

**PRISONER DEVELOPMENT MODEL**

**OCTOBER 2014**

**Practice Manual**

**Version 5**

**Amendment History**

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Any amendments that have to be made to this document must be approved initially by Rehabilitation Directorate, PSHQ.

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3 ANNEX

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B Prisoner Development Unit Role Descriptions

NIPS DOJ Document 16/189046

C Practice Standards

NIPS DOJ Document 16/188984

D Guidance on All Types of Temporary Release for Life Sentenced Prisoners

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G Working Out Unit (Murray House)

NIPS DOJ Document 16/198049

H NIPS Interim Parole Review Guide

NIPS DOJ Document 16/188995

I Public Protection Arrangements within NIPS

NIPS DOJ Document16/188996

J Conditional Early Release

NIPS DOJ Document 16/188998

K Glossary of Terms

NIPS DOJ Document 16/189001

**FOREWORD**

With the introduction of the Criminal Justice Order (NI) 2008, the Northern Ireland Prison Service entered a new phase of Offender Management which was both challenging in terms of meeting the rigour of the new legislation and opportunistic in promoting new ways of working with prisoners to develop them as they move through custody towards reintegration into community on release.

The legislation called for the Prison System to fully engage with prisoners in determining their needs and risks and to provide interventions at various levels to challenge offending behaviour and to provide them opportunities to take responsibility for addressing their behaviour and develop actual life skills to support community reintegration.

The Prison Review Team report, published in October 2011, identified that the foundation of Offender Management should be built upon and expanded to all those in custody. Recommendation 30 of that report states:

*“Each prisoner should have a personalised custody or Prisoner Development Plan, developed together with him or her, which reflects his or her own needs, strengths and risks. It should identify and engage all the other agencies and disciplines within and outside prison that are needed to support change.”*

From this recommendation has come the Prisoner Development Model held within this manual. This model acknowledges the positive steps taken in response to the Criminal Justice Order seeking to build on the progress and success achieved in Offender Management to deliver a holistic, whole prison approach to addressing the needs, strengths and risks identified for **all** those in our care.

This new model differs from the Offender Management Model in that it tailors the process to the individual and their strengths, needs and risks rather than their sentence type.

Contained within this manual are the necessary standards and conditions for effective Prisoner Development unique to Northern Ireland to ensure that the work done with those in custody is challenging, motivating, appropriate, timely, essential and supporting, ultimately playing its part in delivering a safer community.

The manual will continue to evolve as these concepts and techniques are embedded and as we continually improve and fine tune processes and standards to provide the best possible services to prisoners whilst maintaining a safe and controlled environment for prisoners to live and for staff to work.



**Sue McAllister**

**NIPS Director General**

**INTRODUCTION**

This Practice Manual has been developed principally for staff working within a Prisoner Development Unit (PDU) and/ or Student Development Unit (SDU), hereafter referred to as PDU, and provides guidance on the Prisoner Development process, procedures and operational standards.

**1.1 Concept of Prisoner Development**

The concept of Prisoner Development ensures that those in custody will be supported, challenged and motivated whilst also recognising the need for them to be managed and supervised throughout their time in custody, appropriate to the needs, strengths and risks they present, before being prepared for their return to the community.

Reference material:

Annex A - Supporting Offenders to Change to make Communities Safer NIPS DOJ Document 16/134472



**1.2 The Prisoner Development Model in NIPS**

Prisoner Development is a multi-agency approach focused on robust needs analysis, risk assessment and reduction of risk through structured Personal Development Planning. Underpinning all aspects of this work will be standards of practice that will ensure uniform delivery of services to every prisoner and ensure that the quality of performance and practice is maintained. There will be a Prisoner Development Unit (PDU) in each prison establishment which in conjunction with other prison departments and partner agencies, will be the primary driver in coordinating to best deliver to the strengths, needs and risks identified for each individual.

**1.3 Desistance Based Approach**

The Prison Review Team (PRT) emphasised the purpose of prisons as places where individuals can be encouraged and supported to change. The report also highlighted that prisons cannot achieve this vision alone and therefore need to work with prisoners, partner agencies, communities and other government departments.

PRT33 recommended that:

*“The desistance strategy developed in NIPS must involve partnership with and support for families and community organisations to build social capital and prevent social exclusion, drawing upon and extending existing initiatives and experience.”*

The PRT report proposed that NIPS develop a whole prisons approach to supporting individuals make positive change. The work to address PRT33 in relation to a NIPS desistance strategy was taken forward by Department of Justice in line with the recommendation of the recent Strategic Review of DOJ structures. Ultimately any prisoner engagement model will need to embrace a desistance based approach. It is proposed that desistance outcomes are integrated within the model and form the basis of all assessment, planning and interventions with prisoners.

Rather than trying to measure desistance, prisons should focus on measuring their performance on two levels:

* progress an individual prisoner makes towards change by creating pathways and identifying milestones to mark progress and achievement; and
* quality of the environment (staff/ prisoner relationships, fairness and safety, decency, help and assistance, staff professionalism, consistency of rules and policies, bureaucratic legitimacy.)

Staff, prisoners and others need to be clear how this will be achieved in supporting change.

It is not the sole responsibility of Prisoner Development Units to develop desistance within prisons. Rather desistance requires a whole prison approach which the PRT report defines as a *“vision based on safety, respect and supporting people to change; active engagement with staff to create a shared sense of purpose supported by strong leadership and teamwork; management and regime systems that support positive and proactive work with prisoners; commitment to research and evaluation.”*

Alongside the **‘whole prisons approach’** described above, the PRT report recommended that prisons should strive to develop the following key characteristics or ‘building blocks’ on which quality and desistance can be measured:

* fair and reasonable treatment
* strong and meaningful relationships
* staff professionalism and development
* motivation of prisoners and recognition of their achievement
* opportunities for prisoners to develop a crime free identity; and
* support and practical assistance.

