

DEPARTMENT OF JUSTICE

**CLAIRE SUGDEN MLA
Minister of Justice
Block B, Castle Buildings
Stormont Estate
Belfast BT4 3SG**

**Lord Morrow MLA
Northern Ireland Assembly
Parliament Buildings
Ballymiscaw
Stormont**

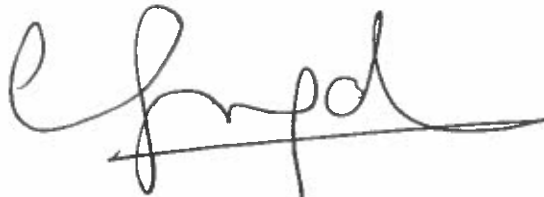
**10 June 2016
AQW/72/16-21**

Lord Morrow (Fermanagh & South Tyrone) has asked:

To ask the Minister of Justice pursuant to AQW/52257/11-16, on what date the staff deployment agreement was last reviewed or amended; and to place a copy of the agreement in the Assembly library.

ANSWER

The Staff Deployment Agreement (SDA) was agreed with Trade Unions in July 2012. No amendments have been made. Arrangements have been made to place a copy of the SDA in the Assembly Library.



CLAIRE SUGDEN MLA

STAFF DEPLOYMENT AGREEMENT

**An Agreement between the
Northern Ireland Prison Service (NIPS) and the
Prison Officer Association (NI)**



NIPS May 2012

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STAFF DEPLOYMENT AGREEMENT DOCUMENT

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Version Control

Title	Version No.	Issued
SDAMP 1: Shift Construction	1.0	01.07.12
SDAMP 2: Shift Conversion and Exchanges	1.0	01.07.12
SDAMP 3: Managing Additional Hours	1.0	01.07.12
SDAMP 4: Managing Staff Who Elect To Take Time Off In Lieu	1.0	01.07.12
SDAMP 5: Meal Breaks	1.0	01.07.12
SDAMP 6: Managing Staff Leave	1.0	01.07.12
SDAMP 7: Managing Approved Activities and Absences	1.0	01.07.12
SDAMP 8: Managing Unapproved Absences	1.0	01.07.12
SDAMP 9: Managing Training Allocation	1.0	01.07.12
SDAMP 10: Regime Delivery Quotas and Systems of Work	1.0	01.07.12
SDAMP 11: Priority Posts	1.0	01.07.12

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Introduction

In December 2010 Management of the Northern Ireland Prison Service and the Prison Association NI agreed a Framework for negotiation aimed at bringing forward reform of the Northern Ireland Prison Service. The purpose of this was to reduce operating costs; ensure maximum efficiencies; and agree operating procedures/working practices that would enable NIPS to focus limited resources on its key purpose; *“improving public safety by reducing the risk of reoffending through the management of offenders in custody”*.

Following a number of months of detailed negotiations a comprehensive agreement was reached between NIPS and the POA. This agreement was endorsed by POA members on 28 May following a ballot.

A fundamental element of the negotiations and the final agreement was the delivery of a replacement for the long-standing Framework Agreement with a new Staff Deployment Agreement (SDA). The implementation of the SDA will provide us with working practices to support a progressive and purposeful regime that is focused on rehabilitation.

The Framework Agreement was repealed on 30 June 2012 and replaced on 1 July 2012 with the SDA. I am very pleased to present the new Agreement. It will be a critical document for how we operate the Prison Service in future and would recommend that you familiarise yourself fully with its contents.

RONNIE ARMOUR
DIRECTOR OF HR AND ORGANISATIONAL DEVELOPMENT

1 JULY 2012

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Section 1

Staff Deployment Agreement

Revision History

Revision Date	Version	Summary of Changes	Trim Reference	Updated by
20.04.12	0.13	Update after meeting with POA	12/74521	G Brown
01.07.12	1.0	Agreed Version Publication	12/102850	G Brown

SECTION 1

STAFF DEPLOYMENT AGREEMENT

This is an agreement between management of the Northern Ireland Prison Service and the Prison Officers Association (NI)

1. PURPOSE

- 1.1** The purpose of this agreement is to establish and clarify the organisational position, intent and responsibilities in relation to the deployment of our staff. This agreement also establishes the responsibilities of management and staff in relation to the deployment of all staff across the prison estate.

2. APPLICABILITY

- 2.1** This agreement applies to staff in all **Custody Officer, Offender Supervisor, Operational Support Grades, Night Custody Officers** and the **Main Grade and Senior Officer** roles (referred to in this document as staff or member of staff).

- 2.2** It must be noted that where all aspects of this document will apply to all staff there are specific working arrangements within terms and conditions for those staff in the Custody Officer, Offender Supervisor, Operational Support Grade, Night Custody Officers grades.

- 2.3** There may be occasions within this document where these instructions impact or conflict with the Custody Officer, Offender Supervisor, Operational Support Grades, Night Custody Officers terms and conditions of employment. This being the case the terms and conditions of employment of these staff will take precedence over these instructions.

3. DEFINITIONS

- 3.1 Authority** – The Governor is in charge of the prison and as such has complete authority over the management and deployment of all staff within the prison.

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- 3.2 Hours of Work** - All operational staff are committed to work an average of 39 hours per week calculated over the duration of the shift cycle. The number of hours may differ from week to week but will average 39 hours over the duration of the shift cycle. On occasions some staff may have individual special conditions of attendance as part of a personnel related attendance agreement.
- 3.3 The Working Week** - The working week will be from Monday to Sunday and will be structured to meet the needs of the Establishment
- 3.4 Rest Days** - At least two days per week will be profiled as Rest Days and on alternate weeks these will be Saturday and Sunday.
- 3.5** Ordinarily, Rest Days will not be converted. The Central Detail Office (CDO) may approach staff to convert their rest days with the consent of the member of staff in order to enable the Governor to maintain the Establishment regime and to fulfil our legislative responsibilities.
- 3.6 Siding** - On occasions, staff will be transferred between Establishments and between groups within Establishments. Where possible staff will remain on their existing 'side' when transferring whether from Establishment to Establishment or from group to group within a particular Establishment. The Governor will review the staff siding annually. In order to balance the deployment of staff within sides and to ensure that the Governor can maximise the coverage available staff may, on the direction of the Governor, be changed sides. In the first instance, the Governor will seek volunteers to change sides. Changing staff sides will **not** be used to address short term staffing issues such as sickness or leave. Any member of staff changing sides will have their scheduled leave honoured by the CDO up until the commencement of the next leave year.

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- 3.7 Additional Hours** - From time to time it will be necessary to work hours which are not scheduled in the predictable shift pattern. The CDO will be responsible for seeking staff to work those hours.
- 3.8** Any additional hours worked will be classed as OT and will be paid back to the member of staff at their hourly rate of pay. In seeking staff to work overtime the CDO will operate a system whereby the OT will be offered initially to the staff who have indicated their availability to work and have accrued the least amount of OT at that point.
- 3.9** Any extra hours owed will normally be paid back through OT however an individual member of staff may prefer to, and in agreement with the CDO, elect to have additional hours paid back as Time Off In Lieu (TOIL).
- 3.10** Where approved, a member of staff in agreement with the CDO can take time off before the additional hours are actually worked.
- 3.11** It is expected that in the main all additional hours will be paid back to staff as OT however, some staff may prefer to elect instead to take TOIL. This being the case, no member of staff will be allowed to 'bank' more than 20 hours in anticipation of TOIL. If a member of staff does bank more than 20 hours in anticipation of TOIL, then the CDO will authorise automatic payment of the excess amount. The member of staff will be informed in writing that this has occurred.
- 3.12 Designated Emergencies** - in designated emergency situations, staff can be required to work Emergency Overtime (EO).
- 3.13** An emergency situation will only be designated by the Director General or in his absence a person nominated by him. This can be a response to an ongoing incident, to the potential for a major incident or where a significant number of staff are required to work outside their normal shift

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time to maintain security. A designated emergency will not be used to cover temporary shortfalls due to sick absence or excessive leave.

- 3.14** EO can be needed to be worked by staff deployed to duties at their own Establishment or by staff required to provide for their release in a designated emergency situation. In these situations, staff can be required to work on their scheduled Rest Day.
- 3.15** Any additional emergency hours worked will be classed as EO and will be paid back to the member of staff at their hourly rate of pay.
- 3.16** Under no circumstances will either EO or OT be paid to a member of staff who owes hours until the outstanding balance of owed hours is worked and zeroed.
- 3.17** Regime Delivery Quotas (RDQ) – The RDQ will be the number of staff needed by the Governor to deliver the regime for prisoners and core business objectives. The RDQ will be determined by the Service Profiling Team (SPT) and, in consultation with the POA, will be structured in such a manner that it will clearly identify how the prison routines and regimes are maintained, relative to the staff numbers on a daily basis. There will be an RDQ for each work area which will clearly determine the extent of the regimes and routines which can be delivered with corresponding numbers of staff. The maintenance of the regime for prisoners will always be the Governor's priority and the CDO will be responsible for directing and deploying staff to work areas in order to maintain the prisoner's regime and our core business objectives.
- 3.18** **System of Work** – There will be a written risk assessment conducted for each work area which will clearly identify the staffing profile for each work area, the control measures in place and the overall assessment of risk for that area. Should the Senior Officer not have at their disposal the profiled number of staff required for their area, then they will refer to

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the regime delivery quotas for their area and adjust the work of their area accordingly.

- 3.19 Priority Posts** – The Governor, following consultation with the POA will construct a list of priority posts that are required to maintain the regime and that must be filled on a daily basis. The priority list will be set for differing days of the week. The CDO will be responsible for ensuring the priority list is filled on a daily basis. Should the priority list not be filled, the Governor must be informed on a daily basis. (SDAMP 11 will refer).
- 3.20 Shift Conversions** - It may be necessary to convert scheduled shifts to meet the work of the prison. 72 hours notice will be given unless the member of staff agrees to a shorter period of notice.
- 3.21 Shift Construction** - All staff will be given a copy of their shift pattern. The normal pattern for all staff will be devised on a weekend on – weekend off basis however in some specific Senior Officer roles there may be no shift pattern as such, as the hours of attendance may be defined as a domestic week¹.
- 3.22** Shift systems, will be designed to meet the needs of the prison and will clearly match the work of the prison. If at any time the prison operational needs require new shift systems, Governors through the SPT and following consultation with the POA will be responsible for the design of shift systems.
- 3.23** The Governor will give a minimum of 28 days notice of any impending changes to shift patterns and will agree the changes with the Director General. Local staff associations will be consulted in relation to changes before approval with the Director General.

