

Out of sight, but not out of mind: what success looks like in prison inspection

Presentation to Maghaberry Prison Management Team

29th September 2009

agenda

- Background and objectives of CJI
- Purpose of Prison Inspection
- What does success look like
- Moving forward

Some Background...

- Criminal Justice Inspection Northern Ireland (CJI) is an independent, statutory inspectorate established in 2003 under s.45 of the Justice (Northern Ireland) Act 2002. It is a Non-Departmental Public Body (NDPB) in the person of the Chief Inspector.
- CJI is one-of a-kind as it is the only unified inspectorate in the United Kingdom or Ireland that can look at all the agencies that make up the criminal justice system apart from the judiciary. Agencies which CJI can inspect include the police service, prison service, prosecution service, youth justice services and the courts.
- This means CJI is in a unique position to identify issues that are common to some or all agencies and is in a strong position to promote inter-organisational learning and best practice across and between the various agencies

Our Objectives are...

- Promote efficiency and effectiveness through assessment and inspection to facilitate performance improvement
- Provide an independent assessment to Ministers and the wider community on the working of the criminal justice system
- Provide independent scrutiny of the outcomes for and treatment of the users of the criminal justice system
- Work in partnership to deliver a high quality independent and impartial inspection programme

In relation to Prisons this means....

- Announced and unannounced inspections of individual establishments (eg Maghaberry Inspections 2006 and 2009)
- Specific inspections of the NIPS as an organisation (eg Prison Officer Training)
- Inspection of the NIPS as part of a more thematic look at the NI justice system (Lifer Management, Section 75 Reports)

In undertaking our inspection programme we work closely with other organisations that can provide specialist support and benchmarking information on performance. More explicitly establishment Inspections are undertaken jointly with HM Inspectorate of Prisons – Prisons here are Inspected in the same way as other prisons in England and Wales.

Prison Inspection based on the “healthy prison” concept

- World Health Organisation tests of what constitutes a health custodial environment; Council of Europe and UN Human Rights Legislation
- Four Tests
 - Prisoners should be held **safely**
 - Treated with **respect**
 - Able to engage in **purposeful activity**
 - Prepared for **resettlement**

The purpose of a Prison Inspection is to consider the outcomes for Prisoners

- The assessment as to whether a recommendation has been achieved is dependent on whether **it has delivered on the ground** – what difference has it made
- While account is taken of work in progress it is only relevant **IF it has achieved real change** – In Maghaberry 54% of recommendations had been assessed as not achieved in this way
- Follow-Up Reviews are an important tool in determining the extent of achievement – **focus on achievement**

Looking at specific recommendations the focus is on delivery...this is what success looks like for us (from Maghaberry 2009 Inspection)

- An effective and responsive violence and anti-bullying strategy should be developed and implemented
- A local suicide prevention policy should be delivered...
- A personal officer / wing based case manager scheme for staff should be developed and implemented...
- The resettlement needs of all categories of prisoners at Maghaberry should be reflected in the design and implementation of a local resettlement strategy...
- A comprehensive strategy for managing life sentence prisoners in Northern Ireland should be developed and implemented...
- Sufficient activity places should be provided in work, education and training to provide an active day for all prisoners...

Delivering real outcomes...as identified in HMIP “expectations”...

Duty of Care - “everyone feels safe from bullying and victimisation...Active and fair systems to prevent and respond to violence and intimidation are known to staff, prisoners and visitors...”

Self Harm and Suicide – “Prisons work to reduce the risks of self-harm and suicide through a whole prison approach. Prisoners at risk of self harm or suicide are identified at an early stage and a care and support plan is drawn up, implemented and monitored. Prisoners who have been identified as vulnerable are encouraged to participate in all purposeful activity...”

Learning, skills and work activities – “...Prisoners are encouraged and enabled to learn both during and after sentence, as part of sentence planning; and have access to good library facilities. Sufficient purposeful activity is available for the total prisoner population”

Time out of cell – “All Prisoners are actively encouraged to engage in out of cell activities and the establishment offers a timetable of regular and varied extra mural activities”

Security and Rules – “Security and good order are maintained through positive staff-prisoner relationships based on mutual respect as well as attention to physical and procedural matters”

What does this mean moving forward ?

- Turning policy into reality – saying it / writing it does not make it so – beware the “virtual prison”
- Prioritisation on what will make a difference – if everything is a priority nothing (11 core recommendations provide the focus not 200)
- Taking a wider view on the obstacles to change and what needs to be done to overcome them – are we tackling the right issues to achieve change or going around the margins ?

Achieving meaningful change will require...

- Leadership, building management capacity & accountability
- Focus on Delivery – clarity about what needs to be done and making it happen & challenging the status quo to make it happen
- Understanding and achieving the outcomes expected (quick wins) – building on success