

## Public Service Agreement 2010-2014 (Croke Park Agreement) Action Plan

### Probation Service

TO BE RETURNED NO LATER THAN Tuesday 18<sup>TH</sup> October 2011

- **Highlighted Item 1 - Community Return**

Arrangements for the introduction of the Community Return scheme progressed with the pilot scheme commencing 3<sup>rd</sup> October 2011. This scheme provides for the management and supervision of unpaid work by prisoners, on Temporary Release (TR) from custody during the final period of their sentence. This is a uniquely innovative post-custody programme for offenders, both in Ireland and internationally.

- **Highlighted Item 2 - Sex Offender Risk Assessment and Management (SORAM)**

In managing convicted sex offender cases, the Probation Service works closely with the Garda Síochána in the interests of community safety. A joint model of sex offender management (SORAM) has been introduced and piloted in 5 areas: Louth, Mayo, Tipperary, Cork City and DMR North (north Dublin). The S.O.R.A.M. was launched in June 2010. An evaluation report has recently been completed. Preliminary discussions are taken place with the HSE with a view to them being involved in the initiative.

- **Highlighted Item 3 - Community Service**

The Probation Service has developed and piloted a new model of Community Service operations for greater efficiency, better use of resources and economy of operation. Between Aprils to September 2011 the new model of Community Service was finalised and structures and training were completed for full implementation nationwide from September 2011.

- **Highlighted Item 4 - Funded Projects Database.**

A Value for Money and Policy Review of Probation Projects (VFM) 2008 recommended that the Probation Service develop a central database to enable efficient monitoring and reporting on Community Based Organisation (CBOs) clients and management of Probation Service funding to CBOs. The development of information and database systems for CBOs is a strategic objective in the Probation Service Strategy Statement. This Database has been developed and the application went live in September 2011.

## Public Service Agreement 2010-2014 (Croke Park Agreement) Action Plan

### 2. Detailed Progress Update for the 6-months – April to September 2011

| 1. Better human resource management: Actions under this heading include reductions in numbers, redeployment, reconfiguration of service delivery, revisions in attendance arrangements, better attendance and absence management, etc. |   |  |   |
|--|---|--|---|
| Terms of the Public Service Agreement 2010 – 2014  | Action  | Target Date as per Current Action Plan | Current Position  |
| 4.4  | <p><b>1. Review the current allocation and responsibilities of staff under the court duty system:</b></p> <p>1.1 Undertake a Review (including cost/benefit) of Court Duty System (March 2011);</p> <p>1.2 Identify and implement proposals for change (December 2011).</p>   | March 2011 – December 2011             | <p><b>1.1 Review of Court Duty System</b><br/>Court Duty review completed.</p> <p><b>1.2 Proposals for Change</b><br/>Review identified recommendations for change. Implementation underway.</p> <p>As a result of same day reports completed at courts to date in 2011, 544 community service orders were made without adjournment for a full report. This has resulted in savings of €97,376.00 to date. Cost of new system = €29,920.00, equivalent old system €127,296.00</p> |
| 4.4  | <p><b>2. Develop and embed the concept of continuous sustainable process improvements by redeploying staff and other resources to identified priority areas:</b></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"> <li>• Office procedure and file management;</li> <li>• Procurement and Finance</li> <li>• Estate management (January 2013)</li> </ul> | October 2010 – January 2013            | <p><b>2.1 Review of Probation Officer Workload</b></p> <p>Review report by Joint Management Union group finalised. Union to hold ballot in October.</p> <p><b>2.2 Reprioritise roles in management of CS</b></p> <p>New Model of CS extended nationwide.</p> <p><b>2.3 Consistent standards</b></p> <p>Processes in place to facilitate strategic purchasing.</p> <p>Procedures established to manage maintenance/works in Service offices/estate.</p>                            |

