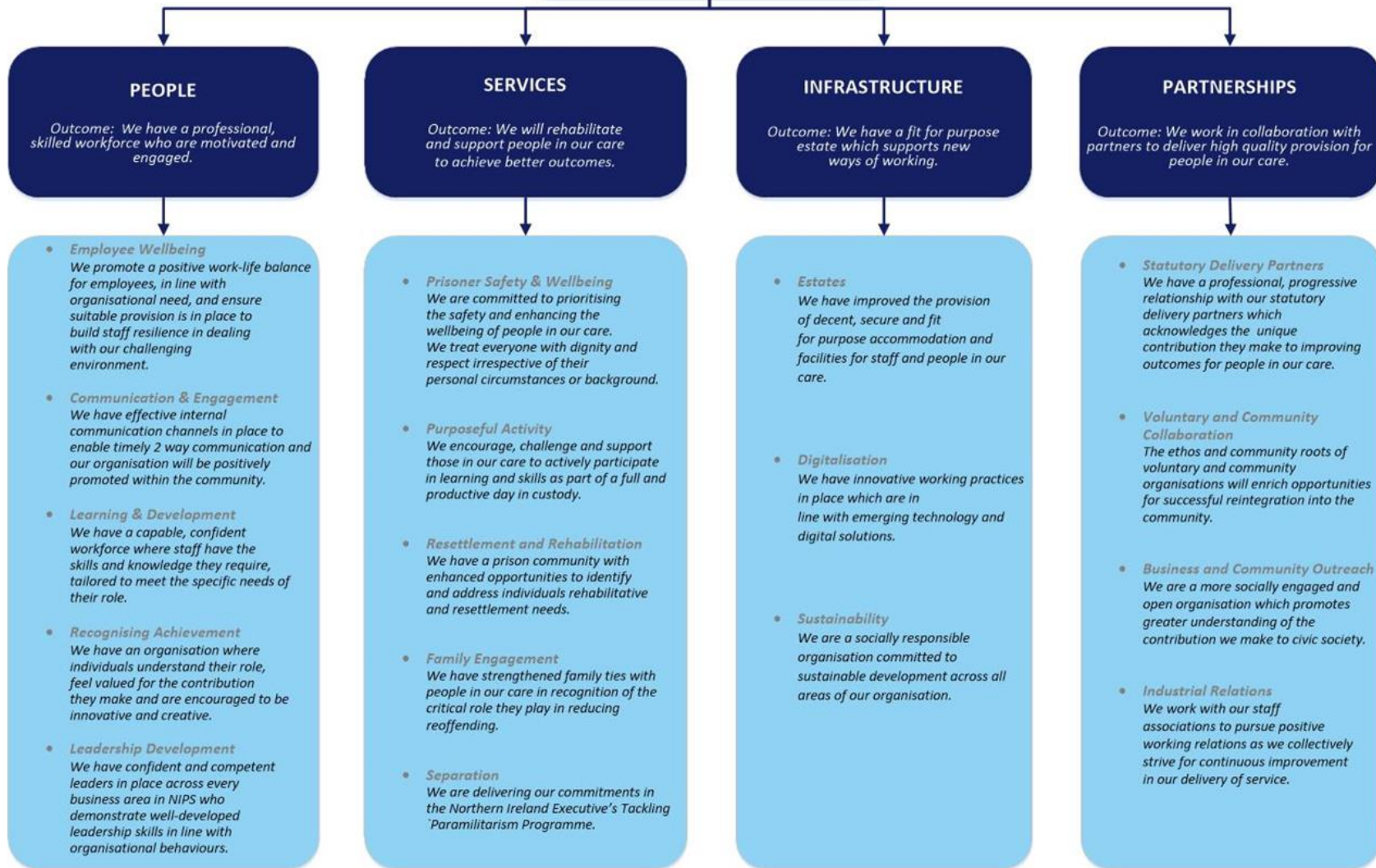


PRISONS 2020

DELIVERY PLAN (YEAR 2)

PRISONS 2020

Outcome: We have a modern, progressive Northern Ireland Prison Service where we make the community safer by supporting and challenging people to change.



PRISONS 2020 DELIVERY PLAN

YEAR TWO (2019/20)

Key Area

What will we do?

Who will deliver?

