Moye prison houses an average of 140 prisoners each day and can provide accommodation for up to 200 prisoners.

The prison can accommodate all types of crime, security category, age and gender of prisoner and provides a safe and secure environment for all who live and work there.

At the beginning of this reporting period, the establishment's purpose was defined as:

*'The purpose of the States of Jersey Prison Service (SoJPS) is to contribute to the Government's vision for Jersey to be a place to live, work and visit, where people are safe and feel safe, which is free from discrimination and where rights and differences are respected.'*

*'This is done by working to rehabilitate offenders and reduce reoffending, helping prisoners to be job ready, community ready and personally ready for reintegration to the community on release, while focusing on the well-being and training of the workforce.'*

In April 2022, the Governor led a group of prison officers, union officials and probation officers to Norway to visit Bergen prison and learn from one of the most successful countries in the world, around rehabilitation. On return from this trip, the prison reviewed its purpose and published its new mission statement, ensuring that it moved away from a model of incarceration to a model of safe custody, rehabilitation, and resettlement.



## Mission Statement

'Releasing Better Neighbours' by:

- Supporting justice and the safety of the Island by keeping in custody those committed by the Courts
- Providing an evidence-based rehabilitative environment to ensure that prisoners can lead useful lives in custody and on release

## Our Aims

- Provide a safe, decent, secure, and healthy environment for all who live and work in SOJPS (States of Jersey Prison Service)
- Provide a rehabilitative ethos for prisoners to address all 7 pathways to reduce risk of reoffending that is fully integrated with Probation and aftercare services
- Work across Government and other jurisdictions to make best use of expertise and economies of scale
- Achieve consistently good outcomes in accordance with HMIP (His Majesty's Inspectorate of Prisons) expectations
- Make efficient use of resources, evidence, and data to achieve outcomes for offenders
- Embrace technology and be innovative in developing the service to be the most effective in the world, whilst continuing to celebrate Jersey culture and traditions
- Promote diversity and inclusion, empowering and developing our people at all levels within the organisation to fulfil their potential and succession plan for the future

## Our Values

- Be open, transparent, and accountable for what we do
- Be service orientated and seek to work in the public interest at all times



## 2. Introduction

This report covers the last three full calendar years (2021, 2022 and 2023), providing an overview of the performance of the prison in this time and responding to the aspects outlined in Jersey Prison Law.

The report published at the end of 2020 referred to a period of considerable change in leadership, which settled down with the arrival of a new prison Governor in April 2021, Susie Richardson. Susie has provided strong leadership for the duration of this reporting period, developing the people and the culture of the prison with a focus on providing greater openness and transparency both within the prison and in the community.

Under her leadership, significant work has gone into recruitment, retention, and development of staff; a new operating model was developed to get clear lines of accountability in the senior leadership team and to create responsibility and accountability in the middle manager tier. There has been substantial investment in developing the people working in the prison, with an overhaul of the promotion process, management development away days at all levels, and a real focus on personal officer work.

A significant shift in the prison has been in response to independent reviews around offender management, and the prison has firmly implemented the principles of The 7 Pathways to reduce reoffending, using this as a framework to engage many other Government departments and voluntary sector agencies to get better outcomes for prisoners, as well as achieving greater efficiency, making a £500,000 reoccurring budget saving in 2022, whilst continuing to improve outcomes for prisoners.

HMP La Moye continues to be the only prison in Jersey; it is a small but complex prison serving the island's Magistrates and Royal Court, holding male, female, remand, and sentenced prisoners of all security categories (and juveniles on a case-by-case basis) and dealing with repatriation and deportation cases, although these have been significantly reduced over the reporting period due to capacity challenges in UK prisons.



