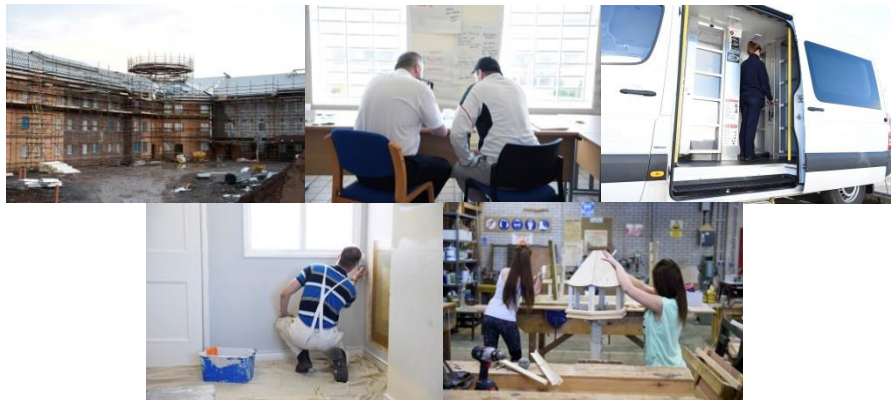


Prisons 2020

*Driving continuous improvement in the
Northern Ireland Prison Service*







The Way Forward

July 2018

Making the community safer by supporting and challenging people to change

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Foreword



In July 2017 I launched the discussion paper “Prison 2020: Driving continuous improvement in the Northern Ireland Prison Service” (NIPS). The aim of Prisons 2020 is to ensure NIPS is structured and resourced to provide an efficient, effective, modern and affordable service which is focused on the development of our staff and is capable of rehabilitating those placed in our care. The paper sought the views of the public, staff and other stakeholders on how NIPS should deliver our business through four key strands:

- ✚ **Our People** - by developing, supporting and motivating our staff;
- ✚ **Our Services** - by focusing on the work we and our partners do;
- ✚ **Our Infrastructure** - by ensuring we develop our estate and use of technology to facilitate rehabilitation; and
- ✚ **Our Partnerships** - by developing and enhancing our partnerships across the public, private, community and voluntary sectors.

The consultation phase closed on 29 September and I was delighted with both the quantity, and the quality of the responses we received. The responses not only highlighted issues but also provided potential solutions and I would like to thank everyone for investing the time to give us their views. Over the past few months I have been working with my senior team to analyse the information provided and use it to identify and prioritise key themes under each of the four strands. As a result, and following consultation with our stakeholders, I am now publishing a series of strategic commitments which explain the outcomes we want to deliver over the next three years. Each of the commitments will be underpinned by an annual delivery plan which will explain in detail the work we are going to do. Put simply, we are publishing a route map showing **where** as a Service we want to go and **how** we are going to get there.

In reading this document I hope you will agree that in Prisons 2020 we have established a very ambitious programme of work that will contribute directly to the Executive’s Draft Programme for Government. Prisons 2020 ensures that as a Service, working with our partners, we are focused on seeking to reduce reoffending as we challenge and support those in our care to change. Prisons staff will be central to this and I am committed to ensuring they are supported and equipped to do so.

As a Public Service we have a valuable contribution to make. Striving to make our community safer must be our priority and we are committed, through Our People, Our Services, Our Infrastructure and Our Partnerships to place rehabilitation, resettlement and ultimately successful reintegration into society at the core of all we do.



RONNIE ARMOUR
Director General
Northern Ireland Prison Service

The Story So Far...

“Prisons 2020 sets the strategic direction for the NI Prison Service over the next 3 years. It is both challenging and ambitious, yet clearly states how we will contribute to a safer Northern Ireland, whilst working with our partners to engage with those in our care to help reduce reoffending.

“It sets the detail of our estates programme to modernise our estate, and our ambitions to innovate through our digitalisation plan. It also recognises the importance of listening to, training and supporting our staff to help NIPS deliver all our commitments in Prisons 2020.”

Austin Treacy
Director of Prisons

Engagement

The Prisons 2020 discussion exercise was launched on 21 July 2017 and concluded on 29 September 2017. During that period over 30 staff focus groups took place, with almost 200 staff taking part from across all business areas.

