

PRISONS 2020

DELIVERY PLAN (YEAR 1)

PRISONS 2020

Outcome: We have a modern, progressive Northern Ireland Prison Service where we make the community safer by supporting and challenging people to change.

PEOPLE

Outcome: We have a professional, skilled workforce who are motivated and engaged.

- **Employee Wellbeing**
We promote a positive work-life balance for employees, in line with organisational need, and ensure suitable provision is in place to build staff resilience in dealing with our challenging environment.
- **Communication & Engagement**
We have effective internal communication channels in place to enable timely 2 way communication and our organisation will be positively promoted within the community.
- **Learning & Development**
We have a capable, confident workforce where staff have the skills and knowledge they require, tailored to meet the specific needs of their role.
- **Recognising Achievement**
We have an organisation where individuals understand their role, feel valued for the contribution they make and are encouraged to be innovative and creative.
- **Leadership Development**
We have confident and competent leaders in place across every business area in NIPS who demonstrate well-developed leadership skills in line with organisational behaviours.

SERVICES

Outcome: We will rehabilitate and support people in our care to achieve better outcomes.

- **Prisoner Safety & Wellbeing**
We are committed to prioritising the safety and enhancing the wellbeing of people in our care. We treat everyone with dignity and respect irrespective of their personal circumstances or background.
- **Purposeful Activity**
We encourage, challenge and support those in our care to actively participate in learning and skills as part of a full and productive day in custody.
- **Resettlement and Rehabilitation**
We have a prison community with enhanced opportunities to identify and address individuals rehabilitative and resettlement needs.
- **Family Engagement**
We have strengthened family ties with people in our care in recognition of the critical role they play in reducing reoffending.
- **Separation**
We are delivering our commitments in the Northern Ireland Executive's Tackling Paramilitarism Programme.

INFRASTRUCTURE

Outcome: We have a fit for purpose estate which supports new ways of working.

- **Estates**
We have improved the provision of decent, secure and fit for purpose accommodation and facilities for staff and people in our care.
- **Digitalisation**
We have innovative working practices in place which are in line with emerging technology and digital solutions.
- **Sustainability**
We are a socially responsible organisation committed to sustainable development across all areas of our organisation.

PARTNERSHIPS

Outcome: We work in collaboration with partners to deliver high quality provision for people in our care.

- **Statutory Delivery Partners**
We have a professional, progressive relationship with our statutory delivery partners which acknowledges the unique contribution they make to improving outcomes for people in our care.
- **Voluntary and Community Collaboration**
The ethos and community roots of voluntary and community organisations will enrich opportunities for successful reintegration into the community.
- **Business and Community Outreach**
We are a more socially engaged and open organisation which promotes greater understanding of the contribution we make to civic society.
- **Industrial Relations**
We work with our staff associations to pursue positive working relations as we collectively strive for continuous improvement in our delivery of service.

PRISONS 2020 DELIVERY PLAN

YEAR ONE (2018/19) REPORTING

Key Area	What will we do?	Who will deliver?	RAG Status	Narrative
PEOPLE				
<p>Employee Wellbeing</p> <p><i>“We promote a positive work-life balance for employees, in line with organisational need, and ensure suitable provision is in place to build staff resilience in dealing with our challenging environment.”</i></p>	<ul style="list-style-type: none"> • Develop a new Prisons WELL employee wellbeing programme, including: <ul style="list-style-type: none"> ❖ Delivery of personal resilience workshops for operational staff; ❖ Customised provision in place to support staff (particularly post-incident); ❖ A menu of wellbeing initiatives in place to enable HQ and establishments to meet the specific needs of their staff. 	<p>Lead: Head of Strategy & Governance (Governing Governors, HR Business Partners, PRRT)</p>	<p> </p>	<p>Achieved. PrisonsWell programme developed and launched in all establishments and HQ in March 2019. Approximately 80% of available staff at each site attended the launch and are aware of the programme.</p> <p>Partially achieved. Development work underway on design of personal resilience and critical incident support which will be delivered in 2019/20.</p>
	<ul style="list-style-type: none"> • Establish a NIPS network of Wellbeing Champions, with representation from across all business areas. 	<p>Lead: Head of Strategy & Governance</p>	<p></p>	<p>Achieved. 12 Wellbeing champions have been appointed across all business areas. Induction session took place in March and champions were involved in the programme launch events.</p>
	<ul style="list-style-type: none"> • Establish a project team and have an agreed project plan in place to commence the review of shift patterns, <i>with a view to piloting in Davis House in 2019.</i> 	<p>Lead: Director of Prisons (Senior Management Team)</p>	<p></p>	<p>Achieved. A small team comprising Maghaberry Governor, Deputy Governor and Service Profile Team Governor have completed work on new profiles and shift patterns for Davis House. These will now be discussed with the Director of Prisons before engagement with staff commences.</p>
<p>Communication and Engagement</p> <p><i>“We have effective internal communications channels in place to enable timely two-way communication and our organisation will be positively promoted in the</i></p>	<ul style="list-style-type: none"> • Develop, and deliver, a strategic engagement programme PRISONS UNLOCKED encompassing: <ul style="list-style-type: none"> ❖ a series of outreach visits to schools/colleges to raise awareness about the role and purpose of NIPS; ❖ hosting two NIPS stakeholder events for targetted audiences on specific prisons-related topics; 	<p>Lead: Head of Strategy & Governance (Senior Management Team, Governing Governors)</p>	<p></p>	<p>Achieved. NIPS have undertaken a series of Prisons Unlocked events during 2018/19 which have incorporated a range of audiences including schools and stakeholder groups.</p> <p>In addition, establishments have facilitated around 54 visits during this year, with diverse groups including representatives from the Ukrainian and Macedonian Prison Services, the Ulster Rugby team and a Commonwealth medallist as well as schools,</p>

