

JUSTICE SECTOR

PUBLIC SERVICE AGREEMENT 2010-2014

ACTION PLAN

ORGANISATION/OFFICE/DIVISION: Irish Prison Service

20 November 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 completion of the prison Joint Task Reviews.</p> <p>2014 for continued and ongoing implementation and monitoring of all policies and processes.</p> <p>Also see separate Action Plan “Revised Integrated Action Plan for the Department of Justice and Equality and its Agencies” in relation to greater interagency cooperation</p>	<p>Staff savings of 308 (cash savings). The PSA states that the IPS must achieve payroll savings of €21 million. This target is based on (i) reduction in staff numbers of 308 generating savings of circa €17 million and (ii) the introduction of new administrative grades at lower pay rates generating savings of circa €3.5million.</p> <p>Through engagement with the staff associations the IPS has accelerated the reduction in staff numbers while ensuring the maintenance of the prison service on a safe and secure basis.</p> <p>The actual staff numbers on 13 October 2012 were 3,258 compared to the previously agreed staffing numbers of 3,564.5. This represents a reduction of 306.5 staff. This has been achieved while the IPS is carrying vacancies across the Service particularly in nurses (30) and prison administration and support officers (100) and in work training areas (currently being re configured).</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>Q4 2012</p> <p>Ongoing implementation and monitoring</p>	<p>Improved Business practice supporting delivery of Staff Savings provided for at Item 1.</p> <p>The Joint Task Review Process is proceeding ahead</p>

				<p>of schedule and will be finished before the end of this year. The status is:</p> <ul style="list-style-type: none"> • Seven prison reports have been completed and implementation of the changes has commenced; • Two prison reports have been completed and implementation of the recommendation is scheduled to commence next month; • Four draft reports have issued and consultation with the staff association has commenced; • Four reports are being drafted and will issue next month; and • Three national reviews have commenced and will be completed in Q2 2013 and implementation commenced.
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>On going identification of efficiencies and shared service capabilities. Implementation to continue into 2013 and 2014.</p>	<p>Chapter 4</p> <p>Chapter 4: IPS Appendix.</p>	<p>Governance – completed</p> <p>Shared Service Q2 2013 – IPS wide Joint task Reviews have commenced in relation to Healthcare and Compliance - field work to be completed Q1 2013 and implementation to commence Q2 2013</p> <p>Unitary Staffing over lifetime of Agreement – commencing with new campus management structure and continued development through</p>	<p>Improved Business practice supporting delivery of Staff Savings provided for at Item 1.</p> <p>1. Unified Governance: Following an open recruitment competition by the Public Appointments Service the three Campus Governors were appointed with effect from 30 July 2012. This will facilitate the progression of the development of the agreed new Campus structures in the prisons, whereby eight separate prison management structures will be combined into three consolidated Campus management structures - Mountjoy prison, the Dochas Centre, St Patrick's Institution and the Training Unit will merge into a single Mountjoy Prison Campus; Cloverhill and Wheatfield prisons will form the West Dublin Prison Campus, and Portlaoise and Midlands Prisons will also merge forming the Portlaoise Prison Campus.</p>

			the Healthcare, Trades/ Compliance and administration areas during 2013	<p>2. Shared Services: The implementation of new agreed Campus Governance structures, in addition to generating substantial savings at senior management levels, will greatly facilitate the further development of shared services on each Campus. It was agreed at the Sectoral Group meeting that the:</p> <ul style="list-style-type: none"> • trades/maintenance/compliance function; • healthcare function; • staff detailing; and • the security services provided by the Operational Support Group; <p>have been identified as the most appropriate areas for early adaptation to delivery on a Campus Shared Services Model. Joint task Reviews have commenced in relation to Healthcare and the Compliance areas across the whole estate. These will be carried on a prison by prison basis and the results combined into an overall Joint Task Review Report for each area.</p> <p>3. Unitary Staffing Structure: In the three Campus Prison Structures a unified staffing structure has been agreed for management grades from Campus Governor through to Chief Officer 2. This has been implemented in the three Campuses.</p>
3	Following the efficiency review the IPS will open new Prisoner Accommodation based on new more efficient staffing models and levels at: (a) Dochas Centre (b) Midlands Prison (c) Mountjoy Prison	Chapter 4: IPS Appendix.	By end Q4 2012	<p>Savings dependent on range of internal and external dependencies (costs avoided). Addressing issues associated with outdated accommodation, overcrowding, sanitation problems etc. Improve the standard of the prison estate for both prisoners and staff.</p> <p>The current status of the projects is:</p> <p>1. Dochas Centre: Following agreement with the</p>