PEOPLE

<p>Employee Wellbeing</p> <p><i>“We promote a positive work-life balance for employees, in line with organisational need, and ensure suitable provision is in place to build staff resilience in dealing with our challenging environment.”</i></p>	<ul style="list-style-type: none"> Establish the PrisonsWell champion forum with quarterly meetings to discuss progress and share best practice and develop an annual events planner. 	<p>Lead: Head of Strategy & Governance; Head of Continuous Improvement</p>
	<ul style="list-style-type: none"> Develop a 2019/20 wellbeing framework to enable governor teams and senior management to select provision to support their teams. 	<p>Lead: Head of Strategy & Governance; Head of Continuous Improvement</p>
	<ul style="list-style-type: none"> Improve staff resilience through a range of interventions: <ul style="list-style-type: none"> Design and rollout resilience training to priority staff groups; Include mental health for managers in the Senior Officer programme and as a module of LEAD; Scope the potential for a Critical Incident Response Package for NIPS staff; Investigate the feasibility of providing NIPS- specific staff wellbeing projects. 	<p>Lead: Head of Strategy & Governance; Head of Continuous Improvement; Head of PSC</p>
	<ul style="list-style-type: none"> Rationalised shift patterns will be developed and piloted in Davis House. A wider review of shift patterns for all other locations will commence in March 2020. 	<p>Lead: Director of Prisons; Governors in Charge</p>
<p>Communication and Engagement</p> <p><i>“We have effective internal communications channels in place to enable timely two-way communication and our organisation will be positively promoted in the community.”</i></p>	<ul style="list-style-type: none"> Improve internal engagement through: <ul style="list-style-type: none"> Maximising the use of the NIPS intranet site; Publishing a monthly DG blog ; Developing and implementing a senior management visible leadership programme; Conduct business area based focus groups. 	<p>Lead: Head of Strategy & Governance; Head of Continuous Improvement</p>
	<ul style="list-style-type: none"> Deliver the Davis House communications project. 	<p>Lead: Head of Strategy & Governance; Maghaberry Governor in Charge</p>
<p>Learning and Development</p> <p><i>“We have a capable, confident workforce where staff have the skills and knowledge they require, tailored to meet the specific needs of their role.”</i></p>	<ul style="list-style-type: none"> Improve the provision of learning & development in NIPS through the implementation of the recommendations from the 2019 L&D review of learning and development including: <ul style="list-style-type: none"> Recruitment of a Learning & Development change manager to lead delivery of the L&D recommendations. 	<p>Lead: Director of Prisons; Head of Strategy & Governance</p>
	<ul style="list-style-type: none"> Continue to deliver high quality training interventions to equip NIPS staff with skills and knowledge required, including: <ul style="list-style-type: none"> Recruit training; Mandatory operational training; Handling litigation related correspondence and actions (i.e. pre-action protocol 	<p>Lead: Deputy Director (Policy, Legislation & Estates) of Prisons; Head of PSC</p>

Key Area	What will we do?	Who will deliver?
	letters, judicial reviews).	
<p>Recognising Achievement</p> <p><i>“We have an organisation where individuals understand their role, feel valued for the contribution they make and are encouraged to be innovative and creative.”</i></p>	<ul style="list-style-type: none"> • Host medal ceremonies to recognise long service of staff as required. • Embed the use of the performance management system through a range of training interventions. • Continue to increase the volume of NIPS nominations for the DOJ VOPA, NICS and Butler Trust awards and honours rounds. • Enhance the use of Director General and Governor Commendations. 	<p>Lead: Head of Strategy & Governance;</p> <p>Lead: Head of Strategy & Governance</p> <p>Lead: Head of Strategy & Governance; Head of Continuous Improvement</p> <p>Lead: Head of Strategy & Governance;</p>
<p>Leadership Development</p> <p><i>“We have confident and competent leaders in place across every business area in NIPS who demonstrate well-developed leadership skills in line with organisational behaviours.”</i></p>	<ul style="list-style-type: none"> • Continue to embed the LEAD leadership programme by: <ul style="list-style-type: none"> ✚ Developing year 2 of the LEAD governor programme encompassing mandatory units and a menu of optional development opportunities; ✚ Designing and delivering a mandatory management and leadership programme for senior officers; ✚ Facilitating quarterly LEAD governor forum events; ✚ Establishing an annual conference for management grades across the organisation. • Deliver the Future Leaders (FL) management development programme: <ul style="list-style-type: none"> ✚ Deliver a one week induction programme; ✚ Design and deliver a programme of learning and development for FL scheme participants; ✚ Implement the formal programme management of the scheme including posting rotation, performance management and support and guidance. 	<p>Lead: Head of Strategy & Governance; Head of Continuous Improvement; Head of PSC</p> <p>Lead: Head of Strategy & Governance; Head of Continuous Improvement</p>
SERVICES		
<p>Prisoner Safety and Wellbeing</p>	<ul style="list-style-type: none"> • Supporting “at risk” people in our care by: <ul style="list-style-type: none"> ✚ Assisting business areas to embed SPAR Evolution, supporting people at risk from suicide and serious self-harm; ✚ Working collaboratively with SEHSCT to embrace and embed the “towards zero 	<p>Lead: Director of Prisons; Head of Prisoner Wellbeing</p>









