

*Improving
public safety
by reducing the
risk of re-offending,
through the
management and
rehabilitation of
offenders in
custody*

**Business Plan
2012-2013**

**Corporate Plan
2011-2015**

**Delivering
Structural Change,
Beginning
Cultural Change**

Year Two

Foreword By The Minister



I welcome the opportunity to introduce the latest Business Plan for the Northern Ireland Prison Service.

When I received the final report from the Prison Review Team in October 2011, I foresaw that the next

six months would be critical to this programme of reform. While I am clear that implementation of the Prison Review Team's recommendations will take years rather than months, and will require change across the whole system of Government as well as within the Prison Service, I believe the progress made in the past six months is such that it should be clear to all that the change we are embarked upon is transformational in scale and nature; is being tackled with pace and vigour; and is irrevocable in its outcome.

This Business Plan looks forward over the next year and maps out how NIPS will progress the vision set by the Review Team: of a Service with the offender at the centre of its focus; which provides the interventions necessary to reduce the risk of re-offending; which is efficient and effective; and which is respected and valued by the society it serves.

The significance of this work on reform, and the benefits that it stands to bring to the whole of society in Northern Ireland cannot be overstated – not only the benefits in creating a transformed and more efficient and effective Prison Service, but also – more fundamentally – by helping to

shape and inform the approach that our society should take to those who offend against its rules, by encouraging and supporting their rehabilitation.

The reform programme, properly resourced and managed, has the potential to significantly contribute to improving public safety by reducing the risk of re-offending and in doing so easing the burden, both in financial and human terms, placed on our society. I believe the start that has been made can genuinely give rise to confidence that my Department's response to the recommendations is positive and that the progress being made is real.

The Oversight Group that I established will provide me with robust and impartial scrutiny of the performance of the reform programme as it continues.

I acknowledge that the last six months have not been without some set-back, such as the early departure – for personal reasons – of the NIPS Change Manager. However, in spite of this disappointment, tremendous progress has been made and I am pleased that a new Change Manager has already been appointed and will take up post in May 2012.

The Director General has also been appointed as Chief Executive of the Scottish Prison Service and will be departing in May. The process to find a replacement Director General is already underway and continues to be a priority for me and the Department.



I want to pay tribute to the Director General for the clarity of vision that he has provided and the resilience of his leadership over his period in office. I also want to pay tribute to both management and the Prison Officers' Association for the constructive and businesslike way that they have conducted their discussions in agreeing the details and outworkings of the reform programme. At the outset of the change programme I made clear that change was not something I wanted to do **to** our staff, but rather our objective was to bring about reform working **with** them, both directly as employees and through working alongside their elected Union representatives. It is therefore encouraging to report that after several months of detailed and painstaking negotiations, the Prison Service, the PGA and the POA have agreed a way forward.

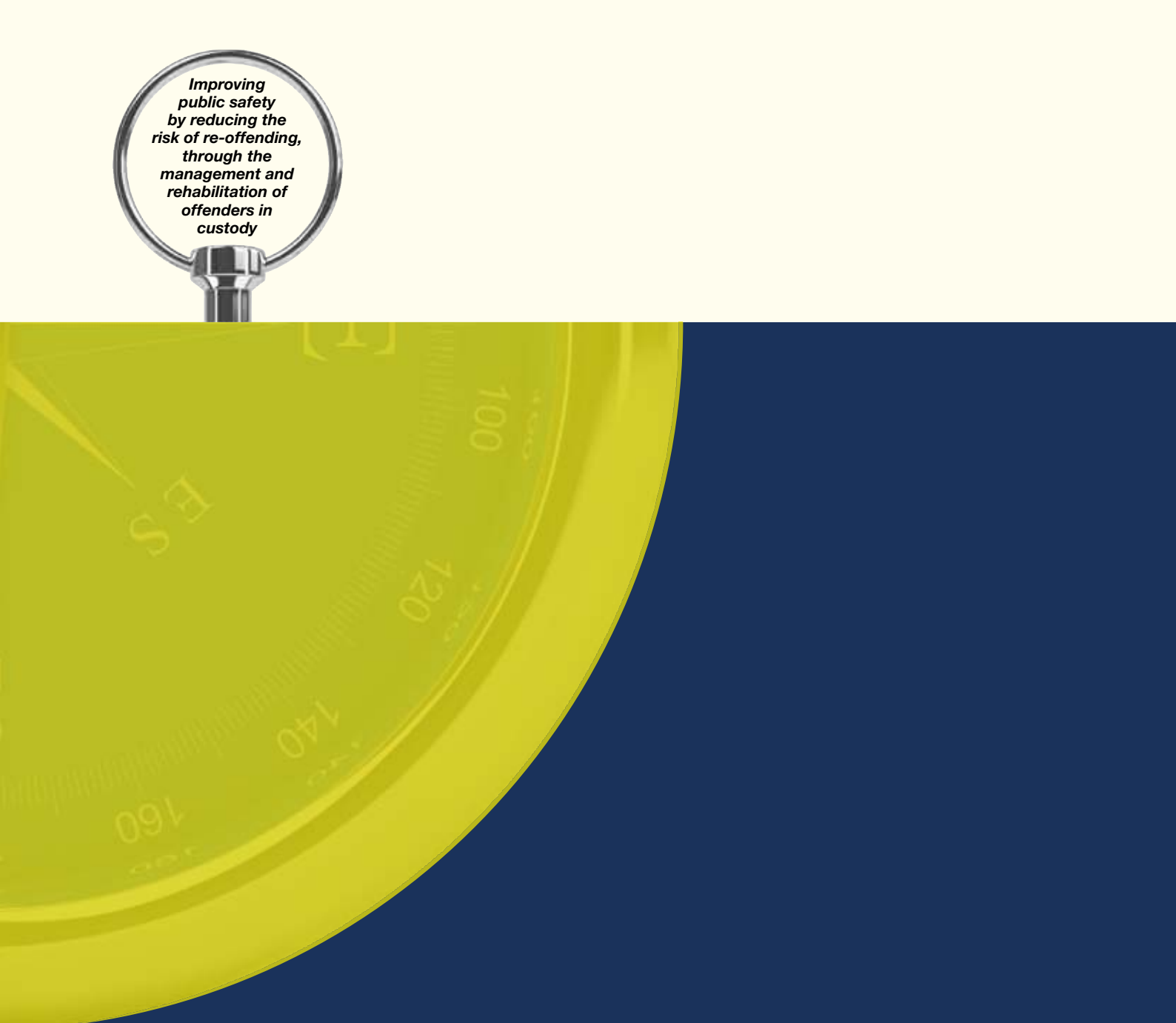
As we proceed to implement change, we are committed to working towards releasing the remainder of the staff who applied for the Voluntary Early Retirement Scheme. This will of course take time but I remain optimistic that we will be able to do so subject to the operational demands of keeping the Service running.

The Review Team's report was clear about the need to invest in the development of those staff remaining within NIPS. Considerable progress has been and is being made to develop our staff and prepare them for the challenges of working within a Prison Service with a changed focus, which will also underpin the much needed cultural reform called for by the Review Team.

As the Review Team made clear, implementation of reforms cannot be delivered by my Department alone. Some of the recommendations involve a strategic realignment of the framework for tackling offending and re-offending and will require a cross-Departmental response. My Department has hosted a number of strategic workshops to create a shared understanding of how the detailed and specific Review Team recommendations fit within the wider agenda of improving public safety and reducing the risk of offending and re-offending.

There is a considerable distance to be travelled before we reach journey's end and I acknowledge the inevitability of encountering further challenges and obstacles that will need to be overcome as we move forward. However, I am confident that the journey of reform has begun and real progress is being made to such an extent that we are now beyond the point of no return. The reform process that we started with the Hillsborough Castle Agreement is now, I believe, unstoppable.

David Ford
April 2012

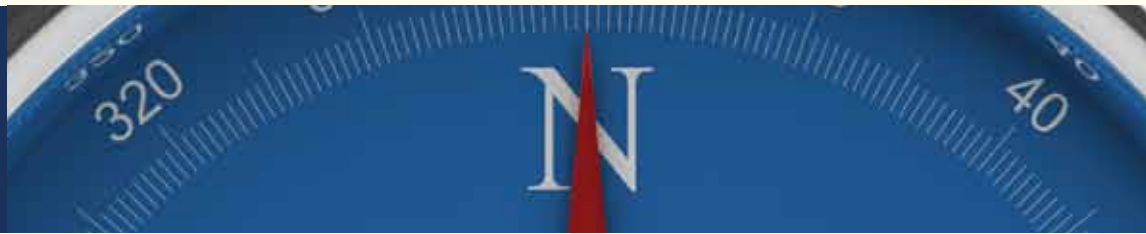


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Business Plan

2012–2013

Delivering Structural Change,
Beginning Cultural Change



One Year Business Plan (2012-13)

Delivering Structural Change, Beginning Cultural Change

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Director General's Introduction



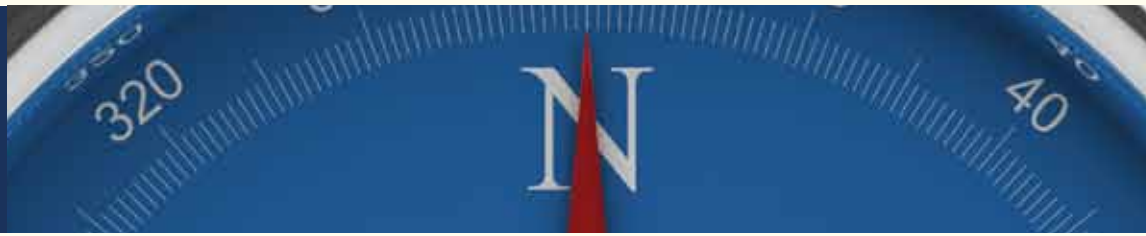
This is year 2 of our four year Corporate Plan and my second Business Plan as Director General of the Northern Ireland Prison Service. I consider it a privilege to have led the Service through the early stages of their journey to

become an efficient, effective and leading public sector organisation. This plan reflects our intentions in year two of our challenging four year business cycle of transformational change.