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<i>community."</i>	❖ Facilitating ongoing tours and visits at Prisons establishments.			colleges and stakeholder groups.
	• Launch the new NIPS intranet site.	Lead: Head of Strategy & Governance		Achieved. Intranet site was launched on 1 February 2019 and feedback has been very positive. The site has averaged approximately 55k views per month since its launch.
	• Consider improved mechanisms for communicating with operational staff, including piloting a Director General blog.	Lead: Head of Strategy & Governance		Achieved. DG blog was piloted and has been well received by staff. This will become a regular feature in 2019/20. Increase in the NIPS presence on both the NIPS & DOJ intranets and in the DOJ Departmental brief and a series of staff information events held at all establishments.
	• Commission a further run of "Blackout", in conjunction with the Lyric Theatre.	Lead: Director of Rehabilitation (Resettlement Governor HBW)		Achieved. In October 2018 41 performances of Blackout were performed for 4,151 young people, teachers and community leaders across 36 schools and community venues. Statistical analysis showed that the project had a very positive impact on audience members, including the development of an enhanced understanding of crime affecting young people.
	• Embed a monthly staff engagement event with the Governor and Deputy Governor at Hydebank Wood and review current communication mechanisms to identify areas for improvement.	Lead: Governing Governor (Deputy Governor HBW)	 	Partially achieved. Hydebank commenced the year with 2 all staff forums and have completed the year with a further 2 all staff forums. Moving into 2019/20 the intention is to continue to complete all staff forums monthly up to an inspection and bi monthly thereafter. Achieved. Introduction of a monthly newsheet for staff. Design of Principles and Vision promotional material. This has been completed and published in all areas of the College.
	• Review Hydebank Wood's current communication mechanisms, in conjunction with staff, to improve results.	Lead: Deputy Governor HBW Head of		Achieved. Local discussions with staff, 4 sessions completed end 2018. A review of the monthly newsheet completed with the introduction of an all

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		Residence HBW		HBW College life including resident issues. Improved capture and publication of good news stories for wider NIPS and DOJ.
<p>Learning and Development</p> <p><i>“We have a capable, confident workforce where staff have the skills and knowledge they require, tailored to meet the specific needs of their role.”</i></p>	<ul style="list-style-type: none"> Undertake a comprehensive review of learning and development provision within NIPS and make recommendations on the way forward. 	Lead: Deputy Director of Rehabilitation		Achieved. The report outlining the findings of the Review of Learning and Development was delivered to the Director general in March 2019. This report contained a number of recommendations for future provision, all of which were accepted.
	<ul style="list-style-type: none"> Ensure NIPS staff have complied with all NICS mandatory learning requirements. 	Lead: Director of Prisons (Deputy Director of Prisons, Head of PSC)		<p>Partially Achieved. While all non-discipline staff have been notified of NICS mandatory learning requirements via HR Connect/ LINKS during 2018-19, limited information is readily available with regard to historical compliance with these requirements. This has been highlighted as an issue within the L&D review and the review recommendations will provide a way forward.</p> <p>Progress discussions have been ongoing with IT since June 2018 regarding discipline staff gaining access to LINKS in order to complete identified mandatory learning.</p>
	<ul style="list-style-type: none"> Develop the NIPS Corporate Learning and Development Plan for 2019/20. 	Lead: Director of Prisons (Deputy Director of Prisons, Head of PSC)		<p>Partially Achieved. The framework for developing the 2019/20 Corporate Learning Plan has been agreed as part of the L&D review and will be implemented in the incoming year.</p> <p>In the interim, PSC has developed its 2019/20 timetable for new recruits and NIPS specific courses have been factored around this.</p>
	<ul style="list-style-type: none"> Develop and pilot a skills exchange programme between Hydebank and Magilligan. 	Lead: Residential Governors		Achieved. Three separate exchanges have been completed. A staff exchange with Magilligan, a manager/staff exchange with Maghaberry and HBW College Security Manager support provided for Magilligan and NIPS HQ.

