

FROM THE OFFICE OF THE JUSTICE MINISTER



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9 November 2015

Dear Members,

**MAGHABERRY ACTION PLAN FOLLOWING PUBLICATION OF CJINI  
INSPECTION REPORT**

I am placing the attached paper in the library in relation to the Maghaberry Action Plan following Publication of the CJINI Inspection Report.

A handwritten signature in black ink, appearing to read 'David Ford'.

**DAVID FORD MLA**  
Minister of Justice



# Maghaberry Prison

**Our response to unannounced inspection from May 2015**

*Published November 2015*



Report recommendation	Response	Actions required	Lead	Completion date
<p><b>S46</b></p> <p>Urgent and decisive action should be taken to strengthen the leadership of the prison. The leadership must:</p> <p><b>a) Provide visible reassurance and authority to staff and prisoners.</b></p> <p><b>b) Reduce staff absence.</b></p> <p><b>c) Ensure basic safety processes are in place to address concerns outlined in the Report.</b></p>	<p>Accepted</p> <p>Accepted</p> <p>Accepted</p>	<p>A new Director of Offender Policy and Operations has been appointed, who will initially take charge at Maghaberry as Governor.</p> <p>The Maghaberry senior management team (SMT) has been refreshed and strengthened.</p> <p>Robustly and consistently manage the NICS Sick Absence procedures to address sick absence in the Prison.</p> <p>Ensure safety processes are in place to address the safety concerns outline in the report.</p> <p>As a matter of priority ensure that effective supervision of prisoners takes place in all areas, with staff being trained and appropriate risk assessments completed.</p>	<p>Director General</p> <p>Governor and SMT</p> <p>Functional Head Residential</p>	<p>August 2015</p> <p>September 2015</p> <p>October 2016</p> <p>March 2016</p> <p>January 2016</p>

<p>d) Ensure a security strategy relevant to the needs of the prison is developed and implemented in a co-ordinated way across all relevant departments.</p>	<p>Accepted</p>	<p>Revise the Security Committee to include Heads of Function of each business areas. Review the security objectives in relation to security evidence, threats and issues raised by CJINI.</p> <p>The Committee is developing the Security Strategy which will be approved by the Director of Offender Policy and Operations.</p>	<p>Functional Head Operations</p>	<p>January 2016</p> <p>February 2016</p>
<p>e) prioritise the delivery of a predictable and decent regime.</p>	<p>Accepted</p>	<p>Develop and introduce a core day to deliver a productive, sustainable and predictable regime.</p> <p>Review the prisoner complaints process to ensure complaints are answered within timescales and to quality standards.</p>	<p>Functional Head Regimes</p> <p>Deputy Governor and Functional Heads</p>	<p>January 2016</p> <p>January 2016</p>
<p>f) prevent the abuse of diverted medication by taking robust steps to improve the administration, storage and handling of medication in line with Nursing and Midwifery Council standards.</p>	<p>Accepted</p>	<p>Install new and robust medicine storage lockers and work closely with SET to monitor in-possession medication to ensure it is not misused.</p> <p>Review with SET operational procedures to enable the management and administration of medication in accommodation areas, including the administration of supervised swallow.</p>	<p>Functional Head Residential and Works Manager</p>	<p>March 2016</p>

<p><b>S47</b></p> <p>Causes and response to the fire at Erne House requires independent investigation. The Justice Department should commission an independent inquiry into the causes and management of the fire at Erne House and what lessons can be learnt for the future. The inquiry should identify any misconduct or neglect by responsible individuals and action should be taken accordingly.</p>	<p>Accepted</p>	<p>An independent investigation has been commissioned into the incident at Erne House. The findings will be presented to the Director General.</p>	<p>Director General</p>	<p>February 2016</p>
<p><b>S48</b></p> <p>If it is necessary to continue to manage the separated units in line with different criteria from the rest of the prison, their location, management and resources should be removed from the rest of the prison in order to prevent their significant adverse impact on the prison population as a whole.</p>	<p>Partially accepted</p>	<p>Work is ongoing to manage and resource separation to minimise further impact on the integrated population</p>	<p>Director of Operations and Policy with Maghaberry SMT</p>	<p>April 2016</p>