The **structural and cultural reforms have already begun and will continue to roll out during 2012-13**. This will transform and modernise the way in which we manage our business as follows:

- the introduction of a Centralised Detail Office (CDO), has already brought a greater degree of management control over the deployment of staff resources, has resulted in more efficient use of staff, fewer regime interruptions and much improved regime delivery across all three prison sites;
- the Voluntary Early Retirement Scheme which was developed, negotiated and agreed and has been a pivotal element of our plans for a more efficient and effective prison service. This scheme has proved very popular with staff and the first tranche of 151 left the Service at the end of March 2012. Further departures will take place as soon as operationally feasible during 2012-13;

- linked to this, a recruitment campaign for the new Custody Officer grade was launched in February, and has also proved to be very popular with prospective new entrants, with nearly 5000 applications having been received. Following a stringent and demanding selection process, the first recruits are expected to be operational by the end of this calendar year;
- as reflected in the agreement with the POA, significant progress has also been made in developing new front line and management job roles that will, in future, replace the current roles of the Principal Officer, Prison Officer, Operational Support Grade and the Night Custody Officer;
- the current seven tier management structure will be reduced to four tiers with the amalgamation of several Governor Grades and the removal of the Principal Officer grade;
- staff throughout the Service will have a clear line of progression in terms of advancement and all staff will have the opportunity to obtain professionally recognised qualifications. Obtaining a Certificate of Competence and subsequently a Licence to Practice will be a requirement in order to secure continued employment, pay progression and promotion;
- a new disputes resolution procedure and Industrial Relations Procedural Agreement (IRPA) will be implemented, supported by a new Code of Ethics. An updated and refreshed Disciplinary Procedure will also be introduced;



- NIPS is also committed to moving to a 37 hour week for front-line staff in April 2014, in response to the successful and full implementation of the Reform Programme;
- as we proceed to implement change we are committed to working towards releasing the remainder of the staff who applied for the Voluntary Early Retirement Scheme; and
- the transfer of Prison Healthcare staff to the South Eastern Health and Social Care Trust has taken place with effect from 1 April, which will ensure **for the first time**, that there is appropriate governance and accountability for the delivery of healthcare services in the custodial environment.

NIPS has taken forward a number of important reviews – including reviews of catering, of corporate services, and of corporate governance – which are helping to shape and inform both core and non-core operational delivery, which taken together, will lead to a more efficient and cost-effective Service. An Infrastructure Manager has also been appointed within NIPS. His remit includes the development of a Prison Estate Strategy – which is already well advanced and which I plan to publish in April – as well as consideration of the future of the Prison Service’s data system, PRISM.

NIPS has conducted a further review of Full Body Imaging Scanners for potential use in NIPS Prisons, in line with recommendation 8 of the Prison Review Team’s report and, on the basis of that review, NIPS plans to initiate a pilot of Full Body Imaging Scanners, as soon as the necessary authorisation for use of this technology in prisons is obtained.

NIPS has also been addressing concerns about Equality and Diversity reporting and has strengthened the role of Equality and Diversity Committees within prisons.

In this second year of the Corporate Plan, NIPS will continue to embrace complex change and face up to the challenge with skill and determination. There is every reason to be encouraged by the considerable progress to date and to look forward to a service growing and building on that early success and to become a beacon for excellence in the future.

Colin McConnell
Director General,
Northern Ireland Prison Service

1. Introduction

Delivering Structural Change, Beginning Cultural Change

- 1.1 This Business Plan covers **Year Two** of the period covered in the Northern Ireland Prison Service's 2011-15 Corporate Plan. In terms of our strategic direction, our focus this year will be on **delivering structural change and beginning cultural change**.

Purpose Of The Business Plan

- 1.2 The business plan seeks:
- to set out the **direction and focus** of our business over the coming year;
 - to indicate which areas we intend to **develop**;
 - to establish the **targets and indicators** that will measure how successfully we deliver our business; and
 - to provide managers throughout the Service with a **framework** for developing their own, more detailed, plans so that **continuity of purpose and strategic direction** can be charted at every level of planning, from the Business Plan right through to individual job descriptions.

Budget

- 1.3 Our allocated budget is £128m, with a further £8m for capital projects, which we will spend in supporting the Minister of Justice by delivery of our core purpose of **“improving public safety by reducing the risk of reoffending through the management and rehabilitation of offenders in custody”**.

Vision

- 1.4 The Corporate Plan has set out the Director General's vision for the future of the Northern Ireland Prison Service, that by the end of the Reform Programme it will:
- be well led and competently managed;
 - have a fit, flexible, motivated, well trained and well rewarded staff;
 - be compact and cost effective;
 - have the offender at the centre of its focus;
 - reduce the risk of offenders re-offending on release; and
 - be respected and valued by the community we serve.

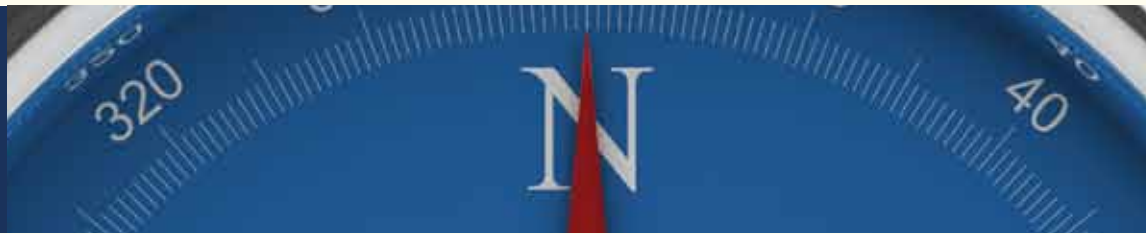
Strategic Aims

- 1.5 The planned activities set out in this Business Plan are intended, step by step, to take NIPS towards realising our longer term vision and delivery of our core purpose. In support of this approach, three strategic aims have been set by the Minister of Justice:

Strategic Aim 1:
Safe, secure and decent custody

Strategic Aim 2:
Reform and modernise to create a more effective and efficient Service

Strategic Aim 3:
Reduce the risk of re-offending



2. Strategic Overview

External Environment

2.1 In considering the key priorities for 2012-13, we have reviewed the external environment that NIPS is working in to see how this impacts on what we need to deliver in the current year so that we can achieve the best possible 'strategic fit' with the environment. Specifically this year's business plan considers the Executive's Programme for Government (PfG) for 2011-15; Department of Justice targets emanating from PfG; and the recommendations arising from the major review of "Conditions of Detention, Management and Oversight of all Prisons" which reported in October 2011 (The Prison Review Team). The impact of each of these on what NIPS needs to deliver in 2012-13 is considered below.

2.2 The PfG has identified 5 strategic priorities for the 2011-15 period, including the need to "Protect Our People, the Environment and Creating Safer Communities" and "Building a Strong and Shared Community". Specific milestones for 2012-13 have been identified for both of these priority areas that require significant contribution from us. These are:

- **Strategic Priority 3: Protecting Our People, the Environment and Creating Safer Communities** – Reduce the level of serious crime: including publishing a DOJ led, cross-departmental strategic framework for reducing re-offending.

- **Strategic Priority 4: (Building a Strong and Shared Community)**
 - Reform and Modernise the Prison Service: including having a new operating model in place and ready to launch; having a new training and development package for all operational staff in place and ready to launch; and having completed the selection of new Custody Officers.

2.3 The DOJ is in the process of finalising its Business Plan for 2012-13 which reflects the PfG agenda. Likely targets to be included in this Plan which must be delivered by NIPS include the following:

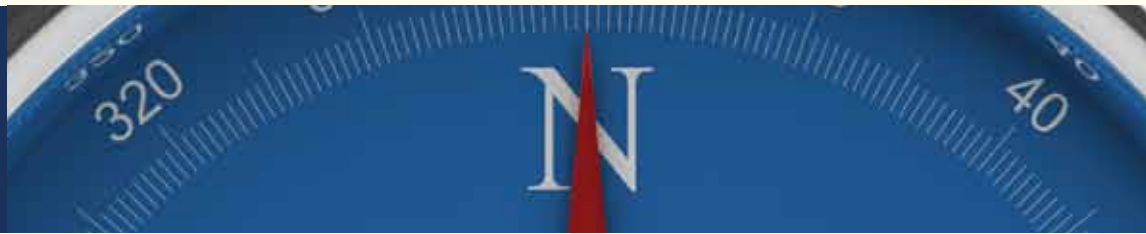
- **Reform and Modernisation of the Prison Service:**
 - > to deliver against the Voluntary Early Retirement Scheme Business Case;
 - > to complete the selection of new Custody Officers;
 - > to launch the new Target Operating Model from 1 April 2012;
 - > to implement a new competency framework and commence delivery of training for Custody Officers and Offender Supervisors;
 - > to complete the development of role descriptions, competency frameworks and training needs for the four levels of leadership defined in the new Target Operating Model; and
 - > to finalise the Estate Strategy and implement those elements identified for 2012-13, following public consultation.