				<p>staff association it has been agreed to open the new 20 bed enhanced regime unit in November 2012. This will significantly improve the regime flow plan for the Dochas Centre by provided an incentivised living and working area within the current facility.</p> <p>2. Midlands Prison New Block: Following agreement with the staff association it has been agreed to open the new 340 bed block on in November 2012. The Staff Association has raised the issue of recognising the costs avoided in opening this new wing. Through the application of the PSA this new facility will be operated by introducing a new staffing model linked to the implementation of the Incentivised Regimes Policy and the delivery of Integrated Sentence Management in this new prison block. This will allow the IPS proceed with its strategic objectives of reducing overcrowding and eliminating slopping out in Cork, Limerick, and Mountjoy Prisons.</p> <p>3. Mountjoy Prison: The refurbished C wing, which includes in cell sanitation and a dedicated committal unit, was reopened in May 2012. This facilitated the closure of the B Wing and the commencement of works to install in cell sanitation and enhance the conditions in the Wing. The B Wing works will be completed during November and discussions will commence with the staff association in relation to the reopening of the refurbished B wing in December 2012 and the closure of the A Wing to facilitate its refurbishment.</p>
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4	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.	Chapter 4 Chapter 4: IPS Appendix.	Ongoing Also see Appendix attached	Improved Business process The Prison Service continues to participate in processes to foster greater inter-agency co-operation in the criminal justice sector and community sector. In particular the Prison Service is represented on the group established by the Minister for Justice and Equality and the Chief Justice to review efficiencies in the Circuit and District Courts. This could lead to significant savings in relation to the escorting of prisoners. The Prison Service understands that the report of this sub group is to be published shortly. In advance of this report the Courts Service have commenced a pilot project in relation to centralisation of custodial cases into one court location in each of four district court regions which should generate significant savings for the IPS. The identification of the savings generated by this pilot project will be included in the Joint Task Review of the Prison Service Escort Corp which commenced recently. The IPS has commenced engagement with the Courts Service to agree a number of changes in the operation of the Criminal Courts of Justice (CCJ). These are resulting in improved operational efficiencies for the Prison Service and have resulted in decreased levels of staffing provided by the Prison Service when compared to earlier this year. The new IPS staffing level in the CCJ will be 46 staff compared to up to 60 – 70 staff previously. On 8 October 2012 the IPS and the Courts Service agreed a restructuring of the operation of the 4 District Courts in the CCJ. This immediately reduced the IPS staff numbers in the CCJ by 8 officers. This generates an annualised cost saving of €490,000 while also reducing the daily escort requirements from the