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	<ul style="list-style-type: none"> Extend the learning and development provision for PECCS staff. 	Lead: Governing Governor PECCS		Achieved. PECCS learning and development provision was extended during 2018/2019 equating to 415 training days. This has been achieved through extending course delivery to include Initial MMPR, MMPR Refresher, ASIST, SPAR Evolution, Security Intelligence, Mental Health, Multiple C&R, GDPR, Diversity and Fire Training.
<p>Recognising Achievement</p> <p><i>“We have an organisation where individuals understand their role, feel valued for the contribution they make and are encouraged to be innovative and creative.”</i></p>	<ul style="list-style-type: none"> Develop a range of internal mechanisms for recognising achievement. 	Lead: Head of Strategy & Governance (Senior Management Team)		Achieved. Medal presentations were reintroduced in 2018. Three formal presentations to staff for qualifying for the Long Service and Good Conduct medal took place between November and December 2018 with 22 staff attending with their guests. Plans are in place to enhance the use of DG and Governor commendations next year.
	<ul style="list-style-type: none"> Improve the use of the NICS Performance Management System. 	Lead: Head of Strategy & Governance (HR Business Partners)		Partially Achieved. During 2018/19 NIPS took a more focused and directive approach to the application and governance of the NICS Performance Management system. This resulted in significant improvements in completion rates and this will remain a focus for further improvement next year. .
	<ul style="list-style-type: none"> Increase the volume of NIPS nominations for the 2018/19 NICS awards, Butler Trust and honours rounds. 	Lead: Head of Strategy & Governance (Senior Management Team, Governing Governors)		Achieved. The 2018 NICS awards saw a 500% increase in the NIPS nominations with 3 of the overall awards going to NIPS staff. In the New Year 2019 Honours list, four prison staff were awarded honours with 3 receiving Medallist of the Order of the British Empire (BEM) and 1 receiving Member of the Order of the British Empire (MBE).
<p>Leadership Development</p> <p><i>“We have confident and competent leaders in place across every business area in NIPS who demonstrate well-developed leadership skills in line</i></p>	<ul style="list-style-type: none"> Implement the LEAD programme with Governor grade staff in NIPS operations, including: <ul style="list-style-type: none"> ❖ Providing 5 modules of classroom training delivery, in partnership with CAL; 	Lead: Head of Strategy and Governance (Senior Management		Achieved. During 2018, Governors received 5 classroom based modules of leadership training which was aligned to the NICS senior management provision. Feedback on this has been positive and evaluation sessions have been conducted to inform the design of the year 2 programme.

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<p><i>with organisational behaviours."</i></p>	<ul style="list-style-type: none"> ❖ Establishing the LEAD mentoring scheme; ❖ Delivering 2 LEAD masterclass/engagement events. 	Team)		<p>The LEAD mentoring circle has been established in partnership with NICS HR. 8 governors are currently participating and 6 sessions have been held to date. The circle will extend into 2019/20 and a formal evaluation will be completed.</p> <p>LEAD peer forums have been established at all governor grades and have met regularly during this period. An evaluation of the functional head/unit managers forum received unanimous positive feedback and a programme of peer events is planned to enhance the use of the forums next year.</p>
	<ul style="list-style-type: none"> • Develop a LEAD 2 programme for senior officers, with delivery commencing in 2019. 	Lead: Head of Strategy and Governance (Deputy Director of Prisons, Head of PSC)		<p>Partially achieved. Through Prisons2020 and in consultation with staff, modules to be included in the SO development programme have been identified as;</p> <p>Performance Management, Sick Absence, Difficult Conversations, Dignity at Work, Cultural Diversity, Incident Management, Vulnerable People, SPAR Evolution, ASIST and Trauma Resilience.</p> <p>Delivery of the programme was delayed due to the Learning & Development Review and the launch of the Future Leaders scheme and will now commence in 2019.</p>
SERVICES				
<p>Prisoner Safety and Wellbeing</p> <p><i>"We are committed to prioritising the safety and enhancing the wellbeing of people in our care. We treat everyone with dignity and respect irrespective of their personal circumstances or background."</i></p>	<ul style="list-style-type: none"> • Work in collaboration with SEHSCT to improve services for people in our care, including: <ul style="list-style-type: none"> ❖ Project Echo – deliver nine learning & network sessions to develop skills and knowledge on suicide and self-harm. 	Lead: Director of Prisons (Head of Prisoner Well-being, Governing Governors)		<p>Achieved: 9 sessions have been delivered that have focussed on the area of suicide and self-harm. A framework to capture the actions proposed from the sessions has been developed and will be shared at a final session on the 10 April 2019.</p>
	<ul style="list-style-type: none"> ❖ QI Project – review and improving medicine management and communication with people coming into custody/our care; 			<p>Achieved: Led by SEHSCT, NIPS has worked in collaboration to support development of the 2 main strands – medicines management and communication.</p>