2.4 In October 2011, the Prison Review Team, chaired by Dame Anne Owers, published its final report into the “Conditions of Detention, Management and Oversight of all Prisons”. This report highlighted the need for end to end transformational reform of the Prison Service and set out 40 recommendations to make the Prison Service and aspects of the wider justice system more effective. The report emphasised that responsibility for reform of the Prison Service extended beyond NIPS and the DOJ, with one recommendation on the development of a Safer Society Strategy being directed at the Executive as a whole, and a number of recommendations relating to prisoner healthcare falling largely to the Department of Health Social Services and Public Safety (DHSSPS). However, there are a significant number of the recommendations that do fall to NIPS to address and significant progress must be made on these in 2012-13. These include:

- contributing to the development of a DOJ led cross-departmental strategic framework on Reducing Reoffending;
- contributing to the development of a joint healthcare and criminal justice strategy;
- exploring opportunities for integrated service delivery, staff exchange and shared services with Probation Board for Northern Ireland (PBNI) and implementing agreed actions;
- developing and implementing an effective system for assessing prisoner needs and commissioning the services required;
- developing and implementing a desistance strategy to operate in partnership with families and the community;

- ensuring that all prisoners have a personalised custody or sentence plan in place;
- implementing an effective Communications Strategy for the Reform Programme;
- taking the first steps towards translating Hydebank into a secure college;
- designing a new training and development package for all operational staff and having this ready to launch;
- ongoing implementation of the Staff Exit Scheme;
- implementing a new Code of Ethics, appraisal and disciplinary system;
- finalising the Estate Strategy and implementing those elements identified to be taken forward in 2012-13 following public consultation;
- finalising the recruitment of an experienced Change Management Team; and
- transferring healthcare staff to the South Eastern Health & Social Care Trust.

2.5 Achievement of our obligations under these priorities will enable us to deliver the priorities of the Minister and the Executive, and help us to contribute more effectively to the operation of the wider criminal justice system, and to the protection of society as a whole.



Internal Environment

2.6 In order to build on our internal strengths and counter our weaknesses we will seek to develop our strategic capability through a 'strategic stretch' approach. This inward look, in parallel with the outward look, will ensure that we put in place the right resources, skills, structures, and processes that will together act as enablers to achieve improvements in prisoner outcomes. It must be recognised that putting in place appropriate enablers, by definition, will not in itself deliver improved prisoner outcomes but is a necessary step in building a system that is capable of delivering improved outcomes sustainably. The Business Plan targets for the 2012-13 year reflect where we are as a Service on the change spectrum and so the focus for this coming year will be on those structural changes that together build that system of enablers. In developing the Key Performance Targets (KPTs) for the year ahead the Director of Finance, Planning and Corporate Compliance and his team is engaging with the Criminal Justice Inspector to quality assure the targets for inclusion in the Business Plan so that progress is measured in the most meaningful way.

Review Of 2011-15 Corporate Plan

2.7 The focus of our four year Corporate Plan is on fundamental reform of the Service through the SEE Programme. In **Year Two** – the period covered by this Business Plan – much of our effort will be centred on **delivering structural change** and **beginning cultural change**. This year is about focusing on putting in place the necessary structures, systems and processes that will underpin transformation of the service into a modern, efficient Prison Service. In developing our Corporate Plan, we had articulated a number of objectives to be achieved in Year Two to enable this shift to take place. Given the change in the external environment since the publication of our Corporate Plan, (for example, publication of PfG and issue of the final report from the Prison Review Team), we have reviewed the strategic direction articulated in the Corporate Plan to see if this remains accurate. The outcome of this review is that the key objectives articulated for Year 2 of the Corporate Plan and illustrated in the diagram overleaf continue to provide the framework for transforming our business in 2012-13.

Getting the basics right.
Continuous improvement
Safe, secure, decent custody

YEAR 2

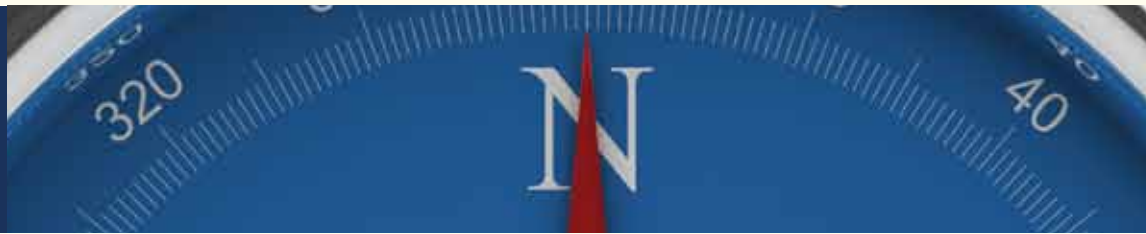
Reviewing and updating

- ✓ Launch Exit Scheme.
- ✓ Launch new Business Operating Model (core day, staff deployment system, management structures, roles and responsibilities).
- ✓ Implementation of Prison Estate Strategy.
- ✓ Transfer of Healthcare structures and staff to SEHSC.
- ✓ Introduce Prison Custody grade and Offender Supervisor grade.
- ✓ Launch long-term Strategy to Professionalise the Prison Workforce.
- ✓ Develop and introduce Regime Strategy to Reduce the Risk of Re-offending.

Staff and prisoner surveys

Year 2

Delivering Structural Change, Beginning Cultural Change



3. What We Plan To Do – Our Objectives

3.1 Our focus this year is on **delivering structural change** and **beginning cultural change** in order to create a modern, efficient Prison Service and to deliver improved outcomes for offenders. To achieve this, we have established **seven delivery objectives and seven development objectives** for this year.

Delivery Objectives

3.2 Our seven delivery objectives will enable us to prepare for further change as well as improve service delivery to and outcomes for offenders – helping us to ensure that we are getting the basics right, that we are delivering appropriate interventions and support measures, and that we can meaningfully evaluate the consistency and impact of delivery.

i. Contribute Fully To The DOJ Led Cross-Departmental Strategy On Reducing Offending

- The PfG includes a target for the DOJ to develop a cross-departmental strategy on reducing offending during 2012-13. NIPS will work with its partners in the wider criminal justice sector under the direction of the Department to ensure that a robust strategy is developed. Based on evidential based research and evidence on outcomes for prisoners in Northern Ireland, NIPS will specifically contribute to the debate regarding the regime and types of interventions that have the greatest impact during a period of custodial care. As elements of the strategy are agreed, we will consider the implications for custodial services, specifically in terms of:

- > considering how NIPS can best work with other partners (eg DHSSPS and PBNI) in delivering the optimum offender journey and identifying the implications of this for service delivery;
- > developing a regime strategy focused on reducing the risk of re-offending;
- > developing an effective system for assessing prisoners' needs and commissioning interventions; and
- > developing a desistance strategy to operate in partnership with families and the community.
- **OBJECTIVE: To work closely with the DOJ and other partners in the criminal justice sector to develop a holistic strategy for reducing offending. Once agreed, NIPS will take forward practical implementation of those elements of the strategy relating to NIPS services through development of:**
 - > **a regime strategy focused on reducing the risk of re-offending;**
 - > **an effective system for assessing prisoner needs and commissioning interventions;**
 - > **a joint healthcare and criminal justice strategy;**
 - > **a desistance strategy which will operate in partnership with families and the community; and**
 - > **integrated service delivery in partnership with PBNI and other public sector partners.**

ii. Effective Communications Strategy For The Prison Reform Programme In Place

- The Prison Review Team report highlighted the scope for improved internal communications within NIPS and the benefits that this would bring. The need for improved communications, both internally and with our external stakeholders, is heightened as we enter into a period of significant reform and transformation. For the SEE Programme to be effective staff need to be involved in driving it forward and to make that happen we need to ensure that staff are engaged in the process, informed of changes and challenges, and aware of their changed and developing roles as the new NIPS takes shape. While some work was undertaken during 2011-12 to develop a robust communications strategy, feedback has shown that communications to date do not fully meet our stakeholders' needs and further work is required on this in the forthcoming year.
- **OBJECTIVE: To develop and introduce an effective communications strategy for the Prison Reform Programme by the end of June 2012, with effective communication with key stakeholder groups (internal and external) being initiated from July 2012 onwards.**

iii. To Deliver Against The Voluntary Early Retirement Scheme Launched In 2011-12

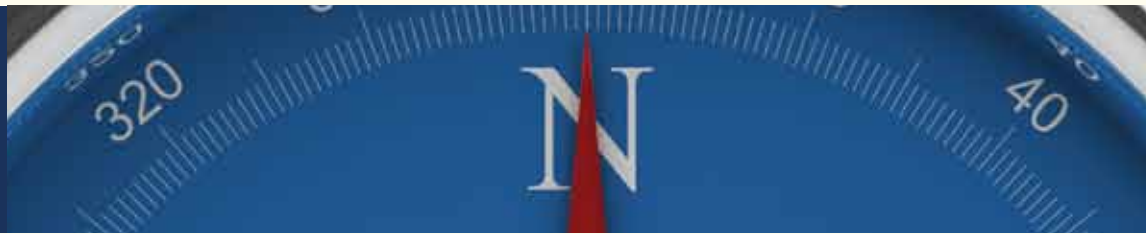
- In November 2011, the Department of Finance & Personnel (DFP) approved a business case for a Voluntary Early Retirement Scheme for officers aged 50 and over. This business case gave approval to a specified resource spend for the Voluntary Early Retirement Scheme and identified the benefits to be realised

from this investment. During 2012-13, NIPS will manage an exit programme that is within the financial parameters outlined in the approved business case and will work to deliver the scale of benefit envisaged.