### 3. Progress summary

*An overview of work done by prisoners and developments across the reporting period.*

#### 2021

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- Significant turnover in leadership with no prison Governor at the start of the year and the Deputy Governor retiring in March. A new prison Governor, Susie Richardson, with a background in Forensic Psychology, rehabilitation, and significant operational prison leadership, was appointed and took up post in April 2021
- Managing remaining Covid restrictions and begin to rebuild regime and reducing reoffending opportunities for prisoners
- Introduction of the annual celebration of Prisons Week
- Introduction of monthly full staff meetings, communication strategy for staff and prisoners, and performance recognition for our people
- Launched The 7 Pathways across Government departments, criminal justice system and voluntary sector to find commonality, skills, resilience, and efficiency
- Developed our relationship with His Majesty's Prison and Probation Service (HMPPS - prisons in England and Wales) to access training and build operational resilience
- Began building relationships with Probation services, Government departments, the third sector, and corporations to find commonality
- Achieved clarity of management structure and project team to move to it
- A joint visit from key individuals in Prison and Probation Services to Bergen prison and probation in Norway, to examine best practice of rehabilitation

#### 2022

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- Senior managers transitioned to our new operating model with clear lines of accountability
- Collective prison council established with representatives from all wings
- Prisoners begin work as orderlies in a range of areas in the prison, female prisoner employed as an engineer on release
- Opening of bike workshop and accreditation for engineers
- Visit of Dame Anne Owers for assurance oversight and development of Jersey Independent Prison Monitoring Board (IPMB - independent monitoring arrangements)
- Developed understanding of His Majesty's Inspectorate of Prisons (HMIP) expectations and plans to address recommendations and repeat recommendations from previous inspection
- Invested in Leadership training and focus on good line management and staff development
- Developed open and transparent promotion process for staff
- Set up the education and employment pathway and joint working with Highlands
- Developed processes and skills around workforce planning and attendance management



- Undertook work in developing our awareness, commitment and outcomes in Diversity, Inclusion, Equity and flexible working for staff and prisoners and as part of a wider contribution to the Department of Justice and Home Affairs 'Shoulder to Shoulder' staff network
- Initiated a program of understanding and developing skills to create a 'Rehabilitation Culture,' including learning from local drug rehabilitation charity, 'Silkworth Lodge'
- Embedded £500,000 saving in annual budget
- Began a review of the healthcare model to ensure alignment with health and safe health governance

## 2023

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- Introduction of social media for transparency and improved communication
- Internal HMIP audit
- All 7 Pathways functioning with named leads, subcommittee meetings and prisoner representatives in place
- First Barista course run and celebrated in prison council
- Opening of barbering workshop and first course complete - first prisoner appointed as a barber
- Visit and training by Professor Fergus McNeil to further develop rehabilitation culture
- Introduction of Jèrriais course for prisoners
- Achieved full staffing levels for first time since pre-pandemic
- Made the most considerable progress of any Government department on the 'Best Companies - Be Heard Survey.'
- Visit from Dame Anne Owers to develop independent monitoring in the prison and learn from her reflections as Chief Inspector of Prisons
- Opening of state-of-the-art administration building and gate lodge, renaming of residential units from alpha-numeric to house block names of local war heroes, as researched by prisoners
- Full review of healthcare model by Department of Health and report with recommendations published
- A remodel of the remaining prison development work was completed with the prison architect and presented ready for inclusion in future Government plans





## 4. Prison infrastructure

*Overview of existing accommodation at the prison and planned program of redevelopment*

### 4.1 Prisoner accommodation

Prisoners at HMP La Moye are accommodated in four main wings (Hocquard wing, Women; Journeaux wing, Vulnerable Prisoners; Kendall wing, general population, and Laugeard wing, enhanced prisoners) as well as a separate segregation unit (CSU) and step-up unit, which are opened when required.

All cells on main residential wings have in-cell sanitation, access to a kettle, telephones, TV, and access to information technology. Cells on H wing have in-cell showers.