**1.4 Prisoner Development Standards**

Operational Standards set for Prisoner Development Units will provide a framework for the effective engagement with prisoners and the continuous improvement of service provision by:

* setting clear requirements for prisoner engagement and supervision which are understood by all concerned
* enabling the professional judgement of managers and practitioners to be exercised within a framework of accountability
* placing priority on the protection of the public from serious harm and supporting reducing the likelihood of re-offending
* underlining the importance of the effects of crime on victims; and
* ensuring that sentencing persons and the public can have confidence that supervision of prisoners is an effective means of helping them to become more responsible citizens.

**1.5 Accountability for Standards & Corporate Governance**

The Standards provide a clear and consistent framework within which work with those in custody can be planned and decisions justified. They provide a basis for accountability in individual cases and a measure of the work of the Service as a whole. The Prisoner Development Unit Head of Function in each establishment is accountable to their Governing Governor and to NIPS Headquarters (PSHQ) for ensuring that the Standards are consistently applied in practice.

The Prisoner Development Unit Head of Function will adhere to corporate governance by ensuring that Key Performance Measures (KPMs) are set with operational measures in place to determine progress against NIPS Corporate KPMs and Establishment KPMs. KPMs will be set by the Director of Rehabilitation and monitored on a monthly basis by the Director of Offender Policy & Operations with quarterly reports collated for review by the NIPS Management Board.

**1.6 Responsibility for Application of Prisoner Development**

It is the responsibility of all staff and their Line Managers to familiarise themselves with all requirements set out in this practice manual. It will be their responsibility to consistently apply them in assessing, planning and carrying out all work with prisoners for whom they have responsibility.

Application of the Standards provides an ordered and disciplined approach to prisoner supervision.

**1.7 Key Aspects of Prisoner Development**

Prisoner Development will:

* Delivered to all sentenced prisoners
* Offered to all remanded in custody for more than 30 working days
* Deliver services according to assessed needs, strengths and risk, not simply by sentence type or length of sentence imposed
* PDP Co-ordinator to develop planning and review progress. This will involve all the relevant service providers/ departments who have contact with the individual
* Record the work of all staff on the Prison Record Information System (PRISM), NIPS Corporate File Plan (TRIM); and
* Have entry and exit procedures for all those in custody.

**1.8 Prisoner Development Model**

Northern Ireland Prison Service (NIPS) and Probation Board for Northern Ireland (PBNI) will continue to work in partnership to deliver this model within each establishment. The roles have been developed within the model to best deliver to those in custody.

**1.9 Personal Development Plan (PDP) Co-ordinator**

A PDP Co-ordinator will be assigned to each individual within this model. This person will be either a NIPS or PBNI Officer (depending on the engagement timeframes set out below). The PDP Co-ordinator will fulfil the primary role of collating, evaluating and co-ordinating the plan, holding accountable those responsible for delivery of service at regular reviews.

**1.10 Support Officer**

A Support Officer will be assigned to each individual. This person (either NIPS or PBNI) will support the PDP Co-ordinator as required throughout the process. The Support Officer will be involved at the PDP Review phase and as requested by the PDP Co-ordinator.

The working relationship between the PDP Co-ordinator and Support Officer will be the key to the success of this model. It is essential that the PDP Co-ordinator involves the Support Officer at key times during the process.

A record of the handover will be conducted by the PDP Co-ordinator and the Support Officer at the transition phase. This will detail work identified throughout the PDP’s lifespan, accomplishments/ achievements made and any deficits to identify future work needed.

**1.11 In Practice**

The guidance below sets out at stages during custody when NIPS and PBNI will take on the primary role of PDP Co-ordinator and the transition times between this role and that of the Support Officer. It should be noted that these thresholds are for guidance only and that the level of involvement of the Support Officer can be increased as deemed necessary by the two members of staff. Any increase in involvement should be agreed with PDU Managers.

Reference material:

Annex B - Prisoner Development Unit Role Descriptions NIPS DOJ Document 16/189046



Guidance of PDP Co-ordinator and Support Officer

Guidance of PDP Co-ordinator and Support Officer Roles between NIPS and PBNI

**Guidance of PDP Co-ordinator and Support Officer**

|  |  |  |
| --- | --- | --- |
|  | **PDP Co-ordinator** | **PDP Support Officer** |
| **Assessment** | Collation and evaluation of all available information in relation to needs, strengths and risks. | Support PDP Co-ordinator |
| **Assessment PBNI** | Provision of Pre-sentence reports where available at commencement of sentence. | |
| ACE Assessments and Reviews at key points throughout custody such as sentencing, transition and release planning stages, or as requested by the Governor. | |
| **Case Management** | PDP Co-ordinating, reviews, chairing PDP Case Discussions, attendance at Case Conferences, chairing local Risk Management Meetings (RMM), attendance at LAPPP (PPANI Meetings),  Co-operate to Safeguard Children, services to vulnerable prisoners and those prisoners at risk. | Support PDP Co-ordinator |
| **Programme Delivery** | Co-facilitating Offender Behavioural programmes as part of a multi-agency team. | Support PDP Co-ordinator  Co-facilitating Offender Behavioural programmes as part of a multi-agency team. |
| **Parole Review** | Preparing reports for the Parole Commissioners regarding Release/ Recall and providing evidence to panels. | Support PDP Co-ordinator |
| **Release & Licencing** | Recommending licence conditions to strengthen release plans and providing the pathway from custodial supervision to community supervision. | Support PDP Co-ordinator |

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**Guidance of PDP Co-ordinator and Support Officer Roles between NIPS and PBNI**