- **OBJECTIVE: NIPS will implement the Voluntary Early Retirement Scheme, delivering within the targets outlined in the approved business case.**

iv. Future Operating Model For Learning And Skills Provision

- In 2011-12 NIPS commissioned an independent review of learning and skills provision in the Service. This review is looking at the optimum model for future provision of learning and skills services for prisoners, including the link into the needs assessment process, and will consider the optimum delivery arrangements, including other partners required. This review is due to report in June 2012, and following this, NIPS will define the future operating model for learning and skills delivery and develop a robust implementation plan for moving to this model.
- **OBJECTIVE: NIPS will define the future operating model for learning and skills delivery and develop a robust action plan for moving to this model. The action plan will be developed and agreed by September 2012.**



v. Transfer Of Healthcare Staff To South Eastern Health & Social Care Trust

- In 2008 lead responsibility for the delivery of prisoner healthcare transferred from NIPS to the DHSSPS. Under the terms of the partnership agreement between NIPS and DHSSPS, the Regional Health and Social Care Board commissions health and social care services for prisons from the South Eastern Health and Social Care Trust. However, at the time of the transfer of responsibility for delivery of prisoner healthcare from NIPS to DHSSPS, the healthcare staff delivering the service were not transferred to the provider South Eastern Health & Social Care Trust (SEHSCT). This has caused operational difficulties and NIPS and SEHSCT have now agreed that healthcare staff will transfer to the Trust on 1 April 2012. Further work will be taken forward throughout 2012-13 to develop and strengthen the relationships between SEHSCT and NIPS to reflect the changes from 1 April 2012 and to improve and strengthen service delivery to prisoners in line with the Prison Review Team's recommendations.
- **OBJECTIVE: healthcare staff will transfer to SEHSCT on 1 April 2012.**

vi. Implementation Of The Preferred Operating Models Arising From Reviews Of Specialist Services

- During 2011-12, NIPS has commissioned a number of reviews of specialist services to determine the optimum operating model for these services in the future. Areas covered include Estate Management and Trades, Catering and the Dog Handling

Unit. NIPS will have agreed the future operating model for each of these services and by the end of June 2012 implementation plans will be agreed for each service. Implementation of the new operating model will then be taken forward in line with the agreed timetable.

- **OBJECTIVE: to agree detailed implementation plans for implementing the agreed new operating models for Estate Management and Trades, Catering and the Dog Handling Unit by 30 June 2012 and to implement these new models in accordance with the agreed timetable.**

vii. Develop A Robust Financial Strategy

- NIPS will develop a robust Financial Strategy and gain Board approval to it by the end of April 2012 so that the Service is put on a sound financial footing over the remainder of the Spending Review (SR) period. The Financial Strategy will be implemented over the remainder of the SR period and monitored by the PSMB on a regular basis to maintain financial stability.
- **OBJECTIVE: NIPS will develop a robust Financial Strategy and gain Board approval to it by the end of April 2012 so that the Service is put on a sound financial footing over the remainder of the Budget 2010 period.**

Development Objectives

3.3 Our development objectives for this year will lay foundations for fundamental changes which we plan to implement in the Service. Our seven development objectives are:

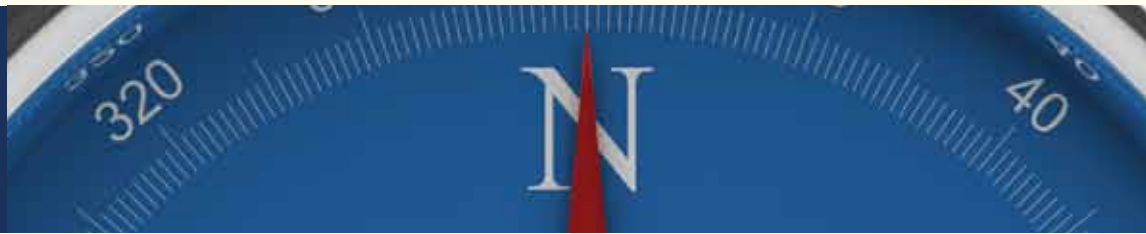
i. To Launch A New Target Operating Model (TOM) In All Establishments On 1 April 2012

- During 2011-12, NIPS fundamentally redesigned the operating model to be applied in all establishments. This new model incorporates:
 - > a streamlined management structure with four levels of operational management (reduced from seven);
 - > two new prison officer roles (Custody Officer and Offender Supervisor);
 - > transition of existing Operational Support and Night Custody Officers into the Custody Officer role;
 - > a standardised core day across all sites; and
 - > revised shift patterns and staff rotas.
 Implementation of the new operating model requires the new Staff Deployment Agreement negotiated between POA and NIPS Management to be introduced; release of surplus staff through the Staff Exit Scheme; mapping of officers remaining in service into new management and prison officer roles with training provided in these new roles; implementation of the new shift system and staff rota. Given the scale of change required to implement the new model, this has begun in a phased manner from 1 April 2012, with full implementation of the new operating model in all three establishments planned for 31 October 2012.

- **OBJECTIVE: To launch a new Target Operating Model in all establishments on 1 April 2012, with full implementation by 31 October 2012.**

ii. Development Of Role Descriptions And Competency Frameworks For New Operational And Management Grades And Delivery Of Training In The New Roles

- During 2011-12, NIPS commenced the process of developing role descriptions and competency frameworks for the new management and prison officer grades and of designing and developing appropriate training courses for staff transitioning into these roles. Work also began on professionalising the workforce through formal accreditation of these training courses in conjunction with university partners. This work will continue in 2012-13 to ensure that a clear role definition is provided for all management grades, Offender Supervisors and Custody Officers with appropriate training in the new roles delivered.
- **OBJECTIVE: NIPS will complete the development of role descriptions and competency frameworks for new operational and management grades and design and deliver a training programme for operational staff. This programme will continue in 2012-13 and specific objectives for this period are:**
 - > **competency framework for all management grades, Custody Officers and Offender Supervisors completed by September 2012;**



- > **training programme for new Custody Officers and for Operational Support and Night Custody Officers transitioning into the Custody Officer role (incorporating a formal Certificate of Practice) designed by August 2012 and launched in October 2012;**
- > **training programme for staff transitioning into the four new levels of management designed by October 2012 and delivered by March 2013;**
- > **training programme for Offender Supervisors designed by 31 March 2013.**

iii. Implementation Of New Corporate Governance Framework

- During 2011-12, NIPS designed a new Corporate Governance Framework which addressed the major weaknesses highlighted by a previous review of corporate governance arrangements by the Criminal Justice Inspectorate in December 2010. These weaknesses were subsequently picked up and reflected in the Prison Review Team's Final Report (October 2011). The new Framework was approved by Prison Service Management Board in March 2012, and it now needs to be implemented and fully embedded across the Service. This objective will be achieved through implementing a formal launch programme, and also through incorporation of governance responsibilities in the training programmes being rolled out for all levels of staff. Throughout 2012-13 there will be ongoing monitoring of compliance with the new Corporate Governance Framework requirements by Strategic Planning Branch.

- **OBJECTIVE: NIPS will implement the new Corporate Governance Framework by end of June 2012 and continue to embed this Framework in the organisation throughout 2012-13.**

iv. Complete Selection Of New Custody Officers

- In January 2012 the Service launched a recruitment campaign for the post of Custody Officer. Almost 5,000 applications were received by the closing date of 2 March 2012. Over the next few months, NIPS will complete the process to recruit up to 200 Custody Officers from this pool of applicants. It is anticipated that the first group of trainees will commence training at the end of October 2012.
- **OBJECTIVE: NIPS will complete the selection of up to 200 Custody Officers and have all those selected available for appointment, subject to final security clearance, by end of March 2013.**

v. Introduce New Code Of Ethics And Disciplinary System

- The Prison Review Team report highlighted the need to develop a new code of ethics and disciplinary system for operational staff. During 2012-13 this will be taken forward by the newly established Professional Standards Unit. The new code, and staff management processes derived from it, will be closely aligned to the Northern Ireland Civil Service Code and Staff Handbook which applies to General Service staff.
- **OBJECTIVE: NIPS will develop a new Code of Ethics and launch a new disciplinary system for operational staff by 30 June 2012.**

vi. Finalise The Estate Strategy And Begin Implementation

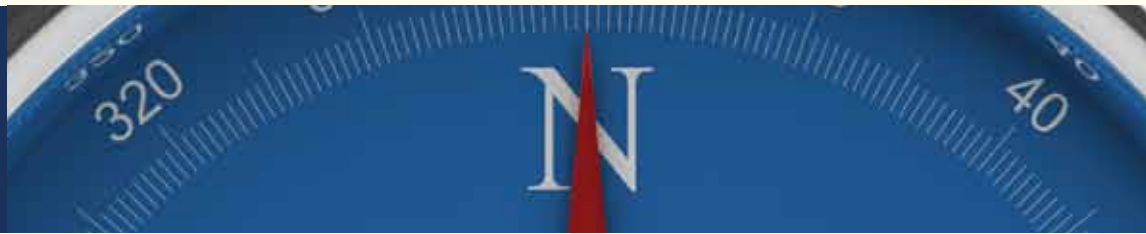
- The interim report from the Prison Review Team highlighted the need for the Prison Estate Strategy to be reviewed. This was further reinforced in the final report from the Prison Review Team in October 2011. Both reports have highlighted the need to provide services to an agreed quality standard for both women and young offenders, as well as our adult male population. The Minister has set out his commitment to the development and modernisation of the estate in support of the Service's Strategic Efficiency and Effectiveness Programme. Much work has been completed in 2011-12 in developing and articulating an Estate Strategy that will address the recommendations of the Prison Review Team report. During 2012-13, this Strategy needs to be finalised, following public consultation, then taken forward to implementation.
- **OBJECTIVE: NIPS will finalise the Estate Strategy, following public consultation, by October 2012 and implement those elements identified to be taken forward during 2012-13.**

vii. Define Desired Culture And Develop Action Plan To Achieve This

- NIPS has recognised that in order to achieve lasting change in the organisation, a new culture has to be developed and embedded. Our corporate plan envisages this cultural change being delivered in Year 3 (2013-14), but in order to achieve this, preparatory work needs to be completed in 2012-13. This preparatory work will

entail NIPS undertaking an assessment of the culture currently in place in the organisation through leadership and staff surveys, defining the culture desired in the organisation going forward through workshops with the Executive Team, senior management and staff representatives, then developing a road map to achieve the change required.

