

PRISON REVIEW OVERSIGHT GROUP

FIRST ANNUAL REPORT

MARCH 2013

MINISTERIAL FOREWORD

I am pleased to introduce the first annual report from the Prison Review Oversight Group.

One of my first actions as Minister of Justice was to set up a Prison Review Team, led by Dame Anne Owers, to undertake a comprehensive review of the conditions of detention, management and oversight of all prisons in Northern Ireland.

The Review Team set out a clear path to transform the prison system in Northern Ireland. As part of the work to implement its 40 recommendations, the Prison Review Oversight Group was established. The role of the Oversight Group is to provide strategic direction, offer advice and robustly challenge the work of the change programme. As well as having representation from DOJ and DHSSPS, the Group includes strong independent voices to critically scrutinise progress. I am grateful to all the members of the Group, and particularly the independent members who have brought their vast experience to the work of the programme.

Reforming our prisons will help to build a safer community in Northern Ireland. This will be achieved through safe custody and by having a professional service which is firmly focused on the need to rehabilitate offenders. A safe, decent and secure environment for staff, prisoners and visitors will provide a structured regime which will support prisoners to progress through custody and, ultimately, keep the community safe by reducing the risk of reoffending. To achieve this we have to use the time offenders are in custody in a more constructive way. We send people to prison as punishment and to make society safer; we do not send people to prison for punishment.

I want to see a Prison Service that supports prisoners and provides opportunities and interventions to address offending behaviour and supports rehabilitation. This will not be achieved solely by the Prison Service and it needs coordinated services across Government and the statutory and

community sectors to support offenders through custody and back in to the Community.

Reforming our prisons is among the biggest challenges we face and that is why I have placed this at the top of the Department of Justice's agenda. Implementing the necessary reforms will take time, but I am greatly encouraged by the strong foundations that have been put in place in this first year.

The challenge now is to build on that progress.

DAVID FORD MLA

Minister of Justice

CONTENTS

	Page
1) Introduction	05
2) Review of progress	07
3) Update from DHSSPS	13
4) Update from Oversight Group Independent Members	16
5) Update from Criminal Justice Inspection Northern Ireland	25

1. INTRODUCTION

As part of the February 2010 Hillsborough Agreement it was agreed that a review would be undertaken of the 'conditions of detention, management and oversight of all prisons'. In July 2010, the Minister of Justice established a Prison Review Team (PRT), led by Dame Anne Owers, to undertake this review and the PRT published a report on its findings in October 2011. The Minister accepted the review's findings and asserted his commitment to reforming the Northern Ireland Prison Service. While accepting it would take years to implement, the Minister's vision saw a move away from a Service rooted in security-based historical working practices into a Service with modern, progressive regimes focused on addressing offending behaviour and making communities safer.

1.2 The final PRT report contained 40 recommendations for improvement, including recommendation 23 which stated "There should be oversight of the change process, by a high-level Ministerial group including external involvement from a non-executive director of the Prisons' Board and the Chief Inspector of Criminal Justice, with regular reports to the Justice Committee." In response to this recommendation, the Minister of Justice established the Prison Review Oversight Group (the Group). The Group met for the first time on 12 February 2012.

1.3 The Minister chairs the Group, which he established with a purposefully robust independent element, and is joined in oversight of the reform programme by:

- Nick Perry (Permanent Secretary, Department of Justice);
- Andrew McCormick (Permanent Secretary, Department of Health, Social Services and Public Safety);
- Patricia Gordon (independent member and NIPS Non-Executive Director)
- Brendan McGuigan (independent member and Chief Inspector of Criminal Justice Inspection Northern Ireland (CJINI). Mr. McGuigan

replaced Dr. Michael Maguire on appointment as Chief Inspector of CJINI.)

- Duncan McCausland (independent member and former Assistant Chief Constable, PSNI)
- Professor Monica McWilliams (independent member and former Chief Commissioner of the Northern Ireland Human Rights Commission)

1.4 The Group meets four times per year and its primary functions, as per the Group's agreed Terms of Reference, are to:

- oversee the implementation of those recommendations made by the Prison Review Team that fall specifically to the Department of Justice (DOJ), and the operational Healthcare recommendations;
- ensure appropriate co-operation between DOJ and DHSSPS on the implementation of strategic healthcare recommendations;
- test and challenge the assurances which are to be provided to the Minister of Justice and the Justice Committee in relation to the implementation of recommendations; and
- provide regular summary reports to the Justice Committee after each meeting

1.5 The Annual Report is divided into four further chapters, with chapter two of the report providing a narrative summary of key areas of progress throughout the year. An overview of progress against the recommendations that fall to DHSSPS can be found at chapter three and the independent members of the Oversight Group have provided their own analysis of progress at chapter four. Finally, CJINI provides a summary of its report into the recommendations passed for independent assessment throughout the reporting period. The Annual Report covers the twelve month period from 15 February 2012 to 15 February 2013.

2. REVIEW OF PROGRESS

Introduction

The Oversight Group met for the first time in February 2012 and met again in May, September and December. Its first meeting took place during a period of flux in the PRT Programme, with an impending change of Director General and the resignation of the NIPS Strategic Change Manager. This disruption meant that, while progress was made, momentum was slower to build in the first six months than had been hoped. It wasn't until the Group met in September, with the new Director General and Change Manager in post, that real progress in establishing programme discipline was evidenced.

2.2 To some extent the early meetings of the Group were concerned with establishing its approach to the task: terms of reference drawn up (Annex A), the role Criminal Justice Inspection Northern Ireland (CJINI) would play in oversight was confirmed, a programme vision was agreed (Annex B) and the need for high level representation from the Department of Health was identified. As the year progressed, the Group began increasingly to focus on strategic issues, with a programme structure (Annex C & D) put in place and a high level programme plan (Annex F) created.

Key progress

2.3 A key element of the early stages of the Reform Programme, and of the Strategic Efficiency and Effectiveness (SEE) Programme before it, was securing agreement with the Unions to the Voluntary Early Retirement (VER) exit package and preparing for the launch of the custody officer recruitment campaign. Work on these two areas continued across the year.

2.4 On the exit package, while 544 staff applied to retire under the scheme, the initial business case approved by DFP only enabled 360 staff to leave. Work was subsequently undertaken to secure DFP agreement to an extension of the business case, and the remaining staff have now been informed that they can leave the Service. To date, 360 staff have left and a

further 157 are waiting to leave (a number of staff have withdrawn from the scheme for a variety of reasons). The remaining staff will be allowed to leave when it is operationally appropriate for them to do so.

2.5 A recruitment campaign for new custody officers was also undertaken during the reporting period, with almost 5000 applications received for approximately 300 anticipated vacancies. A rigorous selection process was undertaken, including numeracy and literacy testing and assessment centres. By mid February 2013, 221 custody officers had been appointed, with plans in place to appoint a further 100 officers by June 2013. The Oversight Group, like NIPS, has been greatly encouraged by the response to the competition and the high quality of the new recruits. However, there was some disappointment at the relative lack of balance in community representation, and the Group welcomed the work NIPS has in hand to address this in future competitions.

2.6 Training and development of the new recruits is obviously essential to the operation of the prisons, and each of the new recruits begins their role in the Service with eight weeks of training at the Prison Service College before being deployed to their permanent stations. While the Oversight Group welcomed this training and development, the Group was clear that it wished to see a similar commitment to the development of existing staff.

2.7 Training delivery has taken place for operational support grades and night custody officers who have applied to re-grade to custody officer, with 166 staff having completed training by mid-February. Training is scheduled to be delivered to Main Grade Officers and Prisoner Escort and Court Custody Service staff throughout the next reporting period. The delivery of training for all other operational staff will progress on completion of design of the new organisation structure and new job descriptions. Training and development is one of the key priorities for the year ahead and the Oversight Group will maintain a keen interest in this area.