				<p>Dublin prisons resulting in less disruption to their daily regimes. IPS is continuing to engage with the Courts Service to generate further savings in the IPS operation of the CCJ.</p> <p>In order to create efficiencies in the Criminal Justice system, the IPS has agreed with the Director of Public Prosecutions and An Garda Síochána that Prison Governors will examine all requests for the production of a prisoner in court (whether on summons or charge sheet) where the prisoner is serving a sentence of life imprisonment or a prison sentence of five years or more and the offence for which the prisoner's attendance in court is required is a summary offence. The Governor, if she or he believes it is appropriate to do so, will write to the relevant Garda Superintendent drawing their attention to the fact that the prisoner is required in the District Court for a summary offence and indicate the length of sentence the prisoner is already serving. The Garda Superintendent will thereafter consider whether the continued prosecution of the prisoner is necessary in the public interest, having regarded the nature of the summary offence and the prisoner's sentence. This should reduce the level of escorts required, thus saving staff and other costs (T&S, vehicle running costs, etc.) as well as avoiding the disruption of the prisoners' regime. The identification of the savings generated by this initiative will be included in the Joint Task Review of the Prison Service Escort Corp which commenced recently.</p> <p>The IPS in conjunction with the Probation Service has commenced the national roll out of the Community Return Programme. This will increase the number of prisoners benefiting from this structured form of release through enhanced cooperation with all stakeholders. This initiative includes cross-sectoral working by the co-location of</p>
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			<p>staff from IPS and the Probation Service to jointly manage this project. During the lifetime of this Strategy it will achieve the placement, per annum, of 400 prisoners serving sentences of 1-8 years.</p> <p>Joint PS/IPS Integrated Offender Management Strategy</p> <ul style="list-style-type: none"> • Establish joint high level PS/IPS management group to drive out new community initiatives as an alternative to custody including Community Return schemes in a range of locations nationally. • Co-ordinate partnership arrangements through joint structures. High level IPS/PS management group to develop communication/information programme on community sanctions as a sentencing alternative to custody. • In conjunction with the IPS, the Probation Service will undertake a feasibility study of the provision of pre and post release programmes for short term prisoners through a social impact investment programme. <p>■ The Courts Service and IPS have identified the scope to expand further the use of video conferencing facilities between prisons and various court locations. We will now engage with An Garda Síochána and the Office of the Director of Public Prosecutions in relation to their attending court representative make application to the Court to ensure that the next subsequent remand in each case was dealt with via video conferencing. Garda HQ has issued a communication to relevant personnel and a more general directive will issue later in the year to all members. Video conferencing facilities are now installed in all prisons and in the main relevant</p>
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				<p>courthouses. This maximises the potential to create significant savings for the Prison Service and An Garda Síochána. The technology which has been used is such that the risk of breakdowns in video connections is kept to a minimum and the logistics of ensuring that the facilities are used to the maximum extent possible are being resolved. The Department is developing further legislative amendments which will facilitate even greater use of this technology.</p> <p>The staff associations have agreed to accelerate this work to Quarter 1 2013 (subject to agreement with the Courts Service and An Garda Síochána).</p> <p>Protocols for information sharing between the key agencies in the criminal justice system (Gardaí, the Courts Service, Probation and IPS) will be explored, developed and implemented.</p>
5	Introduction of Prison Administration & Support Officer Grade.	Chapter 4: IPS Appendix – Section 6.	Commenced – targeted completion date Q3 2013	<p>Agreement has been reached to release 142 fully trained Prison Officers (Clerk 1 and Clerk 2 grades) from administration tasks to front line prison officer duties through their replacement with the new Administration & Support Officer grades. The first three classes of staff (PASO 3s) that have transferred into the IPS following a confined Civil Service competition have commenced training the IPS Training Centre. Two classes of staff have commenced work in the prisons and the third class will commence work in the prisons in late December 2012. The Clerks will be redeployed to front line duties within the IPS. The introduction of this new grade which will ultimately deliver €3.5 million (cash savings).</p> <p>The PASO 1 & 2 Circulars were advertised by PAS on 19 October 2012 and it is intended that the first intake will be commence in Q1 2013.</p>

				<p>Agreement was reached with the staff associations to establish an Organisational Development and Support Unit to train the PASOs and review and improve current administrative procedures. Staffing of this unit is progressing.</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>On going implementation and development of supporting business processes.</p> <p>Q4 2012</p> <p>Q2 2013</p>	<p>Improved Business practice supporting delivery of Staff Savings provided for at Item 1. Completed.</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. Ongoing.</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. On going.</p>
7	Review of Healthcare Policies & Structures	Chapter 4: IPS Appendix.	IPS wide Joint task Review has commenced in relation to Healthcare - field work to be completed Q1 2013 and implementation to commence Q2 2013	<p>Improved Business practice supporting delivery of Staff Savings provided for at Item 1.</p> <p>The Joint Task Review of the Healthcare function has commenced and 6 prison sites have been visited. This field work will be completed Q1 2013.</p> <p>There are currently 30 Nurse Officer vacancies and the delivery of the service is being supported by the</p>