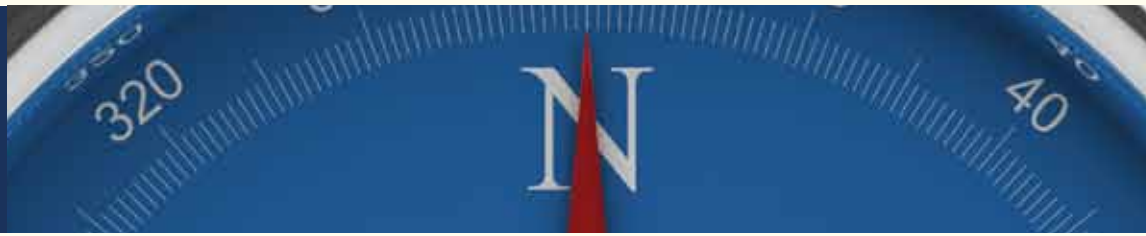
- **OBJECTIVE: NIPS will define what the desired future culture for the Service is by March 2013 then develop and agree an action plan to enable cultural shift to be embedded in the organisation during 2013-14**



Summary Of Objectives

Delivery Objectives	Development Objectives
<p>i. NIPS will work closely with the DOJ and other partners in the criminal justice sector to develop a holistic strategy for reducing offending. Once agreed, NIPS will take forward practical implementation of those elements of the strategy relating to NIPS services through development of:</p> <ul style="list-style-type: none"> > a regime strategy focused on reducing the risk of re-offending; > an effective system for assessing prisoner needs and commissioning interventions; > a joint healthcare and criminal justice strategy; > a desistance strategy which will operate in partnership with families and the community; > integrated service delivery in partnership with PBNI and other public sector partners. <p>ii. NIPS will develop and introduce an effective communications strategy for the Prison Reform Programme by the end of June 2012, with effective communication with key stakeholder groups (internal and external) being initiated from July 2012 onwards.</p> <p>iii. NIPS will implement the Voluntary Early Retirement Scheme, delivering within the targets outlined in the approved business case.</p> <p>iv. NIPS will define the future operating model for learning and skills delivery and develop a robust action plan for moving to this model. The action plan will be developed and agreed by September 2012.</p>	<p>i. NIPS will launch a new Target Operating Model in all establishments on 1 April 2012, with full implementation by 31 October 2012.</p> <p>ii. NIPS will complete the development of role descriptions and competency frameworks for new operational and management grades and design and deliver a training programme for operational staff. This programme will continue in 2012-13 and specific objectives for this period are:</p> <ul style="list-style-type: none"> > competency framework for all management grades, Custody Officers and Offender Supervisors completed by September 2012; > training programme for new Custody Officers and for Operational Support and Night Custody Officers transitioning into the Custody Officer role (incorporating a formal Certificate of Practice) designed by August 2012 and launched in October 2012; > training programme for staff transitioning into the four new levels of management designed by October 2012 and delivered by March 2013; > training programme for Offender Supervisors designed by 31 March 2013. <p>iii. NIPS will implement the new Corporate Governance Framework by the end of June 2012 and continue to embed this Framework in the organisation throughout 2012-13.</p> <p>iv. NIPS will complete the selection of up to 200 Custody Officers and have all those selected available for appointment, subject to final security clearance, by end of March 2013.</p>

Delivery Objectives	Development Objectives
<ul style="list-style-type: none"> v. Healthcare staff will transfer to SEHSCT on 1 April 2012. vi. NIPS will agree detailed implementation plans for implementing the agreed new operating models for Estate Management and Trades, Catering and the Dog Handling Unit by 30 June 2012 and implement these new models in accordance with the agreed timetable. vii. NIPS will develop a robust Financial Strategy and gain Board approval to it by the end of April 2012 so that the Service is put on a sound financial footing over the remainder of the Budget 2010 period. 	<ul style="list-style-type: none"> v. NIPS will develop a new Code of Ethics and launch a new disciplinary system for operational staff by 30 June 2012. vi. NIPS will finalise the Estate Strategy, following public consultation, by October 2012 and implement those elements identified to be taken forward during 2012-13. vii. NIPS will define what the desired future culture for the Service is by March 2013 then develop and agree an action plan to enable cultural shift to be embedded in the organisation during 2013-14.



4. What Will Success Look Like?

4.1 NIPS has established a number of Objectives and Key Performance Targets (KPTs) to measure how well we are performing against our core purpose and strategic aims. For the current year (2012-13), it will be necessary in some cases to establish the current baseline of performance through staff and prisoner surveys, then targets to improve on this baseline performance will be agreed for

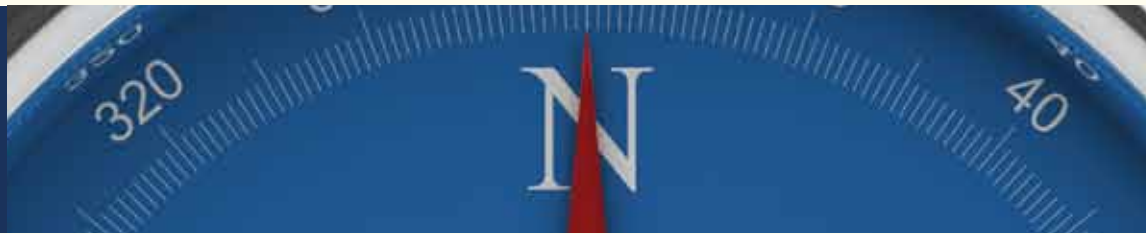
2013-14 onwards. As we continue to transform over the next number of years, through the period covered by our 2011-15 Corporate Plan, we intend to build on and develop these targets in subsequent business plans for Years Three and Four to ensure that they become more outcome focused. The targets for the 2012-13 business year are set out in the table below.

Objectives And Key Performance Targets

Strategic Aim	Associated Objectives	Key Performance Targets
1. Safe, Secure and Decent Custody	<p>To retain all prisoners in a secure environment for the duration of their agreed term</p> <p>To provide an environment in which prisoners feel safe and in which there are reduced instances of self harm</p> <p>To provide an environment in which there is mutual respect between prisoners and staff and prisoners are treated with decency</p>	<p>1. No escapes from a secure environment</p> <p>2. Reduce the number of erroneous releases from NIPS Custody to less than the 2011-12 level of 0.26% of the average prison population</p> <p>3. Reduce the number of instances of self harm by 10% from the 2011-12 baseline</p> <p>4. Reduce the number of eligible complaints needing to be investigated by the Prisoner Ombudsman by 5% from the 2011-12 baseline</p>

Objectives And Key Performance Targets

Strategic Aim	Associated Objectives	Targets
<p>2. Reform and Modernise to Create an Efficient and Effective Service</p>	<p>To implement a new operating model in NIPS which is efficient and effective and will underpin the development of a progressive regime</p> <p>To provide staff with the training required to enable them to discharge their roles effectively</p> <p>To meet DFP central targets for staff attendance as outlined in 2011-15 Programme for Government</p> <p>To embed robust financial management and accountability in NIPS</p>	<p>5. Following full implementation of the new Target Operating Model in October 2012, over the transitional period between October 2012 and March 2013 there is, on average, 80% compliance with targets for time out of cell (up to 10 hours per day midweek and 7.5 hours per day at weekends)</p> <p>6. 95% of staff trained in new roles feel that training provided has adequately prepared them for these roles as measured through post course evaluations</p> <p>7. Average annual sick days during 2012-13 are no more than 9.5 days per employee</p> <p>8. Cost per prisoner place does not exceed £67,600</p>
<p>3. Reduce the risk of re-offending</p>	<p>To introduce a regime focussed on reducing reoffending</p>	<p>9. At least 1,100 accreditations in essential skills are obtained by prisoners during 2012-13</p> <p>10. At least 30 offending behaviour programmes are completed by prisoners during 2012-13</p>



Outcome Based Performance Measures

4.2 NIPS is conscious of the need to move towards outcome based performance measures and targets in order to get a true measure of the impact that the Service makes on offenders during their custodial period. However, while significant research has been undertaken in this area, there are no universally recognised measures for the success of custodial services, either locally or nationally. Therefore, over the period of this corporate plan, NIPS will work to develop outcome based measures which will truly assess the impact that the Service makes on reducing the risk of offenders re-offending. During 2012-13, NIPS will identify outcome based measures to be used as future indicators of success and will develop shadow targets associated with these measures. These will be linked into the strategic aims and objectives agreed for the Service through the Corporate Plan. Areas currently being considered include:

- prisoner perceptions of safety;
- staff and prisoner perceptions of respect for one another;
- reduction in the assessed risk of reoffending, measured on reception and pre-release; and
- increased employability.

Getting The Basics Right: Key Expectations

4.3 With much of our focus this year on implementing structural change, beginning cultural change and consistently getting the basics right, there are five key expectations that we have of our staff.