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	❖ Deliver a wellbeing landing @ Maghaberry;			Achieved: A Healthy Living Landing operates in Quoile House (Landing 3) with the focus on providing health, nutrition and daily living advice. In addition the Donard Centre/Gardens/Men's Shed also provide that Therapeutic Hub where Mental Health support is provided.
	❖ Deliver a mental health hub @ Magilligan;			Achieved: A new Wellbeing hub was formally opened by Sue Gray on the 13 November 2019. The new hub provides a central location for the mental health team, consulting rooms and a group therapy room.
	❖ Deliver a well-being and student development landing at HBW			Achieved: The headway landing has been introduced in partnership with Start 360 and is embedded on Cedar 1 landing. A full 12 week programme.
	<p>SPAR EVOLUTION</p> <ul style="list-style-type: none"> • Deliver a person-centred approach to supporting people at risk of suicide and/or self-harm through: <ul style="list-style-type: none"> ❖ Completing live testing by October 2018; ❖ Delivering a supporting IT solution by December 2018; ❖ Go-live by March 2019. 	Lead: Director of Prisons (Head of Prisoner Well-being)	  	<p>Achieved: Live testing of SPAR Evolution has been completed across all three sites and feedback used to tweak the supporting procedures/documentation</p> <p>Partially achieved: Development of the IT Solution has been delayed due to protracted discussion by SEHSCT. Implementation of the IT will begin on 03 June 2019.</p> <p>Achieved: SPAR Evolution is now live across all three establishments and PECCS.</p>
	<p>REVIEW OF VULNERABLE PEOPLE</p> <p>Deliver the joint review of current services provided to support vulnerable people (by September 2018) and implement recommendations (by March 2019).</p>	Lead: Director of Prisons (Head of Prisoner Well-being)		Partially achieved: NIPS has provided input to support the completion of the review which has included an analysis of 24 case studies, current service provision and an update of current service provision. DOH took the decision to commission RQIA to complete a rapid review in November 2018, which reported in January 2019. It is anticipated that

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				RQIA will be commissioned to deliver the review in 2019.
Purposeful Activity <i>"We encourage, challenge and support those in our care to actively participate in learning and skills as part of a full and productive day in custody."</i>	Define the scope of purposeful activity and establish the baseline position at each establishment.	Lead: Director of Prisons		Partially achieved. Work has commenced to (1) define the scope and (2) agree the definition of purposeful activity. It is planned that this work and established baselines will be completed by July 2019.
	<ul style="list-style-type: none"> Review the learning and skills curriculum, in collaboration with providers, which meets individual needs and reflects labour market requirements. Revised provision and common approach to scheduling to be in place and local plans developed to maximise capacity of existing places. 	Lead: Director of Rehabilitation (Governing Governors) Lead: Director of Prisons	 	Partially achieved. North Western Regional College has completed the curriculum review in February 2019. Belfast Metropolitan College have commenced the review but due to staffing pressures, they have agreed a revised target of 30 April 2019. Not yet achieved. Scheduling staff are now in place in all 3 establishments and further work to ensure all scheduling is consistent and applying the same rules will be introduced prior to the opening of Davis House. This phase of work is critical to the introduction of the access control project
Resettlement and Rehabilitation <i>"We have a prison community with enhanced opportunities to identify and address individuals rehabilitative and resettlement needs."</i>	<ul style="list-style-type: none"> Implement the recommendations from the thematic inspection published in May 2018, which will include: <ul style="list-style-type: none"> ❖ Undertaking a joint scoping study with PBNI to develop further collaborative working opportunities within the Prisoner Development Model; ❖ Introducing a new "Through The Gate" employment scheme @ Maghaberry; ❖ Developing a new approach to dealing with short-term, high-risk prisoners. 	Lead: Director of Rehabilitation (PDU Governors, Resettlement Branch)		Achieved. A number of opportunities are being explored in this area, including: <ul style="list-style-type: none"> A scoping study has been undertaken, a business case has been developed and funding secured for 2019/20 to increase the effectiveness of joint delivery between NIPS and PBNI within the Prisoner Development Model (PDM). This will see changed working practices for prison-based probation staff on the operation of the PDM and resettlement outcomes for prisoners. ACE Workshops have been delivered by SBNI to NIPS Senior Management, PSMB, Rehabilitation Directorate and PSC. Tutors have attended 3 workshops to understand ACE and Trauma Informed Practice. A Training package will be co-designed by NIPS and SBNI. It is expected that an ACE session will