			HSU – Q1 2013	<p>use of agency staff. This will be reviewed as part of the Joint Task Review in order to identify a more cost efficient service delivery model.</p> <p>As part of the IPS Three Year Strategic Plan it is intended to establish Higher Support Units (HSU) across the Service. Discussions have commenced with the staff association in relation to the resources required to operate these units.</p>
8	Review of Trades, Maintenance, Compliance and Environmental policies and structures	Chapter 4: IPS Appendix.	IPS wide Joint task Review has commenced in relation to the whole Compliance area - field work to be completed Q1 2013 and implementation to commence Q2 2013	<p>Improved Business practice supporting delivery of Staff Savings provided for at Item 1. The review will identify the most appropriate structure and procedures to ensure an effective and efficient compliance system in the areas of health and safety, environmental and maintenance.</p> <p>The Joint Task Review of the Compliance (Trades/Maintenance, H&S, Environment) function has commenced and 6 prison sites have been visited. This will be completed by the end of the year.</p>
9	Examination of delivery of Tuck Shop services.	Chapter 4: IPS Appendix.	Q2 2013 – field work commenced	<p>Improved Business practice supporting delivery of Staff Savings provided for at Item 1.</p> <p>Terms of reference for this review have been agreed and all prisons have been contacted. All locations are currently being visited. The feedback from some prisons indicate that a 'bag & tag' system is may be suitable. Wheatfield and Midlands Prisons are looking at some of the options around this system, and a pilot project has been put in place.</p>
10	Implementation of New IPS Policies in relation to:	Chapter 4: IPS Appendix.	Commence	Improved Business practice supporting delivery of Staff Savings provided for at Item 1.

	<ol style="list-style-type: none"> 1. Prisoner property 2. Prison Day 3. Escorting in Prisons <p>Ongoing review to identify new policy initiatives to achieve further efficiencies.</p>		<p>Implementation:- Q4 2012 Q4 2012 Q4 2012</p> <p>Ongoing</p>	<p>The Communications Policy and Incentivised Regimes Policy have been agreed and are being implemented.</p> <p>The Prisoner Property and Prison Escorts Policies have been agreed recently and will now move to implementation.</p> <p>The Standard Prisoner Day is at advanced stage of consultation with the staff associations.</p>
11	Introduction of Open Recruitment above current entry grade at Campus Governor and other Grades.	Chapter 4	Commencing Q1 2012	<p>Improved business process.</p> <p>The Campus Governor completion in Q1 2012 was an Open Competition.</p>
12	Introduction of Scheme of Accelerated Promotion	Chapter 4: IPS Appendix – Section 6.	Q2 2013	Improved business process.
13	Development of Cross-Stream reporting relationships	Chapter 4: Section 4.4	Q4 2012	<p>Improved business process.</p> <p>Initial discussions held have been held with the staff association.</p>
14	<p>Review of all Allowances The PSA 2010-2014 provides for a cost-neutral review of allowances in the Prison Service and remains as part of the task review process.</p> <p>DPER have published requirements of the Government Decision of 18</p>	Chapter 4 & Government Decision 18 September 2012	End February 2013	<p>Immediate engagement will take place with the staff associations in relation to the outcome of the DPER review of allowances.</p> <p>Allowance currently payable to Clerks to support certain committees will be extinguished when the Clerks are replaced by the new administrative grades.</p>