¹ A domestic week is defined as working Monday to Friday from 8am to 5pm with one hour for lunch. Staff on a domestic shift will be on annual leave on all bank holidays. Establishments Governors may require specific leave arrangements for Christmas Day, Boxing Day, Third day at Christmas, New Years Day, St Patricks Day and the 12th July

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- 3.24** Shift systems and work profiles for each Establishment will be constructed in line with recognised NIPS guidelines as determined by the Efficiency Support Unit.
- 3.25** There will be no restriction on the design of shift types or starting and finishing times. Shift lengths and starting and finishing times will be dictated by the needs of the prison and will match the requirements of the work. There will be no split shifts except by agreement.
- 3.26** Shift cycles may be of varying lengths depending on local circumstances. Shift cycles will be determined by the Governor (or those delegated by him/her) and will be agreed with the Director General (or those delegated by him/her).
- 3.27** All shifts are nett of meal breaks. However some areas may have special arrangements for meal breaks and in some specific situations a scheduled meal break will not be included (e.g. Nights, Dog Section, Courts, ECR Control Rooms).
- 3.28** Night guards will be scheduled to meet the needs of the prison.
- 3.29** **Meal Breaks** - Lunch and Tea meal breaks are unpaid. Breakfast, lunch and tea breaks will be a minimum of 30 minutes.
- 3.30** Staff will be scheduled meal breaks as per their shift pattern and work profile for that day. The process of working over break times to ensure consistent delivery of regimes will be managed and distributed equitably by the daily Senior Officer in conjunction with the CDO and where a break cannot be given it will be paid as overtime. The Senior Officer in charge will seek volunteers.
- 3.31** If for any reason, such as operational requirements or maintenance of the regime, the scheduled meal break cannot be given and cannot be

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rescheduled, OT will be paid for working over break times to ensure consistent delivery of regimes. The OT will be paid at the member of staff's hourly rate.

- 3.32** Staff will not ordinarily be permitted to accrue break time in order to alter their finishing time. However, Senior Officers may permit staff to leave having worked their break time provided there is **no** impact to the delivery of the regime.
- 3.33** Where it is impossible to give a break, (e.g. at hospital or court), the member of staff will qualify for OT for the actual scheduled meal break time lost.
- 3.34** Staff will normally be scheduled to work no longer than five hours without a break, or six hours where this is the only or last period of duty.
- 3.35** Absences - Staff who are absent from the prison on approved activities where the activity ends unexpectedly must contact the CDO for instructions before going off duty.
- 3.36** Staff who have been absent through sickness, secondment, career break, maternal or paternal leave, overseas deployment, long term training etc, will, prior to returning to work, contact the CDO for instructions as to their deployment upon return.
- 3.37** To aid the efficient and effective management of the prison, staff who are absent through sickness or special leave granted in particular circumstances, must contact the CDO as early as possible of the date they intend to return to work. Staff failing to advise the CDO in advance of their return may find themselves sent home on leave or TOIL.
- 3.38** If staff fail to attend for duty without approval, or fail to inform or report late for duty, they will be treated as absent without leave and may be subject to disciplinary proceedings.

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- 3.39 Medical and Dental Appointments** – NICS Sick Management Procedures will apply. (SDAMP 10 will refer).
- 3.40 Training** - Training will be an allowance in hours. **The agreed organisational target will be 39 hours training per annum per member of staff.** Scheduled shift patterns will be subject to alteration to enable training to be planned.
- 3.41 Leave** - Staff will be granted leave as per their terms and conditions of employment.
- 3.42** The CDO will publish leave request sheets at the beginning of November each year for staff to select their scheduled block leave. The CDO will then collate all the leave requests and publish a leave master sheet by mid January each year.
- 3.43** If any particular leave period is oversubscribed, then the CDO will conduct a draw in order to determine the staff per allowance, which will be on leave on the period in question. The CDO will ensure that in the event of a leave period being oversubscribed, no member of staff who had the same leave period in the year previous will be permitted to have the same leave period off again.
- 3.44** In normal operation there will be group leave allowances which must not be exceeded. The leave allowance can only be exceeded with the expressed authority of the Governing Governor, but in doing so the Governor must not inhibit the regime delivery.
- 3.45** At least four weeks of annual leave (scheduled block leave) will be selected by every member of staff and taken as per shift cycle. At least 'Four weeks' (or equivalent hours) of annual leave will be taken as full weeks and will be rostered in agreement with the CDO - the remainder will be taken as casual leave.

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- 3.46** The CDO will not change approved leave arrangements on transfer between groups other than with the agreement of the officer.
- 3.47** Bank, Public and Privilege holidays will be treated as normal working days and scheduled shifts will apply with the exceptions of Christmas Day, Boxing Day, Third day at Christmas, New Years Day, St Patricks Day and the 12th July. The Governor will determine the level of regime to be delivered on these days.
- 3.48** Bearing in mind the operational needs of the prison, the CDO will endeavour to allocate as much leave as possible on Bank, Public and Privilege Holidays.
- 3.49** Where approval is given by the CDO for half a days leave, the officer must work no less than half of the number of hours scheduled in the shift pattern for that day. A half-days leave will be debited from the officers leave entitlement.
- 3.50** The CDO will strive to ensure that staff take their full annual leave entitlement less any carry over entitlement. If necessary leave will be detailed to achieve this.
- 3.51** Staff should aim to make any ad hoc leave request at least 72 hours in advance of the proposed date of the leave. Staff must be informed within 48 hours following the request if the application is approved or refused. Leave should be granted where possible bearing in mind the needs of the prison. In exceptional circumstances such as a designated emergency, the CDO may refuse leave. This will only apply to ad hoc/casual leave requests and not to rostered leave which should go ahead without alteration.
- 3.52** Staff can, with the CDO agreement, exchange their leave periods with other staff.

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3.53 All leave entitlement should be taken within the leave year, except when the officer wants to carry over up to a maximum of nine days annual leave (or equivalent period in hours) into the next leave year. Applications to carry over more than the agreed carry over figure must be submitted to the Establishment Personnel Department by 15th January each year. Annual leave in excess of the carry over figure will not be carried over in successive years.

3.54 Staff who are due to leave the service, other than on medical retirement, must ensure that they have taken TOIL for all additional hours worked. Only where management cannot accommodate this will staff be paid. Staff who are medically retired and are owed additional hours will be paid.

4. HELP and GUIDANCE

4.1 Guidance and help for the implementation and compliance with this Agreement, including disputes, can be found in the Staff Deployment Management Procedures. The CDO and managers must adhere strictly to the standard operating procedures as written and must not alter or interpret the standards in any other way.

4.2 Additional assistance can be obtained from Establishment Governors and from the Personnel Directorate.

4.3 **Interpretation** – in the event of any dispute over the interpretation of this Agreement, the matter will be referred jointly to the Director of Human Resources and the Chairman of the POA (NI). Whilst the dispute is ongoing the status quo will prevail. Such disputes should be resolved within five working days of arising and resolutions should be communicated in writing to all Governing Governors and CDO's. In such disputes, if immediate resolution should fail to be reached, then the agreed dispute resolution procedures will commence.

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5. AUTHORITY

- 5.1** The Director General is the Authorising Officer for this Agreement or, in his/her absence, those delegated to the task by the Director General.

6. POLICY REFERENCES

- 6.1** This Agreement complies with, and adheres to, the European Working Time Directive and replaces all other agreements, instructions, directives and/or local agreements in relation to staff deployment. This Agreement is the sole authorising and referencing document for the deployment of staff. This Agreement will be reviewed by management on at least a bi-annual basis.

7. REVIEW

- 7.1** In the first year of operation the Northern Ireland Prison Service (NIPS) and the Prison Officer Association (NI) have agreed to review this Agreement on a quarterly basis. The review team will consist of members of Prison Service Management and the Prison Officers Association (NI) members of the Working Group.

Section 2

SDAMP 1 SHIFT CONSTRUCTION

Revision History

Revision Date	Version	Summary of Changes	Trim Reference	Updated by
20.04.12	0.7	Update after meeting with POA	12/74531	G Brown
01.07.12	1.0	Agreed Version Publication	12/102850	G Brown

SECTION 2

NORTHERN IRELAND PRISON SERVICE			
PROCEDURE TITLE	SHIFT CONSTRUCTION and ADJUSTMENT		
PROCEDURE CODE	SDAMP 1	DATE of ISSUE	01.07.12
EFFECTIVE DATE	01.07.12	SUPERSEDES	All other instructions
OFFICE of ORIGIN	Director of HR & OD	CONTACT DETAILS	Ronnie Armour Ext 25178/25515
APPROVAL AUTHORITY	Director General	TRIM RECORD NUMBER	12/102850

Description

The purpose of this procedure is to define the process and parameters to be used for the construction of operating models, staff profiles, shifts, shift cycles and shift patterns for the deployment of Custody Officers, Offender Supervisors, Operational Support Grades, Night Custody Officers, Officers and Senior Officers across the prison estate. It also refers to lasting adjustments that may need to be made to shifts, shift cycles and shift patterns in order to meet the needs of the work of the prison.

Application

This process will be applied by Governors, Central Detail Managers, Line Managers, SPT members and HQ staff.

Responsibility

The Governor is responsible to the Director General for the development of construction of operating Models, staff profiles, shifts, shift cycles and shift patterns.

Where the Governor should delegate this process to the SPT, the SPT members are responsible directly to the Governor.

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The Officer in Charge of the CDO is responsible to the Governing Governor

Procedural Details

- a. The Governor will issue a Notice of Adjustment to the Director General at the start of the change process but no later than 28 days before the process is completed.
- b. The Governor will issue a Notice of Adjustment to the Staff Associations at the start of the change process but no later than 28 days before the process is completed.
- c. The Governor will issue a Notice of Adjustment to the CDO at the start of the change process but no later than 28 days before the process is completed.
- d. The Governor will publish to staff the Notice of Adjustment at the start of the change process but no later than 28 days before the process is completed.
- e. The Governor will issue a 'Terms of Reference' for the change to the SPT and will provide the SPT with adequate time and support in order to complete the task.
- f. The SPT will prepare staff profiles, shifts, shift cycles and shift patterns that fully support and enable the Governor to meet the needs and deliver the work of the prison. The SPT will use the procedures for shift construction as defined within the guidelines as prescribed by the NIPS Efficiency Support Unit.
- g. When defining shifts, shift cycles and shift patterns there will be no restrictions placed upon shift design and construction. The purpose of this process is to meet the needs, and to fulfil the work, of the prison.
- h. There will be no split shifts except by agreement.
- i. The SPT will, in the design of shift patterns, shift cycles and shift constructions and taking account of the needs of the prison as directed by the Governor, take into consideration the need to have special arrangements

SECTION 2

for staff meal breaks.