Five Key Expectations

- Both prisoners and staff being at the right place at the right time.
- Maximising the number of prisoners attending activities and working to a sentence plan, where necessary.
- Providing support and demonstrating a positive role model to prisoners in our care.
- Ensuring all records are complete, accurate, and up to date and that prompt remedial action is taken when necessary.
- Completing all necessary checks, reviews and assessments with due care and to a high standard.

Appendix A

DEFINITIONS

Approved or accredited activities:

Any activities and/or programmes, which have been verified by an internal approval panel or external accreditation body.

An assault:

When the victim has sustained an injury resulting in his/her death, or his/her detention in an outside hospital as an inpatient, or any of the following injuries whether or not detained in hospital: fractures, concussion, internal injuries, crushing, severe cuts or lacerations, severe bruising, burns or scalds, or severe general shock requiring medical treatment.

Certified Normal Accommodation (CNA):

Accommodation which meets the Prison Service's own measurable standards for the provision of good decent accommodation for the secure and humane confinement of persons who have been given into custody by the courts.

Constructive activity:

All pursuits that play a part in the enhancement of the individual's skills, knowledge, attitudes and behaviour, or contribute to the reduction in the likelihood of re-offending (and including activities such as orderly duties, use of gym, visits, education and attendance at court). For separated prisoners time out of cell will count as constructive activity.

Prisoner:

Any person who has been committed to a prison or young offenders centre by the courts.

Category A prisoner:

A prisoner whose escape would be highly dangerous to the public or the police or the security of the state, no matter how unlikely that escape might be, and for whom the aim of the Prison Service must be to make escape impossible.

Category B prisoner:

A prisoner for whom the very highest conditions of security are not necessary, but for whom escape must be made very difficult.

Category C prisoner:

A prisoner who cannot be trusted in open conditions, but who does not have the resources or the will to make a determined escape attempt.

Category D prisoner:

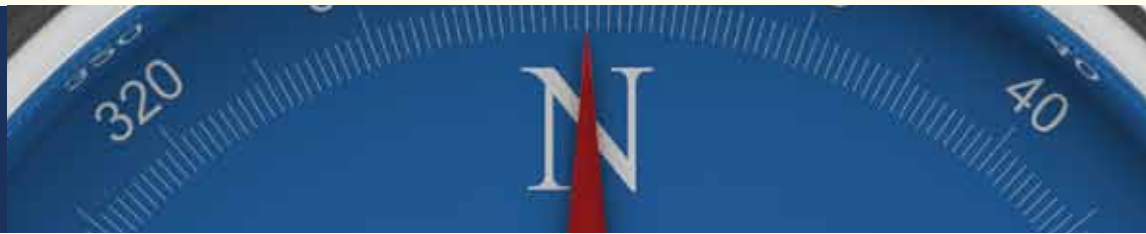
A prisoner who can be reasonably trusted in open conditions.

Regime:

The regime describes the activities, opportunities and privileges available to prisoners on a daily basis.

Separated conditions:

The regime in Maghaberry in which loyalist and republican prisoners who are members or supporters of proscribed organisations and who meet the other criteria are accommodated separately.



Appendix B

PRISON SERVICE HEADQUARTERS

Dundonald House
Upper Newtownards Road
BELFAST
BT4 3SU
Telephone: (028) 9052 2922

PRISON SERVICE COLLEGE

Woburn House
MILLISLE
Co Down
BT22 2HS
Telephone: (028) 9186 3000

MAGHABERRY PRISON

Old Road
Ballinderry Upper
LISBURN
Co Antrim
BT28 2NF
Telephone: (028) 9261 1888

MAGILLIGAN PRISON

Point Road
LIMAVADY
Co Londonderry
BT49 0LR
Telephone: (028) 7776 3311

HYDEBANK WOOD YOUNG OFFENDERS' CENTRE AND PRISON

Hospital Road
BELFAST
BT8 8NA
Telephone: (028) 9025 3666

E-mail: info@niprisonservice.gov.uk

Web site: www.niprisonservice.gov.uk

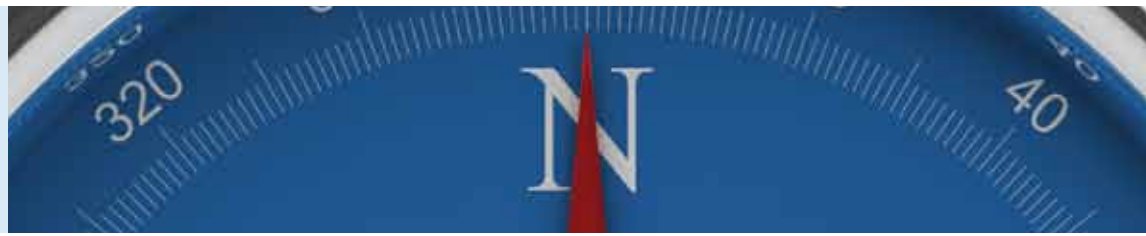
General Enquiry Line

with Text Facilities: 028 9052 2922

A braille version of this document
is available on request.



Corporate Plan **2011–2015**



Four Year Corporate Plan (2011-15)

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Director General's Introduction



This is my first Corporate Plan since being appointed Director General of the Northern Ireland Prison Service. I consider it a privilege to have been chosen to lead the Service through fundamental transformation to become

an efficient, effective and leading public sector organisation. This plan marks the start of a new four year business cycle: we have a new Assembly and Justice Committee, a new budget and, here in NIPS, a new management team which has already begun to lead the Service forward through change.

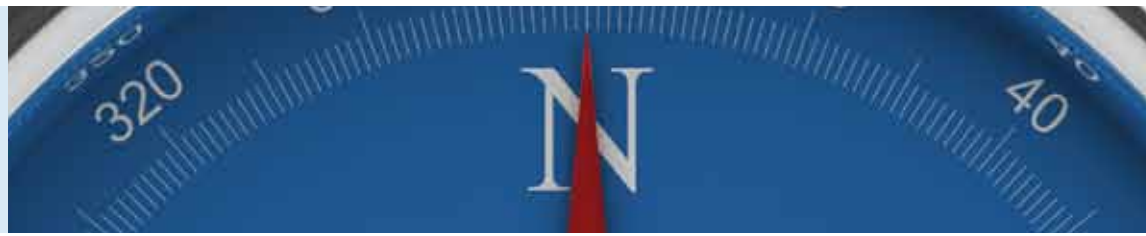
Many valuable developments and initiatives have been taken forward over the period of the most recent business plan. As a result we have seen improvements to the ways in which we manage offenders, work with women prisoners and children, and support prisoners at risk. The inspection of Magilligan Prison by CJINI and HMCIP also reported that there had been improvements in the establishment's performance and delivery of services, assessing that outcomes for prisoners against the 'healthy prisons test' were **reasonably good**. The inspection teams have also recently conducted an unannounced inspection of Hydebank Wood Prison and Young Offenders Centre. I am encouraged by the early indications emerging from the inspection that real progress has been made over a range of areas including staff-prisoner relationships. But I recognise that more work needs to be done to raise the standard of delivery in relation to areas such as healthcare, education and skills and our management of life-sentenced prisoners.

Regrettably, other recent developments have not been positive and exemplify to the need for our Service to undergo a fundamental transformation. There have been too many incidents where we have fallen short of acceptable standards, such as the erroneous release of prisoners and the breach of perimeter security at Maghaberry. A number of recent deaths in custody reports have also highlighted unacceptable behaviours by NIPS staff. CJINI's report on Corporate Governance Arrangements in NIPS rightly identified such failings as symptoms of the underlying systemic problems affecting our performance; problems such as poor performance management, lack of accountability, non-compliance with procedures, and inconsistent and inefficient delivery. The challenge to our Service is to take ownership of and address these problems in order to transform our Northern Ireland Prison Service into a model of best public sector practice.

The Minister has paid tribute to the Service's proud history, and so do I, but he has also observed that as society in Northern Ireland has moved forward **NIPS has not kept pace with its changing needs and demands**.

CJINI's Report on Corporate Governance Arrangements, and the interim report by the independent Review of Prisons have both reinforced the need for **fundamental end-to-end reform** of the Service if we are to break away from the constraints of the past and truly serve the needs of today's society.

As Dame Anne Owers, in leading the independent Review of Prisons has observed, we have now a **once in a generation opportunity** to deliver the transformation of NIPS. Devolution has delivered a locally elected



Minister of Justice with the power to drive through such change, and reform of the Prison Service has been at the heart of the Minister's priorities since he first took up office in April 2010. Alongside political developments, the economic downturn has also played a major part in driving forward the change agenda; over the next four years NIPS will be required to deliver savings of £39.1 million. The challenges posed by economic constraints coincide with the identified systemic failings within our Service and together they have brought with them the need – and opportunity – for fundamental reform.

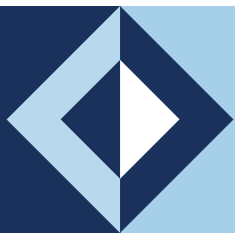
As we move forward through this four year planning cycle our focus is very much on transforming the Service into a well-led, competently managed, efficient and effective organisation which will have the offender at the centre of its focus in order to reduce the risk of re-offending. Achieving this will require us to make significant **structural and cultural changes**. And we will need to have a sharper focus on doing the right things; on delivering effective interventions with prisoners; on creating a living environment within each prison where there is real support for changing lives and for offenders to desist from committing further crime; and on **getting the basics of our business delivery right, every time**.

Whole-scale change will not happen overnight. It will take **time and determination** to make it happen and to make it stick. It will require **commitment and support** from those working directly with prisoners, through all levels of management as well as our partners and stakeholders. I recognise and welcome the commitment which some staff members are already beginning to demonstrate in driving forward change.