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				<p>be delivered in Year 2.</p> <ul style="list-style-type: none"> The ESF supported Working Well programme will recruit and support a caseload of 80 prisoners per annum, supporting in prison and through the gate into the community. An independent evaluation of the Positive Outcomes for Short Term prisoners (POST) programme has been commissioned and will report shortly. The findings will influence how work with short term prisoners at high risk of reoffending is taken forward.
	<ul style="list-style-type: none"> Incorporate restorative principles into our person-centred approach to managing prisons, beginning with a pilot project in Maghaberry which will be reviewed and evaluated. 	Lead: Deputy Director of Prisons		Partially Achieved. Pilot project has been undertaken at Quoile House @ Maghaberry. An evaluation report has been completed and is currently with senior management and Governors for consideration.
<p>Family Engagement</p> <p><i>"We have strengthened family ties with people in our care in recognition of the critical role they play in reducing reoffending."</i></p>	<ul style="list-style-type: none"> Introduce a NIPS family strategy which recognises the importance of positive family connections, and social support, for those in our care. 	Lead: Director of Rehabilitation (Resettlement Branch, VCS partners and family officers)		Achieved. Following internal and external consultation, the Director General issued the draft strategy on Strengthening Family Relationships to stakeholders (including MLAs) on 20 February 2019 with a response target of 22 April 2019.
<p>Separation</p> <p><i>"We are delivering our commitments in the Northern Ireland Executive's Tackling Paramilitarism Programme."</i></p>	<ul style="list-style-type: none"> Commission a consultative evaluation of constructive activity in separated accommodation. 	Lead: Deputy Director of Rehabilitation		Achieved. The B9 Review Team report on the Education and Training Opportunities for Prisoners in the Separated Regime was published on 20 March 2019.
INFRASTRUCTURE				
<p>Estates</p> <p><i>"We have improved the provision of decent, secure and fit for purpose"</i></p>	<ul style="list-style-type: none"> Commission a discussion document on alternative delivery methods for Estates 2020, to inform development of the Prisons 	Lead: Director of Prisons (Head of		Achieved. Estates 2020 launched on the 6 th December 2018. Staff Engagement Events were held in all establishments in January and Key Partners/Service Providers Events took place in

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<i>accommodation and facilities for staff and people in our care."</i>	Estate Strategy and commence stakeholder engagement.	Construction)		February. On line review period was completed 28 th February 2019 and all comments have been analysed and informed the alternative delivery model design by March 2019.
	<ul style="list-style-type: none"> Achieve 85% completion of the Davis House construction at Maghaberry. 	Lead: Director of Prisons (Head of Construction)		Achieved. As at 29 th March 2019 Davis House 85% complete and on track for handover to NIPS in September 2019.
	<ul style="list-style-type: none"> Deliver 4 major business cases for capital build projects, with support from CPD project management and design teams, for: <ul style="list-style-type: none"> ❖ New female facility @ Hydebanks Wood ❖ Redevelopment of Magilligan ❖ New visitor Centre @ Maghaberry ❖ NI Community Safety Training College (NIPS requirement) 	Lead: Director of Prisons (Head of Construction, CPD)	   	Achieved. OBC1 Female Facility completed awaiting quality assurance and then submission to FSD. Partially achieved. OBC1 Redevelopment of Magilligan currently being drafted and due for completion by September 2019. Partially achieved. New visitor Centre @ Maghaberry currently being drafted and due for completion by September 2019. Not achieved. NI Community Safety Training College (NIPS requirement) not commenced due to NIPS Review of L&D
	<ul style="list-style-type: none"> Deliver the 2018/19 minor capital works programme, including: <ul style="list-style-type: none"> ❖ Completion of the in-cell sanitation programme @ Magilligan ❖ Refurbishment of learning & skills @ Hydebanks Wood ❖ Upgrading Plantroom Building Services @Maghaberry 	Lead: Director of Prisons (Head of Construction)	  	Achieved. In-cell sanitation programme @ Magilligan completed in October 2018. Partially achieved. Refurbishment of learning & skills @ Hydebanks Wood to be completed by June 2019. Partially achieved. Upgrading Plantroom Building Services @Maghaberry to be completed by