2.8 In addition to refreshing the organisation through the VER and the recruitment campaign, a new Target Operating Model (TOM) was implemented with the aim of addressing concerns that staffing levels and working practices were no longer fit for purpose. Following its launch in April 2012, the TOM was rolled out on a phased basis across the establishments. New staff profiles and shift patterns were implemented at all three establishments in October 2012. NIPS is currently undertaking an evaluation of the implementation of the TOM so far, with a focus on next steps and further implementation. It is anticipated that this evaluation will be complete by summer 2013.

2.9 Two pilot projects looking at Millimetre Wave Body Scanners ran for three months in Magilligan and Hydebank Wood. Following the completion of the pilots in January 2013, evaluation of the project showed that there were limitations to the technology in the prison environment and that current full body searching processes provided a higher level of assurance.

2.10 Unlike millimetre wave technology, legislation requires NIPS to seek permission under the Justification of Practices involving Ionising Radiation Regulations 2004 before a Transmission X-ray scanner can be deployed for trial within the prison environment. The justification application is currently with the Department of Energy and Climate Change for consideration. NIPS intends to initiate a pilot of this technology as soon as the necessary authorisation for use within UK prisons has been obtained. The Oversight Group will monitor developments with this application and the proposed pilot over the next 12 months.

2.11 On the future of the prison estate, a full public consultation was launched in April 2012 on the Outline Estate Strategy in order to take the views of a wide range of stakeholders. As a result of this valuable input, the Strategy was revised to best meet the needs of prisoners, the Prison Service and stakeholders. As a result, the Strategy has been developed along the lines set out below (and as announced by the Minister in the Assembly):

- Work is being taken forward with DEL to explore how best to reconfigure Hydebank Wood as a secure college.
- The Minister confirmed his commitment to the development of a new, separate secure custodial facility for women and work is underway with the Probation Board of Northern Ireland to develop proposals for delivering this commitment.
- Plans are in place to reflect the recommendation of the Prison Review Team regarding dividing Maghaberry into three 'mini-prisons'. The three facilities will cater respectively for remand prisoners, low to medium security prisoners and high security prisoners and will not only create operational efficiencies but will also allow the Prison Service to deliver regimes tailored to the specific needs of prisoners.
- Plans are being taken forward to redevelop the prisoner assessment unit as a working out unit for prisoners approaching the end of their sentence.
- NIPS officials have engaged with a number of professional service providers to consider the options for a replacement prison on the existing Magilligan site, aimed at delivering a range of fit for purpose, flexible accommodation.

2.12 On wider reform, the Minister held a series of bi-laterals with key Ministerial colleagues on the Reducing Offending Strategic Framework to help develop a cross-governmental approach to reducing offending. Following a public consultation exercise and consideration by the Justice Committee, the Framework is awaiting Executive approval before launch.

2.13 Two Supervised Activity Order (SAO) pilot schemes were delivered in Newry and Lisburn to establish if SAOs could be used as an alternative to custody. The scheme aims to divert as many people as possible away from prison into useful community work. Both SAO pilot schemes have now finished and a report on the evaluation of the schemes will be available for the Oversight Group in May. On the back of the evaluation, the Minister will make a decision on the adoption of the scheme.

2.14 Throughout the reporting period, the number of under-18 year olds held in Hydebank Wood was progressively reduced by administrative transfer to Woodlands Juvenile Justice Centre, with the objective of removing all under-18 year olds from Hydebank Wood achieved by mid-October. The courts have been advised formally that, under the provisions of the 2008 Criminal Justice Order (no suitable accommodation), all young people under the age of 18 requiring custody will now be accommodated in Woodlands JJC.

2.15 The Oversight Group agreed, following independent assessment by CJINI (see chapter five), that the following four Prisons Review Team recommendations (out of 40 in total) have been completed:

- PRT Recommendation 4 – Maintain & publish detailed routine data;
- PRT Recommendation 22 – Change management team;
- PRT Recommendation 23 – Set-up Ministerial group; and
- PRT Recommendation 38 – Under 18s to be moved from Hydebank Wood.

Priorities for reporting period February 2013 to February 2014

2.16 While the Oversight Group expects to see further progress against the implementation of all 40 of the PRT recommendations during the next reporting period, the Group would specifically like to see the following areas of progress:

- Completion of the VER
- Review and updating of the TOM model
- Implementation of new management structures
- Designs and development of Job Evaluation system (subject to Consultation)
- Development and initial selection of offender supervisors
- Recruitment of new PECCS staff and release of staff to Custody Officer roles
- Setting up of the Professional Standards Unit
- Development of the Learning & Skills Delivery Model

- Roll out of training to staff at MGO and SO level
- Completion of Custody Officer training
- Continued development of the Prison Estate, Magilligan, Secure College at Hydebank, Women and restructuring of Maghaberry
- Further rollout of Inspire project and launch of pilot scheme, based upon Inspire, for young adult males
- Consideration of lessons learned from SAO pilot schemes and decision taken on future of scheme
- Draft of joint healthcare and criminal justice strategy available for consultation
- Approval, publication and delivery of the Reducing Offending Strategic Framework

3. UPDATE FROM DEPARTMENT OF HEALTH, SOCIAL SERVICES AND PUBLIC SAFETY (DHSSPS)

Background

Responsibility for healthcare services in NIPS Prisons transferred to Health and Social Care in April 2008. The decision to transfer responsibility was taken on the back of a similar process in England and Wales, concerns over the professional isolation of services in prisons and a recognition that services were not being delivered to the standard experienced by the wider community. Additional funding and responsibility for drugs and addictions services followed in October 2008. Services are commissioned by the Health and Social Care Board in conjunction with the Public Health Agency and provided in all three prisons by the South Eastern Health and Social Care Trust (SET). The Department has overall responsibility for prison healthcare policy.

3.2 Below the key areas of progress/challenge over the last year in respect of the Healthcare recommendations in the PRT report are summarised and the anticipated key actions for next year are listed.

Past Year

- In terms of governance, there is a quarterly, joint strategic meeting between the Northern Ireland Prison Service (NIPS) and the South Eastern Trust (SET) with agreed and documented Terms of Reference (Annex F) for this forum and attended by senior officials including the Director General of NIPS and the Chief Executive of SET.
- Governance arrangements through SET structures allow a two-way flow of information down to operational level through various agreed fora and back up to the Strategic Board as appropriate.
- A health needs assessment has been completed which highlighted the need for more robust and accurate data input and therefore ultimate collection.

- Audit processes to measure performance against standards are already in progress and these audits will be rolled out as standards are established and implemented.
- Transfer of healthcare staff to South Easter Health and Social Care Trust (SET) was completed in April 2012.
- Pathways for mental health, primary care and pharmacy provision now exist. There is a mental health lead, pharmacy lead, primary care lead and governance facilitator's post in the senior management structure.
- A joint healthcare criminal justice strategy is in the planning process
- Arrangements around lines of reporting and responsibility and one senior manager per division in the Trust are now in place.
- Permanent GPs and psychiatrists are now employed by SET and this group of professionals now meet on a weekly basis to discuss pathways within and between their services.
- Symptomatic care continues to be provided via primary care as appropriate.
- The key worker concept is followed in relation to those who are referred to and accepted onto the clinical addiction team's caseload.

Anticipated key actions for next year

3.3 Work will continue against all ten of the recommendations, and progress will be expected against each. The following are the key anticipated areas for development over the next 12 months:

- The development of a draft joint healthcare criminal justice strategy;
- strengthening the partnership working arrangements between DoJ and DHSSPS;
- Annual key performance indicators to be agreed between HSCB and Trust;
- Work to be progressed in relation to "roles and responsibilities" of the prison officer and healthcare nurse;
- An audit will be designed in relation to standards around opiate management and will also be on a rolling basis to ensure ongoing compliance and maintenance of standards; and

- The establishment of a regional group to determine discharge protocols and guidelines. This group will also consider information sharing protocols in relation to interagency communication.