| <b>2. Better Business Processes:</b> <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> |  |   |  |
|---|--|---|--|
| <b>Terms of the Public Service Agreement 2010 - 2014</b>  | <b>Action</b>  | <b>Target Date as per Current Action Plan</b> | <b>Current Position</b>  |
| 4.4   | <p><b>3. Introduce enhanced risk based approaches to supervision of offenders:</b></p> <p><b>3.1</b> Implement a Service prioritisation framework for the allocation and management of work (<i>March 2011</i>);</p> <p><b>3.2</b> Implement a Service wide approach for the management of low risk offenders (<i>January 2011</i>);</p> <p><b>3.3</b> Pilot a Lower Intensity Intervention Strategy (<i>January – December 2011</i>);</p> <p><b>3.4</b> Examine the current Service response to the assessment and supervision of High Risk and Seriously Harmful Offenders (<i>December 2011.</i>)</p> | December 2011                                 | <p><b>3.3 Pilot Low Intensity Intervention Strategy (LIS)</b><br/>LIS pilot completed successfully.<br/>Plan in place for replication nationally commencing January 2012.</p> <p><b>3.4</b> Nationwide pilot of Assessment procedure for seriously harmful offenders (PS ROSH) completed. National Implementation to be commenced January 2012.</p> <p>SORAM (Sex Offender Risk Assessment and Management) Joint training with Gardaí taken place, evaluation report completed.<br/>Preliminary discussions with HSE to become involved in initiative.</p> |
| 4.4   | <p><b>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:</b></p> <p><b>4.1</b> Engage with stakeholders to refocus service delivery (<i>October 2010</i>);</p> <p><b>4.2</b> Agree a schedule for development (<i>June 2011</i>);</p> <p><b>4.3</b> Programme Support Units operational (<i>December 2012</i>).</p>   | October 2010-<br>January 2013                 | <p><b>4.3 Operationalise Programme Support Unit</b><br/>Model of service delivery programme support unit developed with Pilot offending behaviour programme commenced in Cork and Donaghmede 3rd October 2011.</p> <p>Programme due to be commenced in Tallaght 17th October 2011</p>  |



| Terms of the Public Service Agreement 2010 - 2014 | Action   | Target Date as per Current Action Plan | Current Position  |
|---|--|--|---|
| 4.13  | <p><b>7. In cooperation with DJLR ensure the potential for maximising economies and efficiencies is realised in the procurement of goods and services (June 2011).</b></p>   | June 2011                              | <p><b>7. Procurement</b></p> <p>Extending cleaning framework nationally, 4 contracts in place and remaining 2 in progress. (Indications are that savings in the 3 Dublin Regions will be €46k, 25%reduction in cost). Participated in Department wide shared procurement contract for couriers and new contract commenced 2nd August.</p>   |
| 4.13  | <p><b>8. Review and where appropriate modify the current I.C.T system to incorporate new business processes and changing expectations:</b></p> <p><b>8.1</b> Incorporate changing work practices and processes such as community service, low level intervention etc into the Case Tracking System (January 2011);</p> <p><b>8.2</b> Introduce an innovative and integrated database for the Funded projects (June 2011).</p> <p><b>8.3</b> Work in conjunction with Central Statistics Office to maximise Service Information (March 2012).</p> | October 2010-12-30 June 2011           | <p><b>8. ICT System</b></p> <p><b>8.2</b> On line database for funded projects developed and launched. Given the potential for application to other Justice organisations demonstrations were given to other relevant Justice agencies including IYJS and Victims Support Unit.</p> <p><b>8.3</b> Working with Crime Section in the Central Statistics Office to match offender data/information with a view to producing statistics on recidivism.</p> |
| 4.13  | <p><b>9. Develop an E-learning programme as a cost effective method of training and ongoing development for staff nationwide:</b></p> <p><b>9.1</b> Explore and identify suitable training modules (December 2011);</p> <p><b>9.2</b> Pilot E-Learning (December 2012).</p>  | January 2011 – April 2011              | <p><b>9. E-learning</b></p> <p>9.1 Time Management programme piloted in September, evaluation completed and recommendations incorporated into next programme.</p>   |