Twenty one prisoner discussion groups were also held throughout establishments. Externally, meetings took place with a range of key stakeholders including political parties, staff associations, service providers and prisoner families. Sixty four written submissions were received also from groups and individuals, including staff.

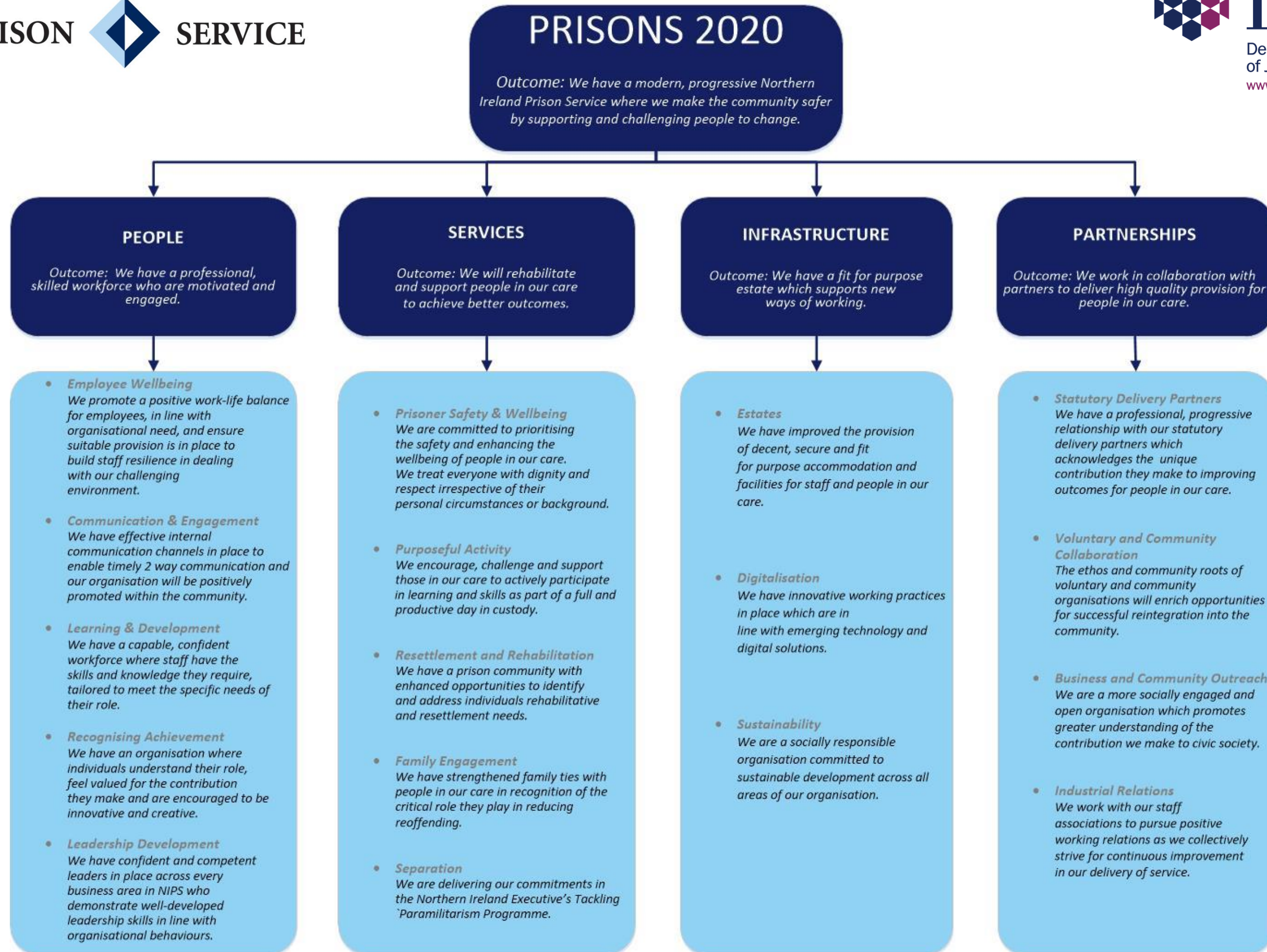
Development

Using the responses received, the NIPS Senior Management Team analysed the information to identify the key strategic priorities across each of the strands. These were determined by both the volume of responses and the impact the issues raised would have on the Service.