- j. In designing operating models, staff profiles, shift cycles, shifts and shift patterns the SPT will factor in an appropriate allowance calculation for non-effective staffing (leave, sick absence and training) as specified in guidelines.
- k. The SPT will then, upon completion of their work, submit the shifts, shift cycles and shift patterns in the form of a report to the Governor for approval.
- l. The Governor, satisfied that the SPT work is complete, will issue the report to the staff associations for information and consultation. The Governor will meet with the local POA Chairperson and Secretary. This consultation period will last a maximum of 14 days. The Governor will consider points raised by staff associations before forwarding the final report to the Director General.
- m. The Governor will issue the SPT report to the Director General or someone delegated by him for this task for approval no later than 14 days before the implementation date. The Director General will approve the changes in writing to the Governor.
- n. Upon receipt of the Director General's approval, the Governor will then inform his staff through communications with staff and staff associations of the changes and proceed to implementation. All staff will be issued with a shift pattern and a full index of shifts and shift timings.
- o. Where possible the Governor should consider both the impact and views of the staff on the proposed changes and the Director General should be made aware in writing of any potential issues or problems that may arise

References:

The following documents may be referenced in relation to this procedure:

- ◆ Staff Deployment Agreement
- ◆ ESU Shift Construction Guidelines
- ◆ European Working Time Directive

Section 3

SDAMP 2 SHIFT CONVERSION and EXCHANGES

Revision History

Revision Date	Version	Summary of Changes	Trim Reference	Updated by
20.04.12	0.7	Update after meeting with POA	12/74535	G Brown
01.07.12	1.0	Agreed Version Publication	12/102850	G Brown

SECTION 3

NORTHERN IRELAND PRISON SERVICE			
PROCEDURE TITLE	SHIFT CONVERSION AND EXCHANGES		
PROCEDURE CODE	SDAMP 2	DATE of ISSUE	01.07.12
EFFECTIVE DATE	01.07.12	SUPERSEDES	All other instructions
OFFICE of ORIGIN	Director of HR & OD	CONTACT DETAILS	Ronnie Armour Ext 25178/25515
APPROVAL AUTHORITY	Director General	TRIM RECORD NUMBER	12/102850

Description

From time to time the Governor may need to convert staff shifts in order to meet the needs and to fulfil the work of the prison. The purpose of this procedure is to define the process and parameters to be used for conversion of shifts when deploying all Custody Officers, Offender Supervisors, Operational Support Grades, Night Custody Officers, Officers and Senior Officers across the prison estate.

Application

This process will be applied by Governors, Central Detail managers, Line managers, and HQ staff.

Responsibility

The CDO is responsible to the Governor

The Senior Officer is responsible to the Unit manager

Procedural Details

- a. When there are shortages within the staffing complement which may impact on the maintenance of the Establishment Regime Delivery Quota, the CDO will apply this procedure to fill the shortages and maintain the regime.
- b. Only the CDO will identify any shortfalls in staffing. The CDO will in determining the need to fill the shortage, consider the following options:
 - Is the work necessary?
 - Can the work be dropped or postponed?

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- Can the work be re-scheduled to another day?
 - Can volunteers to work be obtained from within the Establishment?
- c. The CDO will inform the Governor or someone delegated to the task by him of the shortfall forecast and the means taken to cover the shortfall.
- d. The Governor will then authorise the conversion of shifts where necessary.
- e. Only the CDO will convert shifts or request volunteers to work additional hours. Changes to a shift which may mean a greater shift length will only be done by agreement between the CDO and the officer.
- f. The CDO will inform the Governor daily, of the additional hours incurred and the number of shifts converted.
- g. In normal operation Rest Days will not be converted and will remain protected unless with the agreement of the officer. Any statutory conversion of Rest Days will only occur in a designated emergency.
- h. In normal operation, 72 hours notice of shift conversions will be given, however this may be less with the agreement of the officer. In a designated emergency, the CDO may carry out shift conversions without having to apply the 72 hour rule.
- i. **Operational Support Grades and Night Custody Officers will remain, in relation to shift conversions, subject to their own terms and conditions of employment.**
- j. Staff will be able to exchange shifts between themselves with the prior notification and agreement of the CDO.
- k. When staff are exchanging duties, they will complete an Exchange of Duty form (**Form SDAMP 2a**). The form will be submitted to the CDO. The CDO will, where possible, facilitate the exchange of duties providing there is no detrimental effect on the RDQ or the Establishment as a whole. The CDO will maintain appropriate records of such exchanges of duty.

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- I. When two staff exchange and combine shifts, the officer scheduled to work will not be permitted to take leave once the exchange and combination has been made.

- m. Where an officer requests a shift conversion, the converted duties should be scheduled to fulfil the original amount of conditioned hours as fully as possible. Any shortfall in conditioned hours after the conversion will be owed by the officer.

- n. If the shift conversion is required by the CDO and there is a shortfall in conditioned hours worked for that week, then the CDO will have to carry the debit hours.

- o. The CDO must ensure that staff who have their shifts converted or are required to work OT or EO are treated equitably and fairly by distributing changes amongst the entire staff complement. The CDO must maintain appropriate records of all conversions and shift changes which must be available for audit and inspection at all times

Section 4

SDAMP 3 MANAGING ADDITIONAL HOURS

Revision History

Revision Date	Version	Summary of Changes	Trim Reference	Updated by
20.04.12	0.7	Update after meeting with POA	12/74541	G Brown
01.07.12	1.0	Agreed Version Publication	12/102850	G Brown

SECTION 4

NORTHERN IRELAND PRISON SERVICE			
PROCEDURE TITLE		MANAGING ADDITIONAL HOURS	
PROCEDURE CODE	SDAMP 3	DATE of ISSUE	01.07.12
EFFECTIVE DATE	01.07.12	SUPERSEDES	All other instructions
OFFICE of ORIGIN	Director of HR & OD	CONTACT DETAILS	Ronnie Armour Ext 25178/25515
APPROVAL AUTHORITY	Director General	TRIM RECORD NUMBER	12/102850

Description

Very often in the management of the prison regime it is necessary to require staff at all grades to work additional hours to ensure that the regime is maintained and the needs and work of the prison are fulfilled. The purpose of this procedure is to define the process and parameters to be used for the management of additional hours when deploying, Custody Officers, Offender Supervisors, Operational Support Grades, Night Custody Officers, Officers and Senior Officers across the prison estate.

Application

This process will be applied by Governors, Central Detail managers, Line managers, and HQ staff.

Responsibility

The Officer in Charge of the CDO is responsible to the Governor
The Senior Officer is responsible to the Area manager

Procedural Details

- a. When there are shortages within the staffing complement which may impact on the maintenance of the Establishment Regime Delivery Quota the CDO will apply this procedure to fill the shortages and request staff to work additional

SECTION 4

hours.

- b. Only the CDO will identify any shortfalls in staffing. The CDO, will, in determining the need to fill the shortages, consider the following options:
 - Is the work necessary?
 - Can the work be dropped or postponed?
 - Can the work be re-scheduled to another day?
 - Can volunteers to work be obtained from within the establishment?
- c. The CDO will inform the Governor, or someone delegated to the task by him/her of the shortfall forecast and the means needed to cover the shortfall. This will include the amount of additional hours required to be worked to maintain the RDQ.
- d. The Governor will then authorise the distribution of additional hours where necessary.
- e. The CDO will detail any additional hours to staff.
- f. Those staff who are available for OT will be invited to record their name in a CDO diary indicating the days they are available to work. At no time must this diary leave the CDO and must be available for inspection at all times.
- g. The CDO will ensure that staff are given the earliest possible notification of OT.
- h. Should a particular OT shift be over-subscribed by staff then the CDO will OT already worked and who is available for that shift.
- i. The CDO will inform the Governor daily, of the additional hours incurred and the number of shifts converted.
- j. All additional hours will be paid back to staff as OT and will paid at the officers hourly rate, however, the CDO will operate a system whereby the OT will be offered initially to the staff who have indicated their availability to work and have accrued the least amount of OT at that point.

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- k. The CDO must ensure that staff who have their shifts converted or are required to work OT or EO are treated equitably and fairly by distributing additional hours and changes amongst the entire staff complement. The CDO must maintain appropriate records of all conversions and shift changes which must be available for audit and inspection at all times.

References:

The following documents may be referenced in relation to this procedure:

- ◆ Staff Deployment Agreement
- ◆ ESU Shift Construction Guidelines
- ◆ European Working Time Directive

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SECTION 5

Section 5

SDAMP 4 – MANAGING STAFF WHO ELECT TO TAKE TIME OFF IN LIEU

Revision History

Revision Date	Version	Summary of Changes	Trim Reference	Updated by
20.04.12	0.7	Update after meeting with POA	12/74545	G Brown
01.07.12	1.0	Agreed Version Publication	12/102850	G Brown

SECTION 5

NORTHERN IRELAND PRISON SERVICE			
PROCEDURE TITLE	MANAGING STAFF ELECTING TO TAKE TIME OFF IN LIEU INSTEAD OF PAID OVERTIME		
PROCEDURE CODE	SDAMP 4	DATE of ISSUE	01.07.12
EFFECTIVE DATE	01.07.12	SUPERSEDES	All other instructions
OFFICE of ORIGIN	Director of HR & OD	CONTACT DETAILS	Ronnie Armour Ext 2517/25515
APPROVAL AUTHORITY	Director General	TRIM RECORD NUMBER	12/102850

Description

The purpose of this procedure is to define the process to be used for the management of those staff who elect to take TOIL instead of OT in compensation for working additional hours. This procedure applies to Custody Officers, Offender Supervisors, Operational Support Grades, Night Custody Officers, Officers and Senior Officers across the prison estate.

Application

This process will be applied by Governors, Central Detail managers, Line managers, and HQ staff.

Responsibility

The CDO is responsible to the Governor

The Senior Officer is responsible to the Unit manager

Procedural Details

a. If a member of staff is detailed additional hours they may with the agreement of the CDO elect to take TOIL instead of money in compensation for working additional hours.

b. If an officer should elect to have TOIL, then no more than 20 hours TOIL will be

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allowed to amass and the CDO will specify and agree with the officer when the TOIL is to be granted and discharged.

- c. Where approved by the CDO, TOIL may be anticipated by an officer in that an officer can take time off before the additional hours are actually worked. In these circumstances the officer will owe the hours taken to the Central Detail Office and they will be banked by the CDO. No member of staff will be allowed to bank more than 20 hours in anticipation of TOIL. The banked hours will be used in the future at the discretion of the CDO to meet the needs of the prison and the CDO will give the member of staff at least 72 hours prior notification of when where the officer will be deployed.
- d. When discharging the hours owed by detailing the officer, the CDO will determine when and where the officer will work. Where possible, the CDO should seek the agreement of the officer, but if such agreement is not reached, then the CDO can still go ahead and detail the staff. The CDO must keep concise records of such occasions and at all times the CDO must ensure the fair and equitable distribution of TOIL
- e. The CDO must ensure that staff who have their shifts converted or are required to work overtime or EO are treated equitably and fairly by distributing additional hours and changes amongst the entire staff complement. The CDO must maintain appropriate records of all staff deployment matters which must be available for audit and inspection at all times.

