

# IMPLEMENTATION PLAN

## YEAR 1

Irish Prison Service  
Three Year Strategic Plan  
2012-2015



## Strategic Action 1: Prison Numbers

Action	Responsibility	Dependencies/Critical Success Factors	Implementation Plan Leader
Reduction of chronic overcrowding in Mountjoy, Cork, Limerick and the Dóchas Centre.	Operations Directorate All Governors	Opening of Midlands block  Availability of Structured programmes of TR  Prisoner population remaining static	Director of Operations
National roll out of the Community Return Programme	Operations Directorate Corporate Affairs Directorate All Governors The Probation Service Care & Rehabilitation Directorate	Availability on existing Community Service schemes  Development of prison specific community return schemes  Suitable cohort of prisoners who meet criteria for scheme	AP, Co-located Unit
Joint funding and staffing arrangements to maximise the availability of structured programmes in the community	Operations Directorate Corporate Affairs Directorate Finance Directorate The Probation Service Care & Rehabilitation Directorate	Availability of financial resources	AP, Co-located Unit Accountant, Finance Directorate Director of Human Resources

## Strategic Action 2: Prisoner Progression

Action	Responsibility	Dependencies/Critical Success Factors	Implementation Plan Leader
Fundamental review of prison campus structures/individual prisons in terms of their function and internal prisoner progression programmes	Operations Directorate Care & Rehabilitation Directorate All Governors		Director of Operations
Introduction of appropriate assessment procedures on committal	Operations Directorate All Governors	Development of committal procedures  Development of cell share risk assessment tool	Director of Operations
Introduction of dedicated committal areas in all committal prisons.	Operations Directorate All Governors	Identification of suitable area  Implementation of new committal procedures	Director of Operations Director of Estates

### Strategic Action 3: Prison Programmes

Action	Responsibility	Dependencies/Critical Success Factors	Implementation Plan Leader
Enhance sentence planning including Integrated Sentence Management	Care & Rehabilitation Directorate All Governors	Availability of ISM officers	PO, Care & Rehabilitation Directorate
Roll out of national Incentivised Regimes Policy and introduction of individual incentivised regime policies in each prison	Care & Rehabilitation Directorate All Governors	Availability of staff resources  Staff buy in  Availability of a range of viable incentives to underpin IR Policy e.g. new Gratuity rates  Development of ICT solution	APO, Care & Rehabilitation Directorate

Action	Responsibility	Dependencies/Critical Success Factors	Implementation Plan Leader
Specific strategies:			
Younger prisoners,	Operations Directorate Governor St Patrick's Institution		Director of Corporate Affairs Governor Chief Officer, IPSTDC
Women prisoners,	Professional Standards and Legal Unit Care & Rehabilitation Directorate Governor of Dóchas		P.O. Professional Standards and Legal Unit
Older prisoners,	Care & Rehabilitation Directorate		Coordinator of Nursing Services
Sex offenders,	Care & Rehabilitation Directorate Relevant Governors		PO Care & Rehabilitation Directorate Head of Psychology Service
Prisoners requiring protection	Operations Directorate All Governors		Director of Operations
Social Impact Investment	Care & Rehabilitation Directorate Corporate Affairs Directorate If initiated – All Governors	Government Decision selecting IPS project as pilot of new funding mechanism	Director of Care & Rehabilitation Director of Corporate Affairs

Action	Responsibility	Dependencies/Critical Success Factors	Implementation Plan Leader
Pilot restorative justice practices	IPSTDC Pilot sites: Wheatfield Dóchas	Full co-operation from pilot prisons senior management teams  Full participation of nominated staff  Sufficient training resources  Inter agency cooperation  Prisoner engagement	Chief Officer, IPSTDC
Continued development and enhancement of drug services including review of the Irish Prison Service Clinical Drug Treatment Policy	Care & Rehabilitation Directorate Prison based Care & Rehabilitation Teams	Approval of staff resources  Availability of funding  Resolution of IR issues	Coordinator of Nursing Services
Introduction of Drug Free Units in all closed prisons, continued development of drug treatment services and enhanced supply reduction measures	Care & Rehabilitation Directorate Operations Directorate All Governors	Governor and staff engagement  Identification of suitable location	APO, Care & Rehabilitation Directorate Director of Operations
Standard audit tools to measure Healthcare equivalence	Care & Rehabilitation Directorate	Development of agreed audit tool  Resources to conduct audits	Pharmacist, Care & Rehabilitation Directorate

