

**PRISON REVIEW OVERSIGHT GROUP  
JUSTICE COMMITTEE SUMMARY REPORT**

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JUNE 2012

ÁThe purpose of this summary report is to provide the Committee with an update following the second meeting of the Prison Review Oversight Group (the Group), which took place on 10 May 2012.

2. The meeting was chaired by the Minister of Justice and was attended by Group members:

- Nick Perry (Permanent Secretary, DOJ);
- Andrew McCormick (Permanent Secretary, DHSSPS);
- Patricia Gordon (Independent Member);
- Dr Michael Maguire (Independent Member, CJINI);
- Duncan McCausland (Independent Member); and
- Professor Monica McWilliams (Independent Member)

3. Department of Justice officials Peter May (Safer Communities), David Lavery (Access to Justice), Colin McConnell (NIPS) and Max Murray (NIPS) attended to give supporting evidence to the Group. CJINI inspector Dr Ian Cameron was also in attendance.

4. The Minister thanked Andrew McCormick for agreeing to join the Group and welcomed him to his first meeting.

**Terms of Reference**

5. Amendments to the Group's terms of reference (TOR) were proposed to reflect the fact that the Andrew McCormick had agreed to join; these amendments were approved and the revised TOR agreed. A copy of the final TOR is attached at appendix A.

## **Baseline Information**

6. The Group agreed that it would be helpful to begin to collate a range of data for baseline purposes, in order to better chart the impact and outcomes of the reform programme. By way of example, information will be collated on areas such as the:

- number of fine defaulters in custody;
- number of Supervised Activity Orders;
- number of remand prisoners;
- number of community sentences;
- usage of interpreter services; and
- reoffending rates

Officials from NIPS in collaboration with CJINI will take this forward before the next Oversight Group meeting.

## **Programme Vision**

7. An update was provided to the Group on the series of strategic workshops held in February, March and April to look at the programme organisation and resourcing. As part of these workshops a programme vision was agreed upon; a copy of the vision is attached at appendix B.

## **Measurement of completed recommendations**

8. The Group has agreed a process for assessing and signing off on completed recommendations, including where a recommendation contains multiple strands. In order to ensure consistent and appropriate assessment, the Group has requested that CJINI provide an independent evaluation of each recommendation when the PRT Programme Office deems it to be complete; CJINI will report to the Group, which will then decide whether or not to sign off on the recommendation.

9. Recommendation 15 (transfer of healthcare staff) provides an example of a recommendation with multiple strands and the need to consider each specific strand before the recommendation can be signed off as completed.

In the case of Recommendation 15, while the Group could sign off that the transfer of staff has taken place, it could not sign off on the second part of the recommendation at this point surrounding clinical leadership and governance. Therefore, when this recommendation was brought before the Group, it did not agree to sign it off as completed.

### **Progress Update**

10. Colin McConnell provided an update on progress across the Reform Programme since the Group last met in February, highlighting:

- progress on the composition of the change management team;
- the rolling out of the Target Operating Model;
- developments with the Voluntary Early Retirement Scheme; and
- progress on the recruitment process for the new Custody Officer roles

11. Following this update, the Oversight Group noted the progress outlined in the Headline Progress and Critical Dates update report provided by the PRT Programme Office, a copy of which is attached at appendix C. The Group has asked in future for this information to be grouped in a more meaningful manner, to reflect the ongoing work-streams; this will be completed for the next Oversight Group meeting.

12. The Oversight Group also considered in some detail the NIPS Outline Estate Strategy and related upcoming consultation.

### **Recommendations complete**

13. The Group has considered progress against Recommendation 23 (oversight of the change process) and agreed to sign it off as completed; the Oversight Group has been established by the Minister and is meeting on a regular basis and CJINI has been provided with additional resources.

### **Next Meetings**

14. While dates are to still to be finalised, the Group has agreed to meet again twice before year end, in September and December.

**PRT OVERSIGHT GROUP  
JUNE 2012**

**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:

- Minister of Justice (Chair)
- Nick Perry (DOJ Permanent Secretary)
- Andrew McCormick (DHSSPS Permanent Secretary)
- Patricia Gordon (independent member and NIPS Non-Executive Director)
- Dr Michael Maguire (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 Northern Ireland Human Rights Commissioner)

### **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.

17. 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.

