



# Internal Operating Model

## Overview

### Purpose

The Operating Model is an important component of the Governance Framework for the Irish Prison Service. It is designed to align Directorates, Prisons and Support Units to the Irish Prison Service's strategic objectives by providing clarity on decision making authority and ultimately support delivering the primary function of the Service to provide safe and secure custody with dignity of care for people committed to prison and reduce the risk of harm to the public and the likelihood of reoffending by providing rehabilitation for people in prison.

The Operating Model includes four cross-cutting leadership elements, which are summarised below.

1. The Strategy Forum is a consultative platform for key internal strategic stakeholders to represent the challenges of the Irish Prison Service and to support the cascade of strategy and messaging across the organisation. Its membership comprises of the Director General as chair; functional Directors; Lead Governors; Principal Officers and equivalents.
2. The Directors Leadership Team is responsible for leading and directing the activities of the Irish Prison Service, and ensuring the safe operation of prisons by overseeing the development, approval and implementation of appropriate policies and procedures. The Directors Leadership Team is also responsible for efficiently managing resources and exercising oversight in line with the vision and values of the Irish Prison Service. Its membership comprises of the Director General as chair; functional Directors and the Governor 1 Prison Support and Development;
3. The Prisons Leadership Team, which represents frontline operations, is responsible for ensuring the effectiveness, quality and consistency of service delivery across the Prison Estate. It provides a consultative platform for sharing knowledge, adopting common approaches to identifying and mitigating key risks, and making optimal use of allocated resources. Its membership comprises of the Governor 1 Prison Support and Development as Chair and Lead Governors. The Director General routinely attends, as do Functional Directors and others when required.

4. The Functional Leadership Groups are led by Directors and are responsible for leading and directing functional stewardship for their Directorate across the Irish Prison Service. Its primary aims are to:
  - a. Ensure that distinct functions supported by the various Directors are reflected at local prison level in order to provide clarity in relation to key objectives, deliverables, reporting mechanisms and accountabilities.
  - b. Build and maintain close working relationships between Directorates and prisons.

Its membership comprises of relevant staff from each function and prison as required and appointed by Directors and Lead Governors.

The four leadership components of the Operating Model are underpinned by terms of reference, which describe their functions, compositions, key operating principles and meeting arrangements.

The Operating Model plays an important role in setting the ethical tone of the Irish Prison Service by working in a unified manner that is consistent with the vision and values of the Irish Prison Service, thereby ensuring that good governance and ethical behaviours permeate all levels of the organisation.

Other fora are convened as required by the Director General. These include strategic planning groups, capital project boards, emergency response planning teams and other planning groups for the purpose of supporting/monitoring the oversight, review and implementation of the IPS's strategic, business and risk processes. Such groups have a role in communicating key objectives across the prison network.

## Key Principles

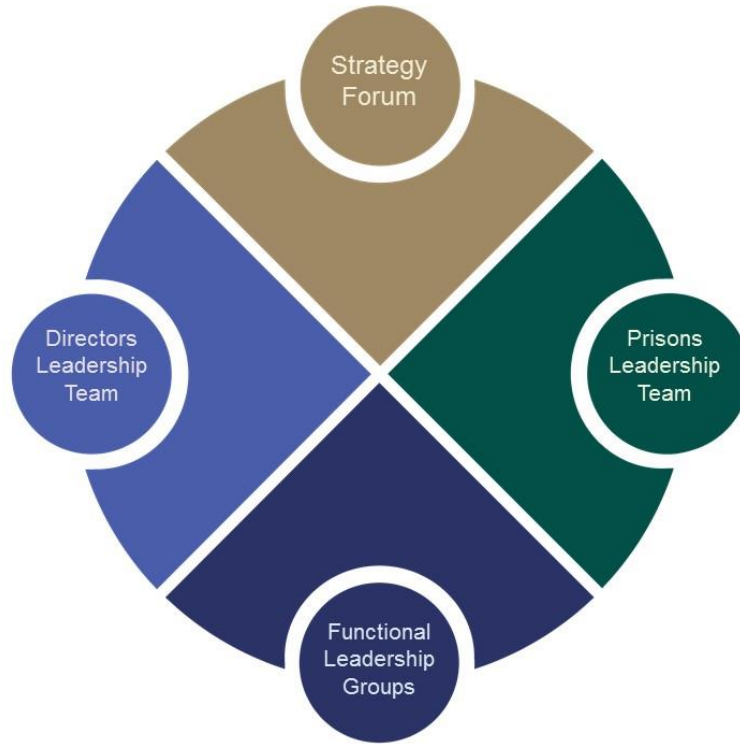
The Operating Model supersedes the Strategy Planning Group ("SPG") and the Executive Management Team ("EMT"). All of the deliverables of these groups have been factored in to the respective terms of reference for under the Operating Model.

The key principles underpinning the Operating Model includes:

- The Directorate and Prison Management Teams will continue to operate in their current format,
- Directors and Lead Governors are responsible for ensuring alignment with the Operating Model.
- All groups operate in a manner that is consistent with the vision and values of the Irish Prison Service.
- The Operating Model does not prejudice in any way the exercise by persons of their statutory rights.
- The Directors Leadership Team provides oversight for the effective functioning of the Operating Model.
- The Governor 1 Prisoner Support and Development engages with all teams/forums to ensure alignment and clarity on terms of reference.