	September 2012 following the review of allowances across the public service.			<p>The IPS is currently seeking the elimination of an allowance through the C&A Scheme.</p> <p>This will be targeted to complete in February 2013.</p>
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	Q4 2012	<p>Improved business process.</p> <p>Negotiations are at an advanced staged in relation to finalising a policy with the staff association.</p>
16	Review of Management Structures	Chapter 4: IPS Appendix.	Q4 2012	<p>Supporting delivery of Staff Savings provided for at Item 1.</p> <p>While negotiations are nearly complete both sides have agreed to accelerate the implementation of the new structure with the result that the new structure is in place in the majority of the prisons and is delivering savings. This will result in a reduction of circa 17% (i.e. 27.5 posts out of 153.5 posts) in management numbers at senior and middle management grades (Chief Officer 2 and higher grades) across the IPS. This is generating savings of circa €2 million per annum at these senior and middle management levels.</p>
17	<p>Development and Introduction of improved ICT solutions including</p> <ol style="list-style-type: none"> 1. PIMS 2. PHMS 3. HRMS 4. PAMS 5. Videolink 	Chapter 4: IPS Appendix.	<p>During 2012</p> <ol style="list-style-type: none"> 1. Completed 2. Completed Phase 1 3. Ongoing – roll out Q1 2013 4. Phase 2 Q4 2013 5. Complete Q2 2013 	<p>Improved Business processes supporting delivery of Staff Savings provided for at Item 1.</p> <ol style="list-style-type: none"> 1. PIMS: - the new Prisoner Information Management System was implemented in March 2012. 2. PHMS: Phase 1 of this Medical Records System went live in 2011 and phase 2 is scheduled for Quarter 2 2012.

				<p>3. HRMS: the new HRMS system is in development</p> <p>4. PAMS: this new automated Prisoner Cash and Gratuity system went live in September 2012.</p> <p>5. Videolink: capital works has been completed in the prisons to facilitate the video linking to courts. See action 4 above.</p> <p>These ICT projects are delivering more efficient and effective service across the Prison Service and are fully supported by the staff associations.</p>
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.	Q4 2012	As each report is agreed during the Joint Task Review Process (Action 1 above) a detailed implementation plan is issued. This plan is used to track implementation. Regular meetings are held between local and national management and the staff association to monitor implementation. To date action plans have been issued to the seven prisons where reports have been completed and review meetings held in five.
20	Reduce Absenteeism The Irish Prison Service three year strategic Statement 2012 - 2015 provides for a reduction in sick leave by 33% by 2015.	Implementation Body	Quarter 4 2014	<p>A new attendance management policy has been drafted, and consultation with staff associations is at an advanced stage.</p> <p>To achieve this target of a 33% reduction a Sick Leave Working Group was established to identify short, medium and long term strategies. Work is currently ongoing on implementing the short term strategies identified by the Group.</p>

				<p>A 'Back to Work Interview' process will be introduced in all prisons by mid December, and staff will receive all relevant training. In conjunction with this a strong approach will be taken to create a culture of low tolerance for sick leave. This in turn will go hand-in-hand with support for staff with genuine illness problems, including through the Employee Assistance Programme and the Staff Support Officers initiative.</p> <p>The targets for addressing and reducing absences due to sick leave are broken down as follows:</p> <ul style="list-style-type: none"> • 16 Short Term Strategies (implement by end 2012) • 9 Medium Term Strategies (implement by end 2013) • 3 Long Term Strategies (implement by end 2014)
21	<p>Review of External Service Delivery Model Options</p> <p>Review options for external delivery of:</p> <ol style="list-style-type: none"> 1. Staff Canteens 2. Cleaning 3. Tuck Shop 4. Escorts 	Implementation Body	Q4 2013	<ol style="list-style-type: none"> 1. Staff Canteens: Following engagement with the staff association a tender competition was run by the IPS. This failed to identify a supplier. After further engagement with the staff association an internal prisoner training proposal was developed and implemented. This generates both training and up skilling of prisoners for post release opportunities while generating cash savings of €2 million per annum in contractor costs. 2. Cleaning: In association with the staff association the IPS has developed and implemented a vocational work training prisoner programme in industrial cleaning. Again this skills up prisoners for post release opportunities and ensures a high standard of cleaning across the Service. 3. Tuck Shop: This is being progressed in accordance with Action Point 9 above. Following completion of this review the IPS will engage with the staff associations. 4. Escorts: This is part of the Joint Task Review to