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| --- | --- | --- |
|  | **NIPS** | **PBNI** |
| **Life Sentenced Prisoners** | Up to 48 months prior to the prisoner’s Tariff Expiry Date (TED) | From 48 months prior to TED  Post TED if not released |
| **Indeterminate Custodial Sentence** **(ICS)**  *A sentence for which the court sets a minimum custodial period and thereafter a decision to release is decided by a Parole Commissioners NI* | Up to 48 months prior to the prisoner’s TED | From 48 months prior to TED  Post TED if not released |
| **Extended Custodial Sentence (ECS)**  *A sentence comprising a custodial term plus an extended period on licence.* | Up to 12 months prior to their Parole Eligibility Date (PED) | From 12 months prior to their PED |
|  | Post PED if not released |
| **Determinate Custodial Sentence (DCS)**  *A fixed length prison sentence.* | Up to 12 months prior to Custody Expiry Date (CED) | From 12 months (or less at point of sentence) prior to CED |
| **Sentenced Prisoners** | All those sentenced to Non-CJO terms and not subject to statutory supervision on release. |  |
| All those sentenced to Non-CJO terms and not subject to statutory supervision on release but subject to PPANI will be managed by NIPS Designated Risk Manager (DRM) |  |
| Up to 12 months prior to CED for those subject to Article 26, Custody Probation Order and GB Transfers. | From 12 months prior to CED (or less at point of sentence) for those subject to Article 26, Custody Probation Order and GB Transfers. |
| **Recall Prisoners Life/ ICS** |  | All Recalled Life/ ICS sentenced prisoners from recall to subsequent release. |
|  | **NIPS** | **PBNI** |
| **ECS** |  | All Recalled ECS prisoners |
| **DCS** | Recalled DCS prisoners where PCNI have determined they will remain in custody until their Sentence Licence Expiry Date (SLED). NIPS DRM | Recalled DCS prisoner unless release not granted by PCNI and remaining in custody up until release by PCNI review. |
| **Remand Prisoners** | Those remanded in custody for more than 30 working days. |  |

Initial PDPs for all prisoners will be produced by the appropriate PDP Co-ordinator with the support from their Support officer.



**1.12PRISONER DEVELOPMENT in CUSTODY**

This sets out the practice standards to be applied at each stage of the process. These are minimum standards required of staff working to deliver the Prisoner Development Model. All who are involved in this work are to ensure that each part of the process is completed in full and to the highest possible standard.

Reference material:

Annex C - Practice Standards NIPS DOJ Document 16/188984



**2.1 Initial Contact**

**Standard 1**

**Within 1 working day of committal to prison ALL prisoners will receive an Initial Prisoner Development Unit Contact interview (PDU 1).**

All those committed to custody will receive an initial PDU contact interview (PDU 1) within 1 working day.

Potential Life sentenced prisoners (normally defined as prisoners who were remanded in custody for murder and attempted murder, although other offences such as rape and arson could also attract indeterminate sentences) should be offered support in anticipation of the sentence they face. It is important that all potential Life sentenced prisoners are given every opportunity to engage in purposeful activity. Contact with their families should be prioritised in order to ensure that the maximum support is available to them.

If sentenced, it is important that staff clarify as much information as soon as available from the Probation Information Management System (PIMS) and Prison Record Information System Management (PRISM). This should include information such as the index offence, type of sentence and duration.

**2.2 Assessment of Risk**

**Standard 2**

**PBNI will supply an up to date ACE and record on PRISM at the following times:**

* + **Within 15 working days of sentence**
  + **At the agreed transition from NIPS to PBNI Co-ordinators (this may not be required for those on a short sentence)**
  + **At Release planning stage; and**
  + **At any other time as requested by the Governor.**

**Standard 2.1**

**PBNI will supply any available Pre-sentence Reports within 5 working days of sentencing.**

All risk assessments would take into account a full review of existing file information including ACE (and any RA1/ RM1 if available), communication with other personnel who have worked with the prisoner and progress on treatment programmes. In order to determine risk, the psychologist would undertake an historical review including their knowledge of the individual, Family, Personal, Occupational, Medical, Psychiatric, Psychological, Life Style, Relationship and Psycho Sexual Histories, in appropriate cases. It would also include previous convictions, age of first offences and the types, patterns and frequency of offending. Other factors that would be taken into account would include an analysis of attitudes to the offences, as well as their insights into their offending behaviour.

The PDP Co-ordinator may also find it important to have assessments of their cognitive ability, personality and/or neuropsychological functioning undertaken depending on the individual.

**2.3 Case Co-ordination**

**Standard 3**

**PDU Managers (Senior Prison Officer/ Probation Officer) or by Function Head agreement will assign a Co-ordinating Officer and Support based on the nature of offence within 5 working days from committal including Remands and Appellants.**

Staff assigned Life sentenced prisoners should receive appropriate training which is maintained and up to date. Training should emphasise the benefits of motivational interviewing with Life sentenced prisoners at an early stage of their sentence. Many prisoners sentenced to Life appeal their sentence and exhibit various levels of denial about their offence. Denial can at times manifest in resistance, anger or depression and it is important that staff are aware of this and are trained to identify such behaviours and to support prisoners or refer to appropriate therapeutic services.

The Support Officer will take control of the prisoner’s PDP if the PDP Co-ordinator is off sick. The case will be re-assigned if the PDP Co-ordinator is off sick for 4 weeks or more.

**2.4 Prisoner Development Induction**

**Standard 4**

**The PDU Induction Interview will take place no later than 10 working days from date of sentence.**

The induction process is the initial contact for all who will be involved in the Prisoner Development process. The information obtained during the Induction Interview will be a valuable starting point for PDU staff to complete a full assessment of needs, strengths and risks. Furthermore, this information will provide the platform for specialist agencies to engage with the individual and plan activities via the PDP.

The Induction Interview is the beginning of the professional working relationship between the individual and the PDU. The purpose of this first interview is to:

* Explain clearly and thoroughly the concept of the Prisoner Development process
* Check their comprehension of the sentence and process involved which will include key dates in their plan. It is important to explain that the planned dates may be subject to change
* Map out the structure of the PDP and break it into manageable stages; and
* Begin the engagement process by assessing what the prisoner requires to progress e.g. literacy, drug education, accommodation, finance, family issues.

The PDP Co-ordinator will also gauge the prisoner’s motivation by checking their understanding of what is being asked of them and if they are presenting obstacles to addressing their offending behaviour. The levels of contact, request procedures and NIPS complaints procedure will also be explained.