I am well aware of the sheer scale of change that lies ahead. We need to become a more compact organisation; to address how best to utilise and develop our estate; to professionally develop the roles of staff at all levels and to provide support and training to enable them to fill these roles effectively; and ultimately we will need to ask fundamental questions about what politicians and the wider community want and expect our Prison Service to achieve.

This is a critical turning point for our Northern Ireland Prison Service. I relish the leadership challenges and I look forward to working with colleagues and partners to create a Prison Service fit for the 21st century; a Service that meets and serves the needs of the whole community.

Colin McConnell
Director General,
Northern Ireland Prison Service



1. Our Northern Ireland Prison Service

Who We Are:

1.1 The Northern Ireland Prison Service (NIPS) is an Executive Agency of the Department of Justice (DOJ) under the direction and control of the Minister of Justice. The Service has three main operational establishments (Maghaberry Prison, Magilligan Prison and Hydebank Wood Prison and Young Offenders Centre) and a staff training facility (the Prison Service College), with Prison Service Headquarters as its main administrative centre.

1.2 Our core purpose is **to improve public safety by reducing the risk of reoffending through the management and rehabilitation of offenders in custody**. In delivering this we will contribute to the wider Department's strategic aims of:

- reducing offending; and
- organisational reform.

1.3 NIPS is required to deliver efficiency savings of £39.1m over the Budget 2010 period. By 2014-15 we will need to have reduced the annual operating costs by £19m compared to the 2010-11 baseline in order to live within budget. This will be a challenge to all of us within NIPS as we seek to deliver an **improved service with fewer resources**.

1.4 NIPS' capital allocation is £96.6m over the Budget 2010 period. £54.1m of this has been allocated to develop the prison estate. The allocation of these funds will be informed by the Estate Strategy

2012-2022. The funding includes £15.2m for the completion of the new 120 accommodation block at Maghaberry and a £10m contribution to the new integrated training college at Desertcreat.

What We Aim To Become:

1.5 The four year period covered by this Corporate Plan will see a fundamental transformation of the Northern Ireland Prison Service. The Director General's vision for the Northern Ireland Prison Service is that by the end of this four year period the Service will:

- be well led and competently managed;
- have a fit, flexible, motivated, well trained and well rewarded staff;
- be compact and cost effective;
- have the offender at the centre of its focus;
- reduce the risk of offenders re-offending on release; and
- be respected and valued by the community we serve.

Corporate Social Responsibility

1.6 We recognise that we have a part to play in supporting the community. We will work with a range of business, community and voluntary organisations to provide our staff with the opportunity to become involved in a range of activities in support of the local community, which contribute to providing a positive social impact.



2. Planning Context

2.1 Our plan for what we will do during the period 2011-15 has been shaped and informed by the following assumptions:

Financial

- That NIPS will be required to make reductions of £39.1m over the four year period.
- That resources will be dedicated to the delivery of this plan.

Focus

- That the priorities published in the Corporate and Business Plan will be the **only** priorities that NIPS will seek to deliver.
- That NIPS will conduct a review of existing commitments to assess whether they are still achievable and in line with the new strategic priorities.

Prison Population

- That the size and type of the prisoner population will continue to be determined by the Courts and wider criminal justice system.
- That there will be a continuing requirement to hold some prisoners with affiliations to proscribed groups in separated conditions, and to deliver commitments in the agreement of 12 August 2010.

Prison Estate

- That work will continue to develop the prison estate, subject to financial constraints.

Reform

- That fundamental reform of the Service will have buy-in and support from leaders across the political spectrum and from within the Department of Justice.

Statutory Obligations

- That we will continue to implement all statutory obligations, e.g., those in relation to Equality and Diversity; Human Rights; Freedom of Information and data control; and Health and Safety.



3. Strategic Overview

3.1 The Corporate Plan of the Northern Ireland Prison Service has been shaped by Ministerial priorities and the strategic approach has been set by the Minister of Justice.

Direction Of Travel

3.2 Much of this plan flows from the findings of the independent Review of Prisons and the 2010 report by Criminal Justice Inspection Northern Ireland (CJINI) on the Corporate Governance Arrangements within NIPS. Both reports have highlighted systemic weaknesses and inefficiencies within NIPS and have emphasised the need for fundamental reform of the Service; for a clear statement of purpose; for more effective and efficient ways of working; and for heightened accountability throughout all layers of delivery and oversight in NIPS.

3.3 The independent Prison Review, led by Dame Anne Owers, was envisaged in the 2010 Hillsborough Agreement. In its interim report it has set out the strategic direction for the future of the Prison Service including:

- The need for an holistic approach to offending across the criminal justice system
 - o including addressing issues such as fine default and remands; providing community solutions; and addressing the needs of children and young people under 18.

- Operational/structural issues that need to be addressed by NIPS:
 - o including clarifying the vision; and addressing issues in relation to staffing, security, management and support.
- The need to take a more rehabilitative approach within prisons and beyond:
 - o including when considering the prison estate, and the needs of particular groups, such as women and young adults.

Statement Of Purpose

3.4 Informed by this Review, we have revised and refocused our core statement of purpose to:

Improving public safety by reducing the risk of reoffending through the management and rehabilitation of offenders in custody

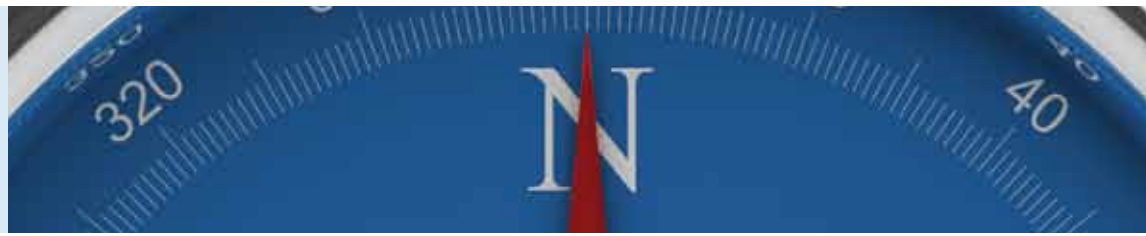
Strategic Aims

3.5 Our delivery against this core purpose is supported by three strategic aims which **will provide the focus for everything that we do over the four year planning period**. These are:

**Strategic Aim 1:
Safe, secure and decent custody**

**Strategic Aim 2:
Reform and modernise to create an effective and efficient Service**

**Strategic Aim 3:
Reduce the risk of re-offending**



4. What We Plan To Do

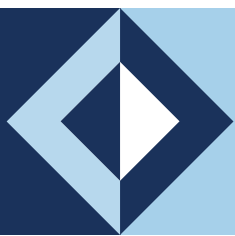
Focus On Getting The Basics Right

- 4.1 Notwithstanding that examples of good practice are currently being taken forward across the Service, there is a general recognition, not only that fundamental reform of the Service **is necessary**, but also that an **unprecedented opportunity** for transformation now exists.
- 4.2 As we begin to transform and develop as a Service we need to **re-focus on getting the basics right**. Amongst other things, this will mean delivering a predictable and reliable regime for prisoners and ensuring delivery of **safe, secure and decent custody** of the offenders placed in our care.
- 4.3 Much of our focus in **Year One** of this four year Corporate Plan will be centred on ensuring that the services and interventions that we deliver are the right ones and that we can consistently deliver them well.

Development And Improvement

– SEE Programme

- 4.4 At the same time, we recognise the need to **develop** as an organisation and to improve performance and delivery, if we are to realise the vision of a **well led and competently managed, efficient and effective Prison Service that will have the offender at the centre of its focus, reducing the risk of re-offending and respected and valued by the community we serve**.
- 4.5 Across Years One to Three of this Corporate Plan, change will be achieved through the Service's **Strategic Efficiency and Effectiveness (SEE) Programme** which was launched by the Minister of Justice on 28 June 2011 and which will deliver a range of **development objectives** aimed at modernising NIPS and turning it into a leading public sector organisation.
- 4.6 Over the course of these years, through the SEE Programme, we will need to:
- become more compact and streamlined;
 - change how we deliver our services to prisoners, including how we structure the core day and deploy our staff;
 - develop effective ways to help offenders desist from further offending;
 - create stronger, more effective links with families, communities and partners outside NIPS;
 - create environments and opportunities for prisoners to develop, to become responsible, to make positive contributions to others and to realise the possibility of becoming crime-free;
 - re-define and professionally develop the role of the prison officer;
 - ensure that staff have the right skills to do their jobs; and
 - develop the prison estate to ensure that we can best meet the needs of the courts and the offenders sent to our care.