4. UPDATE FROM OVERSIGHT GROUP INDEPENDENT MEMBERS

Introduction

In response to the Prison Review Team Report, and in particular recommendation 23, the Minister of Justice established an Oversight Group to oversee the implementation of the PRT Report's recommendations. The Minister invited Monica McWilliams, Duncan McCausland and Patricia Gordon to make up the independent element of the Group, in addition to the Chief Inspector of Criminal Justice. The Minister chairs the Oversight Group and in his absence, it is agreed that either Monica McWilliams or Duncan McCausland will do so. The report below, prepared by the Independent Members, provides an independent analysis of the work presented for sign off by the Programme Team. The independent members have undertaken a wide range of meetings with stakeholders (Annex G) alongside several visits to each of the prisons in Northern Ireland. The report builds on information gathered from stakeholders as well as on a range of data provided for the implementation process.

Partner Provision

4.2 Feedback from stakeholders indicated that the recommendations relating to the health and the social care provision for prisoners were an essential element for the overall reform programme. The agreement of the Permanent Secretary of DHSSPS to join the Oversight Group at an early stage was a positive step in relation to this specific part of the reform programme. Visits to the prison establishments completed throughout the year, as well as discussions with prisoners and support groups, emphasised the importance of delivering positive outcomes based on these reforms.

4.3 Concerns have been expressed as to the involvement of local health representatives in ensuring the practical delivery of the changes in the regime of health care provision. The partnership and integration approach required between the Prison Service and health care staff to deliver on such issues as substance misuse is still to be realised.

4.4 The health and social care recommendations will be a key focus for attention during the next 12 months.

Strategy

4.5 Two pilots relating to Supervised Activity Orders have been completed and the Oversight Group awaits their review so as to inform future decision making. Positive initiatives are also being taken forward for female offenders, such as the Probation Board's Inspire model. This model is being developed further for use with young offenders and a further role out of these initiatives across Northern Ireland is being planned for the next twelve months. The Reducing Offending Strategic Framework (which will deliver recommendation 34 on the cross-department Safer Society Strategy) is also anticipated to be taken forward in the same time period. These initiatives, focusing on desistance and avoidance of reoffending, when placed alongside the effective use of community sentences, should significantly impact on the numbers in custody.

4.6 The recent Ministerial commitment to no longer detain under 18's in Hydebank Wood is a positive development in relation to those detained in custody.

Governance and Management

4.7 The appointment of a new Director General and Change Manager, following a somewhat uncertain start to the prison reform programme, has led to a more coordinated approach critical to the delivery of the PRT's recommendations. There is now a structured change process in place, with delivery programmes for each recommendation which are also integrated with the work commenced under NIPS Strategic Efficiency and Effectiveness programme.

4.8 The Independent Members welcome the decision, originally rescinded, to appoint a Director for Rehabilitation. The restructuring of the Senior Management Team has commenced with a Director of Operations and a

Director of Rehabilitation currently being recruited. This allows for an effective realignment of corporate services and operational delivery.

4.9 Detailed information on the current prison population is essential for comparative analysis and future planning. The recent provision of this data is to be welcomed and we look forward to its effective utilisation.

Leadership and Development

4.10 The development of a new awards scheme for prison staff is on-going and should be completed within the next year. Training now needs to be introduced for officers remaining within the Northern Ireland Prison Service to supplement the training courses that have been provided for new recruits. It is important that those choosing to or required to remain within the Service have their professional skills enhanced to ensure the creation of a comprehensive modern workforce able to meet the challenges going forward. This twin track approach is important to ensure that all staff feel part of, and are actively involved in, the changes to the institutional culture that are now taking place.

4.11 The content of staff training is being developed to meet the different needs of recruits and continuing service officers. The delay in the delivery of training to the latter group is noted as well as the lack of external validation and access to academic qualifications which formed a key part of the PRT recommendations. There have been significant delays due primarily to the procurement processes which means that formal accreditation will have to be sought retrospectively. This key aspect of professional development for the current workforce needs to be resolved as soon as possible to prevent any significant consequences associated with these delays. Regrettably, there will be an element of 'catch up' involved in the provision of professional development and education for staff. It is essential that the Prison Service urgently address this issue and deliver fully on staff expectations in regard to this recommendation. We remain concerned that there may now be additional costs associated with the implementation of this recommendation which, if provided in a more timely fashion, could have been avoided.

4.12 The critical role of leadership to meet the challenges and deliver the changes has been recognised. The importance of operational and managerial 'grip' at all levels is being emphasised and key posts are being identified to meet this requirement. The results of this ongoing process must bear fruit as those in key leadership positions start to have real impact on the delivery of the service. They must, particularly in the first instance, be given the necessary support required to make the changes possible. A leadership development framework has been created to ensure development across all grades as well as producing a career pathway for all staff. Its introduction will be a key element of the reforms going forward.

4.13 Overall this area is of vital importance to the delivery of the reform programme and we will be paying considerable attention to its implementation in the coming months.

Target Operating Model

4.14 A new code of ethics has been developed and is currently out for consultation. It will form the basis of the discipline and appraisal system for the future and will have a potentially significant impact upon work practices within the Prison Service. Given the implications for how the prison establishment will be organised in the future, one of the most challenging aspects of the reform programme has been the development and introduction of the Target Operating Model. Its implementation has received mixed reviews from different sources within the Prison Service as well as from external stakeholder groups. It continues to be the subject of further refinement in terms of its daily and practical operation. This model is a central part of the reform process and should determine the ethos and quality of services for individuals in custody. To deliver the required outcomes from this model a degree of pragmatism and commitment are required to ensure its effective delivery for all concerned. The next twelve months will determine if the 'refinements' to the model can be achieved to ensure the benefits as promised.

4.15 Large scale recruitment and departure of staff are challenging experiences, not least for those personally involved. Communication about the change process is key to keeping everyone informed and engaged in the process as well as ensuring that rumour and uncertainty does not fill the void. Lines of communication have improved over recent months and must continue so that staff can begin to get a sense of what their future holds, at both a personal and professional level within the Prison Service. If this is not available then it affects individual morale and the service suffers as a consequence. Given the economic and operational circumstances, NIPS has attempted to manage these processes as effectively as possible given that some of the central decisions lay beyond its control.

4.16 The pressure of operational demands have on occasions led to the delivery of outcomes which do not fully meet expectations. This was regrettably the case in the initial recruitment phase held in 2012, which attracted very high levels of interest and candidates but resulted in concerns over community representation. A prison service must reflect the community it serves to ensure full support and acceptance. Experience from other public sector bodies, previously experiencing a large scale change programme within its workforce, should have been built upon as this would have flagged up some of the problems at an early stage and shown how these could have been avoided.

4.17 The changes delivered within this area will remain a core theme throughout the change process and will be monitored in detail in relation to operational outcomes as well as in relation to the cultural changes expected to be reflected within the system.

Offender Engagement

4.18 A considerable number of the visits, workshops and meetings carried out by the Independent Members were in relation to offender management and engagement. All have emphasised the importance of breaking the cycle of reoffending, a key element of which is the support provided within the community when individuals in custody have completed or are nearing the

completion of their sentences. Some excellent work to expand the Inspire model has commenced in the North West and mid-Ulster areas, with further plans to consolidate and expand the model across the rest of Northern Ireland in the coming two years. Plans are also being made to pilot a similar scheme for young male offenders from 2013. The linkages with the Probation Board should continue particularly in relation to the greater effectiveness of the services offered to individuals as well as value for money for the public purse. In this regard, it is important that the Prison Service continues to work in cooperation and collaboration with the voluntary and community sector in the provision of such services.

