

CJI Inspection of Court Custody - Action Plan March 2022

	Recommendation	Actions	Lead Organisation	Lead Owner	Target Date
Strategic 1	<p>It is recommended that a workforce review be conducted of the Prisoner Escorting and Court Custody Service by the Northern Ireland Prison Service, within six months of the publication of this report, to include the following:</p> <ul style="list-style-type: none"> • how the anticipated outcomes of the Pay and Grading review affects the current and future recruitment and retention of staff and their job roles and responsibilities; • management structure and roles and staffing numbers required at all levels based on projected service delivery requirements; • the training needs of staff for mandatory initial and refresher training and continuing professional development which meets the needs of the role in relation to court practice, use of force, first aid, safeguarding and line management. 	<p>An amendment of the Terms of Reference for the current Work Force Review has been requested by PECCS Management to take account of the CJINI recommendations.</p> <p>Included in the Terms of Reference of the Work Force Review.</p> <p>Included in the Terms of Reference for the Work Force Review.</p> <p>To be completed as part of the ongoing work of the Strategic Learning Committee.</p>	NIPS	<p>Head of PECCS</p> <p>Head of PECCS</p> <p>Head of PECCS</p> <p>Chair of Strategic Learning Committee</p>	October 2022
Strategic 2	<p>It is recommended that, within a year of the publication of this report, information technology hardware and software should be installed in all court custody areas to enable quality data to be collected effectively and analysed to identify trends that can inform organisational learning and improve outcomes for detainees.</p>	<p>Business case for the installation of PCs and technology at all courts.</p> <p>Head of PECCS to link with NIPS ICT Lead to design a development brief for installation of technology</p> <p>Engage with the PRISM Team and NICTS to link all courts to PRISM.</p> <p>Develop a suite of reports to inform organisational learning and assist decision making by SMT</p>	NICTS/ICT/NIPS	<p>Head of Courts Estates and Head of PECCS</p>	April 2023

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Strategic 3	<p>It is recommended that the Prisoner Escorting and Court Custody Service and the Police Service of Northern Ireland take action to improve the arrangements for the delivery of escorting services between police custody, courts and prisons:</p> <ul style="list-style-type: none"> the current Service Level Agreement should be reviewed and enhanced within three months of the publication of this report to include performance indicators for service delivery; and a target operating model should be designed and scoped, within nine months of the publication of this report, whereby the Prisoner Escorting and Court Custody Service undertakes all escorting to court and to prison apart from in exceptional circumstances. 	<p>A Working Group between the NIPS/PECCS Management and the PSNI to be set up to discuss the current transportation arrangements and delivery of services between police custody, courts and prisons.</p>	PSNI / PECCS	Head of PECCS and PSNI Custody Lead	July 2022
		<p>Working Group to draw up a new SLA which includes performance indicators for service delivery.</p>	PSNI / PECCS		
		<p>The Working Group to design a target operating model.</p> <p>Scoping exercise to be completed based on the Target Operating Model</p>	PSNI / YJA / NICTS / PECCS		
Strategic 4	<p>It is recommended that in developing the strategic principles for the court estate, the Northern Ireland Courts and Tribunals Service should include an assessment of the court custody area and areas used for escorting detainees against the relevant CJI Expectations and indicators for court custody.</p>	<p>NICTS are currently developing an Estates Strategy that will set out how the physical court estate will contribute to the modernisation of the courts and tribunal services, which is being driven through the Vision 2030 Portfolio. During 2022, NICTS will engage with stakeholders on the Estates Strategy Principles and Delivery Priorities, and issues pertaining to custodial facilities will be included within this document. More specifically, in developing the evidence base for the estate strategy and asset management plans, NICTS will commit to regular survey and assessment of its property portfolio for both condition, and functional suitability. The next iteration of functional suitability surveys will be revised to include the relevant CJI Expectations and Indicators for court custody.</p>	Northern Ireland Courts and Tribunals Service	NICTS Head of Estates	October 2022

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Operational 1	Inspectors therefore recommend that, within three months of the publication of this report by the Northern Ireland Prison Service, the Prisoner Escort and Court Custody Service should, in consultation with partners in the Police Service of Northern Ireland, the Public Prosecution Service and the Northern Ireland Courts and Tribunals Service, develop a court escort and custody specific Covid-19 recovery plan that takes a risk based and staged approach to returning to business as usual.	<p>A Covid Recovery Plan to be designed by NICTS/PSNI and PECCS and agreed by all organisations senior Management; for NIPS that will be via the NIPS Executive Forum.</p> <p>NICTS Head of Operations to link in with LCJO Covid Lead to link the Joint Recovery Plan into the LCJO planned recovery document . LCJO Lead also to be invited to future meetings re recovery.</p> <p>Consideration will also be given to how and when we return to the clearance of PSNI Custody Suites to court and earlier court bail hearings.</p>	NIPS/ PSNI/NICTS/LCJO	Head of PECCS	July 2022
Operational 2	Inspectors therefore recommend that, within three months of the publication of this report, an effective mechanism for consulting and engaging with staff within the Prisoner Escorting and Court Custody Service is developed, to identify lessons learned and areas of good practice that can be utilised to identify areas of improvement for service delivery.	<p>PECCS SMT will continue with the multiple forums; including monthly PPCO, quarterly SPCO and staff forums, introduced by the new Head of PECCS to identify lessons learnt and best practice going forward.</p> <p>PPCOs to have regular monthly meetings with SPCOs and SPCOs to have regular monthly meetings with staff to ensure the flow of information is improved and good practice can be shared.</p> <p>PECCS Management will consider the introduction of a Business performance Lead/Team to drive forward continuous improvement and best practice.</p>	NIPS	Head of PECCS	July 2022