References:

The following documents may be referenced in relation to this procedure:

- ◆ Staff Deployment Agreement
- ◆ ESU Shift Construction Guidelines
- ◆ European Working Time Directive

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Section 6

SDAMP 5 – MEAL BREAKS

Revision History

Revision Date	Version	Summary of Changes	Trim Reference	Updated by
20.04.12	0.6	Update after meeting with POA	12/74549	G Brown
01.07.12	1.0	Agreed Version Publication	12/102850	G Brown

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NORTHERN IRELAND PRISON SERVICE			
PROCEDURE TITLE	MEAL BREAKS		
PROCEDURE CODE	SDAMP 5	DATE of ISSUE	01.07.12
EFFECTIVE DATE	01.07.12	SUPERSEDES	All other instructions
OFFICE of ORIGIN	Director of HR & OD	CONTACT DETAILS	Ronnie Armour Ext 25178/25515
APPROVAL AUTHORITY	Director General	TRIM RECORD NUMBER	12/102850

Description

The purpose of this procedure is to define the process and parameters to be used for the management of staff meal breaks. This procedure applies to Custody Officers, Offender Supervisors, Operational Support Grades, Night Custody Officers, Officers and Senior Officers across the prison estate.

Application

This process will be applied by Governors, Central Detail managers, Area Managers, Line managers, and HQ staff.

Responsibility

The CDO is responsible to the Governor

The Senior Officer is responsible to the Unit manager

Procedural Details

- a. Lunch and Tea meal breaks are unpaid
- b. Breakfast, lunch and tea breaks will be a minimum of 30 minutes.
- c. Staff will be scheduled meal breaks as per their shift pattern and work profile for that day. Staff will not be permitted to accrue break time in order to alter their finishing time. The process of working over break times to ensure

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consistent delivery of regimes will be managed and distributed equitably by the daily Senior Officer in conjunction with the CDO and where a break cannot be given, it will be paid as OT. The Senior Officer in charge will seek volunteers.

- d. This process does not constitute a change of shift or shift conversion.
- e. If the daily group manager in consultation with the CDO identifies a shortage over the break time which will impinge on regime delivery, he may with the permission of the CDO seek volunteers from staff to work OT. The OT will be paid at the officer's hourly rate. If no volunteers come forward, then the area Senior Officer can detail staff to cover the meal break. Break time cover will not be paid with TOIL.
- f. Because of the nature of some work, it may be impossible or impractical to give an officer a normal break (e.g. at hospital or court). In this situation, the officer will remain on duty and will be credited with OT equating to the amount of meal break time lost, for instance a one hour meal break lost will constitute one hour overtime gained. The OT will be paid at the officer's hourly rate.
- g. Staff will normally be scheduled to work no longer than five hours without a break, or six hours where this is the only or last period of duty, however, where two staff combine and exchange shifts at their request there may be a need to provide alternative break arrangements.
- h. Meal breaks will normally be scheduled to be taken within these periods:

BREAKFAST	06.30	to	09.30
LUNCH	11.30	to	14.30
TEA	16.30	to	18.00

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- i. Breakfast breaks may be scheduled for shifts starting at or before 07.00 however some areas of work may require special arrangements. Only staff starting on or before 07.00 will qualify for a breakfast break.
- j. The daily management of meal breaks, ensuring that staff are appropriately relieved for breaks and that break times are strictly adhered to will fall to local Senior Officer managers and not the CDO.
- k. The Central Detail Office must ensure that staff who are subject to these procedures are treated equitably and fairly in all aspects of the management of their deployment.
- l. The CDO must maintain appropriate records of all deployment matters which must be available for audit and inspection at all times.

References:

The following documents may be referenced in relation to this procedure:

- ◆ Staff Deployment Agreement
- ◆ ESU Shift Construction Guidelines
- ◆ European Working Time Directive

Section 7

SDAMP 6 – MANAGING STAFF LEAVE

Revision History

Revision Date	Version	Summary of Changes	Trim Reference	Updated by
20.04.12	0.7	Update after meeting with POA	12/74578	G Brown
01.07.12	1.0	Agreed Version Publication	12/102850	G Brown

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NORTHERN IRELAND PRISON SERVICE			
PROCEDURE TITLE	MANAGING STAFF LEAVE		
PROCEDURE CODE	SDAMP 6	DATE of ISSUE	01.07.12
EFFECTIVE DATE	01.07.12	SUPERSEDES	All other instructions
OFFICE of ORIGIN	Director HR & OD	CONTACT DETAILS	Ronnie Armour Ext 25178/25515
APPROVAL AUTHORITY	Director General	TRIM RECORD NUMBER	12/102850

Description

The purpose of this procedure is to define the process and parameters to be used for the management of Staff Leave. This procedure applies to Custody Officers, Offender Supervisors, Operational Support Grades, Night Custody Officers, Officers and Senior Officers across the prison estate.

Application

This process will be applied by Governors, Central Detail managers, Line managers, and HQ staff.

Procedural Details

- a. Staff will be granted leave as per their terms and conditions of employment
- b. The CDO) will publish leave forms (**Form SDAMP 6a**) at the beginning of November each year for staff to select their scheduled block leave. The CDO will then collate all the leave requests and publish a leave master sheet by mid January each year.
- c. All staff must select four weeks of scheduled block leave and this must be taken as per their shift pattern. The two weeks summer leave should be scheduled to start and end with a weekend off. The remainder of leave available to the member of staff may be taken throughout the year as casual

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leave.

- d. The four weeks scheduled leave will be allocated as follows:

SPRING	1 week	February	to	May
SUMMER	2 weeks	June	to	September
AUTUMN	1 week	October	to	December

- e. In normal operation there will be group leave allowances which must not be exceeded. The leave allowance can only be exceeded with the expressed authority of the Governor, but in doing so, the Governor must not inhibit the delivery of the regime.
- f. When distributing scheduled block leave, there may be occasions when a particular leave period is oversubscribed. If this is the case, the CDO will conduct a draw in order to determine the staff per allowance that will be on leave on the period in question. The CDO will ensure that in the event of a leave period being oversubscribed, no member of staff who had the same period of leave in the year previous will be permitted to have the same leave period off again. In addition staff will be permitted to exchange leave periods. Any exchange of leave must be sanctioned by the CDO and application must be made on Form SDAMP 6b.
- g. Officers must apply for the exchange of scheduled leave at least 14 days ahead of the exchange in order to give the CDO the opportunity to analyse the potential impact of the exchange, if any, and to discuss any potential issues with the staff applying should they arise. Ordinarily the CDO will grant applications for exchanges of scheduled leave provided there is no reason for refusing and will inform the staff within at least 72 hours of the exchange application. Staff may appeal refusals in writing to the Personnel Governor whose decision will be full and final.
- h. The CDO will not change approved leave arrangements on transfer between groups except with the agreement of the officer.

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- i. If a member of staff is transferring from one group to another, regardless of the operational impact or difficulties which may arise, the CDO will honour all pre-applied and pre-agreed leave applications for a period of time up to the commencement of the next new leave year (February 1st). Pre-agreed leave in this particular circumstance can only be changed or altered with the written agreement of the officer concerned.

- j. Bank, Public and Privilege Holidays will be treated as normal working days and scheduled shifts will apply with the exceptions of Christmas Day, Boxing Day, Third day at Christmas, New Years Day, St Patricks Day and the 12th July. No visits will take place on these days or substitute days and prisons will operate a limited regime as determined by the RDQ. Bearing in mind the operational needs of the prison, the CDO will endeavour to allocate as much leave as possible on Bank, Public and Privilege Holidays. However, the CDO will not grant any ad hoc or casual leave that would wilfully take the Establishment below its RDQ for that day or disable the operational needs of the prison.

- k. Where the CDO will try to discharge as much leave as possible on Bank, Public and Privilege Holidays, the prison Establishment will maintain as full a regime as possible including visits and gymnasium sessions with the exception of Christmas Day, Boxing Day, Third day at Christmas, New Years Day, St Patricks Day and the 12th July. If staff are scheduled to work according to their shift pattern, the expectation is that they will work. The CDO in consultation with the Governor and individual group managers will endeavour to discharge as much leave over agreed quotas as possible without impacting upon the maintenance of the regime. It is envisaged that such events will be discussed and planned in advance.

- l. On the agreed exception days, the CDO may discharge as much leave as possible whilst ensuring that the regime provides for our statutory obligations. Again it is envisaged that these situations will be discussed and planned in advance.

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- m. Where approval is given by the CDO for half a days leave, the officer must work no less than half of the number of hours scheduled in the shift pattern for that day. A half days leave or equivalent hours will be debited from the officers leave entitlement.
- n. If the officer requests a half leave day on an extended shift, then again the officer must complete exactly half of the scheduled hours and have a half-days leave or equivalent hours debited from their leave balance.
- o. In the final quarter of the leave year the CDO will calculate the amount of excess leave that staff are carrying and will focus on discharging excess leave and will, where possible detail staff to take leave. Staff may apply to have excess leave carried over to facilitate a particular significant event. However, no member of staff will be allowed to take any more that six weeks leave in one block without the express consent of the Governor.
- p. The Governor must be provided with a weekly leave report and must ensure that all reasonable efforts are being made to discharge staff leave. If for any reason a member of staff has a complaint with any decision taken in respect of either scheduled leave or ad hoc casual leave, the member of staff may appeal in writing to the Personnel Governor. The Personnel Governor will review the decision and publish the findings. The outcome decided by the Personnel Governor will be the final and only appeal process.
- q. Staff should aim to make any ad hoc leave request at least 72 hours in advance of the proposed date of the leave. Staff must be informed within 48 hours following the request if the application is approved or refused. Leave should be granted where possible bearing in mind the needs of the prison, however, in exceptional circumstances such as a designated emergency, the CDO may refuse leave without recourse or appeal. This will only apply to ad hoc/casual leave requests and not to scheduled leave which should go ahead without alteration.

