

**PROBATION SERVICE
ACTION PLAN
January 2011**

1. Better Human Resource Management: <i>Actions to include under this heading include reductions in numbers, redeployment, reconfiguration of service delivery, revisions in attendance arrangements, better attendance and absence management etc.</i>			
Terms of Public Service Agreement 2010-2014	Action	Timeframe	Benefits Arising 2010-2014
4.4	<p>1. Review the current allocation and responsibilities of staff under the court duty system:</p> <p style="padding-left: 40px;">1.1 Undertake a Review (including cost/benefit) of Court Duty System (March 2011);</p> <p style="padding-left: 40px;">1.2 Identify and implement proposals for change (December 2011).</p>	March 2011 – December 2011	<ul style="list-style-type: none"> • Allocation of resources in a targeted, efficient and cost effective way; • Potential for cost saving to the Courts Service in reducing court lists and adjournments.
4.4	<p>2. Develop and embed the concept of continuous sustainable process improvements by redeploying staff and other resources to identified priority areas:</p> <p style="padding-left: 40px;">2.1 Review the Probation Officer workload agreement to incorporate changing work practices and business processes (December 2011);</p> <p style="padding-left: 40px;">2.2 Clarify and reprioritise the roles and responsibilities of staff across the organisation in the management of community service (June 2011).</p>	October 2010 – January 2013	<ul style="list-style-type: none"> • Re-prioritises the allocation of resources to where they can have greatest effect on reducing the risk of re-offending and or harm, consistent with meeting the Service and Departmental objectives and priorities; • Provides for a clear, focused and integrated approach to Community Service, where roles, responsibility and tasks are appropriately (re) assigned, resulting in a more efficient and effective scheme; • Contributes positively to the overall availability of Community Service as an

	<p>2.3 Consolidate administrative functions in the establishment of a consistent standard in:</p> <ul style="list-style-type: none">• Office procedure and file management;• Procurement and Finance• Estate management (January 2013)		<p>effective and immediate sanction available to the court, in addition to having the potential for reducing prison numbers and in turn the overall cost of imprisonment;</p> <ul style="list-style-type: none">• Facilitates greater efficiency and consistency in Service priorities and standards.
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2. Better Business Processes: <i>Actions under this heading would include efficiency measures including procurement, revisions to business process, reconfigurations and other changes to service delivery options, including sharing of service, revisions to regulatory/inspection actions, and so on.</i>			
Terms of Public Service Agreement 2010-2014	Action	Timeframe	Benefits Arising 2010-2014
4.4	<p>3. Introduce enhanced risk based approaches to supervision of offenders:</p> <p>3.1 Implement a Service prioritisation framework for the allocation and management of work (<i>March 2011</i>);</p> <p>3.2 Implement a Service wide approach for the management of low risk offenders (<i>January 2011</i>);</p> <p>3.3 Pilot a Lower Intensity Intervention Strategy (<i>January –December 2011</i>);</p> <p>3.4 Examine the current Service response to the assessment and supervision of High Risk and Seriously Harmful Offenders (<i>December 2011</i>).</p>	December 2011	<ul style="list-style-type: none"> • Redirects resources from non priority areas of work to those where they can have greatest effect; • Allocation of resources in a targeted, efficient and cost effective way; • Maximise capacity for the effective supervision of offenders commensurate with assessed risk.
4.4	<p>4.Refocus current Intensive Probation Scheme resources to develop a model of service delivery (Programme Support Units) that allows for a range of Probation Service interventions in a number of locations:</p> <p>4.1 Engage with stakeholders to refocus service delivery (<i>October 2010</i>);</p> <p>4.2 Agree a schedule for development (<i>June 2011</i>);</p> <p>4.3 Programme Support Units operational (<i>December 2012</i>).</p>	October 2010- January 2013	<ul style="list-style-type: none"> • Broadening the range and availability of interventions resulting in a more cost effective use of the current resource; • Wider application of effective interventions that support the management of offenders nationwide.
4.1 4.4 4.13	5.Restricture and re-engineer Community Service as a cost effective alternative to custody:	October 2010 – December 2011	<ul style="list-style-type: none"> • Community Service is a clearly identifiable cost effective direct alternative to imprisonment; • Provides for a clear, focused and integrated

	<p>5.1 The establishment of a centralised unit to manage and co-ordinate the implementation of a revised model of community service. (January 2011);</p> <p>5.2 Implement a robust administrative structure and system in the management of Community Service (September 2011);</p> <p>5.3 In conjunction with our network of community based organisations introduce and pilot a role for the sourcing of community service projects (January 2011 – September 2011);</p> <p>5.4 Identify and seek any legislative changes required to allow community service to achieve its potential as a cost effective and viable alternative to custody (January 2012);</p> <p>5.5 Develop an effective CS response for fine defaulters (January 2012).</p>	January 2012	<p>approach to Community Service, where roles, responsibility and tasks are appropriately (re) assigned, resulting in a more efficient and effective scheme;</p> <ul style="list-style-type: none"> • Benefit 'in kind' to the communities through the provision of unpaid work; • Maximises capacity on community service sites; and increases the throughput of those undertaking community service; • Facilitate innovation and improved business processes and practices in the management of Community Service; • Cost effective direct alternative to prison for fine defaulters, particularly where the risk of re-offending and/or harm is low.
4.4	<p>6. Increased flexibility from the Funded Projects to meet the developing needs of the Service:</p> <p>6.1 Flexible response to programmes delivered (December 2011) and work arrangements (December 2012);</p> <p>6.2 Explore the potential for the increased use of volunteers (December 2012);</p> <p>6.3 Reassess and match the skill set and knowledge base of external staff (December 2013).</p>	October 2010 – December 2013	<ul style="list-style-type: none"> • Ensures Funded Projects are aligned to Probation Service objectives and priorities; • Increases capacity for a flexible range of interventions to be delivered nationwide.
4.13	<p>7. In cooperation with DJLR ensure the potential for maximising economies and efficiencies is realised</p>	June 2011	<ul style="list-style-type: none"> • Maximise the benefits of a shared approach to procurement resulting in the development of