**PRISON REVIEW TEAM 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

## HEADLINE PROGRESS AND CRITICAL DATES

<b>Structural Reform</b>	
<b>Progress Highlights:</b>	<ul style="list-style-type: none"> <li>➤ New target operating model launched on 01 April and is now being rolled out on a phased basis (Rec. 24)</li> <li>➤ Transfer of healthcare staff to SET on 31 March (Rec. 15)</li> <li>➤ Outline Estate Strategy finalised and presented to Justice Committee (Rec. 5, 6, 36, 39)</li> <li>➤ Role of equality and diversity committees strengthened; arrangements in place for quarterly update reports to NIPS Director General, who will report directly to Minister (Rec. 10)</li> <li>➤ Ethnicity and Disability records reviewed (Rec. 10)</li> <li>➤ Work commissioned at assistant director level to develop protocols for joint working between healthcare and other prison departments (Rec. 17)</li> <li>➤ Audit facilitator appointed to ensure clinical audits are following protocols and guidance is followed (Rec. 20)</li> <li>➤ SET and AD:EPT are ensuring pro-activity in terms of discharge (Rec. 21)</li> <li>➤ Work underway to develop information sharing protocols amongst the three providers of substance misuse services (Rec. 19)</li> </ul>
<b>Forthcoming Critical Dates:</b>	<ul style="list-style-type: none"> <li>➤ Outline Estate Strategy consultation launched in June 2012 (Rec. 5, 6, 36, 39)</li> <li>➤ Clinical audit complete by 30 June 2012 (Rec. 20)</li> <li>➤ Audit by AD:EPT discharge arrangements to be completed by 30 June 2012 (Rec. 21)</li> <li>➤ Info. sharing protocols for the three providers of substance misuse services in place by July 2012 (Rec. 19)</li> <li>➤ Protocols on joint working between healthcare and other prison departments to be agreed and in place with a range of stakeholders by July 2012 (Rec. 17)</li> <li>➤ Target operating model fully implemented by October 2012 (Rec. 24)</li> </ul>
<b>Skills &amp; Capacity of Staff</b>	
<b>Progress Highlights:</b>	<ul style="list-style-type: none"> <li>➤ VER Scheme: 544 applications; a total of 160 staff left the Service by 30 April, with a total of 139 advised they can leave but departure must be delayed for operational reasons (Rec. 26)</li> <li>➤ 4,911 applications received for Custody Officer competition; the selection procedure is well advanced with numeracy and literacy tests complete. Assessment centres began on 21 May (Rec. 26)</li> <li>➤ Further development of the change management team, including the appointment of strategic change manager (Rec. 22)</li> <li>➤ Sub-group established by NIPS and PBNI senior management to explore and develop improved cooperation, including in training, development &amp; delay, and secondments (Rec. 31)</li> </ul>

<b>Forthcoming Critical Dates:</b>	<ul style="list-style-type: none"> <li>➤ Delivery of training programme for OSGs/NGOs moving to new Custody Officer grade to begin June 2012 (Rec. 26)</li> <li>➤ Sub-group on improved cooperation and joint work between NIPS and PBNI to report back to senior management in June 2012 (Rec. 31)</li> </ul>
<b>Cultural Change</b>	
<b>Progress Highlights:</b>	<ul style="list-style-type: none"> <li>➤ Scoping paper on make-up of professional standards unit drafted (Rec. 27)</li> <li>➤ Draft proposals on NIPS Awards Scheme developed, subject to internal consultation (Rec. 28)</li> <li>➤ Appt. of new head of offender management (Rec. 29, 32, 33)</li> <li>➤ Review of learning and skills ongoing (Rec. 32, 40)</li> <li>➤ Engagement with DEL re: concept for secure college at Hydebank Wood has begun (Rec. 40)</li> </ul>
<b>Forthcoming Critical Dates:</b>	<ul style="list-style-type: none"> <li>➤ Further options paper on NIPS Awards Scheme to be considered by management by 31 May 2012 (Rec. 28)</li> <li>➤ Scoping paper on make-up of professional standards unit to be considered by PSMB in May 2012 (Rec. 27)</li> <li>➤ Consultation with trade unions on draft code of ethics and code of conduct to commence in June 2012 (Rec. 27)</li> <li>➤ New disciplinary procedure implemented by 30 June 2012 (Rec. 27)</li> <li>➤ Review of learning and skills to be completed by 30 June 2012 (Rec. 32, 40)</li> <li>➤ Professional standards unit to be established by June 2012 (Rec. 27)</li> </ul>
<b>Efficient &amp; Effective Justice System</b>	
<b>Progress Highlights:</b>	<ul style="list-style-type: none"> <li>➤ Draft proposals on Statutory Time Limits put to Criminal Justice Delivery Group (Rec. 2)</li> <li>➤ The Minister has held a series of constructive bi-laterals with key ministerial colleagues on the Reducing Offending Strategic Framework to get buy in to our cross-Governmental approach to reducing offending (Rec. 34)</li> <li>➤ Reducing Offending Strategic Framework consultation to be discussed by Justice Committee (Rec. 34)</li> <li>➤ A workshop with senior representatives from NIPS, PBNI and DOJ has been set up to consider the way forward a pilot project for young adult offenders based on the INSPIRE model (Rec. 37)</li> </ul>
<b>Forthcoming Critical Dates:</b>	<ul style="list-style-type: none"> <li>➤ Reducing Offending Strategic Framework consultation to be published in June (Rec. 34)</li> <li>➤ Workshop with NIPS, PBNI and DOJ to consider the way forward for the project for young adult offenders based on the INSPIRE model to be held in July 2012 (Rec. 37)</li> <li>➤ Minister to announce way forward on the use of community sentences in June 2012 (Rec. 3)</li> <li>➤ Draft proposals on Statutory Time Limits to go to Justice Committee on 21 June 2012 (Rec. 2)</li> <li>➤ Paper to the Criminal Justice Board on the way forward for use of the INSPIRE model in June 2012 (Rec. 35) Completion of Newry SAO pilot in Sept 2012 (Rec. 1)</li> </ul>