**2.5 Assessment of Needs, Strengths and Risks**

**Standard 5**

**Integrated assessments will be completed on all sentenced prisoners within 30 working days of committal. This will include (but not limited to) ACE score information, Pre-sentence Report, Criminal Record history, Prisoner Needs Profile (PNP) etc.**

Measuring Needs, Strengths and Risks

The Prisoner Needs Profile (PNP) is designed to build up a complete picture of the needs, strengths and risks of individuals as they enter the prison environment and as they pass through their period of custody. Areas covered include:

* Accommodation
* Benefits & Finance
* Employment
* Family Contact
* Learning & Skills
* Substance Use
* Attitudes, Thinking and Behaviour
* Supporting offenders who have been abused raped or who have experienced domestic violence; and
* Supporting offenders who have been involved in position.

This may involve a range of staff and specialists engaged by NIPS and/ or PBNI.

It is designed to inform and to be informed by other key systems and procedures which support, motivate and impact positively on prisoner behaviour. It acts as an early warning system for those who may be at risk or vulnerable to others or the prison environment. Resources are targeted directly to the needs of the prisoner.

The PNP is opened when a sentenced prisoner is committed to prison. Immediate needs/ actions are identified by the Committal/ Induction staff and the appropriate action/ referrals are dealt with. PDU staff will use this profile to identify and plan interventions. If a prisoner returns to custody within 6 months of release, PRISM will retain the previous PNP detail and this simply requires a review. A new PNP is required if the return to prison is over 6 months.

Some of the documents that comprise useful information regarding the needs of a prisoner are:

Sentencing Remarks

Provides detailed background information to the offence, the evidence led, alongside depositions, the Judge’s conclusions, summing-up and sentence imposed.

Risk Assessments

The Assessment, Case Management and Evaluation System (ACE) forms the basis of the PDP in the Prisoner Development Unit along with any other additional risk assessments including those undertaken by psychology, psychiatrists and PBNI. It is important that information from all these assessments is transferred onto the individual’s PDP.

Pre-sentence Report (PSR)

The PSR provides detailed information on the prisoner’s circumstances at the time of the offence and their attitude towards their offending behaviour. The PSR also provides a risk assessment on the likelihood of the person re-offending and their Risk of Serious Harm to members of the public, as well as an analysis of what sentencing options are available and appropriate.

Criminal Record Viewer

PDU staff will have access to the Criminal Record Viewer (CRV) to clarify any previous convictions.

Note: Printing and retaining copies on file without a specific reason (e.g. preparation of a report/ attending a Risk Management Meeting/ ACE review) may be a breach of the Data Protection Act.

Induction

The induction is conducted within each establishment. It is designed to gather information on basic needs via prisoner self-report, providing them with the opportunity to access the appropriate interventions and service providers, who will then assess their needs. The signed Induction form is stored in the PDU file.

Prisoner Needs Profile

As above

Psychiatric and Psychological Reports

There may be copies in a prisoner’s file of Psychiatric and Psychological reports from any period of their life, whether in custody or in the community. Psychiatric reports have a medical basis and tend to focus on mental illness whilst Psychological reports focus mainly on the individuals’ attitude, thinking and behaviour. Although they vary across the board, both types of report frequently provide detailed information on the prisoner’s background, relationships and many other areas covered by Prisoner Development. Copies will be available on the NIPS Corporate File Plan.

Residential Officers Reports

Residential Officers will complete reports through the Progressive Regimes & Earned Privileges Scheme (PREPS) and provide critical information on the day to day work of the prisoner. They frequently contain useful information about the prisoner’s behaviour, engagement and relationships on the landings which may differ from behaviour witnessed by staff in activities or on interventions. PDU staff will have access to PREPS reports.

Custody Profile

The custody profile report is generated from the data on PRISM and provides a summary of the prisoner’s performance and behaviour in prison. The information relates to the main offence from committal up to the day the report is generated. It is a quantitative report which is used to inform planning and is submitted as part of the dossier to Parole Commissioners. Information in the report is summarised under the following headings:

* Personal Details
* Custodial Details
* Risk Assessment
* Activities/Appointments
* Conduct
* Drug Testing
* Safer Custody; and
* Victim Information.

The content of the Custody Profile produced on PRISM is only valid on the day generated.

Contact Reports

PDU staff will keep a written record on PRISM (by creating an Inmate Note) of all contacts with prisoners. This will include the date and a description of the meeting, issues discussed and any actions taken as a result. A note may be generated to record any information gathered about the case or record observations by staff.

Whilst this list is not exhaustive, examples of other specialist reports may include:

* PBNI Reports
* Regimes or activities reports (such as workshops or work placements in the community)
* PCNI Recommendations
* Previous Parole Dossiers
* Programme Evaluation Reports
* Programme Completion Reports
* Education Records
* Healthcare Screening/Assessment
* Care plans
* Addictions Assessment Reports
* Drug Treatment & Testing Orders; and
* Any assessments or reports on specific or global learning difficulties/disabilities.

**Standard 5.1**

**A multi-disciplinary case discussion for any prisoner can be scheduled and chaired by the PDP Co-ordinator as required.**

Case Discussion and / or Case Conference

Prisoners will be considered for a PDP Case discussion if they meet the following criteria:

* The prisoner has received an Extended, Life or Indeterminate Custodial Sentence
* The prisoner has already been given PPANI risk category of level 2 or 3 or is subject to a Sexual Offences Prevention Order (SOPO)
* Any other prisoner not originally assessed as posing a Risk of Serious Harm but there is sufficient concern that the risk has or may escalate upon release into the community. This includes sexual and violent prisoners
* There is a concern over the prisoner’s mental health;
* A responsivity issue has been identified (such as learning disability); and
* Their release date prohibits critical work being completed before their actual return to the community.