Key Area	What will we do?	Who will deliver?
<p><i>“We are committed to prioritising the safety and enhancing the wellbeing of people in our care. We treat everyone with dignity and respect irrespective of their personal circumstances or background.”</i></p>	<p>suicide” approach across all business areas;</p> <ul style="list-style-type: none"> ✚ Deliver joint learning and networking sessions on Project Echo across the year; ✚ Supporting RQIA to deliver the Review of Vulnerable People and work collaboratively with SEHSCT to implement recommendations (March 2020). 	
	<ul style="list-style-type: none"> • Support people to improve their mental health by: <ul style="list-style-type: none"> ✚ Exploring the concept of trauma informed practice and how it can be embedded in Safer Custody practice; ✚ Delivering a person-centred approach to address anti-social behaviour, including a toolkit for staff; ✚ Piloting an older persons day centre in Maghaberry ✚ Introducing a harm reduction landing at Magilligan ✚ Introducing a wellness Hub at Hydebank Wood ✚ Addition of a female support officer in Ash House, Hydebank 	<p>Lead: Director of Prisons; Head of Prisoner Wellbeing; Governors in Charge</p>
	<ul style="list-style-type: none"> • Proactively tackling drugs in prison by: <ul style="list-style-type: none"> ✚ Completing a review of the current NIPS arrangements for drug testing prisoners; ✚ Implement a Drugs Recovery Unit at Maghaberry. 	<p>Lead: Director of Prisons; Deputy Director of Security and Operations; Governors in Charge</p>
	<ul style="list-style-type: none"> • Safety of Prisoners Thematic Inspection: <ul style="list-style-type: none"> ✚ Provide Factual Accuracy Response (June 2019) ✚ Deliver plan to implement recommendations 	<p>Lead: Director of Prisons; Head of Prisoner Wellbeing</p>
	<ul style="list-style-type: none"> • Addictions: <ul style="list-style-type: none"> ✚ Work in collaboration with SEHSCT to review the Joint Management of Substance Misuse within Custody Strategy to ensure it reflects harm reduction and demand reduction; ✚ Transition to smoke free prison establishments by September 2020. 	<p>Lead: Director of Prisons; Head of Prisoner Wellbeing</p>
	<ul style="list-style-type: none"> • <i>Improving Health Within Criminal Justice</i> - work with Health colleagues to deliver actions relevant to NIPS (March 2020). 	<p>Lead: Director of Prisons; Head of Prisoner Wellbeing</p>