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- r. Staff will apply for ad hoc/casual leave using the 'Ad Hoc Leave Request' form (**Form SDAMP 6c**). The leave form must specify the dates being requested, the shifts that the officer has requested and be signed by the officer. If for any reason the CDO must refuse the leave, the reason for the refusal must be noted on the form with a full explanation, be signed by the CDO and returned to the officer in question. If necessary, this form must be attached to the officer's communication sheet appealing the decision and forwarded to the Personnel Governor for consideration.
- s. Where two staff combine shifts at their request, then the two staff cannot request ad hoc leave for the combined shifts or any part of the day combined.
- t. Applications from staff for special leave with or without pay should be submitted through the member of staff's line manager to the Establishment Personnel Department for consideration. The Personnel Department will ensure that the CDO is informed of any special leave granted.
- u. All leave entitlement should be taken within the leave year, except when the officer may carry over up to a maximum of nine days leave or equivalent hours into the next leave year. Applications to carry over more than this leave must be submitted to the Establishment Personnel Department by 15 January each year. Annual leave in excess of this carry over allowance will not be carried over in successive years.
- v. Staff who are due to leave the service other than on medical retirement must ensure that they have taken TOIL for all banked hours. Only where management cannot accommodate this will staff be paid at their hourly rate for hours owed. Staff who are medically retired and are owed AVH will be paid for hours owed at their hourly rate.
- w. The CDO must ensure that staff who are subject to these procedures are treated equitably and fairly by distributing additional hours and changes

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amongst the entire staff complement. The CDO must maintain appropriate records of all deployment matters which must be available for audit and inspection at all times.

References:

The following documents may be referenced in relation to this procedure:

- ◆ Staff Deployment Agreement
- ◆ ESU Shift Construction Guidelines
- ◆ European Working Time Directive

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SECTION 8

Section 8

SDAMP 7 – MANAGING APPROVED ACTIVITIES and ABSENCES

Revision History

Revision Date	Version	Summary of Changes	Trim Reference	Updated by
20.04.12	0.7	Update after meeting with POA	12/74583	G Brown
01.07.12	1.0	Agreed Version Publication	12/102850	G Brown

SECTION 8

NORTHERN IRELAND PRISON SERVICE			
PROCEDURE TITLE	MANAGING APPROVED ACTIVITIES and ABSENCES		
PROCEDURE CODE	SDAMP 7	DATE of ISSUE	01.07.12
EFFECTIVE DATE	01.07.12	SUPERSEDES	All other instructions
OFFICE of ORIGIN	Director of HR & OD	CONTACT DETAILS	Ronnie Armour Ext 25178/25515
APPROVAL AUTHORITY	Director General	TRIM RECORD NUMBER	12/102850

Description

The purpose of this procedure is to define the process and parameters to be used for the management of those staff who are out of the Establishment on approved activities. Such activities will include meetings, training, conferences, visits to other establishments and other services. This procedure applies to Custody Officers, Offender Supervisors, Operational Support Grades, Night Custody Officers, Officers and Senior Officers across the prison estate.

Application

This process will be applied by Governors, Central Detail managers, Line managers, and HQ staff.

Responsibility

The CDO is responsible to the Governor

The Senior Officer is responsible to the Unit manager

Procedural Details

- a. If staff are absent from the prison on approved activities and the activity should end unexpectedly, the officer will contact the CDO for instructions before going off duty. If the early finish of the activity can be anticipated before the actual attendance, then the CDO can issue instructions in advance as to what the officer should do. This may entail the officer taking TOIL or annual leave.

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- b. Where possible, the officer attending the activity should make contact with the CDO in advance of the activity and clarify the intentions of the CDO, should the activity finish unexpectedly. Such activities may include training events, attendance at meetings, seminar or conferences etc. Staff must not take it upon themselves to go off duty without prior agreement or consultation with the CDO. Any member of staff found to have gone off duty without prior authority may be subject to disciplinary proceedings.
- c. Staff who have been absent for any reason, will prior to returning to work, contact the CDO for instructions as to their deployment upon return.
- d. To aid the efficient and effective management of the prison, staff who are absent through sickness or specific domestic circumstances such as a bereavement, should advise the CDO as early as possible of the date they intend to return to work. Staff failing to advise the CDO in advance of their return may find themselves sent home on leave or TOIL.
- e. The CDO must ensure that staff who are subject to these procedures are treated equitably and fairly and the CDO must maintain appropriate records of all deployment matters which must be available for audit and inspection at all times.

References:

The following documents may be referenced in relation to this procedure:

- ◆ Staff deployment Agreement
- ◆ ESU Shift Construction Guidelines
- ◆ European Working Time Directive

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Section 9

SDAMP 8 – MANAGING UNAPPROVED ABSENCES

Revision History

Revision Date	Version	Summary of Changes	Trim Reference	Updated by
20.04.12	0.6	Update after meeting with POA	12/74584	G Brown
01.07.12	1.0	Agreed Version Publication	12/102850	G Brown

SECTION 9

NORTHERN IRELAND PRISON SERVICE			
PROCEDURE TITLE	MANAGING UNAPPROVED ABSENCES		
PROCEDURE CODE	SDAMP 8	DATE of ISSUE	01.07.12
EFFECTIVE DATE	01.07.12	SUPERSEDES	All other instructions
OFFICE of ORIGIN	Director of HR & OD	CONTACT DETAILS	Ronnie Armour Ext 25178/25515
APPROVAL AUTHORITY	Director General	TRIM RECORD NUMBER	12/102850

Description

The purpose of this procedure is to define the process and parameters to be used for the management of those staff who are out of the Establishment through unapproved absence. This procedure applies to Custody Officers, Offender Supervisors, Operational Support Grades, Night Custody Officers, Officers and Senior Officers, across the prison estate.

Application

This process will be applied by Governors, Central Detail managers, Line managers, and HQ staff.

Responsibility

The CDO is responsible to the Governor

The Senior Officer is responsible to the Unit manager

Procedural Details

- a. If staff fail to attend for duty without approval or fail to inform or report late for duty, they will be treated as absent without leave and may be subject to disciplinary proceedings. Any member of staff who is attending for duty for either OT or TOIL who does not report for duty at their designated starting time and arrives on duty late, will be asked to explain their unapproved absence and will be deducted either money or hours equating to the amount

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of lateness.

- b. The CDO will inform the Personnel Governor on a daily basis of any member of staff who fails to report for duty and/or fails to contact the CDO to inform them of their absence. The member of staff must contact the CDO within one hour of the shift start time either in person or by telephone or email. Any member of staff who reports late for duty must explain in writing the reason for their delay. The CDO will keep a record of all late-comers and the number of times that each person has been recorded as being late. Any contravention of these procedures may result in disciplinary proceedings.
- c. The CDO will monitor staff lateness. Staff who are repeatedly late for duty may find themselves owing hours which will be detailed for work by the CDO.
- d. When a member of staff reports late for duty, they must report to the CDO who will record the lateness in writing. The officer who is late will be asked to sign the report. Failure to sign the report will not prevent the lateness being recorded.
- e. The CDO must ensure that staff who are subject to these procedures are treated equitably and fairly. The CDO must maintain appropriate records of all deployment matters which must be available for audit and inspection at all times.

References:

The following documents may be referenced in relation to this procedure:

- ◆ Staff Deployment Agreement
- ◆ ESU Shift Construction Guidelines
- ◆ European Working Time Directive

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Section 10

SDAMP 9 – MANAGING TRAINING ALLOCATION

Revision History

Revision Date	Version	Summary of Changes	Trim Reference	Updated by
20.04.12	0.6	Update after meeting with POA	12/74585	G Brown
01.07.12	1.0	Agreed Version Publication	12/102850	G Brown

SECTION 10

NORTHERN IRELAND PRISON SERVICE			
PROCEDURE TITLE	MANAGING TRAINING ALLOCATION		
PROCEDURE CODE	SDAMP 9	DATE of ISSUE	01.07.12
EFFECTIVE DATE	01.07.12	SUPERSEDES	All other instructions
OFFICE of ORIGIN	Director HR & OD	CONTACT DETAILS	Ronnie Armour Ext 25178/25515
APPROVAL AUTHORITY	Director General	TRIM RECORD NUMBER	12/102850

Description

The purpose of this procedure is to define the process and parameters to be used for the management of staff training allowances across the entire prison estate. This procedure applies to Custody Officers, Offender Supervisors, Operational Support Grades, Night Custody Officers, Officers and Senior Officers across the prison estate.

Application

This process will be applied by Governors, Central Detail managers, Line managers, and HQ staff.

Responsibility

The CDO is responsible to the Governor

The Senior Officer is responsible to the Unit manager

Procedural Details

- ◆ Establishment shift cycles will be calculated with an inclusive allowance of 10 days (78 HOURS) per member of staff per annum for training provision.
- ◆ The allowance will be an Establishment wide allowance and not specific to any particular group or department.

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- ◆ The CDO must ensure that staff who are subject to these procedures are treated equitably and fairly in all aspects in the management of their deployment.

The CDO must maintain appropriate records of all conversions and shift changes which must be available for audit and inspection at all times.

References:

The following documents may be referenced in relation to this procedure:

- ◆ Staff Deployment Policy
- ◆ ESU Shift Construction Guidelines
- ◆ European Working Time Directive

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Section 11

SDAMP 10 – REGIME DELIVERY QUOTAS and SYSTEMS OF WORK

Revision History

Revision Date	Version	Summary of Changes	Trim Reference	Updated by
20.04.12	0.6	Update after meeting with POA	12/74587	G Brown
01.07.12	1.0	Agreed Version Publication	12/102850	G Brown

SECTION 11

NORTHERN IRELAND PRISON SERVICE			
PROCEDURE TITLE	REGIME DELIVERY QUOTAS and SYSTEMS OF WORK		
PROCEDURE CODE	SDAMP 10	DATE of ISSUE	01.07.12
EFFECTIVE DATE	01.07.12	SUPERSEDES	All other instructions
OFFICE of ORIGIN	Director of HR & OD	CONTACT DETAILS	Ronnie Armour Ext 25178/25115
APPROVAL AUTHORITY	Director General	TRIM RECORD NUMBER	12/102850

Description

The purpose of this procedure is to explain and establish Regime Delivery Quotas and the systems of work to be employed by Governors, Senior Officers and Staff in order to ensure that regimes for prisoners and our core business objectives are prioritised and maintained.

Application

This process will be applied by Governors, Central Detail managers, Line managers, and HQ staff.

Responsibility

The CDO is responsible to the Governor

The Senior Officer is responsible to the Unit manager

Procedural Details: Regime Delivery Quota's

- a) The maintenance of the regime for prisoners will always be the priority and responsibility of the Governor. The Governor is in charge of the prison and as such has complete authority over the management and deployment of all staff within the prison. It is the Governors priority to ensure that staff are deployed to maintain regimes for prisoners and our core business objectives.