It is anticipated that some prisoners will present with complex and difficult issues which will require a full case conference. In these cases the PDP Co-ordinator will provide an outline of the case and the issues arising to the appropriate PDU NIPS/ PBNI Manager. This Manager will decide if a case conference is appropriate and will chair any resulting meetings. Where it is easily recognised that there is a need for a case conference (decision on temporary release) there will be no need to hold a case discussion first.

Membership of the Case Discussion and/ or Case Conference

Members of the PDP Discussion or Conference Meeting may include some or all of the following depending on the specific circumstances of the particular prisoner.

They are:

* PDP Co-ordinator (Chair in Case Discussions)
* Support Officer
* Governor PDU (Chair in Case Conferences)
* Senior Officer PDU
* Probation Manager
* Administration Case Worker
* Treatment/ Programme Manager
* Psychology Representative
* Healthcare
* Prisoner Safety and Support Team
* Education
* Addiction Service Provider
* SO residential
* Security
* Other prison staff relevant to a particular prisoner such as the Family Support Officer
* Employability Officer; and
* Prisoner – where appropriate.

The Administration Case Worker will undertake to contact those identified by the PDP Co-ordinator as appropriate to attend the Case Discussion and/ or Case Conference and confirm the date it is to be held. All case discussions/ conferences will be recorded on a PDU6.

The purpose of the Case Discussion/ Case Conference is to ensure that where a prisoner presents concern(s) there is an agreed course of action to address stipulated.

This agreed work will be recorded by the PDP Co-ordinator in the PDP with details as to what is to be offered, by whom and by when. The prisoner’s progress will be reviewed and discussed at the next appropriate review meeting at a time agreed. A record of the discussion and key points will be made by the Case Worker.

**2.6 Personal Development Plan (PDP)**

**Standard 6**

**The initial Personal Development Plan (PDP) will be produced no later than 40 working days from the date of committal.**

The Personal Development Plan (PDP) is the cornerstone of Prisoner Development and defines the purpose of all work with prisoners.

**Standard 6.1**

**All PDPs should be developed, discussed with and explained to the prisoner prior to final production. Prisoners must be given opportunity to contribute to, comment on and sign the finalised document.**

The PDP is a document which includes an assessment of needs, risks and strengths along with the actions, services and interventions which are identified to address them. It will record and report on actions taken to support the individual address and reduce both the risk of harm and likelihood of further offending; and prepare that prisoner for their return to the community.

The PDP will also identify which person or organisation is responsible for undertaking particular tasks. Importantly, it places a clear responsibility upon the prisoner that they are an active participant in the process and not a passive recipient of services. The PDP will:

* Provide prisoners with a clear pathway through custody in preparation for reintegration back into the community. It encourages greater engagement with the planning process, a more responsible approach to addressing difficulties and to desisting from offending on release
* Ensure all relevant information is shared with appropriate service providers to facilitate a holistic planning process
* Sequence interventions appropriately
* Facilitate fully integrated service provision such as addictions, learning and skills, employability and resettlement; and
* Recognise the diversity within the prison population and respond appropriately to address the needs and risks.

For Life sentenced prisoners, there needs to be a systematic approach applied to delivering Offender Behaviour Programmes (OBP) whereby they should be completed by the three year Tariff Expiry Date; and any relapse prevention and booster work should be undertaken up to the point of actual Tariff Expiry Date (TED).

Whilst contact with family and friends outside of the prison should be encouraged, the PDP Co-ordinator must have the consent of the prisoner to make contact with family members. The prisoner should be encouraged to allow this and understand that this will be the in preparation for Home Circumstances Reports, Home Visits for supervision on Licence; the background to Compassionate Temporary Release, Home Leave eligibility or release on temporary licence etc.

Reference material:

Annex D - Guidance on All Types of Temporary Release for Life Sentenced Prisoners NIPS DOJ Document 16/188989



The PDP Co-ordinator will have prepared a PDP containing outcomes of up to date risk assessments within 40 working days. Plans should be solution oriented, build on identified strengths of the individual and contain SMART (Specific, Measurable, Achievable, Realistic and Time-bound) objectives. They will be prioritised in terms of managing risk of serious harm as well as managing any likelihood of re-offending by:

* Resolution of practical issues at the point of Committal or Induction and beyond
* Identification of personal reintegration needs as identified in assessments and adjustment to custodial environment
* Building and strengthening family and social contacts in community where appropriate
* Challenging offending behaviour through a range of interventions; and
* Promoting personal development and self-esteem through such things as incentives and privileges, healthcare and support.

PDPs should be formulated for progress toward individual objectives by:

* Set out the role and responsibilities of the PDP Co-ordinator in a clear and concise way
* Detail frequency, nature and places of contact
* Be written in the first person, stating what the prisoner will do
* Identify the levels of guidance, assistance, support or service to be provided by PDU personnel or other departments within the prison environment
* Identify any victim issue
* Review feedback comments with prisoner
* Set out specific objectives as identified through assessment or directed by the court
* Identify when the PDP will be reviewed and allow the prisoner to make any comment; and
* PDP Co-ordinator and prisoner sign completed document.

Resettlement Pathways

Resettlement Pathways 2016 refers to the work undertaken with prisoners to prepare them for their release and return to the community. It is now recognised that custody can offer a period of stability for prisoners not always available to them in the community. This may be due to their lifestyles being unstructured or they lack the knowledge and skills to address issues such as health or accommodation. The inability to integrate effectively into the community correlates strongly with the individual’s risk of re-offending and returning to custody. Resettlement Pathways aim to equip prisoners with the means to return to the community more successfully and break the pattern of re-offending.

The PDU will offer a range of interventions to help support prisoners prepare for their release and returning to their communities. PDP Co-ordinators have a responsibility for preparing interventions in relation to the Resettlement Pathways; co-ordinating resettlement activities in conjunction with PDPs; supporting and preparing prisoners for resettlement and reintegration back into community.

Resettlement is a key role for all PDP Co-ordinators requiring them to take account of each individual’s personal circumstances. These may include relationships, accommodation and money, physical, mental and emotional health, use of alcohol and drugs. Where an issue is identified support and contact should be considered.