CJI Inspection of Court Custody - Action Plan March 2022

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Operational 3	Inspectors therefore recommend that, within six months of the publication of this report, the Prisoner Escorting and Court Custody Service should, in conjunction with partners in prison receptions, review the current risk information provided for transfer from prison to court and identify how this can be improved to greater evidence the risks to and from the prisoner.	<p>PECCS SMT will review the current practices for transfer to prison including the current risk information and take account of:</p> <ul style="list-style-type: none"> *how information is shared *the development of PRISM access in courts. *the introduction of SPAR Evo into Courts 	NIPS	Head of PECCS	October 2022
Operational 4	<p>Inspectors recommend that the Prisoner Escorting and Court Custody Service undertake a review of the risk assessment process at court within six months of the publication of this report to include:</p> <ul style="list-style-type: none"> • the ability of court custody staff to access prisoner records to further explore information for risk assessment purposes where required; • the policy regarding how risk assessment links to pre-determined observation levels for detainees; • accurate recording of observations of detainees. 	<p>PECCS management will review the current processes and take account of the CJINI recommendations.</p> <p>PECCS to link with PRISM Team to assess and improve access to prisoner records; this will link to the roll out of technology within the courts.</p> <p>PECCS Health and Safety Team to review and improve the policy with regard to how the risk assessments link to pre-determined observation levels.</p> <p>New Standard Operating Procedures to be drawn up by PECCS Management Team to include accurate recording of observations of detainees.</p>	NIPS	Head of PECCS	October 2022
Operational 5	Inspectors therefore recommend that the Northern Ireland Courts and Tribunals Service should ensure that the Court Premises Officer and the Prisoner Escorting and Court Custody Service Senior Prisoner Custody Officer jointly undertake a series of regular inspections of the custody areas to identify maintenance issues and refurbishment required.	NICTS and PECCS will continue to build on the effective working relationships that exist between the Estates, Health and Safety, and Compliance functions of their respective organisations. A process of regularised inspections of court custody suites will be formalised during 2022, to include an agreed rolling timetable of inspections and record keeping. This process will be undertaken collaboratively by PECCS Business Managers and NICTS Estates Managers.	Northern Ireland Courts and Tribunals Service	NICTS Estates Manager and PECCS Business Manager	July 2022

CJI Inspection of Court Custody - Action Plan March 2022

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Operational 6	Inspectors recommend that the Northern Ireland Prison Service, in conjunction with the Department of Justice and other partners, should consider the introduction of body worn video cameras for staff during escort, in court custody areas and when escorting detainees to the courtroom in areas not accessible to the public.	PECCS will seek an update of the legal advice previously received on the wearing and use of Body Worn Cameras within the custody and court areas. NIPS HQ to consider possibility of an amendment to the current legislation to allow use of BWC in court custody areas in consultation with the LCJO.	NIPS/NICTS/DOJ	Head of PECCS	April 2023
Operational 7	Inspectors therefore recommend that improvements should be made by the Prisoner Escorting and Court Custody Service in the arrangements for holding children in court custody within nine months of the publication of this report to ensure: <ul style="list-style-type: none"> that Prisoner Escorting and Court Custody staff are responsible for the care and escort of children from the time of arrival in court custody for a first appearance; children should only be held in cells when this is justified by an individual risk assessment; and sufficient staff are available across the court custody estate who are trained in Minimising and Managing Physical Restraint. 	PECCS Management to link with the YJA and the PSNI to review the management and escorting of children within courts, to include: PECCS/ PSNI/ YJA to review of the current arrangements where the PSNI have responsibility for the first appearances and transportation to the YJA as part of the review of NIPS taken on all escorting to prison and court (Strategic recommendation 3). PECCS and NICTS to review the arrangements at each court to identify alternatives to placing children in a cell and update each courts processes with a suitable risk assessment. PECCS to review the current staffing levels and explore options to increase numbers of MMPR trained staff. Also, discuss option to amend the current Contractual terms and conditions to Include the requirement for MMPR in the review of new contracts for future recruitment.	NIPS / NICTS / PSNI / YJA	Head of PECCS/ PSNI Custody Lead/ YJA Head of PECCS/ PSNI Custody Lead Head of PECCS	January 2023

CJI Inspection of Court Custody - Action Plan March 2022

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Operational 8	<p>Inspectors recommend that the Prisoner Escorting and Court Custody Service should develop an action plan, within six months of the publication of this report, to address deficits in healthcare provision including:</p> <ul style="list-style-type: none"> - consistency of access to healthcare advice/assessment; - appropriate first aid provision and training for staff in administration of medications; and - appropriate medications storage, management and administration policies. 	<p>Head of PECCS to link with NIPS HQ Healthcare Lead and the SET to discuss options and areas of responsibility.</p> <p>Head of PECCS to link and discuss options with NIPS HQ Healthcare Lead and the Heath trusts.</p> <p>Head of PECCS to link with NIPS HQ Healthcare Lead and Health Trusts about responsibilities around issuing of medication.</p> <p>Head of PECCS to link with Prison Service College to discuss first aid training for court staff.</p> <p>Head of PECCS to link with NIPS HQ Healthcare Lead to consider the appropriate storage of medication including any licensing and storage requirements.</p>	NIPS/PSNI/Health Trusts	<p>Health Trusts / NIPS HQ Healthcare Lead</p> <p>Health Trusts / NIPS HQ Healthcare Lead</p> <p>Head of PECCS</p> <p>Head of PECCS</p>	October 2022
Operational 9	<p>Inspectors therefore recommends that the Northern Ireland Prison Service should ensure that small property is sent with any detainee who is produced from prison for a court appearance where there is a reasonable potential for release.</p>	<p>PECCS will review the current practice in discussion with Prison Establishments and issue new SOPs</p>	NIPS	Head of PECCS	October 2022