<p><b>S49</b></p> <p>A comprehensive strategy to reduce the level of self-harm and self-inflicted death should be developed with a named manager responsible for its implementations. Priorities should include:</p> <p>a) Ensuring all prisoners are placed in decent first night accommodation and receive an appropriate induction.</p> <p>b) Ensuring recommendations arising from previous deaths are implemented and procedures to reduce the risk of suicide and self-harm are fully followed.</p>	Accepted	Implement the (revised) NIPS corporate strategy to reduce the level of self-harm and self-inflicted death.	Functional Head Residential	June 2016
	Accepted	Implement arrangements for the Adult Safeguarding Policy for Northern Ireland for the protection and safety of vulnerable adults in conjunction with the corporate strategy for self-harm and self-inflicted death.		
	Accepted	In the interim period, Maghaberry is reviewing and mapping prisoners' first night committal procedures.	Functional Head Residential	February 2016
		Develop a prisoner 'buddy' system to support prisoners during the committal process and first day/night period.	Functional Head of Residential	February 2016
	Accepted	Committal interviews conducted in private as far as possible.	Functional Head Residential	December 2015
	Accepted	Review all deaths in custody over the last three-year period and implement any outstanding recommendations.	Functional Head Residential	February 2016

<p>c) SPAR case management procedures should focus on understanding and responding to the underlying causes for prisoners' distress.</p> <p>d) Access to listeners' should not be unnecessarily restricted.</p> <p>e) Convicted and unconvicted prisoners should not have to share cells.</p>	<p>Accepted</p>	<p>Implement the (revised) NIPS strategy to reduce the level of self-harm and self-inflicted death.</p> <p>Review the Listener Scheme with the Samaritans to ensure that sufficient numbers of trained listeners are maintained and available when required.</p> <p>Review sentenced prisoners currently sharing with remand prisoners.</p> <p>Ensure mixed cell sharing does not routinely take place and will relocate accordingly.</p> <p>A review of accommodation needs at Maghaberry has been commissioned. The review will include cell allocations for all prisoner types.</p>	<p>Functional Head Residential</p> <p>Functional Head Residential</p> <p>Functional Head Operations</p> <p>Functional Head Operations</p> <p>Functional Head of Operations</p>	<p>June 2016</p> <p>December 2015</p> <p>December 2015</p> <p>March 2016</p> <p>December 2015</p>
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<p><b>S50</b></p> <p>Managers should ensure that:</p> <p>a) Effective measures are in place to monitor and oversee the use of all disciplinary process, use of force and segregation</p> <p>b) Poor behaviour is challenged promptly and proportionately by all staff</p> <p>c) Issues underlying poor behaviour are identified and tackled</p>	Accepted	The Maghaberry Security Committee to ensure effective measures are in place to monitor the use of disciplinary processes, the use of force and segregation.	Functional Head Operations	December 2015
		A 10% monthly review of adjudications and Use of Force.	Functional Head Operations	November 2015
	Accepted	Scope the potential for a dedicated cell Personal Officer Scheme.	Functional Head Prisoner Development	January 2016
		Provide written guidance and instructions for staff on challenging poor behaviour effectively and appropriately; and how to manage prisoners' performance against Personal Development Plans.	Functional Head Residential	March 2016
	Accepted	Review the management of the disciplinary process and the appropriate use of awards and sanctions as well as the effectiveness of reporting by staff.	Deputy Governor and Functional Heads	May 2016
		Review the PREPS scheme to create closer working between prisoners and staff and to encourage and challenge poor behaviour.	Functional Head Regimes	February 2016