4.7 In terms of our vision for the development and transformation of the Service:

- **Year One** of this plan will focus on **preparing for structural change** and putting in place new arrangements to allow us to move forward over the following years;
 - o we will be engaging with our staff associations regarding new ways of working;
 - o we have already begun to see improvements and efficiencies with the development of centralised staff detailing;
 - o the development of a new Business Operating Model will modernise our working practices in line with examples of best practice across the UK; it will rebalance our resources in line with strategic priorities; will introduce more targeted deployment of staff and dynamic security practices;
 - o the development of an Exit Scheme will allow staff to leave the Service and will help us both to achieve efficiencies and to move forward with fresh vision, new objectives and a clearer focus on the rehabilitation of offenders;
 - o we will bring forward proposals for a new **Prison Custody grade** focussed on safe, secure and decent custody and a new **Offender Supervisor grade**, focussed on intense and directed individualised work with offenders to help them reduce their assessed risk of reoffending on release through management and delivery of the personalised sentence plan;
 - o a new Corporate Governance Framework will reinforce the importance of getting the basics right and will instil a culture of accountability and performance improvement throughout the Service;
 - o a refreshed Estate Strategy will focus on how we can best use our estate to meet the needs of our growing and diverse prison population; and
 - o we will work towards gaining a comprehensive understanding of the broad criminogenic needs of offenders in custody so that we can baseline existing programme and intervention capacity and capability against that need, and then work to enhance and align the available services to better match the assessed need.
- **Year Two** will be about **delivering structural change** whilst at the same time **beginning cultural change**;
 - o the launch of our Exit Scheme will allow staff to leave the Service, enabling us to make efficiencies and to pave the way towards cultural change;
 - o Healthcare structures and staff will be transferred to the South Eastern Health and Social Care Trust;
 - o the launch of our new core day and Target Operating Model will enable us to work more flexibly with a more compact staffing structure;
 - o we will change and clarify the roles and responsibilities that our staff carry out;



- o we will create a new role of Offender Supervisor to focus on prisoner engagement and driving and enabling the rehabilitative process;
 - o to do this we will begin to roll out a new dynamic training programme that will provide a professional cadre with the high level interpersonal skill-set they will need to carry out this new and demanding role; and
 - o these changes will run in tandem with the introduction of a new offender-centric regime to reduce the risk of prisoners re-offending on release.
- **Year Three** will focus on **delivering cultural change** and will see the Year One and Two objectives being reinforced with a change in focus:
 - o towards a better balance between security, control and regime opportunity;
 - o new values and attitudes towards the offenders in our care, in order to foster an environment where offenders can realise the possibility of becoming crime free;
 - o in addition our interventions and programmes will be developed to better assess and meet criminogenic needs and to help address offending behaviour, within this new, enabling environment;
 - o we will also enable and champion the new professionally developed role for officers, which will be crucial in helping offenders to desist from offending and reducing the risk of re-offending;
 - o we will grow and encourage a culture of accountability throughout the Service; and
 - o further up-skill our workforce through targeted and specific training and development.
- **Year Four** will be about **consolidating and sustaining** changes and improved performance; **embedding** good practice; and delivering relevant **reliable** and **consistent** high quality and effective services.

Efficiencies

- 4.8 The Service has plans to deliver efficiency savings of £39.1m over the four year period. In practice this will mean 5% savings year on year over the planning period. We will achieve this through streamlining the Service and the way in which we work. The SEE Programme will be the main vehicle to deliver these efficiencies.

Development And Delivery Objectives

- 4.9 The key development and delivery objectives for NIPS across the four year planning period are set out in the diagram overleaf

Corporate Plan 2011-15: Four Year Strategic Overview

NORTHERN IRELAND



Improving public safety by reducing the risk of re-offending through the management and rehabilitation of offenders in custody

Consolidating, Embedding And Sustaining Change

- ✓ Consolidating change: ensuring NIPS delivered what it said it would.
- ✓ Identifying and embedding best practice: learning locally and internationally.
- ✓ Reinforcing reliable, consistent, high quality & effective services.
- ✓ Quality assurance and Corporate Governance.
- ✓ Focus on sustained delivery: management attention to detail.
- ✓ Continuous implementation of Prison Estate Strategy.

Preparing For Structural Change

- ✓ Launch of SEE Programme & Communications Strategy.
- ✓ Development of Exit Scheme.
- ✓ Develop new Training and Development Strategy.
- ✓ Baseline review of existing policies.
- ✓ Identify core operating standards and auditing arrangements.
- ✓ Refreshed Prison Estate Strategy.

Reviewing and updating

Develop new Corporate Governance Framework.
Staff and prisoner surveys

Staff and prisoner surveys

Reviewing and updating

YEAR 1

Getting the basics right.

Continuous improvement
Safe, secure, decent custody

✓ Launch Exit Scheme.

✓ Launch new Business Operating Model (core day, staff deployment system, management structures, roles and responsibilities).

✓ Implementation of Prison Estate Strategy.

✓ Transfer of Healthcare structures and staff to SEHSCT.

✓ Introduce Prison Custody grade and Offender Supervisor grade.

✓ Launch long-term Strategy to Professionalise the Prison Workforce.

✓ Develop and introduce Regime Strategy to Reduce the Risk of Re-offending.

Staff and prisoner surveys

Reviewing and updating

✓ Transfer of Training to joint-services facility at Desertcreat.
Staff and prisoner surveys

Staff and prisoner surveys

YEAR 2

✓ Continuous roll-out of Training and Development Strategy.

✓ Accelerated job enrichment and training and development opportunities.

✓ Raise the profile of NIPS workforce & define its professional identity. Evaluate effectiveness.

✓ Deliver and evaluate Regime Strategy to Reduce Risk of Re-offending.

✓ Deliver and evaluate new professional role for prison officers.

✓ Continuous implementation of Prison Estate Strategy.

✓ Focus on our performance management and personal accountability

Delivering Cultural Change

Delivering Structural Change, Beginning Cultural Change



5. What Will Success Look Like?

5.1 As already noted, the Director General's vision for the future of NIPS is that it will:

- be well led and competently managed;
- have a fit, flexible, motivated, well trained and well rewarded staff;
- be compact and cost effective;
- have the offender at the centre of its focus;
- reduce the risk of offenders re-offending on release; and
- be respected and valued by the community we serve.

5.2 The structural and cultural changes which will be implemented throughout the four years of this corporate plan will deliver end-to-end transformation of NIPS:

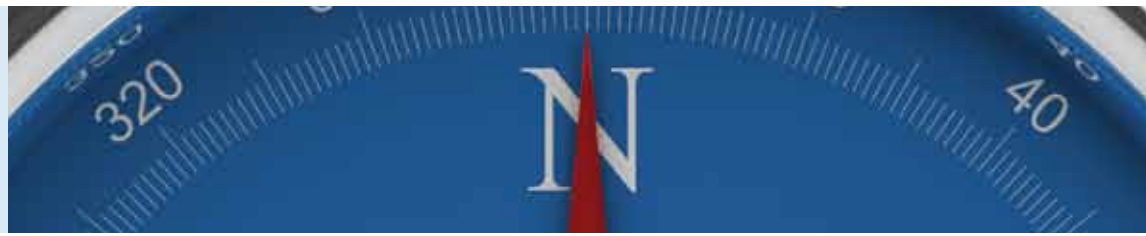
- we will deliver effective services within a greatly reduced budget;
- we will have a strong sense of purpose and direction, shared at all levels across the Service;
- we will exemplify modern working practices, with effective communications;
- we will aim to have positive industrial relations;
- we will have a culture of accountability throughout the Service, getting the basics right, whilst also being committed to continual service improvement;
- we will display the attitudes and behaviours needed to create an environment where offenders can realise the possibility of becoming crime free;
- we will have a dedicated workforce, committed to positive engagement with some of the most vulnerable and marginalised people in society – staff who are **positive role models**; and

- we will have a highly trained and motivated workforce, so skilled and developed that they are recognised as having a professional standing similar to that of teachers or nurses.

5.3 In light of the sheer scale of the change that NIPS is undergoing, we need to prioritise so that our focus is on putting in place the foundations for change in Year One. This is not about incremental change but about ensuring that we are properly prepared for effective and lasting transformative change. However, whilst we are already able to track some modest improvements in performance, efficiency and effectiveness, the real and fundamental improvements to our Service will be realised and evidenced in Years Two, Three and Four.

Key Performance Targets And Indicators

5.4 In order to measure this success, the Service will publish within our annual Business Plans a set of Key Performance Targets (KPTs) and Indicators (KPIs) for every year covered by this Corporate Plan. We have developed measures, which will, increasingly, be markedly different from those which we have used in the past. Our new KPTs will be better aligned with measures of how well we are performing in pursuit of our core purpose (**improving public safety and reducing the risk of reoffending through the management and rehabilitation of offenders in custody**) and our three strategic aims.



Ongoing Performance Monitoring

5.5 To support the delivery of these Key Performance Targets NIPS has introduced a new comprehensive framework of performance management targets and indicators. The performance of individual establishments and of the Service as a whole will be monitored against these on a continuous basis, with remedial measures put in place where necessary to ensure consistent and compliant delivery. In leading the Service, the Director General will maintain his particular focus on operational delivery. New governance arrangements have been put in place to support this, including Governors reporting directly to the Director General on performance matters.




HMCIP / CJINI Assessments

5.6 External commentators such as the Prison Review Team and CJINI have made clear that **effective change will take time**. However, our key measure of success for performance across the period covered by this Plan will be that **after Year Three** any NIPS establishment which is subject to inspection by CJINI and Her Majesty's Inspectorate of Prisons will be assessed as delivering outcomes for prisoners which are **reasonably good, or better**, against the healthy prison test set out in "Expectations" ("Expectations" is the basis for independent, evidence based inspections by the Inspectorates and sets the accepted national standard for assessing the conditions in prisons and the treatment of prisoners).

Prisoner And Staff Surveys

5.7 A key element of our vision for the future is **to place the offender at the centre of our focus**. As such, we recognise that one of the key measures of our success will be how offenders in custody feel about the treatment and services they have received from us. To this end, we plan to conduct Prisoner Quality of Life Surveys (PQLS) on a biennial basis at the start, mid-point and end of this four year planning period with a view to being able to chart continuous improvement in line with our change programme. Our success in transforming the Service will ultimately be delivered through our staff and so, mirroring prisoner surveys, we also intend to conduct a series of Staff Surveys and again would expect to be able to chart continuous improvement across the four year period.



*Improving
public safety
by reducing the
risk of re-offending,
through the
management and
rehabilitation of
offenders in
custody*



Delivering Structural Change, Beginning Cultural Change