Key Area	What will we do?	Who will deliver?
<p>Purposeful Activity</p> <p><i>“We encourage, challenge and support those in our care to actively participate in learning and skills as part of a full and productive day in custody.”</i></p>	<ul style="list-style-type: none"> • Governance: <ul style="list-style-type: none"> ✚ Define the scope of purposeful activity and establish a baseline at each establishment; ✚ Improve the engagement of people in our care with out of cell, purposeful activities including access to learning & skills, vocational training and offender reduction programmes. 	<p>Lead: Director of Prisons; Director of Rehabilitation</p>
	<ul style="list-style-type: none"> • Learning & Skills: <ul style="list-style-type: none"> ✚ Complete the Review of the Learning & Skills curriculum at all three establishments in collaboration with providers in order to meet individual need and reflect labour market requirement. ✚ Develop and implement a project with Belfast Metropolitan College and Queen’s University Belfast in relation to a “Learning Together” course for people in our care and university students. 	<p>Lead: Director of Rehabilitation</p>
<p>Resettlement and Rehabilitation</p> <p><i>“We have a prison community with enhanced opportunities to identify and address individuals rehabilitative and resettlement needs.”</i></p>	<ul style="list-style-type: none"> • NIPS will become a Trauma Informed Organisation to improve the outcomes for people in our care through: <ul style="list-style-type: none"> ✚ Introducing TIP into NIPS strategies and policies ✚ Provision of ACE training for targeted groups of staff 	<p>Lead: Director of Rehabilitation</p>
	<ul style="list-style-type: none"> • Deliver the recommendations of the CJINI report into resettlement including: <ul style="list-style-type: none"> ✚ Develop a new model of intervention with short term and remand prisoners; ✚ Implement a new Prisoner Development model; ✚ Deliver digital solutions within the Prisoner Development Model to promote sharing of information for better outcomes 	<p>Lead: Director of Rehabilitation</p>
	<ul style="list-style-type: none"> • Incorporate restorative principles into our person-centred approach to managing prisons through: <ul style="list-style-type: none"> ✚ A review of the NIPS Violence Reduction and Anti-Bullying strategy to include the use of the restorative approach to address prisoner conflicts; ✚ Ongoing work with keep-apart prisoners in Maghaberry will be expanded, and the practice introduced to Magilligan and Hydebank wood.’ ✚ NIPS will explore the possibility of introducing victim/offender mediation in partnership with an external body. 	<p>Lead: Deputy Director of Prisons</p>
	<ul style="list-style-type: none"> • Revise protocols with NIHE, PBNI and other partners for the management of the accommodation and related support needs of people in custody in Northern Ireland; • Commission research to assess longer term outcomes for access and retention of 	<p>Lead: Director of Rehabilitation</p>

Key Area	What will we do?	Who will deliver?
	accommodation following release from custody.	
	<ul style="list-style-type: none"> Services in relation to sexual and violent offences: <ul style="list-style-type: none"> Introduce a new intervention/programme to reduce the risks posed by those people convicted of sexual and violent offences; Appoint a dedicated worker to support women who have been victims of domestic and sexual violence; Develop a Trauma Informed model of intervention (with PBNI) for women who have engaged in violent behaviour. 	Lead: Director of Rehabilitation
<p>Family Engagement</p> <p><i>"We have strengthened family ties with people in our care in recognition of the critical role they play in reducing reoffending."</i></p>	<ul style="list-style-type: none"> Develop and deliver an action plan under the new Strengthening Family Relations Strategy. 	Lead: Director of Rehabilitation
	<ul style="list-style-type: none"> Introduce a new delivery model on the Family Matters landing. 	Lead: Director of Rehabilitation
	<ul style="list-style-type: none"> Enhance the visitor experience at Maghaberry and Magilligan through the introduction of monthly Autism and Disability friendly visits 	Lead: Governors in Charge
	<ul style="list-style-type: none"> Review the model of family engagement for people serving indeterminate sentences 	Lead: Director of Rehabilitation
	<ul style="list-style-type: none"> Develop a revised specification of the delivery of Visitor Services in NIPS and complete the procurement and implementation of the revised delivery model. 	Lead: Director of Prisons
<p>Separation</p> <p><i>"We have strengthened family ties with people in our care in recognition of the critical role they play in reducing reoffending."</i></p>	Develop and commence delivery of an implementation plan in response to the report on education and training opportunities for prisoners in the separated regime.	Lead: Deputy Director of Rehabilitation
INFRASTRUCTURE		
<p>Estates</p> <p><i>"We have improved the provision of decent, secure and fit for purpose accommodation and facilities for staff and people in our care."</i></p>	<ul style="list-style-type: none"> Davis House completed by the end of December 2019 Prisoners relocated from square houses to Davis House by February 2020 	Lead: Director of Prisons; Head of Infrastructure; Governor in Charge Maghaberry
	<ul style="list-style-type: none"> Deliver 4 major business cases for capital build projects, with support from CPD project management and design teams for : <ul style="list-style-type: none"> New Female Facility @Hydebank Wood- OBC2 completed New Visitor Centre @Maghaberry –OBC2 completed The Redevelopment of Magilligan –OBC2 50% complete 	Lead: Director of Prisons; Head of Infrastructure