		<p>In conjunction with SET and other community partners develop a strategic plan to address substance misuse and treatment.</p> <p>Establish a Drug Strategy Committee to implement the strategy and to gather and analyse data to determine its impact.</p>	<p>Functional Heads of Operations and Residential</p>	<p>March 2016</p>
d) All staff are up to date in the necessary training	Accepted	<p>Implement staff training plans to meet priority needs such as C&amp;R, separation training and training in specialist areas such as Prisoner Development Coordinators and programme deliverers.</p> <p>Dedicated training for Maghaberry staff has commenced.</p>	<p>Head of Staff Learning and Development</p> <p>Head of Staff Learning and Development</p>	<p>April 2016</p> <p>October 2015</p>
e) All prisoners are screened by managers and health care staff prior to being segregated and their safety and welfare is reviewed on a daily basis thereafter	Accepted	<p>Procedures are being reviewed to ensure prisoners are screened and that their safety and welfare is reviewed prior to being segregated and is reviewed on a daily basis thereafter.</p> <p>Refurbish and expand the Care and Supervision Unit (CSU) to enable the development of a more effective regime.</p>	<p>Functional Head Residential</p> <p>Deputy Governor</p>	<p>December 2015</p> <p>February 2016</p>

<p>f) The segregation regime for longer stay prisoners should be adequate to mitigate any resulting psychological deterioration.</p>		<p>CSU managers to fully consider the welfare and mental state of prisoners on restricted regimes in conjunction with healthcare staff.</p> <p>The length of periods spent in the CSU to be monitored by the Security Committee.</p> <p>Plans have been developed for a new High Risk Facility that will include all separated prisoners as well as Category A prisoners and others who may be considered highly disruptive or are a threat of serious harm to others.</p>	<p>Functional Head Residential</p> <p>Functional Head Operations</p> <p>Direct of Policy and Operations</p>	<p>December 2015</p> <p>December 2015</p> <p>Estimated date 2017</p>
<p><b>S51</b></p> <p>The prison should investigate and address the reasons for the poorer outcomes of Catholic prisoners, put in place arrangements for the effective and credible investigation of discrimination complaints and consult with prisoners with disabilities and other minority groups to ensure their needs were understood and met.</p>	<p>Accepted</p>	<p>Commission independent and external research to investigate and address the reasons why Catholic prisoners are more likely to experience poorer outcomes.</p> <p>Keep under review and challenge systems and procedures that highlight poorer outcomes for prisoners through the Equality and Diversity Committee and standing procedures.</p>	<p>Governor</p> <p>Deputy Governor</p>	<p>Commission by January 2016</p> <p>November 2015</p>

		Review the quality of life for prisoners through an approved QPL survey.	Functional Head Residential	March 2016
		Extend Prisoner fora to ensure the needs of prisoners with disabilities and other minority groups are determined.	Functional Head Residential	December 2015
		As a matter of priority focus on the needs of the senior population.	Functional Head Residential	September 2015
<b>S52</b>		South Eastern Health and Social Care Trust response issued separately to RQIA		
<b>S53</b>				
The leadership and management of learning and skills should be strengthened. There should be a robust quality improvement process informed by data analysis, to ensure that the learning and skill provision meets prisoners' resettlement and development needs.	Accepted	A partnership is now in place between Belfast Metropolitan College and Maghaberry to deliver education and learning programmes. A new Head of Prisoner Learning and Skills has been appointed.	Functional Head Regimes	September 2015
		Belfast Metropolitan College are assessing the needs of prisoners on entry to custody. A curriculum is also being developed to achieve nationally recognised qualifications, raise literacy and numeracy standards.	Functional Head Regimes	January 2016

		In addition, a strategy is being developed to expand non-accredited vocational activities and employment opportunities within the prison.	Functional Head Regimes	January 2016
<b>S54</b>	Accepted	Implement the Prisoner Development Model (PDM) which identifies prisoners' offending reduction needs, generates a personal development plan and assesses pre-release needs for re-integration back into the community.	Functional Head Prisoner Development	February 2016
The prison should complete a robust needs analysis of its population and ensure that the resettlement services provided meet the needs of the population.				