

PUBLIC SERVICE AGREEMENT 2010-2014 (CROKE PARK AGREEMENT)
PART A - PROGRESS ON DEPARTMENTAL /AGENCY ACTION PLAN
For submission by 3 May 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 Agreement 2010-2014 (refer to all relevant paragraphs)	Target Date as per Current Action Plan	Action*	Comment**
4.4	March 2011 December 2011	1. Review the current allocation and responsibilities of staff under the court duty system: 1.1 Undertake a Review (including cost/benefit) of Court Duty System (March 2011) 1.2 Identify and implement proposals for change (December 2011)	1.1 Review of Court Duty System Membership and terms of reference of the review in place. Completion deferred to June 2011 to allow time for preparatory work, including consultation with the Courts Service. 1.2 Proposals for Change Core functions of the Court Duty Officer in targeted locations now includes provision of 'same day' Community Service assessment reports. From 2010, 328 reports have been completed in the Criminal Courts of Justice (CCJ). This results in: <ul style="list-style-type: none"> • More efficient use of Probation Officer time • Less adjournments of cases for reports, with 72% of same day assessments in the CCJ resulting in CS orders on the same day • Increased capacity to provide reports

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4.4	October 2010 – January 2013	<p>2. Develop and embed the concept of continuous sustainable process improvements by redeploying staff and other resources to identified priority areas:</p> <p>2.1 Review the Probation Officer workload agreement to incorporate changing work practices and business processes (December 2011)</p> <p>2.2 Clarify and reprioritise the roles and responsibilities of staff across the organisation in the management of community service (June 2011)</p> <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>2.1 Review Probation Officer Workload Working group established, terms of reference and schedule agreed. Six meetings held.</p> <p>2.2 Reprioritise roles in management of CS CS unit established in Dublin with dedicated staff, enhanced administrative input and specialised systems. Roll out commenced in Donegal and Cork.</p>
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2. Better Business processes: <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 Agreement 2010-2014 (refer to all relevant paragraphs)	Target Date as per Current Action Plan	Action*	Comment**
4.4	December 2011	<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 (March 2011)</p> <p>3.2 Implement a Service wide approach for the management of low risk offenders (January 2011)</p> <p>3.3 Pilot a Lower Intensity Intervention Strategy (January –December 2011)</p> <p>3.4 Examine the current Service response to the assessment and supervision of High Risk and Seriously Harmful Offenders (December 2011)</p>	<p>3.1 Probation Service prioritisation framework in place.</p> <p>3.2 and 3.3 Lower Intensity Intervention Strategy: Lower Intensity Intervention Strategy introduced in 5 pilot locations to trial initiatives for the 18% of offenders categorised as low risk of reoffending (per LSI-R, an internationally recognised risk assessment instrument). The benefits include:</p> <ul style="list-style-type: none"> • Rebalancing of Probation Officer work to medium and high risk offenders • Refocusing of Probation Officer work to achieve greatest impact on reducing reoffending • Increased capacity to meet demands of Courts <p>3.4 Examine the current Service response to the assessment and supervision of High Risk and Seriously Harmful Offenders</p> <p>Review of Service's assessment procedures scheduled for September 2011</p> <p>Mid way review of the joint Probation Service/ Garda Siochana sex offender case management arrangement (5 pilot areas) complete, February 2011. Revisions proposed for implementation</p>

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4.4	October 2010- January 2013	<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 (October 2010)</p> <p>4.2 Agree a schedule for development (June 2011)</p> <p>4.3 Programme Support Units operational (December 2012)</p>	<p>4.1 Stakeholder engagement Meetings held with Board of Management of relevant funded project to advance process of refocusing of service delivered.</p> <p>4.2 Schedule for Development Project team established. First meeting held. Project plan for completion, June 2011.</p>
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<p>4.1 4.4 4.13</p>	<p>October 2010 – December 2011</p> <p>January 2012</p>	<p>5. Restructure and re-engineer Community Service as a cost effective alternative to custody:</p> <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>	<p>Restructure and re-engineer Community Service:</p> <p>5.1 Centralised unit Centralised CS unit established in Dublin for replication nationally. Benefits of the new system include:</p> <ul style="list-style-type: none"> • Increased potential for CS as an alternative to custody • Management of increased numbers of offenders on CS scheme • Quicker throughput of offenders on CS scheme with 70% of orders in Dublin commencing within 10 days • Increased benefits to community through unpaid work <p>5.2 Robust admin structure and system HEO assigned to oversee administrative input. Specialised systems and processes developed. Bespoke IT system developed to support new procedures. Testing of system in Donegal and Cork.</p> <p>5.3 Sourcing of community service projects Pilot of 'project finder' underway in conjunction with Service funded project</p> <p>5.4 Legislative changes Criminal Justice (Community Service Number 2 Bill) currently before the Dail at 2nd stage.</p>
<p>4.4</p>	<p>October 2010 – December 2013</p>	<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>	<p>6. Increased flexibility from the Funded Projects:</p> <p>6.3 Skill set and knowledge base of external staff: Initial meetings have taken place with Dept Ed focusing on greater co-ordination in the use of teaching (co-operation) hours for Probation Service Funded projects.</p>