In 2020, stair lifts were installed in H wing, the gym, and the building accommodating our library and chapel to improve access to prison facilities for disabled prisoners. In addition, platform lifts were installed on J, K and L wings.

#### Hocquard (H) Wing: Women

Operational capacity for 20 prisoners (in 2 double 16 single cells) including two safer cells.

##### **H1 Prerelease Unit**

Operational capacity for 8 prisoners in single cell occupancy.

##### **H2 Care and Separation Unit**

Operational capacity for 4 prisoners in single cell occupancy.

#### Journeaux (J) Wing: Vulnerable Prisoner Unit

Operational capacity for 61 prisoners (in 20 double and 21 single cells) and includes two safer cells.

The unit has gone through a cell fabric upgrade project, replacing, and fitting new cell furniture and toilet enclosures. In-cell lighting was also upgraded. The refurbishment project was completed in 2022.

#### Kendall (K) Wing: General Population

Operational capacity for 58 prisoners (in 12 double and 34 single cells), includes three safer cells and an accessible cell for physically disabled prisoners.



### Laugeard (L) Wing: Enhanced Regime Unit (adult males)

Operational capacity for 86 prisoners (in 27 double and 33 single cells) which includes three safer cells and two accessible cells for physically disabled prisoners.

All prisoners on L wing are on an 'Enhanced regime' due to their positive conduct in custody.

The prison also concentrated on modernising and converting existing buildings to improve the availability of education and employment. As a part of this project the bike workshop, barbering salon, prison committee room, and dedicated facility to deliver the Thinking Skills Programme were created.

## 4.2 Development and redevelopment plan

The prison has a long-term development plan which includes the demolition of several original buildings which have been vacated due to concerns that they are no longer safe or fit for purpose, and which date back to the early 1970s. An updated business plan was submitted in 2019, forming part of the Government's existing modernisation plan and includes the provision of facilities to support an improved focus on reducing reoffending.

A further review was completed in 2024 to include changes to Care and Separation Unit, Step-Up Unit, replacement of the perimeter fence, and demolition of old buildings. Below are the development phases following the most recent review:

### **Phase 6**

(New Gate Lodge) – £8.3m investment in SoJPS in 2019. Commenced enabling works in Jan 2020. Main contract Commenced 29.06.20. Completed in Q3 2022.

### **Phase 6B**

(Demo A, B & C Wings) - £1.8m investment in 2020/21. Project tendered. Completed in Q1 2024.

### **Phase 7**

Care and Separation and step-up unit and demolition of E Wing. Commencement date not confirmed. Duration 12 to 18 Months. Estimated costs £7,954,947.

### **Phase 8**

New Education and Workshops. Demolition G wing, RSMU, vacated workshops and isolated portacabin education units. Commencement date to be confirmed. Duration 16 to 24 Months. Estimated costs £18,467,417.

### **Phase 9**

New Healthcare. Demolition of old Healthcare and old staff building. Commencement date to be confirmed. Duration 12 to 18 Months. Estimated cost £4,583,944.

### **Phase 10**

Replacement of perimeter security outer fence with a wall and inner fences. Commencement date to be confirmed. Estimated costs to be confirmed depending on the chosen option.