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- b) The Governor will establish in conjunction with the SPT, a series of RDQ for each work area within the prison. The RDQ will be the number of staff in each work area that the Governor needs in order to deliver the regime for prisoners and our core business objectives.
- c) The SPT will determine the RDQ for each work area and will complete an entire RDQ profile for the entire prison estate. Once this has been completed, it will be given to the Governor for agreement and approval. Once the Governor has agreed the RDQ profile with the SPT, it will be passed to the POA for consultation. The POA will have a 14 day period in which to evaluate the RDQ. The local POA Chairperson and Secretary will meet with the Governor and submit their comments in writing to the Governor for his consideration prior to implementation.
- d) Once the RDQ has been approved, each specific work area RDQ will be copied to the work area. The CDO will have a full copy of the entire Establishment RDQ. The RDQ will form part of the core documents for each work area and will be the responsibility of the Senior Officer for that area.
- e) The RDQ will clearly determine the extent of the regimes and routines which can be delivered with corresponding numbers of staff. The CDO will be responsible for the deployment of staff on a daily basis to ensure the RDQ for each work area is maintained as fully as possible.

Procedural Details: Systems of Work

- f) Systems of work for each work area will be based around and supported by, two key documents and procedures, written Work Area Risk Assessments (WARA) and Regime Delivery Quota's.
- g) The WARA will be completed for each work area within the prison estate. The assessment will be carried out by a collective group consisting of the following staff:
 - Health and Safety Advisor.

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- Work Area Unit Manager
 - Work Area Senior Officer
 - Establishment POA Representative
- h) The assessment process will take into consideration a number of key factors in determining the risk within the specific work area. The factors will consist of:
- Previous Risk Assessments
 - General Description of the Work Area
 - Specific Description of the Work Area
 - General Description of Area Activities
 - General Identification of Hazards
 - Security Categorisation of Prisoners in the Location
 - General Control Measures in place
 - Fire Control Measures in place
 - Miscellaneous Control Measure in place
 - Staffing Arrangements in place
 - Any concerns or disputes in relation to the Risk Assessment
- i) Once the assessment is complete, copies will be forwarded to the Governing Governor, the Work Area Unit Manager, the Health and Safety Advisor, the Work Area Senior Officer and the Establishment POA. Within the Work Area itself, the Risk Assessment must be secured and available for inspection at all times
- j) The Senior Officer for each work area will make an assessment on a daily basis of the staffing situation in their area. If the Senior Officer finds their area short of the agreed Normal Staffing Level (NSL), they will refer to the RDQ for that work area and adjust the regime and routines accordingly. They will inform the CDO of two key matters:
- The number of staff they are short of the NSL for their work area
 - The regime and routines which they have in operation
- k) This process is not designed to be prescriptive. The Work Area Senior Officer will constantly assess the situation in their area and if necessary adjust their

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staffing and work activities accordingly. However, the priority of the Senior Officer is to support the Governor and manage their staff in order to maintain regimes and routines for prisoners and deliver our core business objectives.

- l) The CDO will provide the Governor with a daily report of the shortages and the adjustments made across the Establishment.

- m) The CDO must ensure that staff who are subject to these procedures are treated equitably and fairly in all aspects in the management of their deployment.

- n) The CDO must maintain appropriate records which must be available for audit and inspection at all times.

References:

The following documents may be referenced in relation to this procedure:

- ◆ Staff Deployment Policy
- ◆ Work Area Assessment
- ◆ Regime Delivery Quotas
- ◆ European Working Time Directive

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Section 12

SDAMP 11 – PRIORITY POSTS

Revision History

Revision Date	Version	Summary of Changes	Trim Reference	Updated by
20.04.12	0.4	Update after meeting with POA	12/74588	G Brown
01.07.12	1.0	Agree Version Publication	12/102850	G Brown

SECTION 12

NORTHERN IRELAND PRISON SERVICE			
PROCEDURE TITLE		PRIORITY POSTS	
PROCEDURE CODE	SDAMP 11	DATE of ISSUE	01.07.12
EFFECTIVE DATE	01.07.12	SUPERSEDES	All other instructions
OFFICE of ORIGIN	Director of HR & OD	CONTACT DETAILS	Ronnie Armour Ext 25178/25515
APPROVAL AUTHORITY	Director General	TRIM RECORD NUMBER	12/102850

Description

The purpose of this procedure is to explain and establish Priority Post Guidelines for use in all Establishments. The Priority Post List (PPL) is developed as a hierarchical achievement of regime delivery and business objectives. It is intended to be used by Governors and CDO to deplete staff posts in order to support the maintenance of the prison regime and routines and our core business objectives. The CDO will have the responsibility of maintaining the priority posts and will inform the Governor on a daily basis of the number of posts from the Priority list which have been depleted.

Application

This process will be applied by Governors, Central Detail managers, Area Managers, Line managers, and HQ staff.

Responsibility

The CDO is responsible to the Governor

The Senior Officer is responsible to the Unit manager.

Procedural Details:

a) The maintenance of the regime for prisoners will always be the priority and

SECTION 12

responsibility of the Governor. The Governor is in charge of the prison and as such has sole authority over the management and deployment of all staff within the prison. It is the Governor's priority and responsibility to ensure that staff are deployed to maintain regimes for prisoners and our core business objectives.

- b) As the title suggests, the purpose of this process is to ensure that the Governor can deliver a regime and routine to prisoners and that we focus on achieving our core business objectives. The PPL will be drawn up in order of importance for the delivery of the regime and routines and our core business objectives. It is the role of all staff to support and assist the Governor in recognising the importance and maintaining these priorities.
- c) The Governor will establish in conjunction with the SPT, a list of (PPL) for each prison based on the operational needs for that prison. The PPL will be a list of posts in order of priority which must be filled in order to ensure the delivery of the regime for prisoners and our core business objectives. There will be a PPL for day time and association period regimes.
- d) The SPT will determine the PPL for each prison. Once this has been completed, it will be given to the Governor for agreement and approval. Once the Governor has agreed the PPL with the SPT it will be passed to the POA for consultation. The POA will have a 14 day period in which to evaluate the RDQ. The local POA Chairperson and Secretary will meet with the Governor and submit their comments in writing to the Governor for his consideration prior to implementation.
- e) Once the PPL has been approved, the PPL will be copied to the CDO. The PPL will form part of the core documents for the CDO and will be the responsibility of the Senior Officer for that area.
- f) If the CDO should find a shortage of a number of staff on any particular day for any particular area, then they will refer to the PPL and will deplete the corresponding number of staff from the PPL and re-deploy them to posts.

SECTION 12

- g) The CDO will provide the Governor with a daily report of the priority posts depleted and the adjustments made across the Establishment.
- h) The CDO must ensure that staff who are subject to these procedures are treated equitably and fairly in all aspects in the management of their deployment.
- i) The CDO must maintain appropriate records which must be available for audit and inspection at all times.

References:

The following documents may be referenced in relation to this procedure:

- ◆ Staff Deployment Policy
- ◆ Priority Post List
- ◆ European Working Time Directive

NOTICE TO STAFF OF PROFILE ADJUSTMENT

Establishment		Document Reference	
Date of Issue		Issued by	
Areas for Action			

This is to inform you that I have engaged the Northern Ireland Prison Service Establishment Profiling Team to examine and review our current staff profiles, shift patterns and shift cycles. I require this work to be completed by no later than [ENTER DATE]. In due course I will inform you of their findings and any impending changes before their implementation.

SIGNED:

GOVERNOR

NOTICE TO THE CENTRAL DETAIL OFFICE OF PROFILE ADJUSTMENT

Establishment		Document Reference	
Date of Issue		Issued by	
Areas for Action			

This is to inform you that I have engaged the Northern Ireland Prison Service Establishment Profiling Team to examine and review our current staff profiles, shift patterns and shift cycles. I require this work to be completed by no later than [ENTER DATE]. In due course I will inform you of their findings and any impending changes before their implementation.

SIGNED:

GOVERNOR

NOTICE TO STAFF ASSOCIATIONS OF PROFILE ADJUSTMENT

Establishment		Document Reference	
Date of Issue		Issued by	
Areas for Action			

This is to inform you that I have engaged the Northern Ireland Prison Service Establishment Profiling Team to examine and review our current staff profiles, shift patterns and shift cycles. I require this work to be completed by no later than [ENTER DATE]. In due course I will supply you with a copy of their report and will consult with you in relation to their findings.

SIGNED:

GOVERNOR

NOTICE TO THE DIRECTOR GENERAL OF PROFILE ADJUSTMENT

Establishment		Document Reference	
Date of Issue		Issued by	
Areas for Action			

Sir

This is to inform you that I have engaged the Northern Ireland Prison Service Establishment Profiling Team to examine and review our current staff profiles, shift patterns and shift cycles. I require this work to be completed by no later than [ENTER DATE]. In due course I will supply you with a copy of their report and will consult with you in relation to their findings. I will, respectfully, seek your approval before implementing any changes

SIGNED:

GOVERNOR

APPENDIX 2

Form SDAMP 2a

EXCHANGE of DUTIES

Member of Staff requesting Exchange of Duties:

Staff Name		Staff Number	
Day & Date of Shift		Shift Type	
Staff Signature		Date	

Member of Staff Exchanging Duty:

Staff Name		Staff Number	
Day & Date of Shift		Shift Type	
Staff Signature		Date	

CENTRAL DETAIL OFFICE RECORD:

General Description of Exchange	
Day and Date of Exchange	
Location	

Please circle where appropriate:

Application Approved or Refused	APPROVED	REFUSED
Entered into COMPASS	YES	NO
Officers Informed	YES	NO
CDO Signature		Date

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APPENDIX 3

Form SDAMP 6a

SCHEDULED BLOCK LEAVE APPLICATION

Staff Name		Staff Number	
Establishment		Rank	

I respectfully apply for the following scheduled block leave:

LEAVE PERIOD	WEEK No
SPRING WEEK	
SUMMER FORTNIGHT	
WINTER WEEK	

Applicant Sign		Date	
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After you have made your selection please forward this form to the Central Detail Office.