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4.13	June 2011	<p>7. In cooperation with DJLR ensure the potential for maximising economies and efficiencies is realised in the procurement of goods and services (June 2011)</p>	<p>7. Procurement The Probation Service is using shared procurement opportunities including the National Procurement Service contracts to reduce costs. Use of the Department framework agreement for the provision of cleaning services will result in a 25% reduction in costs in the Dublin area.</p>
4.13	October 2010 June 2011	<p>8. Review and where appropriate modify the current I.C.T system to incorporate new business processes and changing expectations: 8.1 Incorporate changing work practices and processes such as community service, low level intervention etc into the Case Tracking System (January 2011) 8.2 Introduce an innovative and integrated database for the Funded projects (June 2011)</p>	<p>8 ICT system 8.1 A Workload Tracking System (WTS) has been developed to support new work practices and provide real time management information. 8.2 An on-line database is being developed to enable increased monitoring on the progress of Service clients participating in Service funded projects. It will also allow for increased management of funding to organisations and has potential for application for other Justice organisations such as Victims Support Unit.</p>
4.13	January 2011 – April 2011	<p>9. Develop an E-learning programme as a cost effective method of training and ongoing development for staff nationwide: 9.1 Explore and identify suitable training modules (December 2011) 9.2 Pilot E-Learning (December 2012)</p>	<p>9 E-Learning 9.1 Work in progress to identify suitable modules 9.2 The first E-Learning programme was delivered to staff nationally in February 2011. Benefits of this programme include: <ul style="list-style-type: none"> • Cost savings • Less impact on front line service delivery • Wide participation of all staff </p>

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3. Delivering for the Citizen: Actions under this heading would include efficiency measures and improvements to the processes by which your Department/Body its services to the public, including changes to the technology used, better data management, including around identity, and so on.			
Terms of Agreement 2010-2014 (refer to all relevant paragraphs)	Target Date as per Current Action Plan	Action*	Comment**
4.4	January 2011 – December 2011	<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>	<p>10. Hours of Service delivery</p> <p>10.1 Preliminary exploration of the requirements for extended opening hours undertaken.</p> <p>10.2 Deployment of staff to 'Out of Hours' work, as required on a case by case basis, has commenced.</p>
4.13	December 2010 – December 2012	<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>	<p>11. Protocols For Information Sharing</p> <p>11.1 The Probation Service has agreed information sharing protocols with the Irish Prison Service which are currently being implemented.</p> <p>11.2 The Probation Service is working with the Irish Prison Service and the Courts Service to progress the electronic transfer of information.</p>
4.13	January 2011 – April 2011	<p>12. Explore the utilisation of ICT as a cost effective mode of communication:</p>	<p>12 ICT</p> <p>The Probation Service is working with the Garda Vetting Unit to allow GVU staff direct access to the Service database. Benefits of this will include:</p> <ul style="list-style-type: none"> • Enhanced business processes by elimination of tasks of printing, signing and posting of information between organisations • Improved security • Reduction in administrative and other costs.

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4.14	January 2011 – June 2013	<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>	<p>13 Establish standards</p> <p>13.1 Professional Practice Standards</p> <p>In addition to the following practice standards</p> <ol style="list-style-type: none"> 1. Life Sentence Prisoners, and 2. Offenders sentenced to part suspended sentence supervision orders under section 99 (4) of the Criminal Justice Act 2006 (PSSOs) <p>work has commenced to update Service practice guidelines in:</p> <p>(a) Probation Service Practice for the Presentation of Pre Sanction Reports</p> <p>(b) Management of the Probation Order, and (c) Sex Offender Act 2001 - Protocol for the Management of Part 5, Post Release Supervision Orders</p>
4.4	March 2011 – March 2014	<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> <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>	<p>14. Quality Customer Focus</p> <p>14.3 The 2nd Foreign National Service Users survey was deferred to allow for census of drug and alcohol use among Service users in co-operation with National Advisory Committee on Drugs (NACD).</p> <p>14.4 Website</p> <p>The Probation Service website was inspected in 2010 by PASC as part of a review of State Service's websites. The Service has committed to review and revise the website on the basis of the recommendations.</p>

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