Key Area	What will we do?	Who will deliver?
	<ul style="list-style-type: none"> ✚ NI Community Safety Training College (NIPS requirement) - OBC to be started 	
	<ul style="list-style-type: none"> • Deliver the 2019/20 minor capital works programme, including: <ul style="list-style-type: none"> ✚ Refurbishment of Learning & Skills @Hydebank Wood completed by mid-June 2019 ✚ Relocation of CSU @ Hydebank Wood completed by May 2019 ✚ Additional water storage @ Magilligan ✚ Upgrade Fire Mains Pumping station @Maghaberry ✚ A new Tuck Shop and Stores facility @Magilligan ✚ Upgrade Plantroom Building Services @Maghaberry 	Lead: Director of Prisons; Head of Infrastructure
	<ul style="list-style-type: none"> • Achieve 70% completion of the Incoming Energy project at Magilligan. 	Director of Prisons; Head of Infrastructure
	<ul style="list-style-type: none"> • Commission a review/implementation Strategy to inform the future roll out of IP Systems at Hydebank. 	Lead: Director of Prisons; Head of Infrastructure
	<ul style="list-style-type: none"> • Deliver the 2019/20 specialist systems upgrade programme, including : <ul style="list-style-type: none"> ✚ Delivery of Systems upgrades within all three H- Blocks at Magilligan. ✚ Provide a unified CCTV platform at Magilligan. ✚ Establish a Silver Command Suite at Magilligan. 	Lead: Director of Prisons; Head of Infrastructure
	<ul style="list-style-type: none"> • Deliver the 2019/20 mechanical /electrical infrastructure upgrade programme , including : <ul style="list-style-type: none"> ✚ Upgrading 2 plantrooms at Maghaberry during September 2019. ✚ Upgrading 3 plantrooms at Hydebank during summer 2019. ✚ Replacing underground heating distribution pipe work at Magilligan during summer 2019. 	Lead: Director of Prisons; Head of Infrastructure
	<ul style="list-style-type: none"> • Review of all court custodial areas, agree funding and project management with NICTS. • Prisoners paint all court custodial areas and refresh. 	Lead: Deputy Director of Security and Operations
	<ul style="list-style-type: none"> • The provision of Body Worn Video Camera technology will be increased throughout our Estate to allow every member of staff to have access to this technology while on duty. • A fit for purpose digital radio network will be installed throughout our estate .All Prisons and PECCS will be equipped with new base stations and handsets to replace the current aging system. 	Lead: Deputy Director of Security and Operations
Digitalisation	<ul style="list-style-type: none"> • Develop the digital technology agenda by : <ul style="list-style-type: none"> ✚ At least 60% of people in our care having access to in-cell telephony by March 2020; 	Lead; Director of Prisons, Head of Prisoner Wellbeing; Head of

Key Area	What will we do?	Who will deliver?
<p><i>"We have innovative working practices in place which are in line with emerging technology and digital solutions."</i></p>	<ul style="list-style-type: none"> ✚ 500 people in our care having access to in cell computers to facilitate use of a self-service portal; ✚ Spar Evolution : <ul style="list-style-type: none"> ➤ Complete testing phase and complete implementation of IT solution by September 2019. ➤ Update and enable PRISM functionality to manage anti- social behaviour approach (March 2020) ✚ Develop a self-service portal and administer pilot programmes across establishments with regard to: <ul style="list-style-type: none"> • Meal Ordering • IPC balance • Tuckshop ✚ Extend the use of digital technology across the NIPS estate including : <ul style="list-style-type: none"> • Piloting the use of tablet technology for Supporting Prisoners at risk (SPAR) • Further roll out of PRISM functionality on tablet technology(PDU7, Health and Safety , PREPS, and Psychology referrals) • Biometric Movements pilot in Davis House ✚ Rolling out computers in PECCS courthouses. Work with PECCS to develop requirement for email access for remaining outlying courts. ✚ Further investigation into the use of Shared Services for PRISM hosting (learning lessons from Causeway). 	IT
	<ul style="list-style-type: none"> • Introduction of Prisoner Information System in new PECCS vehicles. • Roll out of TETRA radio system. • Introduction of Mercury system to security. 	Lead: Deputy Director of Security and Operations
<p>Sustainability</p> <p><i>"We are a socially responsible organisation committed to sustainable development across all areas of our organisation."</i></p>	<ul style="list-style-type: none"> • Deliver an upgraded Building Energy Management System (BMS) AT Hydebank by December 2019. 	Lead: Director Of Prisons; Energy and Sustainability Manager
	<ul style="list-style-type: none"> • Increase the capacity of recycling at Maghaberry. 	Lead : Sustainability Steering Group; Governor in Charge Maghaberry, Energy and Sustainability Manager
PARTNERSHIPS		
<p>Statutory Delivery Partners</p>	<ul style="list-style-type: none"> • Healthcare: <ul style="list-style-type: none"> ✚ Establish a cross departmental working group in partnership with DoH to support the 	Lead: Director of Prisons;