PDP Co-ordinators will be required to take account of the risk of harm to the public in preparing resettlement activities. This should include actual and potential victims as well as those people who are significant to the prisoner when preparing resettlement activities. PDP Co-ordinators may identify specific resettlement objectives which may be incorporated into an individual’s Release Planning arrangements. (See Standard 14)

All PDU staff will have access to and be familiar with the NIPS Corporate Resettlement Pathways Document 2016.

Reference material:

Resettlement Pathways 2016 NIPS DOJ Document 16/127162



PDP Co-ordinator should include the prisoner in the PDP process and encourage them to contribute to the development of their plan. They should also record all non-engagement and efforts made to encourage the prisoner to participate.

**Standard 6.2**

**All prisoners must receive a summary of their PDP.**

It is essential that the individual has a copy of their PDP summary in their possession to track their progression against planned objectives.

**Standard 6.3**

**The signed PDP summary will be placed in a prisoner’s landing file.**

It is essential for the PDP Co-ordinator to ensure that a copy of the PDP is placed on the prisoner’s residential file within 5 working days of completion.

**Standard 6.4**

**A PDP Summary will be provided to the incoming PDP Co-ordinator at the transition point.**

A recorded handover will be conducted by the PDP Co-ordinator and Support Officer at the transition phase (1.11 In Practice: Guidance of PDP Co-ordinator and Support Officer Roles between NIPS and PBNI). This will detail the work identified throughout the PDP’s lifespan, accomplishments, achievements and any deficits.

**2.7 Quality Assurance**

**Standard 7**

**A ten percent quality check of Personal Development Plans will be carried out on a monthly basis by PDU Managers.**

The PDU Head of Function and PBNI Manager will be responsible for the day to day monitoring and inspecting of all recorded documentation by PDP Co-ordinators. This will ensure quality control and adherence to standards this will include the handover process.

Monitoring of recorded work is integral to the Head of PDU’s role in ensuring standards are met or an acceptable explanation is provided where they are not.

**2.8 Planned Contact**

**Standard 8**

**Frequency of Planned contact should be set in conjunction with the prisoner at the PDP stage dependant on the strengths, needs and risks of the individual, but should be at least every 6 months.**

It will be important for the PDP Co-ordinator to maintain regular contact with the prisoner and record the detail of the contact on PRISM. The frequency of these contacts will be based on the level of intervention as a result of assessed strengths, risks and needs of the individual. Frequency of planned contacts can be reviewed and amended at any time.

**2.9 Consultation with Others**

**Standard 9**

**Those responsible for coordinating a PDP must consult with relevant others prior to conducting meetings with the individual.**

PDP Co-ordinator should discuss the aspects of the case with any person who could contribute to the discussion to help in formulating the PDP

**2.10 Personal Development Plan (PDP) Reviews**

**Standard 10**

**PDP review dates will be set in conjunction with the prisoner at the initial PDP stage and should be every 6 months.**

It will be important for the PDP Co-ordinators to complete regular monitoring of the prisoners progress against the objectives within their PDP and record detail of the progress made on PRISM. PDP reviews will be a review of SMART objectives by:

* The prisoner’s view of progress towards achievement of resettlement targets
* The PDU Co-ordinator’s judgement of progress toward achievement of targets taking full account of feedback reports from all other parties concerned
* Identifying practical problems which have been resolved or improved upon
* Identifying barriers to resolving problems and alternate solutions when appropriate
* Describing any progress or otherwise in terms of personal development
* Describing any learning/ training opportunities undertaken and their impact
* Describing any regular leisure/ social/ spiritual activities engaged in and how these have assisted personal development
* Describing any improvement or deterioration in family circumstances and or social relationships
* Describing participation in, and impact of, offending behaviour activities including victim awareness elements
* Evaluating overall progress or deterioration against any changes in assessed levels of risk
* Directly inform the revised PDP for the next period of sentence; and
* Identifying the relevant others involved in setting plans for the community supervision phase to build on work completed or commenced during custody.

The PDP Review is the vehicle for identifying and demonstrating progress which shall be carried out every 6 months. It is important that the prisoner attends the review as they are an integral part of the process and they are given advance notice of it.

It is important to focus on change that can be evidenced with the prisoner in order to reinforce their participation. Where there is little evidence of progress, it is important to identify other factors such as stability and efforts that have been maintained and using this to encourage the prisoner to reapply themselves over the next period.

It may also be necessary to involve others that have a contribution to make to the PDP review. On occasions, the PDP Co-ordinator may call a case discussion in complex cases.

It is important not to ignore the prisoner’s thinking and behaviours which maintain or escalate their risk. The prisoner must be made aware that their withdrawal of cooperation, poor progress and any failing on their part to meet the agreed targets may affect their ‘suitability for some form of release.’

**Standard 10.1**

**A multi-disciplinary review meeting can be scheduled for any individual as requested and chaired by the PDP Co-ordinator (or PDU Manager, if appropriate).**

It is anticipated that some prisoners will present with complex and difficult issues at review. This will involve more input, than that solely of the PDP Co-ordinator, to be able to reach agreement on the exact content of the PDP Review. A multi-disciplinary meeting will be held, where appropriate, and this will be referred to as a PDP Conference (PDPC).

The Administration Case Worker will undertake to contact those members required to attend the review meeting and confirm the date.

Membership of the Review Meeting

Members of the Review Meeting will be dependent on the specific circumstances of the individual and may include some or all of the following:

* PDP Co-ordinator
* Support Officer
* Governor PDU
* Senior Officer PDU
* Probation Manager
* Administration Case Worker
* Treatment/ Programme Manager
* Psychology Representative
* Healthcare
* Education
* PSST/ Safer Custody Representative
* Addiction Service Provider
* SO residential
* Security
* Other prison staff relevant to a particular prisoner such as the Family Support Officer
* Employability Officer; and
* Prisoner – where appropriate.