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	<ul style="list-style-type: none"> ❖ Minor refurbishment @PECCS courthouse facilities ❖ Minor refurbishment @ Burren House ❖ Upgrading CCTV across all NIPS Establishments 		  	<p>September 2019, subject to business case approval.</p> <p>Achieved. Minor refurbishment @PECCS courthouse facilities completed; all outstanding work to be completed by Court Service.</p> <p>Achieved. Minor refurbishment @ Burren House completed Feb 2019.</p> <p>Partially achieved. This is an ongoing rolling programme; CCTV has already been installed in Glen House, Maghaberry Main Gate, Halward House and Hydebank Wood Gym.</p>
	<ul style="list-style-type: none"> • Commence the “incoming energy” project at Magilligan. 	Lead: Director of Prisons (Head of Construction)		<p>Achieved. FBC Business Case approved 26th March 2019. 29th March 2019 Deposit transferred to NIE.</p>
	<ul style="list-style-type: none"> • Conduct an audit of the PECCS accommodation in NICTS and develop an associated action plan of recommended improvements: <ul style="list-style-type: none"> ❖ Security Review ❖ Health and Safety Review 	Lead: Director of Prisons (Deputy Director of Prisons, Head of Construction, PECCS, NICTS)		<p>Achieved. A full security, Health and Safety and “fit for purpose” review has been completed and meetings held with NICTS officials. NICTS have agreed to finance and progress with Property Division.</p>
<p>Digitalisation</p> <p><i>“We have innovative working practices in place which are in line with emerging technology and digital solutions.”</i></p>	<ul style="list-style-type: none"> • Develop an in-house self- service portal and administer pilot programmes across establishments. 	Lead: Director of Prisons (Head of Prisons IT)		<p>Partially achieved. Market engagement complete, documents ready for tender process. Awaiting Business Case approval (with DOF).</p>
	<ul style="list-style-type: none"> • Extend the use of digital technology across the NIPS estate including: <ul style="list-style-type: none"> ❖ Introduction of 200 additional in-cell telephones across establishments; 	Lead: Director of Prisons (Head of		<p>Partially achieved. Finalisation of cabling work for the installation of 120 in-cell phones in Braid House will be completed and phones will ‘go live’ in May</p>

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	<ul style="list-style-type: none"> ❖ Assessing the potential of extending access to audio-visual facilities in establishments; ❖ Piloting the use of tablet technology for Supporting Prisoners at Risk (SPAR); ❖ Rolling out computers in PECCS courthouse accommodation. 	Prisons IT)	  	<p>2019. Enabling cabling work is nearing completion in Quoile House which will facilitate the installation of 120 in-cell phones during Q1/2 2019. Site visits have been completed at Maghaberry and Magilligan to plan for further expansion of the in-cell telephony network in 2019/20.</p> <p>Achieved. Skype has been introduced into Visits @ HBW and into Foyleview and Halward @ Magilligan. The only area directed by the business for development is Davis House.</p> <p>Partially achieved. The IT solution to support the SPAR Evolution has been delayed due to protracted discussion by SEHSCT. The solution at year end has been 95% developed, with testing due to start 29/04/19 and implementation to begin 03/06/19. Tablets have been procured and some devices have been shared with Safety and Support staff to allow other staff to have a go.</p> <p>Achieved. PCs installed in 8 Courthouses and a programme is in place to complete the remainder during 2019/20.</p>
	<ul style="list-style-type: none"> • Develop and roll out, digital technology to support resettlement and rehabilitation. 	Lead: Director of Rehabilitation (PDU Governor, HQ)		<p>Achieved. NIPS has successfully developed a tablet application so that the main elements of the prisoner development model and resettlement work have moved to a digital mobile platform synchronised with the case management system within 12 months of the project commencing.</p>
	<ul style="list-style-type: none"> • Modernise the PECCS fleet, through the purchase of new vehicles and the integration of new technology. 	Lead: Director of Prisons (Governing		<p>Achieved. By the end of 2018/19 PECCS had purchased: 6 x 8 cell vehicles, 3 x 3 cell vehicles, 2 x 12 cell chassis and 2 x 8 cell chassis.</p>

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		Governor PECCS)		All new PECCS are fitted with enhanced technology to improve the experience of staff and prisoners. This includes a prisoner information system, the first of its kind in the UK, which will provide information to prisoners during their journey to prison or courts (e.g. in respect of the arrangements for induction). The new vehicles also have CCTV in every cell and an upgraded heating system. For the first time new PECCS vehicles are branded with NIPS corporate livery.
	<ul style="list-style-type: none"> Conduct a scoping exercise to assess the potential of future digitalisation projects, including the development of an NIPS app for staff and the provision of apps to support prisoners. 	Lead: Director of Prisons (Head of Prisons IT)		Partially Achieved. A scoping exercise has been completed and a prioritised work plan for 3 years has been approved. H&S and PDU7 will be delivered in April 2019 and SPAR by June 2019.
<p>Sustainability</p> <p><i>“We are a socially responsible organisation committed to sustainable development across all areas of our organisation.”</i></p>	Establish a NIPS sustainability steering group to develop an organisational strategy and policy on sustainability and agree a year 1 prioritised action plan.	Lead: Director of Prisons (Energy and Sustainability Manager)		Achieved. NIPS Sustainability Steering Group was established in November 2018 chaired by the Director of Prisons. A Year 1 prioritised action plan has been agreed together with the establishment goals in both the medium term and long term.
	<ul style="list-style-type: none"> Establish NIPS Estate baseline data in relation to key aspects of sustainability (i.e. water, energy, waste, transport, and consumption) and set reduction targets. 	Lead: Director of Prisons (Governing Governors, Energy and Sustainability Manager)		<p>Achieved. Baseline data has been collated and was agreed at OMB in March 2019 based on 2016/17 levels. The data establishes the following reduction targets for water, energy, carbon emissions, waste and transport from 2016/17 levels:</p> <ul style="list-style-type: none"> Energy Consumption/m² reduced by 30% by 2030 Carbon Emissions/m² reduced by 30% by 2030 Water Consumption/m² reduced by 30% by 2030 General Waste reduced by 30% by 2025 Fleet Transport Emissions reduced by 10% by 2025.