	in the procurement of goods and services (June 2011).		expertise and a reduction in costs.
4.13	<p>8. Review and where appropriate modify the current I.C.T system to incorporate new business processes and changing expectations:</p> <p>8.1 Incorporate changing work practices and processes such as community service, low level intervention etc into the Case Tracking System (January 2011);</p> <p>8.2 Introduce an innovative and integrated database for the Funded projects (June 2011).</p>	October 2010-12-30 June 2011	<ul style="list-style-type: none"> • Provides management information that informs and supports the management of business processes, and in turn the prioritised use of resources. • Provision of management information that will inform improved service delivery , efficient engagement and funding; • increased capacity for oversight and governance of Probation Service funding to funded projects; • There is potential for the application to be replicated by other members of the Justice family who also fund Community Based Organisations e.g. COSC, IYJS, Victims Support Unit, Human Trafficking.
4.13	<p>9. Develop an E-learning programme as a cost effective method of training and ongoing development for staff nationwide:</p> <p>9.1 Explore and identify suitable training modules (December 2011);</p> <p>9.2 Pilot E-Learning (December 2012).</p>	January 2011 – April 2011	<ul style="list-style-type: none"> • A targeted, cost effective and efficient medium for the nationwide training and development of all staff.

3. Delivering for the Citizen: <i>Actions under this heading would include efficiency measures and improvements to the processes by which your Department/body delivers its services to the public, including changes to the technology used, better data management, including around identity and so on.</i>			
Terms of Public Service Agreement 2010-2014	Action	Timeframe	Benefits Arising 2010-2014
4.4	<p>10. Establish systems to extend the hours of service delivery to meet Service needs where there is a clear and identifiable need:</p> <p>10.1 Evening and weekend working arrangements for staff will be established in identified areas of probation practice and service administration where there is a clear and identifiable need. (December 2011);</p> <p>10.2 Develop ‘Out of Hours’ arrangements for the management of critical high risk offenders (July 2011).</p>	January 2011 – December 2011	<ul style="list-style-type: none"> • Provides for a more effective, assessable and responsive Probation Service; • Maximises Services capacity for the effective supervision of offenders; • The development of ‘Out of Hours’ arrangements for the critical few high risk offenders to enhance capacity for effective supervision in co-operation with criminal justice partners.
4.13	<p>11. Develop and agree protocols for information sharing between the key agencies in the criminal justice system (Gardaí, the Courts Service, Probation Service and IPS):</p> <p>11.1 Protocols for information sharing between the key agencies in the criminal justice system (Gardaí, the Courts Service, Probation and IPS) is developed and agreed. (December 2013);</p> <p>11.2 Explore the development of the electronic transfer of information between the key agencies in the criminal justice system. (December 2011).</p>	December 2010 – December 2012	<ul style="list-style-type: none"> • Increases efficiencies in the transfer of critical information; • Promotes a co-ordinated response to the management of offenders, and in doing so contributes to meeting the overall justices objective of reducing (re) offending; • Increases the scope for data analysis and effectiveness research across the justice sector.
4.13	12. Explore the utilisation of ICT as a cost effective	January 2011	<ul style="list-style-type: none"> • Costs savings through increased use of ICT as the

	mode of communication.	– April 2011	primary mode of communication across the justice sector and partner agencies.
4.14	<p>13. Establish standards for application across the Service:</p> <p>13.1 Develop and introduce Probation Service practice standards for the effective supervision of offenders in 5 key areas:</p> <ul style="list-style-type: none"> • 2 standards (July 2011) • 1 standard (January 2012) • 2 standards (December 2012) <p>13.2 Implement Quality Assurance reviews in relation to practice standards (June 2013);</p> <p>13.3. Develop systems for QA and compliance across the organisation. including (a)Data Quality & (b) Health and Safety (December 2011)</p>	January 2011 – June 2013	<ul style="list-style-type: none"> • Ensures a consistent baseline standard in service provision of a quality public service through the promotion of a positive working environment in addition to a culture of excellence and accountability.
4.4	<p>14. Ensure a quality customer focus in service delivery:</p> <p>14.1 Review and revise Customer Service Plan and Complaints procedure (September 2011);</p> <p>14.2 Undertake Customer Surveys and take appropriate action (October 2011 and annually thereafter);</p>	March 2011 – March 2014	<ul style="list-style-type: none"> • Ensures ongoing and responsive approach to quality customer service.

	<p>14.3 In preparation for the Framework Decision on transfer of Probation Supervision undertake a 2nd Foreign National Service Users survey to develop service delivery (May 2011);</p> <p>14.4 Continually assess website and estate to ensure accessibility for citizens and Service user (April 2011 and annually thereafter).</p>		
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