				drive efficiencies into the Service prior to any consideration of external delivery option.
22	<p>Rostering Reform Rostering reform is an integral part of the Joint Task Review Process. Following completion of the Joint Task Review in each prison a new more efficient roster to reflect the new agreed tasks is developed.</p> <p>Following engagement with the staff association the roster is now designed to cover annual leave. Previously annual leave was covered through Additional Hours. This will result in a significant reduction in the level of Additional Hours in the Service.</p>	Implementation Body	Q2 2013	<p>New and more efficient rosters to support the reduced staffing levels across the Service and new business delivery models identified in the Joint Task Reviews have been prioritised and agreed with the Staff association.</p> <p>The new rosters have been implemented in Loughan House on 3 August 2012. In addition Castlerea, Arbour Hill, Cloverhill, Wheatfield and Shelton Abbey prisons will implement new rosters during November 2012. Rosters are being drafted in two prisons where the Joint Task Review reports have been finalised recently.</p>
23	<p>Review Additional Hours Budget</p> <p>Following completion of the Joint Task Review Reports carry out a detailed review of the IPS Additional Hours Budget in each prison and the cumulative IPS Budget.</p>	Implementation Body	Q2 2013	<p>Review and develop new and more efficient Additional Hours Budget to support the reduced staffing levels across the Service and new business delivery models identified in the Joint Task Reviews. This will be prioritised and agreed with the Staff association.</p>
24	<p>Reforms in the Procurement of Goods and Services</p> <p>IPS has developed a Procurement Policy that underpins IPS's approach to Procurement. The IPS operates a mature central procurement function with good contract usage and control</p>	Implementation Body		<p>IPS is currently developing deeper integration with Justice & NPS. Currently IPS is in discussions with Dept of Justice regarding possible centralisation of procurement in the Justice in accordance. IPS is currently leading procurement for managed print services for Justice, ICT services for Justice.</p>

	<p>over compliance. The annual spend is approx €98 million with 20% of the spend being on central National Procurement Service (NPS) contracts. IPS avails of frameworks put in place by CMOD and other public bodies. Invoices are processed in the financial shared services centre in Killarney, providing a central source of procurement spends data. The Central Procurement Unit (CPU) provides a single point of contact for all procurement related enquiries and for the tendering process.</p> <p>Category management approach applied with dedicated buyers in respect of the following categories :</p> <ul style="list-style-type: none"> • Estates, construction, facilities management • Healthcare, IT & HR • Operations, C&R (food, janitorial) , National Contracts, plant, fleet, security <p>Corporate contract management is being implemented in respect of high spend contracts. IPS collaborates with other bodies such as Justice and Defence on Fleet Management and ICT services with a view to developing sectoral procurement.</p>			
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Appendix – The following table highlights the areas of interagency co-operation within the Justice Sector and which are already detailed in the Justice Sector Plan

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target Date as per Current Action Plan	Targeted Savings 2013
DEPARTMENT AND AGENCIES			
	<p><u>Inter-agency Co-operation in the Criminal Justice Sector</u></p> <p>Actions to improve efficiencies and effectiveness between and among An Garda Síochána, the Courts Service, Irish Prison Service and Probation Service, either bilaterally or multilaterally, driven by a Programme Management Office (PMO) established in the Department in Autumn 2011, as follows:-</p> <p>Continued emphasis on collaborative efforts across the criminal justice agencies, in particular through the Garda GRACE Programme and the Working Group on Efficiency Measures in the District and Circuit Court (chaired by the Department with representatives from the Judiciary and the relevant agencies, assisted by an Advisory Committee including legal practitioners) to identify and implement measures to reduce delays, repeat court appearances and the length of time Gardaí spend in court.</p> <p>Implementation of the following measures is underway:</p> <ul style="list-style-type: none"> •Centralised custody courts: A pilot programme was introduced in four court Districts in May/June 2012 (Letterkenny, Ennis, Gorey and Trim). Savings were achieved for the Irish Prison Service and greater efficiencies for the Courts Service. A detailed review of the pilot is currently being undertaken to identify the financial savings and lay the basis for further expansion. •Pre-Trial Procedure: A pre-trial procedure is being introduced on a pilot basis in the Dublin and the Midland Circuit Courts (starting for certain cases in the Midland Circuit from 1 November). This is designed to prompt an early assessment of a case's readiness for trial and will generate savings and efficiencies particularly for the courts and the DPP's Office but also the Prison Service and An Garda Síochána by moving cases on for trial quicker and facilitating shorter trials. 	<p>Ongoing</p> <p>Ongoing</p> <p>To be evaluated during pilot phase to assess savings/efficiencies and to inform the development of legislation.</p>	<p>A large proportion of savings will be realised through reduced headcount which in turn will require a more efficient and effective method of service delivery.</p>