For week number please see over

Dates	Week No.	Side	Dates	Week No	Side

LEAVE EXCHANGE APPLICATION FORM

Person applying for the Exchange:

Staff Name		Staff Number	
Establishment		Rank	
Leave Period being exchanged		Spring	Summer
Exchanging Week No		For Week No	
Dates of Leave being Exchanged			To
Applicant Sign		Date	

Person agreeing to the Exchange:

Staff Name		Staff Number	
Establishment		Rank	
Signed		Date	

Please forward this application to the Central Detail Office for information and approval

On behalf of the Central Detail Office:

Staff Name		Staff Number	
Establishment		Rank	
Signed		Date	

AD HOC LEAVE REQUEST FORM

Staff Name		Staff Number	
Establishment		Rank	
Date of Leave Requested		Shift	
Signed		Date	

Please forward this form to the Central Detail Office

Application	Granted	Refused	
Applicant informed of decision by		on	

If refused by the Central Detail Office please give reason for refusal:

On behalf of the Central Detail Office:

Staff Name		Staff Number	
Establishment		Rank	
Signed		Date	

APPENDIX 4

NORTHERN IRELAND PRISON SERVICE			
PROCEDURE TITLE		REGIME DELIVERY QUOTAS and SYSTEMS OF WORK	
PROCEDURE CODE		DATE of ISSUE	
EFFECTIVE DATE		SUPERSEDES	
OFFICE of ORIGIN		CONTACT DETAILS	
APPROVAL AUTHORITY		TRIM RECORD NUMBER	

Description

Application

Responsibility

Procedural Details: Regime Delivery Quotas

Procedural Details: Systems of Work

References:

The following documents may be referenced in relation to this procedure:

- ◆ Staff Deployment Policy
- ◆ Work Area Risk Assessment
- ◆ Regime Delivery Quotas
- ◆ European Working Time Directive

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APPENDIX 5
WORK AREA RISK ASSESSMENT

Prison Location	
Work Area	
Assessment Reference No	
Date of Assessment	dd/mm/yyyy

Statement

Background Information

General Comments

Contingency Plans

Residential Secure Pods

WORK AREA RISK ASSESSMENT

REVIEW PERSONNEL INVOLVED	NAME	POSITION

ASSESSMENT RELATED DOCUMENTS	

Description of Work Area (General)	
-------------------------------------------------------	--

Description of Work Area (Specific)	
--------------------------------------------------------	--

Security Categorisation of Prisoners	CATEGORY	PERCENTAGE
	CAT A	
	CAT B	
	CAT C	
	CAT D	
	CAT U	

Area Activities	
------------------------	--

General Hazards Identified with Area	
---------------------------------------------	--

	MEASURE	YES	FAIR	NO
	General Control Measures identified within Area	CCTV		
Good Visibility				
ECR Coverage				
Secure Building				
Fixed Discipline Alarms				
Personal Alarms				
Controlled Access				
Controlled Movement				
Secure Pod				
C & R Training/Appropriate PPE				
Body Fluids Spill Kits				
PATT's Testing Programme				
Hygiene Policy				
Wet Floor Signage				
Fire Control Measures identified within Area	Sprinkler System			
	Smoke Extraction			
	Cell Inundation			
	CSRE Sets			
	Fire Orders			
	Area Staff Fire Trained			
	Team Leader Daily Fire Check			
Miscellaneous Control Measures within Area	SPAR Processes			
	System of Work Procedures			
	Hazardous Materials Management			
Assessment Review Team Findings				
Additional Comments or Concerns raised on findings of the Assessment				

Resolution Process	
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AREA STAFFING PROFILE

Current SIP Staffing for Area		Revised SIP for Area	
Principal Officer		Unit Manager	
Senior Officer		Team Leader	
Officer		Offender Supervisor	
Operational Support Grade		Custody Officer	
Night Custody Officers		General Service Grade	
Review Team confirmed Staffing		YES	NO

H&S Advisor Signature		Date	
--------------------------------------	--	-------------	--

Functional Head/Unit Manager Signature		Date	
-----------------------------------------------------------	--	-------------	--

POA Representative Signature		Date	
---------------------------------------------	--	-------------	--

Governors Signature		Date	
--------------------------------	--	-------------	--

For Administration Use Only			
Assessment Review Copied to:	Governor	YES	NO
	Functional Head	YES	NO
	Team Leader	YES	NO
	P.O.A	YES	NO
On TRIM – Container No		TRIM Reference	

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APPENDIX 6

REGIME DELIVERY QUOTAS

The following table is not intended to provide proscriptive instructions to staff in which tasks are to be carried out, but is intended to be an indication of what level of regime delivery is expected with varying amounts of staff. On a daily basis it may be possible to provide greater delivery or a reduced level, depending on varying factors on the day in question.

The manager of the area may well decide to deploy his staff in a different manner after consideration of the requirements of individual inmates within his area or a group of inmates within the area in question.

In the document the term “domestics” refers to the provision of the basic elements of regime delivery such as;

Exercise.

Showering/Ablutions provision.

Telephones.

Hot Water, where applicable.

Personal laundry, including ironing of clothes.

Collection and distribution of weekly laundry change.

Distribution of Tuck-shop.

Haircutting.

Provision of unlock for orderlies to fulfil their tasks.

Any other reasonable requests which are normally facilitated on a daily basis.

Within the following staffing levels, the manager of the residential area will deploy staff in the Recreation Room/Dining Area and Exercise Yards after consideration to which landings are availing of the facilities, the type of inmates present and the numbers present in the areas.

In this document the term officer refers to all staff who work in the location including Custody Officers, Offender Supervisors, Operational Support Grades, and Nights Custody Officers and Main Grade Officers.

In conclusion it is the responsibility of the manager in the residential area to deliver a regime to all prisoners regardless of staffing levels. In doing this, staff can rely on physical controls to deliver the regime in a controlled manner to all.

[INSERT ACTIVITY AREA] STAFFING OPTIONS	
Normal Staffing Level	
Minimum Staffing Level	
Staff in Post	
Senior Officer	
Stores Officer	
Secure Pod	
Landing 1 & 2	
Landing 3 & 4	
Landing 5 & 6	
Association Period	

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APPENDIX 7

[INSERT ACTIVITY AREA] HIERARCHICAL PRIORITY POST LIST

REGIME DELIVERY LEVEL	ASSOCIATED PRIORITY AREA'S	ASSOCIATED PRIORITY POST'S
<p style="text-align: center;">Patrol State/Emergency Response & ancillary tasks, together with Healthcare support & meals provision</p>		

AND

<p style="text-align: center;">Committals/Discharges & Court Productions</p>		
-------------------------------------------------------------------------------------------------	--	--

AND

<p style="text-align: center;">Provision of Domestics, including showering/Ablutions provision, phones, hot water, personal laundry</p>		
--------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--

AND

<p style="text-align: center;">Provision for Family, Social & Legal Visits</p>		
-----------------------------------------------------------------------------------------------	--	--

REGIME DELIVERY LEVEL	ASSOCIATED PRIORITY AREA'S	ASSOCIATED PRIORITY POST'S
Provision of essential work services, Waste Collection, Industrial Cleaning, Tuck Shop & PEI		

AND

Provision of risk reduction and interventions work by OMU		
------------------------------------------------------------------	--	--

AND

Provision of Education and Work		
----------------------------------------	--	--

SAMPLE ONLY

NORTHERN IRELAND PRISON SERVICE			
PROCEDURE TITLE	REGIME DELIVERY QUOTAS and SYSTEMS OF WORK		
PROCEDURE CODE	SDAMP 10	DATE of ISSUE	01.07.12
EFFECTIVE DATE	01.07.12	SUPERSEDES	All other instructions
OFFICE of ORIGIN	Director of HR & OD	CONTACT DETAILS	Ronnie Armour Ext 25178/25115
APPROVAL AUTHORITY	Director General	TRIM RECORD NUMBER	12/102850

Description

The purpose of this procedure is to explain and establish Regime Delivery Quotas and the systems of work to be employed by Governors, Senior Officers and Staff in order to ensure that regimes for prisoners and our core business objectives are prioritised and maintained.

Application

This process will be applied by Governors, Central Detail managers, Line managers, and HQ staff.

Responsibility

The CDO is responsible to the Governor

The Senior Officer is responsible to the Unit manager

Procedural Details: Regime Delivery Quota's

- ◆ The maintenance of the regime for prisoners will always be the priority and responsibility of the Governor. The Governor is in charge of the prison and as such has complete authority over the management and deployment of all staff within the prison. It is the Governors priority to ensure that staff are deployed to maintain regimes for prisoners and our core business objectives.

- ◆ The Governor will establish in conjunction with the SPT a series of Regime Delivery Quotas (RDQ) for each work area within the prison. The RDQ will be the number of staff in each work area that the Governor needs in order to deliver the regime for prisoners and our core business objectives.
- ◆ The SPT will determine the RDQ for each work area and will complete an entire RDQ profile for the entire prison estate. Once this has been completed it will be given to the Governor for agreement and approval. Once the Governor has agreed the RDQ profile with the SPT it will be passed to the POA for consultation. The POA will have a 14 day period in which to evaluate the RDQ. The local POA chairperson and secretary will meet with the Governor and submit their comments in writing to the Governor for his consideration prior to implementation.
- ◆ Once the RDQ has been approved, each specific work area RDQ will be copied to the work area. The CDO will have a full copy of the entire Establishment RDQ. The RDQ will form part of the core documents for each work area and will be the responsibility of the Senior Officer for that area.
- ◆ The RDQ will clearly determine the extent of the regimes and routines which can be delivered with corresponding numbers of staff. The CDO will be responsible for the deployment of staff on a daily basis to ensure the RDQ for each work area is maintained as fully as possible.

Procedural Details: Systems of Work

- ◆ Systems of work for each work area will be based around and supported by two key documents and procedures, written Work Area Risk Assessments and Regime Delivery Quota's.
- ◆ The Work Area Risk Assessment (WARA) will be completed for each work area within the prison estate. The assessment will be carried out by a collective group consisting of the following staff:
 1. Health and Safety Advisor.

2. Work Area Unit Manager
3. Work Area Senior Officer
4. Establishment POA Representative

- ◆ The assessment process will take into consideration a number of key factors in determining the risk within the specific work area. The factors will consist of:
 1. Previous Risk Assessments
 2. General Description of the Work Area
 3. Specific Description of the Work Area
 4. General Description of Area Activities
 5. General Identification of Hazards
 6. Security Categorisation of Prisoners in the Location
 7. General Control Measures in place
 8. Fire Control Measures in place
 9. Miscellaneous Control Measure in place
 10. Staffing Arrangements in place
 11. Any concerns or disputes in relation to the Risk Assessment
- ◆ Once the assessment is complete, copies will be forwarded to the Governing Governor, the work area Unit Manager, the Health and Safety Advisor, the Work Area Senior Officer and the Establishment POA. Within the Work Area itself the Risk Assessment must be secured and available for inspection at all times
- ◆ The Senior Officer for each work area will make an assessment on a daily basis of the staffing situation in their area. If the Senior Officer finds their area short of the agreed Normal Staffing Level (NSL), they will refer to the RDQ for that work area and adjust the regime and routines accordingly. They will inform the CDO of two key matters:
 - a. The number of staff they are short of the NSL for their work area
 - b. The regime and routines which they have in operation
- ◆ This process is not designed to be prescriptive. The Work Area Senior Officer will constantly assess the situation in their area and if necessary adjust their

staffing and work activities accordingly. However, the priority of the Senior Officer is to support the Governor and manage their staff in order to maintain regimes and routines for prisoners and deliver our core business objectives.