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	<ul style="list-style-type: none"> Achieve BREEAM excellence standard for all new build projects. 	Lead: Director of Prisons (Energy and Sustainability Manager)		<p>Achieved. The new cellular accommodation at Maghaberry, Davis House, achieved a pre-construction BREEAM 'Excellent' award in January 2019.</p> <p>All future new build projects over 1,000 m² aim to achieve at least a BREAAM rating of 'Excellent'. All future Major Refurbishment projects over 1,000 m² aim to achieve at least a BREEAM rating of 'Very Good'.</p>
PARTNERSHIPS				
<p>Statutory Delivery Partners</p> <p><i>"We have a professional, progressive relationship with our statutory delivery partners which acknowledges the unique contribution they make to improving outcomes for people in our care."</i></p>	<ul style="list-style-type: none"> Establish a partnership forum, chaired by the Director General, to share best practice and enable learning from others perspectives. 	Lead: Director of Rehabilitation		<p>Partially achieved. The Reducing Reoffending Strategic Outcomes Group, set up to deliver Reducing Reoffending under the Programme for Government and chaired by the Director General, has representation from our statutory criminal justice partners - NIPS, PBNI, YJA and DOJ. A Partnership Development Sub Group made up of NIPS, PBNI and YJA has been created to develop a joint strategic approach to collaboration and partnering to address offending behaviours, and to agree a common approach to programmes for delivery to offenders and potential offenders. This sub group is looking to create collaborative working practices through joint training, mentoring and secondments opportunities.</p> <p>A strategic management board has been established to enable our partners in delivering learning & skills to share best practice across establishments.</p> <p>Further consideration will be given in 2019/20 as to how we enhance partnership working with our statutory health delivery partner, the South Eastern Heath Trust.</p>
<p>Voluntary and Community</p>	<ul style="list-style-type: none"> Conduct a scoping exercise on the potential development of social enterprise 	Lead: Director of		<p>Partially Achieved. The Directors of Prisons and Rehabilitation have engaged in a series of meetings,</p>

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<p>Collaboration</p> <p><i>“The ethos and community roots of voluntary and community organisations will enrich opportunities for successful reintegration into the community.”</i></p>	<p>partnerships.</p>	<p>Prisons/Director of Rehabilitation</p>		<p>visits and policy exchanges with a range of social enterprises throughout Northern Ireland. The outcome of this exercise has been an agreement with VCS providers and social enterprise bodies to maximise current opportunities for ex-offenders.</p>
	<ul style="list-style-type: none"> Review and update NIPS Employability Strategy, and make recommendations for improvement. 	<p>Lead: Director of Rehabilitation</p>		<p>Partially achieved.</p> <p>A ‘Task & Finish’ group has been established to develop a strategic approach to support ex-offenders into employment. In addition to NIPS, YJA and PBNI, membership of this group includes officials from the Departments for the Economy and Communities as well as our key voluntary partners, NIACRO and Extern.</p> <p>The projects currently being developed by the group include:</p> <ul style="list-style-type: none"> The removal of the criminal record box from job applications, including the launch of the Ban the Box campaign in NI. Exploring the use of apprenticeships/training which may lead to job offers within the public sector. Greater use of social clauses in government procurement contracts to include the employment of ex-offenders. Using social enterprise as a vehicle for employment for ex-offenders. The establishment of closer links with employers and the business community. We are working closely with colleagues in the Department of Communities led Employability NI Programme to draw together a number of ‘test and learn’ interventions that are aimed at supporting those within our care to improve their employment prospects in advance of