Process

4.19 Having witnessed the operation of the body scanner pilots during visits to Hydebank Wood and Magilligan, as well as being fully briefed on the various operational search procedures currently available, we have concluded that several things need to happen to address the issues associated with this procedure. A combination of tactical options including body scanners and full body searching should be available on a proportionate basis, determined by risk assessment and prevailing circumstances, with the ultimate outcome ensuring the paramount principle of safety and security for all those in custody. We are assured that various operational and technical possibilities will be explored further to enhance the solutions available so that a consistency of approach is in place across all prisoner categories.

4.20 We have discussed with the Prisoner Ombudsman the operation and effective use of the Supporting Prisoners at Risk (SPAR) process. Clearly their effectiveness is linked to the delivery of suitable health care provision within each prison with coordination of these services dramatically affecting the delivery of outcomes required from individual SPAR's. It is essential that partnership agencies deliver on their requirements or the use of SPAR reports will become a bureaucratic, meaningless process for staff and prisoners. We support the need for the Prisoner Ombudsman and CJINI to continue to monitor and review the use of the SPAR process both in terms of its operation but also in relation to its outcomes.

4.21 It is important to ensure that 'procedural process' translates into 'real support' that results in practical pragmatic outcomes for individuals in custody and also applies to the delivery of services to foreign nationals. Equality and diversity information is now collated for each establishment which is a positive development but the key issue is the actual provision of services that reflect the societal and cultural needs of foreign national prisoners. We remain to be convinced that such 'real support' is being offered and look forward to assessing this throughout the coming year.

Estate Strategy

4.22 A modern prison service requires a modern estate that is fit for purpose. It is regrettable that the draft Estate Strategy issued in 2012 for consultation appeared to be in direct conflict to the PRT report. The former proposed to increase prison capacity whereas the Prison Reform Team's proposals were directed at reducing numbers entering custody as well as those re-offending. This anomaly has now been recognised.

4.23 Throughout the last year, we have visited each of the prison establishments on at least one occasion and have spoken with staff and prisoners. Significant redevelopment is needed in order to reflect the unique provision on each site. The Justice Minister's statement on investment of £200m in capital expenditure across the estate for infrastructure improvements removes the uncertainty that previously prevailed in this area. This should in effect mean that the institutional and cultural changes will be underpinned with appropriate facilities and the extent to which this occurs will be monitored over the coming years.

4.24 The new facility at Quoile House, Maghaberry, is one example of how a modernised facility can lead to practical, cultural changes in the prison regime. Operating with modern technology and a bright, healthy environment, this provision has led to reduced staffing levels and improved association between prisoners and their families.

4.25 Prioritisation of this capital expenditure will be essential. There are several competing demands such as the long awaited, purpose built custodial centre for female offenders, provision for a Secure College at Hydebank, the major rebuild at Magilligan and the continued modernisation at Maghaberry. All are important to the Prison Reform programme and senior Management will have to ensure effective decision making in prioritising the changes.

Conclusion

4.26 Much has been done over the past year in relation to the implementation of the PRT's recommendations. However, as noted above, there have been considerable, and potentially avoidable, delays in the delivery on key proposals which would have brought much added value to prison reform. One such area is the delay in education and training courses for current staff and the lack of external accreditation for the training currently undertaken by the new recruits. In relation to recruitment, the Prison Service's policies and procedures still need to ensure that the workforce is representative of the community and fit for purpose at all levels within the prison estate. The number of deaths in custody over the reporting period remains a concern. Tackling mental illness and substance abuse and ensuring appropriate care for vulnerable prisoners will continue to be prioritised for improvements in this area. The gender specific provision of health care is also an important consideration and one that was raised on a number of occasions by female prisoners at Hydebank. The delivery of needs appropriate health care will be a core area for oversight across all three prison sites.

4.27 The issue of desistance and rehabilitation of offenders will also be closely monitored in the coming year. We are pleased to see the development of the INSPIRE model and note that the community supervision orders and other initiatives providing alternatives to custody could be more speedily expedited.

4.28 There is undoubtedly extensive change occurring at this time within the Prison Service and the delivery of an adequate operating model, reflecting

modern day work practices, is core to this change. The operating model impacts on the morale of staff and prisoners alike, and has a read across for the amount of time each individual prisoner spends out of his or her cell and the purposeful nature of the activities during this time. It is essential that the operating model is effective and, as such, will be monitored closely as we move forward in the coming months. We will continue our visits and meetings with stakeholders in the coming year so as to provide an independent and robust assessment on the continuing implementation process.

5. UPDATE FROM CRIMINAL JUSTICE INSPECTION NORTHERN IRELAND

Criminal Justice Inspection Northern Ireland (CJINI) has a key role to play in the oversight of the reform programme. Not only does the Chief Inspector sit on the Group as an independent member, but CJINI is also tasked with providing an independent assessment of the completeness of those recommendations that fall within the criminal justice sphere. The Regulation and Quality Improvement Authority (RQIA) provides a similar role with regard to those recommendations that fall within the health sphere. CJINI and RQIA work in close partnership on the assessment of the Reform Programme.

5.2 The process of independent assessment sees the PRT Programme Team pass to the Oversight Group those recommendations whose outputs the Team deems to be complete. If the Oversight Group agrees with this assessment, it then tasks CJINI with monitoring the outcomes for prisoners as a result of the various initiatives undertaken by the relevant agencies to implement the recommendation. When the outcomes have been monitored to a sufficient level, CJINI reports back to the Oversight Group with its assessment of whether or not the evidence gathered enables CJINI to agree that the recommendation is complete. It is then the role of the Oversight Group, in the balance of evidence provided by the Programme Team and CJINI, to determine if a recommendation is signed off as complete or requires further work.

5.3 Below is a summary of the report provided to the Oversight Group following the passage of four recommendations to CJINI in December 2012. As per the agreed process, the Programme Team had deemed the outputs of these recommendations to be complete and the Oversight Group passed them to CJINI to monitor the outcomes for prisoners.

CJINI Report to PRT Oversight Group on Completed Recommendations 4, 22, 23 and 38

The Prison Review Team reported in October 2011 making 40 recommendations. An Oversight Group was subsequently established to oversee the implementation of the recommendations and at its meeting on 19 December 2012, the Group agreed that four recommendations could be considered as complete and passed to CJINI for assessment:

Recommendation 4: *The Northern Ireland Prison Service should keep and publish more detailed routine data on the prison population, including those recalled, and those serving sentences of up to 6, 12, and 24 months.*

The PRT Report referred to the challenging mix of prisoners held at Maghaberry, the high numbers held on remand and the significant proportion serving sentences of two years or less. The report highlighted the paucity of statistics and the lack of information to allow an assessment of the numbers of prisoners serving sentences of 12 months, 6 months or fewer. This was seen as a major gap in knowledge which prevented effective and regularly updated planning. However it was clear that short-term prisoners, in prison for less serious offences, formed a significant proportion of the population and will continue to do so even when the number of remand and fine default prisoners is reduced or eliminated.¹

In response to this recommendation NIPS has published detailed data on the prison population on its web site. NIPS has undertaken to publish the prison population on a quarterly basis. The next quarterly Analysis of NIPS Prison Population is due for publication in April 2013. The population analysis provides a detailed picture of the current prison population and allows trend information to be considered over time. Some of the data is also relevant to issues in the wider criminal justice system, for example remand times are an indication of avoidable delay in the prosecution process; the number of fine

¹ Review of the Northern Ireland Prison Service. Conditions, Management and Oversight of all Prisons. Prison Review Team. Final Report, October 2011.

defaulters, and prisoners serving short sentences. Some of the significant information is as follows:

Prison Population:

Overall the NI prison population has remained relatively static over the period December 2011 to December 2012 with a small overall rise from 1674 to 1683, but with a peak of 1793 in March 2012.