## 5. Prison population

Average and maximum number of prisoners held at the facility daily

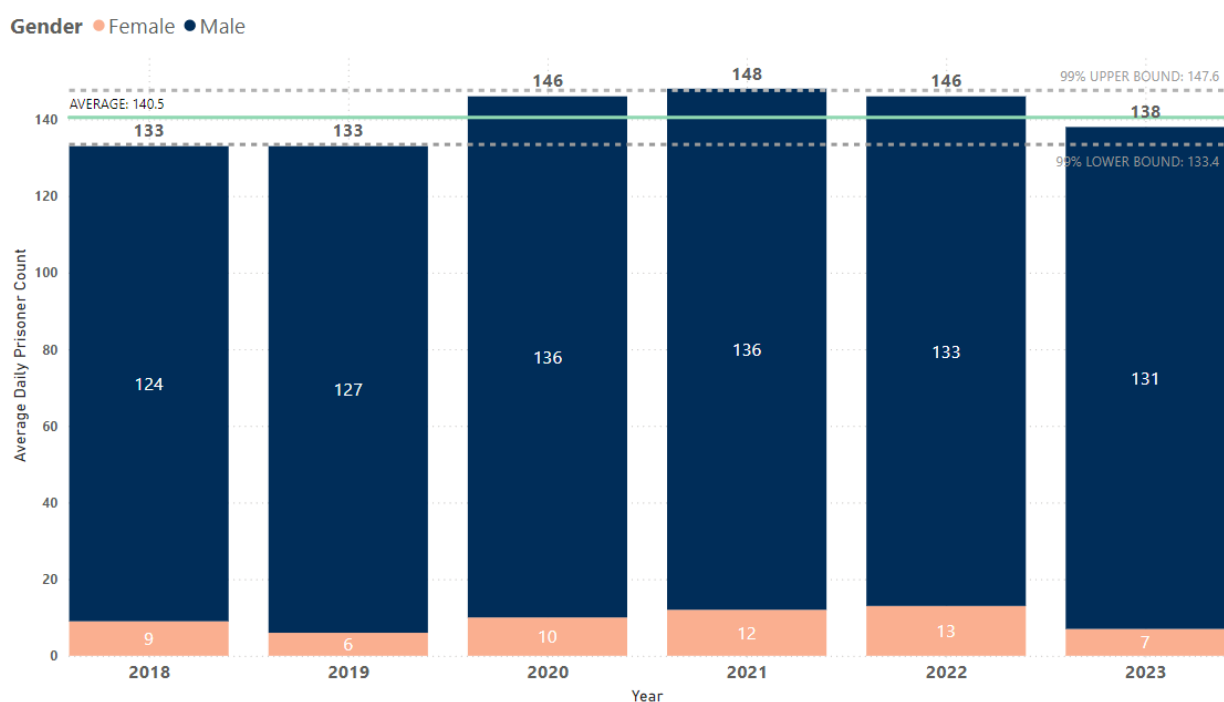
### 5.1 Average daily population

In the period 2021-2023, the three-year average daily prison population increased 4.6% versus 2018-2020. However, no statistically significant upward or downward trend is observed.

The average daily population peaked in 2021 at 148, higher than the 6 year average of 140.5, but returned to within normal range for 2022 and 2023.

The average daily population of male prisoners increased by 3.4% from 129 to 133 in this reporting period, while the average daily population of female prisoners increased 27% from 8.3 to 10.6 per day, impacted by a higher than average number of average daily female prisoners in custody in 2022.

**Figure 1: Average daily population by gender, 2018-2023**



Total Population: N = 6, Mean,  $\bar{x}$  = 140.5,  $s\bar{x}$  = 2.742, SD confidence level 99%  $2.576s\bar{x}$  =  $140.5 \pm 7.063$ ,  $R^2$  = 0.2514  
Male Population: N = 6, Mean,  $\bar{x}$  = 131.1667,  $s\bar{x}$  = 1.990, SD confidence level 99%  $2.576s\bar{x}$  =  $131.1667 \pm 5.127$ ,  $R^2$  = 0.3377  
Female Population: N = 6, Mean,  $\bar{x}$  = 9.5,  $s\bar{x}$  = 1.118, SD confidence level 99%  $2.576s\bar{x}$  =  $9.5 \pm 2.88$ ,  $R^2$  = 0.0644



## 5.2. Maximum daily population

The maximum number of prisoners that can be accommodated daily is 200. 2023 recorded the highest number of total daily prisoners at 162, equating to 81% capacity. The maximum number of prisoners recorded in the previous period was 155 in 2020, equating to 77.5% capacity.