Work then began with Governors, operational managers and policy leads on developing strategic statements to set the direction for each of these priorities and outline where we would like the Service to be by March 2021. A copy of the strategic overview is included on Pages 6 and 7 which will be the road map for the Prisons 2020 programme.

Underpinning the strategic overview will be delivery plans, which will be developed annually. These will set out the actions which will be taken to work towards our strategic vision and the clear milestones to be achieved. This will enable us to monitor progress towards achieving our overall aims.

We acknowledge that we cannot do this alone and we have held discussions with our delivery partners to share the vision of Prisons 2020 and outline the key role they will play in helping us to deliver this.



Our People

“The Northern Ireland Prison Service has a key role to play in making communities safer by reducing the risk of those in our care re-offending.

“The four pillars of Prisons 2020 provide clarity and direction in terms of how we achieve this, and how together we will deliver the best opportunities and outcomes for those same people.

“This document belongs to us all and for the first time gives us a full understanding of how the great work we carry out on a daily basis goes well beyond the prison and into that community.”

David Kennedy
Governing Governor
Maghaberry Prison

You said...

- ❖ Staff would like to achieve a better work-life balance;
- ❖ More wellbeing support is required for staff to meet the needs of their challenging work environment, particularly in relation to mental health;
- ❖ The Service needs to improve its learning and development provision in line with the changing demographic of people in our care;
- ❖ We need to invest in talent management initiatives to grow leaders of the future internally and enhance workforce planning;
- ❖ More emphasis should be placed on recognising achievement;
- ❖ We need to explore innovative methods for improving internal communication in establishments and across the wider service;
- ❖ Raise the positive profile of the Service through social media and better outreach initiatives.

We will...

- ❖ Put in place a new employee wellbeing programme **PRISONS WELL** which is customised to meet the unique needs of NIPS staff;
- ❖ Review shift patterns with the aim of achieving a more family-friendly solution;
- ❖ Undertake a review of learning and development provision and introduce a revised approach which meets the needs of all staff;
- ❖ Expand leadership development initiatives to encompass senior officers;
- ❖ Embed a culture of reward and recognition among all staff and managers;
- ❖ Launch a new NIPS intranet site and introduce a range of internal communication channels;
- ❖ Develop a strategic engagement programme **PRISONS UNLOCKED** to raise the profile of the Service externally.

Our Services

You said...

- ❖ Prison environment presents challenges for delivering consistent standards of healthcare;
- ❖ Need to review the curriculum provision to ensure it meets the need of all prisoners (i.e. women/disabled);
- ❖ Need more progressive regimes for remand and short term prisoners;
- ❖ Prisoners do not possess basic life skills or receive sufficient support (i.e. health and housing) in preparation for release;
- ❖ Consider piloting a mentoring scheme for released prisoners;
- ❖ Staff need to be better educated on what is available in the community and the work of PDUs;
- ❖ Service needs to place greater emphasis on the importance of family engagement.

“Prisons 2020 provides everyone working in Hydebank Wood with a concise vision of the future of NIPS and the outcomes we will achieve. Just as importantly it invites and encourages all of us to be an integral part of shaping that success.”

“Prisons 2020 is by far the clearest and most inclusive improvement initiative I have encountered in my time in the Service; it builds on our achievements to date, develops the skills and talents we all bring to bear in helping to effect positive change in the lives of those committed to our care and in so doing makes the community, where we all live, safer.”

Gary Milling
Governing Governor
Hydebank Wood
College and Women’s
Prison

We will...

- ❖ Work in partnership with the South Eastern Health and Social Care Trust (SEHSCT) to deliver a range of healthcare programmes to improve services for people in our care;
- ❖ Deliver a person-centred approach to supporting vulnerable people and people at risk of suicide and self-harm;
- ❖ Undertake a review of curriculum and activity provision and implement a revised programme which meets individual needs and reflects labour market requirements;
- ❖ Better clarify the scope of purposeful activity and set challenging, but achievable, measurements to maximise engagement;
- ❖ Enhance rehabilitation and resettlement opportunities for people in our prison community through improved Through The Gate provision and developing new approaches to dealing with short-term, high risk prisoners;
- ❖ Introduce a NIPS family strategy which recognises the importance of positive family connections and social support for people in our care.

