

JUSTICE SECTOR

PUBLIC SERVICE AGREEMENT 2010-2014

ACTION PLAN

ORGANISATION/OFFICE/DIVISION: Irish Prison Service

JANUARY 2012

NO.	ACTION/DESCRIPTION OF CHANGE PROPOSED	RELATED SECTION OF AGREEMENT	TIMESCALE/PERIOD IN WHICH TO BE ACHIEVED	BENEFITS/SAVINGS
1	<p>Carrying out of efficiency review of all prisons supported by development and roll-out of new working practices and policies.</p> <p>This will involve:</p> <ul style="list-style-type: none"> (a) seeking to actively implement standards of international best practice in relation to conditions of detention. (b) the development and implementation of new working practices and business processes (c) a review of all tasks, posts staffing levels and processes in the prisons (d) greater use of technology (e) development of prison infrastructure to support efficiency (f) greater interagency co-operation within Justice Sector (e.g. with Courts Service and An Garda Siochana) to deliver cross agency efficiencies. (g) examination of outsourcing options. 	<p>Chapter 4: IPS Appendix - Section 3, 4 & 8.</p> <p>Chapter 4: Sections 4.4, 4.13 and 4.15</p> <p>Chapter 1: Service Delivery Options Appendix</p>	<p>Timescale for completion of reviews set out below.</p> <p>By end 2012 for full implementation of all policies and processes. This will be dependent on some internal and external dependencies.</p>	<p>Staff savings of 308 (cash savings)</p>
	<p>Finalisation of all Prisons Task Reviews</p> <p>Implementation of Finding of Task Reviews at all locations.</p>	<p>Chapter 4: IPS Appendix.</p>	<p>Q2 2012</p> <p>Q4 2012</p>	<p>Improved Business practice supporting delivery of Staff Savings provided for at Item 1.</p>

2	<p>Development of Campus Structures at West Dublin (Wheatfield & Cloverhill Prisons), Midlands (Midlands & Portlaoise Prisons) and Mountjoy (Mountjoy Prison, Dochas Centre, St Patrick's Institution & Training Unit.</p> <p>This will involve a three stage process</p> <ol style="list-style-type: none"> 1. Unified Governance 2. Shared Services, and 3. Unitary Staffing 	<p>Chapter 4</p> <p>Chapter 4: IPS Appendix.</p>	<p>Governance Q2 2012</p> <p>Shared Service Q4 2012</p> <p>Unitary Staffing over lifetime of Agreement</p>	<p>Improved Business practice supporting delivery of Staff Savings provided for at Item 1.</p>
3	<p>Following the efficiency review the IPS will open new Prisoner Accommodation based on new more efficient staffing models and levels at:</p> <ol style="list-style-type: none"> (a) Dochas Centre (b) Midlands Prison (c) Mountjoy Prison 	<p>Chapter 4: IPS Appendix.</p>	<p>By end Q3 2012</p>	<p>Savings dependent on range of internal and external dependencies (costs avoided).</p> <p>Addressing issues associated with outdated accommodation, overcrowding, sanitation problems etc.</p> <p>Improve the standard of the prison estate for both prisoners and staff.</p>
4	<p>Development of processes to foster greater interagency co-operation in the criminal justice sector and community sector to improve rehabilitation through a focus on development of continuum of care models from pre-custody to post release.</p>	<p>Chapter 4</p> <p>Chapter 4: IPS Appendix.</p>	<p>Ongoing</p>	<p>Improved Business process</p>

5	Introduction of Prison Administration & Support Officer Grade.	Chapter 4: IPS Appendix – Section 6.	Q3 2012	<p>Agreement has been reached on the introduction of this new grade which will deliver €3.1 million (cash savings) when certain restructuring costs (e.g. red-circling) are extinguished through natural wastage.</p> <p>Issuing of circular for appointments to be issued in Q1 2012 with staff entering service in Q3 2012.</p>
6	<p>Implementation of Incentivised Regimes policy across entire prison estate.</p> <p>Implementation of Integrated Sentence Management policy across entire prison estate.</p> <p>Review and Development of all Prisoner Programmes & Regime policies and structures.</p>	Chapter 4: IPS Appendix.	<p>Q3 2012</p> <p>Q4 2012</p> <p>Q3 2012</p>	<p>Improved Business practice supporting delivery of Staff Savings provided for at Item 1.</p> <p>Re-engineering the prison system to ensure that prisoner sentences are managed to ensure the appropriate progression of prisoners through the system with a view to enhancing the prospect of their rehabilitation and reintegration.</p> <p>Restructuring the Prison Services and resources (including staffing levels) to ensure that the level of security in relation to individual services, tasks, units of accommodation, prisons is commensurate with the security risks of the prisoners receiving these specific services or being accommodated in these units of accommodation.</p>
7	Review of Healthcare Policies & Structures	Chapter 4: IPS Appendix.	Q3 2012	Improved Business practice supporting delivery of Staff Savings provided for at Item 1.
8	Review of Trades, Maintenance, Compliance and Environmental policies and structures	Chapter 4: IPS Appendix.	Q3 2012	Improved Business practice supporting delivery of Staff Savings provided for at Item 1.

9	Examination of delivery of Tuck Shop services.	Chapter 4: IPS Appendix.	Q3 2012	Improved Business practice supporting delivery of Staff Savings provided for at Item 1.
10	Implementation of New IPS Policies in relation to: 1. Prisoner property 2. Prison Day 3. Escorting in Prisons	Chapter 4: IPS Appendix.	Q2 2012	Improved Business practice supporting delivery of Staff Savings provided for at Item 1.
11	Introduction of Open Recruitment above current entry grade at Campus Governor and other Grades.	Chapter 4	Commencing Q1 2012	Improved business process.
12	Introduction of Scheme of Accelerated Promotion	Chapter 4: IPS Appendix – Section 6.	Q4 2012	Improved business process.
13	Development of Cross-Stream reporting relationships	Chapter 4: Section 4.4	Q3 2012	Improved business process.
14	Review of all Allowances	Chapter 4	Q1 2012	Cash Savings
15	Examination of processes for promotion and assignment to higher duties etc. The use of seniority for such purposes will no longer apply.	Chapter 4: Section 4.11	Q1 2012	Improved business process.
16	Review of Management Structures	Chapter 4: IPS Appendix.	Q2 2012	Supporting delivery of Staff Savings provided for at Item 1.

17	Development and Introduction of improved ICT solutions including 1. PIMS 2. PHMS 3. HRMS 4. PAMS 5. Videolink	Chapter 4: IPS Appendix.	During 2012	Improved Business processes supporting delivery of Staff Savings provided for at Item 1.
18	Review Competency Framework and Responsibilities associated with all roles.	Chapter 4 Chapter 4: IPS Appendix.	Q4 2013	Improved Business practices supporting delivery of Staff Savings provided for at Item 1.
19	Implementation plans will be prepared to implement all the actions in this plan. It will include a timetable and implementation method to cover actions at prison, campus, sector and cross sector level.	Chapter 4 Chapter 4: IPS Appendix.	Q2 2012	Delivery of Implementation Action Plan.