## Strategic Action 4: Management and Staffing

Action	Responsibility	Dependencies/Critical Success Factors	Implementation Plan Leader
Implementation of Public Service Agreement: <ul style="list-style-type: none"> <li>• Establishment of Implementation Team</li> <li>• Completion of joint task reviews</li> <li>• Implementation plans;</li> <li>• Enhanced cross –agency Co-operation.</li> </ul>	Transformation Team All Prison Governors  Human Resources Directorate Transformation Team	Implementation of task review recommendations at local level  Availability of suitable staff  Training	Director, Transformation Team  APO, Transformation Team
Management and staffing restructuring	Human Resources Directorate	Implementation of mobility policy	Director of Human Resources Personnel Officer
Establishment of Professional Standards and Legal Unit	Director General	Assignment of staff  CSSO secondment	PO Professional Standards Unit and Legal Unit

Action	Responsibility	Dependencies/Critical Success Factors	Implementation Plan Leader
Dignity at Work Charter and launch of prison wide dignity and respect campaign.	Corporate Affairs Directorate Human Resources Directorate Professional Standards and Legal Unit Psychology Service IPSTDC	Implementation at local level	Director of Corporate Affairs Personnel Officer



## Strategic Action 5: Prison Estate Capital Expenditure Plan 2012 - 2016

Action	Responsibility	Dependencies/Critical Success Factors	Implementation Plan Leader
Completion of appraisal stage for project to replace Cork Prison	Capital Projects Oversight Board Estates Directorate	Securing approval to progress project to next stage	APO, Estates Directorate
Completion of appraisal stage for project to replace Limerick A and B wings	Capital Projects Oversight Board Estates Directorate	Securing approval to progress project to next stage	APO, Estates Directorate
Completion of Midlands Cell Block	Capital Projects Oversight Board Estates Directorate	Delivery of project on schedule by contractors  Full co-operations from prison senior management team  No reduction in capital budget	APO, Estates Directorate
Completion of Mountjoy B Wing Refurbishment Project	Capital Projects Oversight Board Estates Directorate	Delivery of project on schedule by contractors  Full co-operations from prison senior management team No reduction in capital budget	APO, Estates Directorate

Action	Responsibility	Dependencies/Critical Success Factors	Implementation Plan Leader
Commencement of Harristown House Development, Castlerea Prison	Capital Projects Oversight Board Estates Directorate	Delivery of project on schedule by contractors  Full co-operations from prison senior management team  No reduction in capital budget	APO, Estates Directorate
Commencement of Mountjoy Prison A Wing Refurbishment Project	Capital Projects Oversight Board Estates Directorate	Delivery of project on schedule by contractors  Full co-operations from prison senior management team  No reduction in capital budget	APO, Estates Directorate
Commencement of Cloverhill/Loughan House Multi-project tender	Capital Projects Oversight Board Estates Directorate	Delivery of project on schedule by contractors  Full co-operations from prison senior management team  No reduction in capital budget	APO, Estates Directorate

## Strategic Action 6: Legislative Consolidation

Action	Responsibility	Dependencies/Critical Success Factors	Implementation Plan Leader
Identify areas that require to be regulated by legislation in light of international developments	Professional Standards and Legal Unit	Feedback from Directorates and Department regarding developments at international level.	PO Professional Standards and Legal Unit
Identify any legislative amendments necessary to give effect to Programme for Government commitments in relation to remission	Professional Standards and Legal Unit Department of Justice and Equality	Co-operation from Prison Operations and assistance from Department and Attorney General's Office re drafting of legislation, if required.	PO Professional Standards and Legal Unit