| <b>3. Delivering for the Citizen:</b> <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> |  |   |  |
|---|--|---|--|
| <b>Terms of the Public Service Agreement 2010 - 2014</b>  | <b>Action</b>  | <b>Target Date as per Current Action Plan</b> | <b>Current Position</b>  |
| 4.4   | <p><b>10. Establish systems to extend the hours of service delivery to meet Service needs where there is a clear and identifiable need:</b></p> <p><b>10.1</b> 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><b>10.2</b> Develop ‘Out of Hours’ arrangements for the management of critical high risk offenders (July 2011).</p>   | January 2011 –<br>December 2011               | <p><b>10. Hours of Service Delivery</b></p> <p>Deployment of staff to ‘Out of Hours’ work, as required on a case by case basis is being progressed.</p>  |
| 4.13  | <p><b>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):</b></p> <p><b>11.1</b> 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><b>11.2</b> Explore the development of the electronic transfer of information between the key agencies in the criminal justice system. (December 2011).</p> | December 2010 –<br>December 2012              | <p><b>11.1 Protocols for Information Sharing</b></p> <p>Work ongoing on information sharing with IPS in relation to (Part Suspended Sentence Supervision Orders) PSSSOs, sex offenders and life sentence prisoners.</p> <p><b>11.2 Electronic transfer</b></p> <p>Progress on information sharing with Gardaí on offenders under threat, life sentence prisoners, and offenders on part suspended sentences. In addition work is ongoing on information requirements for the preparation of same day Pre Sanction reports.</p> <p>Agreement to advance information sharing with Court Service.</p> |
| 4.13  | <p><b>12. Explore the utilisation of ICT as a cost effective mode of communication.</b></p>  | January 2011 –<br>April 2011                  | <p><b>12. ICT</b></p> <p>Development on GUV progressed, awaiting contact from Garda IT</p>   |

| Terms of the Public Service Agreement 2010 - 2014 | Action  | Target Date as per Current Action Plan | Current Position  |
|---|---|--|---|
| 4.14  | <p><b>13. Establish standards for application across the Service:</b></p> <p><b>13.1</b> Develop and introduce Probation Service practice standards for the effective supervision of offenders in 5 key areas:</p> <ul style="list-style-type: none"> <li>• 2 standards (July 2011)</li> <li>• 1 standard (January 2012)</li> <li>• 2 standards (December 2012)</li> </ul> <p><b>13.2</b> Implement Quality Assurance reviews in relation to practice standards (June 2013);</p> <p><b>13.3.</b> Develop systems for QA and compliance across the organisation. including (a)Data Quality &amp; (b) Health and Safety (December 2011)</p>                       | January 2011 – June 2013               | <p><b>13.1 Professional Practice Standards</b></p> <p>Revised procedures for the Presentation of Pre Sanction Reports drafted. New developments in practice to be incorporated.</p> <p><b>13.3 Develop Systems</b></p> <p>(a) Internal auditing on data quality to take place on a quarterly basis. Guidance documents for Case Tracking Search rolled out to minimise duplicate records.</p> <p>(b) Working with the State Claims Agency to achieve Service wide standard.</p> |
| 4.4   | <p><b>14. Ensure a quality customer focus in service delivery:</b></p> <p><b>14.1</b> Review and revise Customer Service Plan and Complaints procedure (September 2011);</p> <p><b>14.2</b> Undertake Customer Surveys and take appropriate action (October 2011 and annually thereafter);</p> <p><b>14.3</b> In preparation for the Framework Decision on transfer of Probation Supervision undertake a 2<sup>nd</sup> Foreign National Service Users survey to develop service delivery (May 2011);</p> <p><b>14.4</b> Continually assess website and estate to ensure accessibility for citizens and Service users (April 2011 and annually thereafter).</p> | March 2011 – March 2014                | <p><b>14. Quality Customer Focus</b></p> <p><b>14.1</b> Focus group being established to review and revise Customer service plan and complaints procedure.</p> <p><b>14.2</b> Preparation for Customer Service Survey underway.</p> <p><b>14.3</b> The 2<sup>nd</sup> Foreign National Service Users Survey scheduled for November 2011</p>   |