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				<p>release from prison. These interventions will include:</p> <ul style="list-style-type: none"> ○ Specific Employment Academy in demand industries where prisoners are provided with skills training within prison, with work placement opportunities and a guaranteed interview on release; ○ Work Coach led 'jobs clubs' in prisons; ○ Mini job fairs in prisons; ○ Defined prisoner journey with guaranteed warm handover between prison and Jobs and benefits offices; <p><i>This programme of work will culminate in the development of a new Education, skills and Employability Strategy in 2019/20.</i></p>
	<ul style="list-style-type: none"> • Expand community engagement at Hydebank Wood College to include Community garden, Men's Shed and Community Education programmes. 	Lead: Governing Governor, HBW		<p>Partially achieved. Community garden established in partnership with PBNI and Groundwork NI. 'Bedding in skill' programme delivered at community garden. Funding application submitted to increase the teaching provision on site and increase facilities. New voluntary partner engaged (L'ARCHE) a local community group to develop further the site and community engagement. PBNI community teams on site and PWC through Groundwork NI.</p>
<p>Business and Community Outreach</p> <p><i>"We are a more socially engaged and open organisation which promotes greater understanding of the contribution we make to civic society."</i></p>	<ul style="list-style-type: none"> • Establish an Employers' Forum, co-chaired with PBNI, to enhance the 'through the gate' opportunities for people in, and being released from custody. 	Lead: Director of Rehabilitation		<p>Achieved. NIPS have established a Task & Finish Group on employability measures, in partnership with PBNI and Department for Communities. Following feedback from employers highlighting the need for a more strategic and joined-up employer engagement service, it has been agreed that the Department for Communities will establish an "ex-offenders intervention sub-group" as part of the Employability NI Programme. This group will draw</p>

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				together a number of “test and learn” interventions aimed at supporting those within our care to improve their employment prospects in advance of release from custody.
	<ul style="list-style-type: none"> Work in partnership with PBNI to engage with the business community in Northern Ireland and develop relationships with potential employers for people in our care. 	Lead: Director of Rehabilitation		Achieved. NIPS has organised engagement events with the business community at all 3 establishments during 2018/19. In partnership with PBNI, NIPS supported the NIACRO application to the European Social Fund for an Employability project (“Working Well”) which was successfully launched in Maghaberry on 27 November 2018. “Working Well” has established links with the business community throughout Northern Ireland and has met all targets to date in relation to employability outcomes.
	<ul style="list-style-type: none"> Seek membership of the associated Chambers of Commerce to better engage with the business community in NI. 	Lead: Director of Rehabilitation		Not achieved. Following consultations with Governing Governors and Directors, it was agreed that this action would not be pursued. There was no benefit to be gained by joining Chambers of Commerce. The objective of engaging with the business community in Northern Ireland will be met through involvement in the “Working Well” project and DfC Employability NI Programme and already a range of positive interventions have been agreed with this programme.
<p>Industrial Relations</p> <p><i>“We work with our staff associations to pursue positive working relations as we collectively strive for continuous improvement in our delivery of service.”</i></p>	<ul style="list-style-type: none"> Conduct regular meetings under the agreed Whitley structures (quarterly in sub-Committee, twice yearly in Committee, and annually in Council, unless otherwise agreed) in order to consult and negotiate on issues, as appropriate, within the delegated responsibility of NIPS. 	Lead: Head of Strategy and Governance (Head of Pay and IR)		Achieved. Whitley meetings were held throughout the year with the trade unions in line with existing arrangements to discuss a wide range of issues. These were constructive and continue to allow TUS and Management Side to raise matters of mutual concern and interest.
	<ul style="list-style-type: none"> Work with our trade unions and the Prison Service Pay Review Body to deliver the 2018 pay award. 	Lead: Head of Strategy and Governance (Head of Pay and IR)		Achieved. Pay negotiations took place between Management and TUS in July and August, and agreement was reached with the PGA. Written evidence issued to the Pay Review Body in

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				<p>September 2018, and following oral evidence, their report was produced in December. Management was pleased to be able to deliver a pay award which included revalorisation of between 1.5% and 2%, alongside a range of reforms to the pay system.</p>
	<ul style="list-style-type: none"> Work with our trade unions to complete the Grading Review of Operational Prison Grades. 	<p>Lead: Head of Strategy and Governance (Head of Pay and IR)</p>		<p>Partially achieved. The review is ongoing with around 60% of the group of staff identified having been interviewed, ranging from close to half of the staff at Maghaberry to all of the staff chosen within PECCS. Meetings will be held with the trade unions as this work progresses.</p>

RAG RATING

The following criteria should be applied in proposing a RAG rating:

RAG status		Description
Green		Achieved or on track for delivery
Green/Amber		Level of progress is broadly on track with easily redeemable deviations from plans and there is <i>justifiable</i> confidence of getting close to targeted outcomes
Amber		Rate of progress is less than planned and there is significant doubt around the achievement of targeted outcomes
Red		Commitments not achieved or not expected to be achieved or delivery of the targeted outcome(s) will not be achieved within the current period