Key Area	What will we do?	Who will deliver?
<p><i>"We have a professional, progressive relationship with our statutory delivery partners which acknowledges the unique contribution they make to improving outcomes for people in our care."</i></p>	<p>delivery of healthcare in prisons;</p> <ul style="list-style-type: none">  Review the partnership agreement with DoH and have a revised agreement in place;  Host a workshop with senior colleagues focused on harm reduction to consider next steps following the publication of the Safety of Prisoners thematic inspection report. <ul style="list-style-type: none"> • Learning & Skills <ul style="list-style-type: none">  Consult and develop proposals for a new service level agreement in relation to Learning & Skills, for implementation in year three (20/21). • Probation <ul style="list-style-type: none">  In partnership with PBNI and YJA, introduce a new model to align Psychological Services and interventions. • Irish Prison Service <ul style="list-style-type: none">  Host an event in partnership with the IPS DG and senior governor teams on challenges facing the respective services and potential areas for co-operation; • In partnership with PSNI, PBNI and other statutory agencies play a full role in the operation and strategic management of Northern Ireland's Public Protection Arrangements • In partnership with PBNI deliver an effective and fit for purpose information service to registered victims of crime perpetrated by those in our care. 	<p>Director of Rehabilitation; Deputy Director (Policy, Legislation & Estates).</p>
<p>Voluntary and Community Collaboration</p> <p><i>"The ethos and community roots of voluntary and community organisations will enrich opportunities for successful reintegration into the community."</i></p>	<ul style="list-style-type: none"> • Develop a new approach to physical activity and well-being in partnership with the Voluntary & Community sector and SEHSCT; • Work with the voluntary and community sector organisations in Prisons to respond to any actions arising from CJINI report on VCS funding; • Develop a revised volunteering policy with VCS and PBNI; • Organise a conference for VCS organisations providing services to people in contact with the Justice system; 	<p>Lead: Director of Rehabilitation</p> <p>Lead: Director of Rehabilitation</p>
<p>Business and Community Outreach</p> <p><i>"We are a more socially engaged and open organisation which promotes</i></p>	<ul style="list-style-type: none"> • Encourage greater community outreach through delivery of the Prisons Unlocked programme: <ul style="list-style-type: none">  Design a Prisons Unlocked session to be showcased at NICS Live and associated regional events;  Host 2 NIPS led events, one of which will be a schools based audience;  Actively market NIPS attendance at wider events to encourage greater community 	<p>Lead: Head of Strategy & Governance; Head of Continuous Improvement</p>

Key Area	What will we do?	Who will deliver?
<p><i>greater understanding of the contribution we make to civic society."</i></p>	<p>outreach;  Consider the potential for a ROI/NIPS joint conference</p>	
	<ul style="list-style-type: none"> • Develop and consult on a new strategic approach to education, skills and employability; 	<p>Lead: Director of Rehabilitation; Head of Reducing Reoffending Policy</p>
	<ul style="list-style-type: none"> • Develop and implement a range of test and learn projects under the DfC led Employability NI programme. 	<p>Lead: Director of Rehabilitation; Head of Reducing Reoffending Policy</p>
<p>Industrial Relations</p> <p><i>"We work with our staff associations to pursue positive working relations as we collectively strive for continuous improvement in our delivery of service."</i></p>	<ul style="list-style-type: none"> • Conduct regular meetings under the agreed Whitley structures (quarterly in sub-Committee, twice yearly in Committee, and annually in Council, unless otherwise agreed) in order to consult and negotiate on issues, as appropriate, within the delegated responsibility of NIPS. 	<p>Lead: Head of Strategy & Governance; Head of Pay & IR</p>
	<ul style="list-style-type: none"> • Work with our trade unions and the Prison Service Pay Review Body to deliver the 2019 pay award. 	<p>Lead: Head of Strategy & Governance; Head of Pay & IR</p>
	<ul style="list-style-type: none"> • Work with our trade unions to complete the Grading Review of Operational Prison Grades. 	<p>Lead: Head of Strategy & Governance; Head of Pay & IR</p>