The weekly situation reports published by NIPS provide a ‘running commentary’ and confirm that the prison population is currently high with the population, for example, at week ending 25 January 2013 at 1808 (up 60 from the same time in 2012), with Maghaberry at 1029; Magilligan at 550; Hydebank Wood (Male) at 162 and (Female) at 65.²

In the United Kingdom context Northern Ireland has a proportionately smaller number of prisoners per capita, and is comparable with the Republic of Ireland, however the percentage of the prison population on remand is significantly higher, as the following table illustrates:³

	England & Wales	Scotland	Northern Ireland	Rep. of Ireland
Number of prisoners per 100,000 population	149	147	92	93
Percentage of prison population on remand / pre-trial detainees	13.6%	16.5%	28.4%	14.2%
Percentage of females in prison population	4.7%	6%	3%	3.6%

Inspectors’ Assessment:

NIPS maintain, and publish on a quarterly basis, more detailed data on the Northern Ireland prison population, and this includes all of the various

² http://www.dojni.gov.uk/index/ni-prison-service/situation-reports/nips_january_2013/situation-report-25-january-2013.htm

³ International Centre for Prison Studies Website.

categories highlighted in the PRT Report. The data is used at strategic level for medium to longer-term planning.

Whilst the data is presented as a 'snapshot' at a particular point in time it does provide important trend information allowing comparison over time. The statistics need to be considered in context as there can be significant variation in the population within any quarter. NIPS also publish weekly situation reports which provide current data on population.

The data in the Analysis publication is primarily sourced through Causeway and accuracy has not been raised as an issue. The accuracy has been questioned however, of some other NIPS data which would also inform policy, planning and operational management, this is an important issue and will need to be addressed by NIPS at organisational and operational level.

It would be the assessment of CJINI that recommendation 4 can be considered complete in accordance with the PRT Report.

Recommendation 22: A dedicated change management team should urgently be put in place, headed by an experienced change manager, to coordinate, prioritise, oversee and communicate the complex change process that is required, reporting regularly to a programme steering group headed by the Director General. In particular, this will require expert human resources input.

The Interim PRT report of February 2011 stressed the scale and the interdependency of the change programme, and therefore that it needed a dedicated change management team, led by an experienced change programme manager, and this was repeated in recommendation 22 of the final report. A properly resourced, experienced and dedicated change programme team was seen as essential to oversee the complex process and ensure that the relevant skills and experience are available to the NIPS to drive through and properly implement the scale of change needed. The team's first task will be planning and mapping to develop the programme

plan that is comprehensive, realistically timed, sufficiently resourced, with key dependencies and risks identified, and with a reporting and progress chasing system to monitor implementation. The change management team will need to identify any additional support required, including IT support, and ensure that the necessary technical, legal and professional advice can be provided promptly, especially in relation to employment issues. The change management team will need an effective communications strategy to ensure that clear messages are sent to staff and managers about the change process.⁴

There was a delay in the appointment of the NIPS change manager as the initial appointee to the post resigned in March 2012 shortly after his appointment in December 2011. The current change manager was appointed to post in May 2012 and is experienced in this field. He is supported by a resourced, dedicated change programme team established in July 2012.

The Minister of Justice confirmed that the NIPS core Change Management Team was made up as follows:

- 1 x Organisational Change Manager
- 1 x Governor 2
- 2 x Grade 7
- 1 x Deputy Principal
- 3 x Staff Officer
- 3 x Executive Officer 2
- 2 x Administrative Officer

In addition to the core staff listed above, the Change Programme has engaged the temporary services of a secondee from Deloitte to work on several projects in an advisory capacity, and three other Deloitte employees on a staff substitution basis, to provide specialist advice and transfer of

⁴ Review of the Northern Ireland Prison Service. Conditions, Management and Oversight of all Prisons. Prison Review Team. Final Report, October 2011.

knowledge, to help develop and embed essential skills on a range of areas within NIPS.

Eight further staff, who are based in other NIPS HQ directorates, perform important roles in supporting the Change Programme by managing and/or contributing to projects, which were implemented to deliver the Prison Review Team recommendations.⁵

A comprehensive and detailed programme plan has been developed, with a detailed programme structure identifying strategic and policy leads and project managers for each of the workstreams, six of which are NIPS, one is Healthcare and one DOJ/Criminal Justice Strategy. For each of the individual PRT recommendations there is a product description detailing purpose, components or contributing work package, checkpoints, resources required, dependencies and deliverables. Also included are the quality acceptance criteria and methods of quality measurement. The descriptions are approved within NIPS before being tabled at the Oversight Committee where the independent and other members have an opportunity to discuss and amend before ultimate Oversight Committee sign-off.

There is an NIPS PRT programme governance and organisational structure which clearly outlines the roles and responsibilities of all parties included in the programme structure for the programme, including the new programme structure for the SEE Programme elements of the PRT Programme.⁶

Inspectors' Assessment:

The dedicated Change Management Team recommended by the PRT Report is in place, including expert human resources input, and is headed by an experienced change manager. Significant resources have been committed to the team, both in terms of core staff and also NIPS Headquarters staff with a role to support the work. A business case is being

⁵ Northern Ireland Assembly Written Answers. Friday 21 December 2012. (AQW 17774/11-15)

⁶ Full details are in NIPS document 'Northern Ireland Prison Service PRT Programme Governance and Organisation. V1.2. October 2012'

finalised which will define the additional resources required to deliver the longer-term change programme.

There is a comprehensive PTR Programme to co-ordinate delivery which is overseen by a detailed governance structure within the NIPS and externally through the PRT Steering Group and ultimately to the PRT Oversight Committee.

The change management process has significant staffing committed to the programme on a full-time basis and in supporting roles, and, as outlined above, a business case is being completed for additional resources. NIPS, and ultimately the PRT Steering Group, will need to be satisfied that the costs of the programme management are identified and costed and that progress with the delivery of the prison service reform programme is commensurate to the cost.

CJINI would therefore assess this recommendation as complete in accordance with the PRT Report and recommendation.

Recommendation 23: There should be oversight of the change process, by a high-level Ministerial group including external involvement from a non-executive director of the Prisons Board and the Chief Inspector of Criminal Justice, with regular reports to the Justice Committee. The CJINI should be given additional resources to carry out independent monitoring of outcomes against our recommendations.

As part of recommendation 22 the PRT Report stressed the importance of supporting the wider change process within NIPS, and that the change management team should report to a programme steering group headed by the Director General, meeting at least monthly to review progress, take big decisions and ensure action is taken to keep the programme on track.⁷ In view of the importance and potential difficulty of the process, the PRT Report

⁷ This aspect of the PRT Report is fulfilled by the PRT Programme Governance Authority which is discussed in more detail under recommendation 22 of this report.

also considered that there should be quarterly reports to a high-level Ministerial oversight group with external representation (recommendation 23). There should be regular progress reports to the Justice Committee, to ensure public and Northern Ireland Assembly oversight and engagement with the reform process. The PRT report went on to recommend that CJINI should be given a dedicated resource to independently monitor actual outcomes in prisons and other associated areas of criminal justice against the PRT recommendations and to provide independent confirmation of progress to the oversight group.⁸

Oversight Group

The PRT Oversight Group has been formed, it is chaired by the Justice Minister, and the inaugural meeting was on 15 February 2012. There have been 3 subsequent meetings, held on a quarterly basis, on 10 May 2012, 19 September 2012 and 19 December 2012. Meetings have been scheduled for the forthcoming year and these will be held on 13 March 2013, 22 May 2013, 11 September 2013 and 11 December 2013.

The Oversight Group is governed by an agreed Terms of Reference which sets out the Group's primary functions as:

- i. Oversee the implementation of those recommendations made by the Prison Review team that fall to the Department of Justice (DOJ) and the operational Healthcare recommendations;
- ii. Ensure appropriate co-operation between DOJ and DHSSPS on the implementation of strategic healthcare recommendations;
- iii. Test and challenge the assurances which are to be provided to the Minister of Justice and the Justice Committee in relation to the implementation of recommendations; and
- iv. Provide regular summary reports to the Justice Committee after each meeting⁹.