Table 1: Average and maximum daily population by gender, 2021-2023

	2021			2022			2023		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Average	136	12	148	133	13	145	131	7	138
Highest	144	14	155	145	15	157	153	11	162



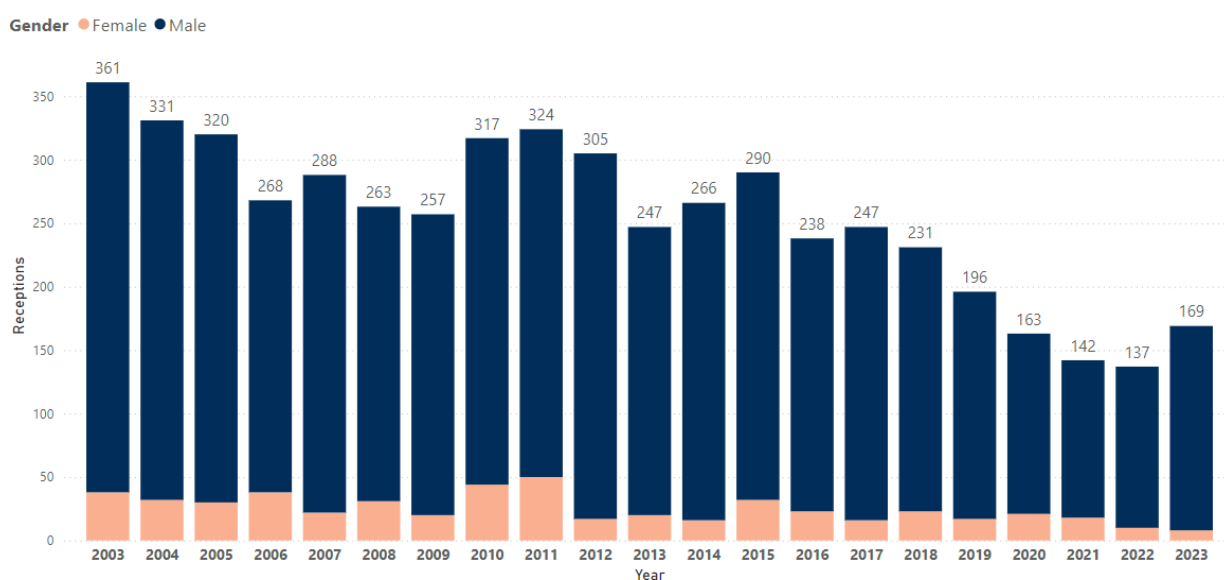
## 6. Prisoner receptions

### 6.1. Receptions per year: 20-year trend

Receptions (new custodies) between 2003-2023 evidence a moderate downward trend over time, notably for male prisoners. There is insufficient evidence of a downward trend for female annual receptions.

This trend should be considered with caution and additional consideration should be given to the number of average daily prisoners, prisoners convicted versus on remand, average sentence length, and types and severity of crime.

Figure 2: Annual prisoner receptions by gender, 2003-2023



All Genders: N = 20, Mean,  $\bar{x}$  = 255,  $R^2$  = 0.7583, Male: N = 20, Mean,  $\bar{x}$  = 230,  $R^2$  = 0.7318, Female: N = 20, Mean,  $\bar{x}$  = 25,  $R^2$  = 0.4339