Our Infrastructure

“Prisons 2020 creates the foundation for our work at Magilligan.

“It allows us to harness and embrace the skills of our partner agencies whilst working collectively to assess, design and deliver programmes that meet the specific needs of those committed into our care.

“This multi- agency approach allows us to deal with the root causes of offending behaviour and provide safeguards for our communities.”

Richard Taylor
Governing Governor
Magilligan Prison

You said...

- ❖ The Service needs more strategic planning on estates;
- ❖ Maximise the use of step down facilities across establishments;
- ❖ Aim should be single cell housing for all prisoners;
- ❖ Implement dedicated landings for specific prisoner groups: older prisoners/SPARS etc;
- ❖ Extend the provision of telephony and audio/visual facilities across sites;
- ❖ Introduce more innovative technology for staff and people in our care;
- ❖ New visits facilities needed at Maghaberry and Hydebank Wood.

We will...

- ❖ Deliver a revised, fit for purpose, NIPS Capital Estates programme;
- ❖ Complete the construction of Davis House at Maghaberry, manage the successful transition of prisoners and staff and implement new, fit for purpose, working practices;
- ❖ Prepare business cases for the priority capital build projects in readiness for consideration by an incoming Justice Minister and NI Executive;
- ❖ Continue to invest in an annual minor capital works programme to improve the standard of existing accommodation and facilities for staff and people in our care;
- ❖ Extend the use of existing digital technology across the NIPS estate for the benefit of staff and prisoners;
- ❖ Develop an innovative programme of new digitalisation projects to ensure that the Service is modernising in line with emerging technology;
- ❖ Develop and implement a sustainability strategy and associated action plan.

Our Partnerships

You said...

- ❖ There is a perception that robust contracts/service level agreements are not in place with statutory partners organisations and, as a consequence, they cannot be managed effectively;
- ❖ Need to better clarify the roles and responsibilities of staff within NIPS and their associated partner organisations
- ❖ Not enough communication, information transfer or sharing best practice between organisations;
- ❖ The Service should extend the range of partner organisations it works with (i.e. LGBT/ethnic minorities);
- ❖ Need to better educate the wider community about the work of prisons and its role in society;
- ❖ Establish stronger working relationships with media to share good news and create a more positive profile of the organisation.

We will...

- ❖ Enhance engagement mechanisms with partner organisations to facilitate better information sharing and best practice learning;
- ❖ Establish an employer's forum to understand how we provide the best opportunities for people in our care;
- ❖ Strengthen our ties with the business community in Northern Ireland and develop relationships with potential employers for prisoners;
- ❖ Continue to work with DOJ Press Office and the media to expand the positive profile of NIPS;
- ❖ Educate the wider community on the Prison Service and the critical role it plays in our society.

“The Prisons 2020 initiative sets out a clear vision and pathway for both staff and those in our care and will help transform the Prison Service into a forward looking and modernised Public Service.

“Through a programme of continuous improvement opportunities exist that will encourage and empower local leadership to create a custodial model of best practice and one which commands full community support.”

Gary Alcock
Governing Governor
Prisoner Escort and
Court Custody Service

Next Steps

The Prisons 2020 programme will run from July 2018 until March 2021. Ronnie Armour, Director of Reducing Offending and Head of the NI Prison Service, will act as Senior Responsible Owner and each of the strands will also be overseen by a Director.

Prison Service Management Board (PSMB) will provide the oversight arrangements for the programme.

Delivery plans will be measured quarterly, using report cards in line with the governance arrangements for Programme for Government.

These reports will be provided to the Justice Minister, the Justice Committee and PSMB, and will be shared with staff and stakeholders.

How to give your views

Prisons 2020 is a continuous improvement programme and we are keen that you give your views, on an ongoing basis, on how we can all continue to improve our prisons to ensure we play our part in building a safe community in Northern Ireland.

There are three ways to give your views:

- Email us at: prisons.2020@justice-ni.x.gsi.gov.uk
- Call us on: 028 905 20929 (ext. 20929)
- Write to us at: Prisons 2020, Room 310A, Dundonald House, Belfast BT4 3SU