⁸ Review of the Northern Ireland Prison Service. Conditions, Management and Oversight of all Prisons. Prison Review Team. Final Report, October 2011.

⁹ Oversight Group for the Implementation of the Prison Review Team Report. Terms of Reference.

Inspectors' Assessment:

The high-level Ministerial group is now well established and is providing oversight of the prison service change process. The group includes the external, CJINI and non-executive Director PSMB representation recommended by the PRT Report, and, given the healthcare emphasis of the PRT Report, there is senior representation on the Group from DHSSPS.

There is Northern Ireland Assembly oversight with the prison reform process through the Justice Committee which, in addition to receiving progress reports after each of the Oversight Group meetings, has had the opportunity to discuss the issues directly with the Minister and members of the NIPS senior management team when they appeared at the Committee.

CJINI has been provided with additional funding and has dedicated resources to monitor outcomes against PRT recommendations.

CJINI would therefore assess this recommendation as complete in accordance with the PRT Report.

Recommendation 38: - *Under-18s should not be held at Hydebank Wood*

The Interim Prison Review Team Report was unambiguous that Hydebank Wood is not, or can ever be, an appropriate environment for children. The regime available to them is extremely poor, access to education was problematic in spite of the legal requirement that those under 16 or under 18 should have a full-time education timetable, and under 18s could not access workshops because they cannot mix with the over 18 population. The interim report recommended that children and young people under 18 should not be held in Hydebank Wood. Suitable accommodation for all children that meets the best interests of the child should be found on the Woodlands site or elsewhere.¹⁰

¹⁰ Review of the Northern Ireland Prison Service. Conditions, Management and Oversight of all Prisons. Interim Report. February 2011.

The final PRT Report restated the recommendation in the Interim Report that children under 18 should not be held at Hydebank Wood. The same issue was addressed in several CJINI Reports¹¹ and by the Review of the Youth Justice System in Northern Ireland which was published on 26 September 2011.

Inspectors' Assessment:

The Minister announced in June 2012 that from the beginning of November 2012 no offenders under the age of 18 would be held at Hydebank Wood, in all but the most exceptional circumstances. Administrative arrangements are in place to give effect to this announcement, and Inspectors can confirm that, from PRISM committal records, there have not been any under 18 year-olds committed to Hydebank Wood from 1 November 2012.

There is an operational response plan which provides contingencies that can be progressively applied to deal with capacity pressures at Woodlands, difficult cases and unexpected circumstances.

Whilst the option has been left open, and in CJINI's view this is appropriate, for an under 18 year-old to be held in custody in Hydebank Wood in the most exceptional circumstances, and that this would require Ministerial approval and court sanction, the term 'exceptional circumstances' has not been defined.

Inspectors understand the rationale for this to be clarified in the statutory guidance following stakeholder consultation, and for the completed guidance to coincide with the enactment of the legislation, however, this leaves a lack of clarity should a case involving exceptional circumstances arise in the interim. It would be CJINI's view that clarity needs to be given to the definition of 'exceptional circumstances' well in advance of the enactment of the legislation which is likely to be in early to mid-2014.

¹¹ An Inspection of Prisoner Resettlement by the Northern Ireland Prison Service. CJINI. October 2011. Report on an Unannounced Short Follow-up inspection of Hydebank Wood YOC. 21-25 March 2011. CJINI and HMIP.

CJINI would consider this recommendation to be complete in accordance with the PRT Report. Until the legislation is in place, supported by the statutory guidance, CJINI would propose that Inspectors periodically monitor the situation and the Hydebank Wood PRISM committal records to ensure that this remains the case.

**Oversight Group for the Implementation of the Prison Review Team Report
Terms of Reference
(May 2012)**

Background

The Prison Review Team was established in July 2010, in line with commitment given in the Hillsborough Castle Agreement, to conduct a review of the conditions of detention, management and oversight of the Northern Ireland Prison Service (NIPS). The final report, published in October 2011, highlighted the need for end to end fundamental reform of the Prison Service and set out 40 recommendations to transform the Prison Service into one which is both good and effective.

2. The report emphasised that responsibility for the reform of the prison system in Northern Ireland extended beyond the Department of Justice. One recommendation – the development of a Safer Society Strategy – was directed at the Executive as a whole and ten recommendations, relating to Healthcare, fall largely to the Department of Health, Social Services and Public Safety to implement. However, the majority of the recommendations within the report fall to NIPS, the Department of Justice and its other agencies to take forward.

Functions & Responsibilities

3. The Oversight Group (the Group) has been established by the Minister of Justice, in response to Recommendation 23 of the PRT final report, which states “There should be oversight of the change process, by a high-level Ministerial group including external involvement from a non executive director of the Prisons Board and the Chief Inspector of Criminal Justice, with regular reports to the Justice Committee. The CJINI should be given additional resources to carry out independent monitoring of outcomes against our recommendations”.

Primary Functions:

- i. oversee the implementation of those recommendations made by the Prison Review Team that fall specifically to the Department of Justice (DOJ), and the operational Healthcare recommendations;
 - ii. ensure appropriate co-operation between DOJ and DHSSPS on the implementation of strategic healthcare recommendations;
 - iii. test and challenge the assurances which are to be provided to the Minister of Justice and the Justice Committee in relation to the implementation of recommendations; and
 - iv. provide regular summary reports to the Justice Committee after each meeting

4. In taking forward its Primary Functions the Group may also consider interdependencies arising from the wider Strategic, Efficiency and Effectiveness Programme.

5. The work of the Group will be supported and informed by:
 - i. regular progress reports from the Director General of the Northern Ireland Prison Service and the DOJ “Safer Communities” and “Access to Justice” Directors, as required; and
 - ii. independent analysis of progress against recommendations, as provided by Criminal Justice Inspection Northern Ireland.

6. Independent members of the Group can receive opinions from its wider networks and outside organisations on the progress of reform to inform their contribution.

7. Independent members of the Group can engage directly with key individuals related to the reform programme (to be arranged through NIPS Secretariat).

8. The Group will continue to meet until it is satisfied that the Prison Review Team’s recommendations have been appropriately implemented. It is anticipated that the role of the Group will extend throughout the duration of the 2011 – 15 budget period, subject to review.

9. The Group will act in an advisory capacity to ensure implementation of PRT recommendations, in line with paragraph 3(i). It has no executive powers, and will take no formal role either in the formulation of policy or in the direct delivery of the Departments' business.

Membership

10. The members of the Group include:

- David Ford MLA, Minister of Justice, Chair
- Nick Perry (DOJ Permanent Secretary)
- Andrew McCormick (DHSSPS Permanent Secretary)
- Patricia Gordon (independent member and NIPS Non-Executive Director)
- Brendan McGuigan (independent member and Chief Inspector of Criminal Justice Inspection Northern Ireland)
- Duncan McCausland (independent member and former Assistant Chief Constable, PSNI)
- Professor Monica McWilliams (independent member and former Chief Commissioner of the Northern Ireland Human Rights Commission)

Reporting

11. The Group will formally provide summary reports in writing to the Justice Committee after each meeting.

12. At the end of each 12 month period the Group will produce a report summarising progress made and setting the objectives for the following 12 months.

Meetings

13. Meetings of the Group will be chaired by the Minister of Justice. In the event that the Minister is unable to attend a meeting, either Professor Monica McWilliams or Duncan McCausland will chair the meeting.

14. The Group will meet at least four times per year. The Chair may convene additional meetings, as deemed necessary.

15. All meetings will include core items as agreed by the Group.

16. All meetings will require a quorum of three members before proceeding to business.
 26. Group meetings will normally be attended by the:
 - Group Members;
 - Director General of NIPS;
 - NIPS Organisational Change Manager;
 - a CJINI Inspector (TBC); and
 - the Group Secretary

18. The Group may ask other officials from the DOJ - in particular the Directors of “Safer Communities” and “Access to Justice” - to attend in order to assist it with its discussions on any particular matter.