## 6.2. Receptions by country of origin, 2020-2023

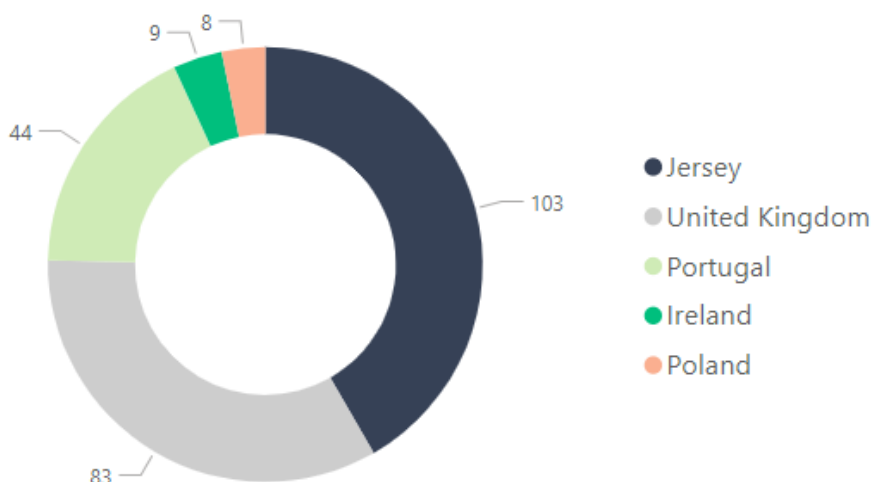
Jersey continues to be the top country of origin for most new receptions, followed closely by the UK, which when combined account for 69% of receptions.

From 2020-2023 of the 61% of receptions where country of origin is known, 38% of prisoners originated from Jersey, 31% from the United Kingdom, 16% from Portugal, 3% from Ireland and 3% from Poland. No significant changes in prisoner country of origin have been observed against the previous period of 2018-2020.

For receptions of male prisoners for whom 60% of country of origin is known, 38% originated from Jersey, 30% from the United Kingdom, 18% from Portugal, 3% from Ireland and 3% from Poland.

For receptions of female prisoners for whom 77% of country of origin is known, 22% originated from Jersey, 22% from the United Kingdom, 21% from Portugal and 6% from Ireland.

**Figure 3: Top 5 countries of origin for new receptions, where origin is known, 2021-2023**





## 7. Adjudications

*Disciplinary charges laid against prisoners (adjudications) and awards received*

Between 2021-2023, the number of charges laid against prisoners for breaking prison rules has remained steady, averaging 357 adjudications per year.

A small number of prisoners accounted for a disproportionate number of breaches of prison rules over the reporting period, with 10 individuals accountable for 35% of all adjudications.

Against the previous period, 2018-2020, increases are observed in adjudications involving 'Threatening, abusive or insulting words or behaviour' (+78%) and 'Disobeys or fails to comply with any rule or direction (+110%).

Notably, the number of charges for 'Possession of an unauthorised article or substance,' previously the top adjudication offence between 2018-2020, have fallen -57% against the previous period from 203 to 87 adjudications.

Between 2021-2023, no adjudications occurred for 'Failure to return to prison after being temporarily released,' down from four in the previous period.

Less than 2% of all adjudication offences were referred to the police, with referrals occurring only in cases where charges met a criminal threshold across four main categories; 'assault', 'damage or destruction of property (including fire)', 'unauthorised possession of a substance or article', and 'inciting, assisting or attempting to commit breaches.'



**Table 2: A summary of disciplinary charges laid against prisoners (adjudications) and awards received, in order of prevalence**