A record of the discussion and key points will be made by the Administration Case Worker attending the meeting*.*

The purpose is to ensure that where a prisoner presents concern(s) there is an agreed course of action to deliver appropriate services and programmes to that prisoner within a set timeframe. This agreed work will be recorded in the PDP by the PDP Co-ordinator with details as to what is to be offered, by whom and by when. The prisoner’s progress will be reviewed by the PDP Co-ordinator at any future planned contact.

**Standard 10.2**

**The prisoner must be invited to attend the multi-disciplinary review meeting unless there attendance would be detrimental to the review meeting.**

The prisoner is an integral part to the PDP process and should attend.

**2.11 Planned Interventions**

**Standard 11**

**As informed by the NIPS Prisoner Needs Profile, an Offending Behaviour Programme (OBP) schedule will be developed, delivered and evaluated annually in each establishment to meet identified need.**

Prisoners may require a wide range of services and support before they reach a point where they can meet the demands of a programme. This may include support in relation to literacy skills, interpersonal skills, self-confidence and coping with addictions. PDP Co-ordinators are tasked with assessing the strengths, risks and needs of each prisoner and identifying areas to be addressed prior to participation in any form of intervention.

**Standard 11.1**

**Referral for interventions to be made 5 working days after the PDP has been produced. Referrals should be sequenced as per the individual’s need at initial PDP and subsequent review stages.**

PDP Co-ordinators are tasked with the responsibility to refer the prisoner to the appropriate department or service provider in a planned, realistic and achievable sequence of stages. The sequencing of these interventions will be paramount in optimising the potential of the individual. Referrals should be made in sequence in line with PDP reviews. PDU Co-ordinator/ Support Officers should make contact with a prisoner an opportunity to support and motivate them to prepare for and to engage with planned interventions.

**Standard 11.2**

**Assessment for programme suitability will be completed by programme providers 20 working days from when the referral is received.**

All assessments for programmes/ interventions must be completed and recorded on the PRISM system within 20 working days of receipt.

**Standard 11.3**

**Programme facilitators will be required to complete individual participant evaluation reports within 30 working days of the final programme module delivered.**

Programme facilitators are required to produce Programme Completion Reports on prisoners who have attended and participated in programmes. These may be included as part of the parole dossier.

**2.12 Public Protection Arrangements**

**Standard 12**

**PDU Managers will ensure that arrangements are in place for referral of all relevant cases to the PPANI Links Unit no later than 3 months prior to eligibility for release.**

Reference material:

PPANI Manual of Practice

[www.publicprotectionni.com/uploads/pdf/PPANI\_MoP\_2016\_v2.pdf](http://www.publicprotectionni.com/uploads/pdf/PPANI_MoP_2016_v2.pdf)

[www.publicprotectionni.com](http://www.publicprotectionni.com)

Annex I - Public Protection Arrangement within NIPS NIPS DOJ Document 16/188996



**2.13 The Parole Process**

**Standard 13**

**All requested parole reports are submitted to the PDU Administration Case Worker by the required date.**

The ability of the Parole Commissioners to make an informed decision about release is supported by the quality of the work that has been undertaken by all staff from the pre-sentence stage onwards. The production of quality planning and review reports throughout the sentence, supported by additional assessments, will help inform the Parole Commissioners if a prisoner is ‘suitable for release.’

The work of all those involved with any public protection sentence prisoner throughout the sentence is aimed at:

* Identifying the risk of re-offending and the risk of causing serious harm to others that the prisoner poses at point of sentence
* Reviewing any progress the prisoner has made towards reducing those risks; and
* Providing Parole Commissioners with an up to date assessment of the risks the prisoner poses now and a plan to manage those risks if he/ she is deemed suitable for release.

Main Actions to be Undertaken in the Parole Review Process

The following is a short summary of the main actions undertaken within the parole review process.

* Prisoner Development Units will refers Life, ICS and ECS cases to the Parole Commissioners at the appropriate point
* Prisoner Development Units are responsible for the collation and submission to the Parole Commissioners of Parole Dossiers
* The suitability for release of Life, ICS and ECS prisoners is assessed by the Parole Commissioners;
* The initial assessment of the case is conducted by a Single Commissioner who will make a provisional direction in relation to the case based on the papers provided to him/ her
* Where a provisional direction for release is given a three person Panel of Parole Commissioners will consider the case at a hearing
* The oral hearing will be held in the establishment in which the prisoner is currently being held
* If the Panel direct release the ECS prisoner will be released on licence until the SLED date unless he is recalled. An ICS prisoner will be released on licence with no SLED date but he/ she can apply after 10 years for licence to cease to have effect
* If not released early, an ECS prisoner is released at the Custody Expiry Date on Licence and the Parole Commissioners will have been consulted about non-standard conditions
* Where the Panel decide against release a review date for the case will be set
* If the Single Commissioner makes a provisional direction against release, the prisoner may appeal the decision and request a hearing; and
* If a Life, ICS, ECS or DCS prisoner is recalled to prison, the recall will be reviewed by the Parole Commissioners and they will be held until the date directed by them or the next review date.

**Standard 13.1**

**Reports are submitted on the approved templates.**

Responsibility for compiling complete dossiers on Public Protection cases for consideration by the Parole Commissioners rests with the PDU Head of Unit/ PBNI Manager. This includes ensuring that all reports are complete, correctly ordered and numbered and that disclosure procedures have been followed correctly. They will be supported in this function by the Head of Administration Case Work.

Appropriate deadlines for reports must be set to ensure that the dossier can be completed on time and reports must be completed using the templates provided. The complete dossier must be submitted to the Parole Commissioners by the end of week 8 from the notice of referral letter or shorter as specified by the Parole Commissioners.

Further Guidance on the Parole Review Process

Further detailed guidance on the Parole Review process is available in the NIPS Interim Parole Review Guide. The Guidance comprises:

* Operational Guidance on Public Protection Sentences
* Parole Review Process
* Roles and Responsibilities; and
* Production of a prole Dossier.