19. The Group will be given the opportunity to declare any conflict of interest at the beginning of each meeting.

20. The Group may ask any or all of those who normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters.

21. Independent members may meet separately to the Oversight Group and will be arranged through NIPS Secretariat.

Papers

22. All matters for inclusion on the Agenda should be received by the Secretary at least 10 days in advance of each meeting.

23. All papers for consideration by the Group should be received by members 5 working days in advance of each meeting.

24. The minutes should be circulated to members for comment within 5 working days of each meeting.

Secretariat

25. The Group Secretary is a member of NIPS Secretariat.

Review

26. Terms of reference will be reviewed as required by agreement of the Group.

PRT PROGRAMME VISION

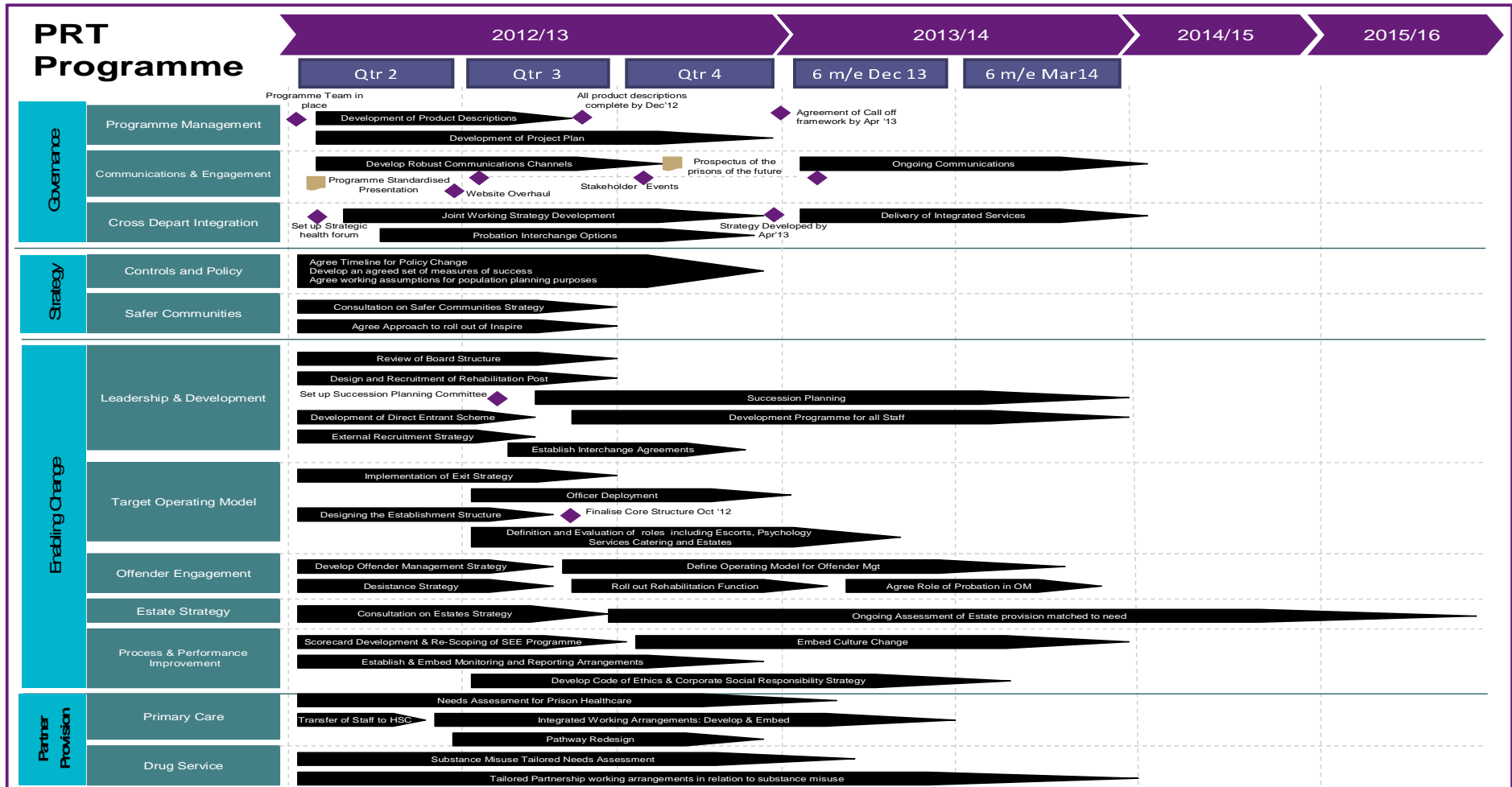
To improve public safety and reduce the risk of victimisation by reducing the risk of offending and reoffending with a particular focus on:

- Creating a prison system which is a model of excellence, focused on enabling individuals to change as well as providing a safe, secure and humane system;
- Providing the interventions to, and the right environment for, individuals to change the behaviours which have led to offending previously; and
- Delivering more effective outcomes in all aspects of offender engagement through enhanced better joined up partnership arrangements across government and with specific statutory and non-statutory service providers.