	Charging Outcome									Punishments Awarded					
	Charges Laid			Dismissed / Cautioned			Referred to the Police			Loss of Privileges			Cellular Confinement		
Adjudication Offence	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023
Threatening, abusive or insulting words or behaviour	65	92	85	13	13	17	0	0	0	48	66	59	1	11	6
Disobeys or fails to comply with any rule or direction	64	68	51	27	27	10	0	0	0	33	37	41	0	4	0
Destroys or damages any part of the prison or any property	58	36	37	15	7	6	3	1	0	33	24	27	8	4	6
Possession of an unauthorized article or substance	41	19	27	12	7	8	0	0	0	29	12	17	0	0	2
Disobeys any lawful order	20	28	37	9	5	2	0	0	0	9	14	28	1	8	7
Endangers the health or safety of others	27	18	29	11	4	6	0	0	1	13	10	13	3	2	7
Assault	23	25	19	2	1	1	2	1	3	7	6	6	6	10	6
Fighting	12	16	18	1	1	3	0	0	2	10	12	11	1	0	2
Failure or refusal to work	6	13	12	5	8	9	0	0	0	1	4	3	0	0	0
Obstructing an officer or member of staff	4	14	5	0	2	0	0	0	0	4	7	6	0	5	0
Possession of an article or substance outside of designated use zone	4	7	9	2	1	4	0	2	0	2	3	4	0	1	0
Absent from a required area or present in an unauthorized area	5	6	5	4	5	2	0	0	0	1	1	3	0	0	0
Disrespectful to an officer or member of staff	4	6	1	3	5	1	0	0	0	0	1	0	0	0	0
Receives any unauthorized article during a visit	2	3	2	0	0	0	0	0	0	2	0	0	0	3	1
Consumes, injects, or ingests any unauthorized substance	2	1	4	0	0	0	0	0	0	2	1	4	0	0	0
Commits any indecent or obscene act	3	3	1	1	0	1	0	0	0	0	1	0	2	1	0
Inciting, assisting or attempting to commit breaches	1	0	6	0	0	1	0	0	2	0	0	2	0	0	2
Intentionally or recklessly sets fire to any part of the prison or any property	1	2	3	1	0	0	0	0	1	0	0	0	0	2	2
Defacing the prison, or any other property, with racist material	4	0	2	0	0	0	0	0	0	3	0	2	1	0	0
Takes improperly any article belonging to another or to the prison	0	2	3	0	1	0	0	0	0	0	1	3	0	0	0
Receives any controlled drug during a visit	0	1	2	0	0	0	0	0	0	0	1	1	0	0	1
Refusing to open mouth for a visual examination	2	1	0	0	1	0	0	0	0	2	0	0	0	0	0
Sale or delivery of an article intended for the prisoner's own use	0	1	1	0	2	2	0	0	0	0	0	0	0	0	0
Racially aggravated assault	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0
Sale or delivery of an unauthorized article	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0
Inhales any unauthorized substance	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>349</b>	<b>363</b>	<b>360</b>	<b>107</b>	<b>90</b>	<b>73</b>	<b>5</b>	<b>4</b>	<b>9</b>	<b>199</b>	<b>201</b>	<b>231</b>	<b>23</b>	<b>52</b>	<b>42</b>





## Conclusion

As a standalone prison on a self-governing island, La Moye Prison has been able to be dynamic and responsive to change, progressing from a very traditional prison; reported in the 2013 and 2017 HMIP inspections as being overly restrictive and institutionalising, to a prison that is enabling and rehabilitative, whilst still taking discipline and security seriously as the most important fundamentals in the operation of a safe, decent and secure prison. This journey was massively bolstered by the visit to Norway in 2022.

The summary of achievements in Section 3 showcase just the highlights achieved, driven by the incredible amount of work that has gone into taking a prison that had, in many ways, been stuck in a culture and practice of prisons that reflected the last century, to one that now learns and adapts based on the data, evidence and practice of other jurisdictions and experts in the field.

So much has been gained in this time by working in a joined-up way with other key partner organisations in Jersey including the Probation and After Care Service, Drug and Alcohol team, Children's Commissioner's office, Customer and Local Services, Highlands College, and Health and Community Services. This collaborative approach has made practice more informed, more effective, and safer for all involved.

There remains much to be done, but a continued focus on working in a joined-up way, with Island experts as well as prisons and academics in other jurisdictions, means that Jersey can continue to develop towards having one of the most decent, rehabilitative, and effective prisons in the world. We look forward to being part of a wider data project on the Island, ensuring that we have the data, analytics and insight needed to refine our practices and inform improvements.

The prison continues to focus on preparations for the HMIP inspection scheduled for November 2024 and to ensure that all practice and process aligns with the 'expectations' of this independent body.