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target Date as per Current Action Plan	Targeted Savings 2013
	<ul style="list-style-type: none"> •Use of video link between courts and prisons: Video conferencing facilities are now installed in all prisons and in the main relevant courthouses. This maximises the potential to achieve savings for the Irish Prison Service and An Garda Síochána. Further reliance on this technology is dependent on legislative amendments which have been developed but await enactment. •Same-Day Pre-Sanction Reports: Since mid 2011 the Probation Service has provided same-day assessment reports to the District Courts for cases in which community service orders are under consideration thus reducing waiting times for such reports and eliminating the need for adjournments of cases. A similar pilot scheme in relation to same day pre-sanction reports was introduced in 2012 in the Criminal Courts of Justice. The potential of this to deliver efficiencies for both the Probation Service and the courts will be evaluated at end of 2012. •Maximising the use of the Criminal Courts of Justice building: A review is underway on the needs of the key agencies (Courts Service, Irish Prison Service, An Garda Síochána, Chief Prosecution Solicitor’s Office) with staff on site with a view to identifying how the maximum use of the CCJ building can be achieved to the benefit of those agencies. <p>Other initiatives include</p> <p>Expansion of CJIP starting with electronic transmission of Charge Sheets from An Garda Síochána to the Courts Service. *Note: Investment costs estimated at €1.8 m would be required to deliver this project. However, <u>annual</u> savings realisable post implementation are estimated at €1.7m. mainly through staff savings across both organisations. Revised business case is currently being prepared. If funding was available the project could be prioritised and accelerated.</p> <p>The IPS in conjunction with the Probation Service has commenced the national roll out of the Community Return Programme involving cross-sectoral working and joint management by the co-location of staff from IPS and the Probation Service. This will achieve the placement, per annum, of 400 prisoners serving sentences of 1-8 years.</p> <p>The Probation Service will continue to expand the joint sex offender management model SORAM nationally in co-operation with An Garda Síochána and including Children and Family Services with HSE participating in 5 original areas.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>2013 (if funding was available)</p> <p>Ongoing</p>	<p>Potential annual savings of €1.7m across the Courts Service and AGS. *See note opposite.</p>

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target Date as per Current Action Plan	Targeted Savings 2013
	<p>Joint PS/IPS Integrated Offender Management Strategy</p> <ul style="list-style-type: none"> • Establish joint high level PS/IPS management group to drive out new community initiatives as an alternative to custody including Community Return schemes in a range of locations nationally. • Co-ordinate partnership arrangements through joint structures. High level IPS/PS management group to develop communication/information programme on community sanctions as a sentencing alternative to custody. • In conjunction with the IPS, the Probation Service will undertake a feasibility study of the provision of pre and post release programmes for short term prisoners through a social impact investment programme. <p>Develop and agree protocols for information sharing between the key agencies in the criminal justice system:</p> <ul style="list-style-type: none"> • Protocols for information sharing between the key agencies in the criminal justice system (Gardaí, the Courts Service, Probation and IPS) will be explored, developed and implemented. • Launch the Criminal Records Office (CRO) database allowing the Garda Vetting Unit to link electronically and update the IT based CRO Probation Service database. • In collaboration with the Court Service, the Probation Service will introduce a system allowing Probation Service staff access to Courts database to access Court results. 	<p>2012/2013</p> <p>April 2013</p> <p>December 2013</p> <p>March 2013</p>	