Reference material:

Annex H - NIPS Interim Parole Review Guide NIPS DOJ Document 16/188995



**2.14 Resettlement Planning/ Preparing for Release**

**Standard 14**

**A PDP detailing Release Planning will be completed and agreed no later than 30 working days prior to the date of release recorded on PRISM.**

Release Planning enables sufficient time to engage with other service providers and plan any actions necessary prior to the prisoner’s eventual release from custody; and should not be seen as the end point of the joint activities, rather the beginning of a ‘transition phase’ between custody and the community.

Release Planning is the next stage of the PDP that outlines in detail the recommendations of the Courts, Local Area Public Protection Panel (LAPPP) or Parole Commissioners meetings that will structures the prisoner’s return to the community. It will be completed and signed off by the PDP Co-ordinator, the prisoner and the Probation Officer based in the community who will be supervising the licence. Others may have a contribution to make to Release Planning such as healthcare.

Release Planning will state clearly the following;

* The type of sentence the prisoner received at court
* The custodial period served and the period of Licence to be served
* Licence end date if appropriate
* Risk in the community
* Requirements and objectives of supervision; and
* Licence recommendations (including any recommended by the Court/ LAPPP and views of the Parole Commissioners).

Release Planning should be solution oriented, build on identified strengths of the individual and have SMART objectives. They are prioritised in terms of managing risk of harm and managing any likelihood of re-offending taking into account the following:

* Be written in the first person, stating what the prisoner will do
* Ensure their identified needs have been resolved at the point of release
* Ensure first PBNI appointment in the community includes date, time and location
* Include any feedback arrangements for receiving progress reports from all agencies and individuals involved including the prisoner
* Ensure PDP and relevant information is passed to Community PBNI
* Detail frequency, nature and places of contact and with whom for those subject to licence conditions
* Taking into account the need to challenge future offending behaviour
* Have a specific public protection focus
* Identify areas of guidance, assistance, support or service to be provided by PBNI and/or other agencies ; and
* Include any role and contribution made by the family, or other significant persons while in custody and any plans for them to actively assist the prisoner’s progress on release.

Reference material:

Annex J - Conditional Early Release NIPS DOJ Document 16/188998



Change to Release Planning

It is important that any last minute changes to the Release Plan are properly communicated to the prisoner and all relevant agencies. They must consult with each other, share information and agree what actions may be necessary and who will be responsible for carrying these out.

If there are changes required to the licence conditions for ECS/ICS prisoners after the Parole Commissioners have offered a view in the letter notifying NIPS of the Panel decision in the case, further consultation with the Commissioners will be required before the prisoner can be released.

Short Term Prisoners

Those prisoners with less than 3 months left to serve in custody can be considered for release planning at the initial production of their PDP.

**Standard 14.1**

**Licensing Panels will review cases and set conditions at least 20 working days before release.**

Setting Licence Conditions

PDP Co-ordinators should refer to Licencing Unit PSHQ for guidance. The Guide includes the procedures for:

* Licencing of ECS and ICS prisoners
* Licencing of DCS prisoners sentenced to sentences greater than 12 months
* Insertion, cancellation or variation of licence conditions Life/ ICS/ ECS/ DCS prisoners; and
* Licencing of ECS/ DCS prisoners if the custodial terms has expired at the point of sentencing.

**2.15 Exit Interview**

**Standard 15**

**PDP Co-ordinators will conduct an exit interview with all prisoners no later than 15 working days prior to release, record on PRISM.**

PDP Co-ordinators will discuss with the prisoner the progress that has been whilst in custody.

**2.16 Pre-release Tripartite**

**Standard 16**

**A Pre-release Tripartite interview to include the prisoner, PDP Co-ordinator and the Community based Probation Officer will take place no later than 10 working days before the date of release where appropriate. The PDP Support Officer and any other relevant agencies/ staff may be invited at the PDP Co-ordinator’s discretion.**

PDP Co-ordinator will confirm prisoner’s Release Date and Post Release Supervision.

**Standard 16.1**

**The requirements of supervision and Licence conditions for the initial post custody period will be explained to the individual at the Pre-Release Tri-partite meeting. Prisoners will be asked to sign that they understand these.**

Following agreement of the Release Plan, the PDP Co-ordinator will have tasks to fulfil as part of the Plan such as confirming specific details, notifying appropriate agencies of release and referring in to the PPANI process in appropriate cases.

**2.17 First Appointment in the Community**

**Standard 17**

**Instructions for the prisoner’s first appointment in the community, if not already arranged, must be given in writing and shall detail the date, time and place at which the offender must report to his/ her supervising officer within 2 working days before actual release from custody.**

PDP Co-ordinators will supply in writing any pre-arranged appointments for those prisoners who have statutory provision on release.

PDP Support officers will supply in writing any pre-arranged appointments for those prisoners serving less than 12 months and will have no statutory provision on release.

**Standard 17.1**

**Those not subject to statutory post release supervision must have any relevant community appointments or guidance supplied to them in writing prior to release.**

This standard is subject to the timing of the receipt of the decision of the Parole Commissioners for Northern Ireland for Life/ ICS and ECS sentenced prisoners.

**2.18 Data recording**

**Standard 18**

**All information must be recorded on PRISM and NIPS Corporate File Plan (TRIM).**

It is essential that information is recorded in real time by all departments which:

* Accurately reflects the work undertaken with each prisoner including the work done by service providers
* Is regularly updated to by all staff including NIPS/ PBNI
* Can be accessed by Line Managers of NIPS/ PBNI for quality control and auditing
* Clearly states what actions are to be taken, by whom and within what timescale
* Records frequency, purpose and nature of contact with the prisoner
* Indicates the risk level and risk of serious harm posed by the prisoner to anyone immediately accessing the file; and
* Contains a list of contacts involved in the case.

It is essential that information is kept up to date. This will avoid duplication, inform requests regarding risk and keep the PDU aware of each prisoner’s progress.