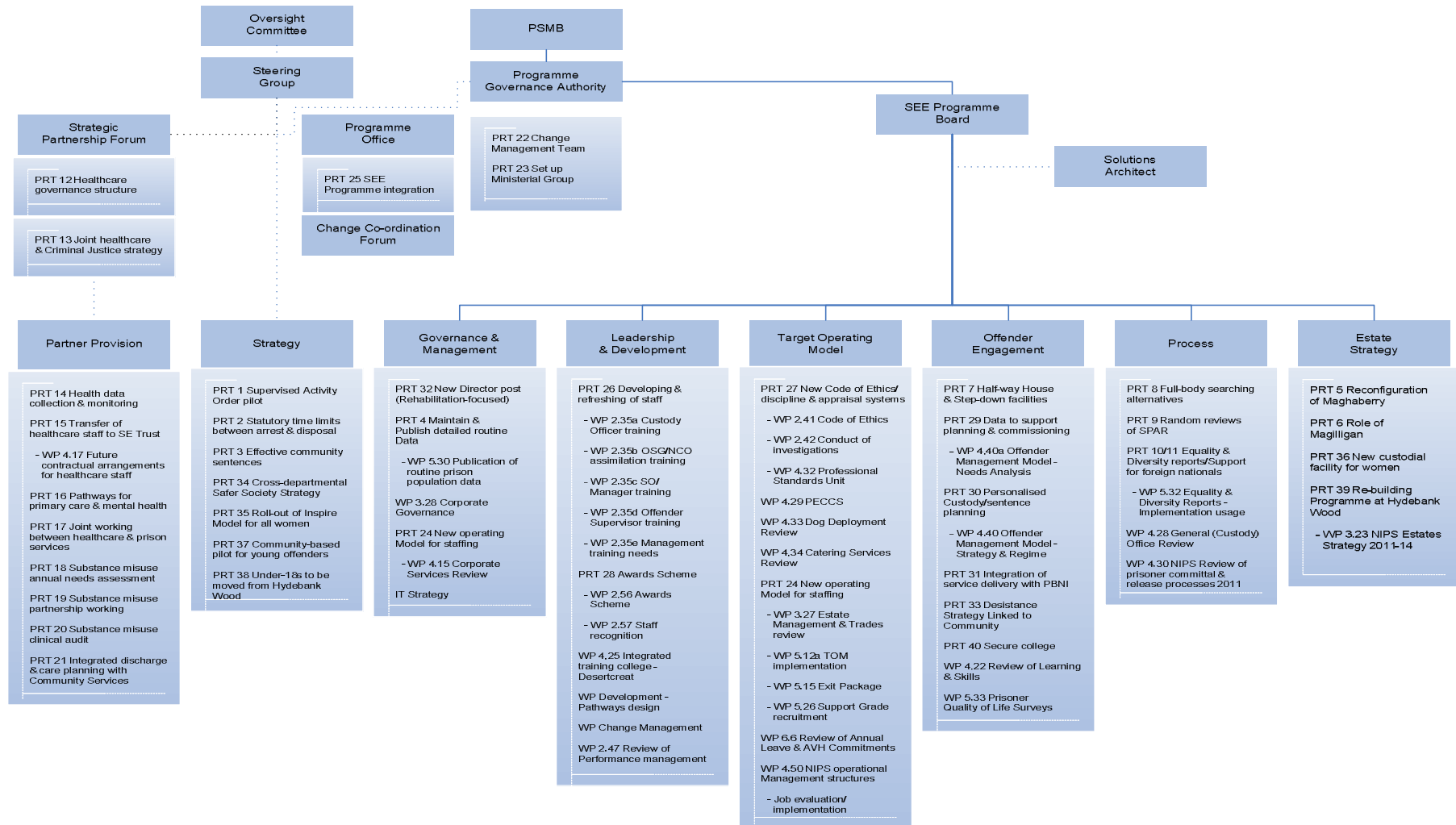
PROGRAMME STRUCTURE OVERVIEW

PROGRAMME OF WORK	DRIVING THEMES	WORKSTREAMS	RECOMMENDATIONS					
PRT	1. Governance	1.1 Programme Management	22	23				
		1.2 Communications & Engagement	25					
		1.3 Cross Dept Integration	12	13				
	2. Strategy	2.1 Controls and Policy	1	2	3	38		
		2.2 Safer Communities	34	35	37			
	3. Enabling Change	3.1 Leadership & Development	26					
		3.2 Target Operating Model	24	27	28			
		3.3 Offender Engagement	7	30	31	32	33	40
		3.4 Estate Strategy	5	6	36	39		
		3.5 Process & Performance Improvement	4	8	9	10	11	29
	4. Partner Provision	4.1 Primary Care	14	15	16	17	21	
		4.2 Pharmaceutical Services	18	19	20			

HIGH LEVEL PROGRAMME PLAN



PROGRAMME STRUCTURE





PRISON HEALTH CARE STRATEGIC FORUM

Terms of Reference

Date: 4 August 2012
Version: 1.0
Review Date: August 2014.

1.0 Constitution

The Chief Executive, South Eastern Trust (SET) and the Director General of the Northern Ireland Prison Service (NIPS) resolve to establish a forum to be known as the Strategic Partnership Forum.

2.0 Membership of the Forum

Membership of the Forum will be as follows:

Chief Executive – SET (CHAIR)
Director Adult Services & Prison Health Care - SET
Director General - NIPS
Deputy Director General - NIPS
Representative from the Health and Social Care Board / Public Health Agency (HSCB)
Representative from DHSSPS
Representative from Department of Justice

3.0 Frequency of meetings

The Forum will meet every 2 months.

4.0 Authority

This forum is authorised by the Chief Executive SET and Director General, NIPS to undertake any activity within its terms of reference. In particular, it may seek advice from whatever source it deems appropriate in order to fulfil its function. It may also invite visitors to speak or present in their area of specialism depending on agenda items.

5.0 Terms of Reference of the Forum

The role of this committee is to make strategic decisions and provide strategic direction in relation to the provision of healthcare within the prisons in Northern Ireland. It will communicate these decisions to members of the Operational Management forum for implementation and forward dissemination. Likewise, it will consider any issues, referred to it as unresolved as identified at the Operational Management forum.

The main responsibilities of this forum are:

- To consider the policy direction of the Department of Health, Social Services and Public safety and the policy direction of the Department of Justice and ensure that the delivery of prison healthcare reflects the broader aims and objectives of the two departments where applicable.

- To consider the commissioning intent of the Health and Social Care Board and ensure that delivery is in line with the objectives
- To agree a strategic approach to external stakeholder reports such as HMIP, RQIA, and Prisoner Ombudsman etc.
- To clearly communicate any strategic decisions to the senior managers of both organisations for implementation, review and feedback.
- To work closely in relation to interface issues which require a joint strategic approach and / or sustained change, e.g. medicines management.
- To agree ways in which both organisations can make optimum use of resources to achieve positive outcomes throughout the prison estate.

6.0 Operational Arrangements for Meetings

The Director of Adult Services and Prison Health Care will prepare the agenda for this forum and his office will distribute relevant papers 7 days in advance of each meeting. Time and location of consequent meetings will, if possible be decided at the end of each meeting. A reminder of these details will be included on the agenda.

7.1 Agenda items and papers for the meeting

Agenda items should be submitted to the Director of Adult Services 14 days in advance of the meeting. The content of the agenda will be agreed prior to issue.

Should an item need to be raised on the day, it can be covered under “Any Other Business”. However, this will be subject to time being available within the anticipated length of the meeting which will not exceed two hours.

7.2 Minutes of the meeting

A nominated person will record the minutes. The minutes should be circulated within 14 days after the meeting listing topics discussed, actions agreed and individuals responsible for undertaking those actions. Comments in relation to accuracy should be made to the minute taker within 7 days of circulation. The finalised version should then be distributed to the forum to ensure appropriate actions are taken before the next meeting

7.3 Review of Terms of Reference

The Forum will review its terms of Reference on an annual basis. The Director General, NIPS and the Chief Executive, SET should endorse these reviews.

INDEPENDENT MEMBERS' STAKEHOLDER MEETINGS

Date	Detail
2.2.12	Briefing at Board of Northern Ireland Association for the Care and Resettlement of Offenders (NIACRO)
13.2.12	Meeting with Public Prosecution Service Northern Ireland (PPSNI)
15.3.12	Meeting of Oversight Group with Justice Minister
8.3.12	Briefing at Board of NIACRO
23.3.12	Independent Monitoring Board (IMB) AGM at Hilton Templepatrick
19.4.12	Briefing at Prince's Trust
4.5.12	Meeting with Board of NIACRO
8.5.12	Meeting with Children's Law Centre
10.5.12	Meeting of Oversight Group with Justice Minister
1.6.12	Meeting with NIACRO
14.8.12	Meetings with: NIPS Change Manager NIPS Director General
20.8.12	Meeting of Prison Review Oversight Group independent members
19.09.12	Meeting of Oversight Group with Justice Minister
1.10.12	Meeting with Equality Commission
15.10.12	Meetings with: IMB Include Youth
25.10.12	Visit to Hydebank Prison
26.10.12	Visit to Maghaberry Prison
12.11.12	Meetings with:

	Commissioner for Children and Young People Commissioner for Older People Human Rights Commissioner Prince's Trust Committee on the Administration of Justice (CAJ)
19.11.12	Meeting of Prison Review Oversight Group independent members
28.11.12	Meeting with NIPS Change Manager
12.12.12	Meetings with: Criminal Justice Inspection Northern Ireland (CJINI) Prison Chaplains NIPS Head of Training College
17.12.12	Visit to Magilligan Prison
19.12.12	Meeting of Oversight Group with Justice Minister
22.1.13	Meeting with female prisoners at Hydebank Wood Prison and observation of committal procedure
24.1.13	Meeting with NIPS Change Manager
1.2.13	Meeting with Probation Board Northern Ireland (PBNI) including visit to Inspire
6.2.13	Minister's Speech ref. Prisons and Criminal Justice
11.2.13	Meeting with NIPS Director General and Senior Management Team
14.2.13	Resettlement Workshop
19.2.13	Meeting with NIPS Change Manager
4.3.13	Meeting with CJINI
13.3.13	Meeting of Oversight Group with Justice Minister
19.3.13	Workshop on Young People's Services
26.3.13	Meeting with NIPS Change Manager