- Administration support for the Operating Model teams is provided by a Company Secretary.
- All management within the Irish Prison Service have a duty to provide the working teams with the necessary information

## Summary of operating forum arrangements



	<b>Strategy Forum</b>	<b>Directors Leadership Team</b>	<b>Prisons Leadership Team</b>	<b>Functional Leadership Groups</b>
<b>Attendees</b>	<ul style="list-style-type: none"> <li>• Director General</li> <li>• Directors</li> <li>• Lead Governors</li> <li>• POs and equivalents</li> <li>• Governor 1 Prison Support &amp; Development</li> </ul>	<ul style="list-style-type: none"> <li>• Director General</li> <li>• Directors</li> <li>• Governor 1 Prison Support &amp; Development</li> </ul>	<ul style="list-style-type: none"> <li>• Director General (minimum quarterly)</li> <li>• Governor 1 Prison Support &amp; Development</li> <li>• Lead prison Governors</li> <li>• Directors as required</li> </ul>	<ul style="list-style-type: none"> <li>• Functional Director</li> <li>• Prison function focal point(s)</li> <li>• Relevant HQ resources</li> </ul>
<b>Chairpersons</b>	<ul style="list-style-type: none"> <li>• Director General</li> </ul>	<ul style="list-style-type: none"> <li>• Director General</li> </ul>	<ul style="list-style-type: none"> <li>• Governor 1 Prison Support &amp; Development</li> </ul>	<ul style="list-style-type: none"> <li>• Functional Director</li> </ul>
<b>Frequency</b>	<ul style="list-style-type: none"> <li>• 1-2 days twice p.a.</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>





## Summary functions of the operating fora

STRATEGY FORUM	DIRECTORS LEADERSHIP TEAM	PRISONS LEADERSHIP TEAM	FUNCTIONAL LEADERSHIP TEAMS
<ul style="list-style-type: none"> <li>• Strategy review and related communications</li> <li>• Innovation support and co-operation</li> </ul>	<ul style="list-style-type: none"> <li>• Lead and direct activities in line with the Governance Framework and the Department of Justice Oversight Agreements</li> <li>• Manage resources through effective budgetary management and workforce planning</li> <li>• Approve capital strategies and major projects</li> <li>• Manage external stakeholders</li> <li>• Plan for contingencies</li> <li>• Maintain effective internal communication strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Support the implementation of the strategic objectives and governance framework</li> <li>• Cascade and align strategy and priorities</li> <li>• Provide inputs to capital strategies</li> <li>• Engage in cross-site initiatives</li> <li>• Resolve operational site and cross site issues</li> <li>• Cascade unified internal communications</li> </ul>	<ul style="list-style-type: none"> <li>• Align function/ organisational strategies</li> <li>• Cascade and align function priorities</li> <li>• Communicate function challenges</li> </ul>
<ul style="list-style-type: none"> <li>• Identify strategic opportunities and policy risk</li> <li>• Performance &amp; activity analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure high standards of conduct/behaviour</li> <li>• Manage the organisation's reputation and ensure achievements are communicated</li> <li>• Manage Department of Justice Oversight agreements to ensure commitments are fulfilled</li> <li>• Ensure effective internal controls to comply with legislation and regulations</li> <li>• Maintain good relationships with external stakeholders and oversight bodies</li> <li>• Realign budgets in response to risks and dashboard "reds"</li> <li>• Review monthly management accounts</li> <li>• Set and review performance agreements at various levels</li> <li>• Approve Directorate level business plans</li> <li>• Set risk appetite and manage corporate risk</li> <li>• Approve internal audit plans based on key risks</li> <li>• Respond to critical risks and incidents</li> <li>• Maximise opportunities for learning lessons</li> <li>• Ensure the organisational structure remains fit for purpose</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain good working relationships</li> <li>• Constructively engage on proposals and recommendations put forward by Directors</li> <li>• Provide policy inputs and conduct impact assessments</li> <li>• Identify barriers and challenges to the implementation of prison level business plans</li> <li>• Share ideas, best practices and learnings</li> <li>• Address systemic dashboard "reds"</li> </ul>	<ul style="list-style-type: none"> <li>• Dashboard: address systemic function issues</li> <li>• Deploy function policies and SOPs</li> <li>• Functional self-audit process</li> </ul>
<ul style="list-style-type: none"> <li>• Functional strategy and related communications</li> </ul>	<ul style="list-style-type: none"> <li>• Approve organisation policies and controls</li> <li>• Assess impact of cross function policies</li> <li>• Align cross-function site agendas</li> <li>• Approve cross-function project teams: ToR and deliverables</li> <li>• Maintain register of project teams</li> </ul>	<ul style="list-style-type: none"> <li>• Engage with Functional Leadership Team as needed</li> <li>• Define training needs and related priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Evolve function agendas</li> <li>• Benchmark policies</li> <li>• Align function site agendas</li> <li>• Define training needs</li> </ul>