- ◆ The CDO will provide the Governor with a daily report of the shortages and the adjustments made across the Establishment.
- ◆ The CDO must ensure that staff who are subject to these procedures are treated equitably and fairly in all aspects in the management of their deployment.
- ◆ The CDO must maintain appropriate records which must be available for audit and inspection at all times.

References:

The following documents may be referenced in relation to this procedure:

- ◆ Staff Deployment Policy
- ◆ Work Area Risk Assessment
- ◆ Regime Delivery Quotas
- ◆ European Working Time Directive

SAMPLE ONLY**WORK AREA RISK ASSESSMENT**

Prison Location	MAGHABERRY PRISON
Work Area	RESIDENTIAL – BANN HOUSE
Assessment Reference No	
Date of Assessment	dd/mm/yyyy

Statement

1. The Director General recognises and is committed to all aspects of Health and Safety at Work legislation, the exercise of the employers' duty of care and the maintenance of a safe system of work. Responsibility is placed on the Director General under the Health and Safety at Work Order (NI) 1978 and the Management of Health and Safety at Work (NI) Regulations 2001 for maintaining safe systems of work. Equally all staff are required to co-operate and support the application of this legislation in the workplace.
2. Based on the evidence accrued from the Custodial Services Profilers report which supports a more effective approach to the deployment of staff within relevant operational areas. This will assist in increasing officer visibility as well as ensuring the effective allocation and deployment of resources based on the principles of risk assessment, formal analysis of demand and the appropriate distribution of staff.

Background Information

3. A review was commissioned by the Northern Ireland Prison Service (NIPS) as part of the SEE Programme and has led to the development of

a Concept Target Operating Model (TOM) for each of the three Establishments; which describes how the business will function in the future, setting out management levels, proposed staff numbers and costs.

4. The TOM was approved by the SEE Programme Board and NIPS must now develop it into a detailed new staff roster for implementation, in conjunction with a new core day, from 1st April 2012.
5. Prior to the commencement of the work, the Director General extended an invitation to POA representatives from each of the three Northern Ireland Establishments to involve fully in the process. The invitation was turned down.
6. In the lead up to the ground work for this project supporting evidence/information for the groundwork phase has been compiled to support recommendations. This information has been stored in TOM Files for each Establishment. The Profiling Risk Assessments specific to areas have been compiled from the main Concept Target Operating Model reports. The new Staff to Prisoner's Ratios take into account the prisoner mix in terms of security classification and sentencing, accommodation/unit design, number of incidents and the management of SPAR processes. In all cases the team has applied the operational capacity on the assumption that no further staff will be required when the maximum number of prisoners is reached.

General Comments

7. The current working practices focus on officers carrying out duties to which they have been specifically assigned. When applied across a function, unit or work area, this approach can lead to inefficient work practices and ineffective deployment of staff. In order to address this issue, the team have examined alternative ways of working to achieve the same result and to help create a positive team ethos.

8. It is apparent that the current shift attendance patterns fail (in many cases) to meet the needs of our core business objectives and maintain effective and efficient regimes for prisoners. In tandem with these Work Area Risk Assessments, further work is being carried out to ensure that work has been profiled based on requirements and attendance patterns so that they exactly match the work.

9. The ground work for the reports also identified an over-reliance on technology, work stations, consoles and desks that were perhaps becoming a hindrance to possible efficiencies. In each of the square houses for example, the class office is generally occupied at all times simply because it contains a PRISM point.

Contingency Plans

10. Contingency Plans already exist for certain situations that may be encountered. However as part of this exercise a review will be carried out on any plans that may be impacted upon, given the introduction of the new profiles. Examples of plans to be reviewed will include:

- Emergency Fire Procedures.
- Immediate Incident Response.
- Large numbers of prisoners involved in periods of indiscipline

Residential Secure Pods

The team has been informed that capital funds have been made available from the 'minor works budget' to divert CCTV monitors to the ECR. These include general purpose (internal & external) and special observation cells. It is understood that funds have also been set aside to provide landing repeater panels within each landing office.

WORK AREA RISK ASSESSMENT		
	NAME	POSITION
REVIEW PERSONNEL INVOLVED	Joe Bloggs	NIPS Health & Safety
	Fred Smith	Bann House Team Lead
	Simon Simpson	Maghaberry Governor
	John Johnston	POA
ASSESSMENT RELATED DOCUMENTS	Health and Safety at Work Order (NI) 1978	
	Management of Health and Safety Regulations (NI) 2001 (Reg. 3	
	Health and Safety Policy	
	Generic Staff Post Assessment	
	Fire Risk Assessment	
	Custodial Services Profilers Report 2011/12	
	Development of Target Operating Model Files held on TRIM	
	Contingency Plans	
Description of Work Area	Maghaberry operates ostensibly as a Category B 'local prison' accommodating a significant number of Category	

(General)	D, C, B & A sentenced prisoners along with significant numbers of remand prisoners. Dependant on the number of prisoners that remain on each unit following movement to activities, staffing levels may reduce. Where possible, other unit-based work can be incorporated within residential duties thereby maximising efficiencies.
------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Description of Work Area (Specific)	<p>Bann House (Max Capacity 180) – Workplace Environment – this is a quadrangle ‘hotel corridor’ design with a central courtyard where exercise and other activities take place. The unit has 2 levels; accessed from a single point controlled by an OSG/s deployed to the Secure Pod. Cellular accommodation is split (for management purposes) as follows;</p> <p>Landings 1 & 2 (Committals) – two spurs of the quadrangle on the ground floor. Maximum capacity 67.</p> <p>Landings 3 & 4 (Induction) – two spurs of the quadrangle on the first floor. Maximum capacity 68.</p> <p>Landings 5 & 6 (Key Workers) – the remaining two spurs of the quadrangle on the first floor. Maximum capacity 45, all single cells. All prisoners have access to association each evening.</p> <p>The further two spurs on the ground floor are used for offices, a dining area and a prospective activity area. The building as recently been fitted with a sprinkler system which cover all areas including the cellular accommodation.</p>
--------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Security Categorisation of Prisoners	CATEGORY	PERCENTAGE
	CAT A	
	CAT B	
	CAT C	
	CAT D	
	CAT U	

Area Activities	<p>Bann House – the primary role of Officers deployed to the Bann House group is to provide a service for all new prisoners; through Reception, First Night Care and forward onto a constructive induction programme. Officers currently adopt a team ethos whereby they interact and cross-deploy across the function as required. As a consequence the current group consists of 46 Officers. Under the new profiling arrangements, this group ethos will not change, although with the incorporation of night duties (to be carried out on a roster basis), the number of Officer grades required will increase. Officers also are required to adhere to Safer Custody, Anti Bullying and other related NIPS Policies.</p>
------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

General Hazards Identified with Area	<p>Prisoner Aggression/Violence Hygiene Attempts of Self Harm leading to Body Fluid spillage Slips/Trips/Falls Electrical Equipment Fire</p>
---------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------

	MEASURE	YES	FAIR	NO
General Control Measures identified within Area	CCTV			
	Good Visibility			
	ECR Coverage			
	Secure Building			
	Fixed Discipline Alarms			
	Personal Alarms			
	Controlled Access			
	Controlled Movement			
	Secure Pod			
	C & R Training/Appropriate PPE			
	Body Fluids Spill Kits			
	PATT's Testing Programme			
	Hygiene Policy			
	Wet Floor Signage			
Fire Control Measures identified within Area	Sprinkler System			
	Smoke Extraction			
	Cell Inundation			
	CSRE Sets			
	Fire Orders			
	Area Staff Fire Trained			
	Team Leader Daily Fire Check			

<p>Miscellaneous Control Measures within Area</p>	<p>SPAR Processes</p>			
	<p>System of Work Procedures</p>			
	<p>Hazardous Materials Management</p>			
<p>Assessment Review Team Findings</p>	<p>Taking into account the function of each area, the prisoner mix and the maximum number of prisoners held on each landing, the review team recommends that the number of Officer grades required at unlock, meals, association and lockup be reduced from 4 to 3 on levels 1/2 & 3/4 and from 4 to 2 on levels 5/6. The rationale behind this recommendation and further changes to the current work profiles are detailed below.</p> <p><u>Committals – Landings 1 & 2</u> The analysis of new receptions show that there to be an average of 17 Committals per midweek day, 7 on Saturdays and up to 3 on Sundays, most Committals are located on Bann House with a minority of vulnerable prisoners being housed elsewhere. As these prisoners are mostly ‘unclassified’, they have been treated as (for profiling purposes) as Category B, i.e. apply a staff to prisoner ratio of circa 1:20 – 1:22.</p> <p>It is the view of the team that, 3 Officer grades should be sufficient at unlock, meals, etc. This would provide a staff to prisoner ratio of 1:22. However, between the periods following main movement of prisoners to work until they return and during the evening period the current regime does not allow for any prisoner association. We would therefore believe there is only a requirement to provide 2 Officer grades for generic landing duties at these times.</p> <p>The majority of work directly associated with committal prisoners is carried out both on the landing and in Reception where prisoners are interviewed, assessed, informed and guided through their first night in prison. The work begins following the first tranche of prisoners from about 14.00hrs until the last one is located at about 22.00hrs. For this reason the Review Team have profiled a single Officer grade during the midweek morning period and 2 Officer grades in the afternoon and evening. They have also included sufficient hours to accommodate the provision of additional activities when the refurbished accommodation on the ground is complete.</p> <p><u>Induction – Landings 3 & 4</u> As with the Committals landing, 3 Officer grades should</p>			

be sufficient at unlock, meals, etc. This again would provide a staff to prisoner ratio of 1:22. As the current regime does not allow for any prisoner association we believe there is only a requirement to provide 2 Officer grades for generic landing duties at this time.

Following the Committal process, most prisoners commence their induction within 2 – 3 days. Although the programme is relatively short, it is structured to the needs of the prisoner, some of whom will be transferred to Magilligan within 6 weeks. Delivery takes place during the morning period in a classroom on the 3/4 landing and is facilitated by an Officer and/or specialists. A second Officer is involved in the Assessments, preparing files for pending moves and completing compacts and agreements for prisoners to sign. To ensure this work can continue, we have included 2 Officer grades during this time with a further Officer grade during the afternoon for the purpose of evaluation and to support the process in the event of high prisoner numbers. A single Officer grade has also been included during the weekend AM period.

During the midweek evening period where we have provided 3 Officer grades, there will be sufficient supervision to provide a structured in-house activity regime for prisoners.

Key Workers – Landings 5 & 6

Up to 45 prisoners are located on the upper level of Bann House; landings 5 & 6. These prisoners are risk assessed and hold key jobs (kitchen etc.) throughout the establishment. As such, most are absent from the unit during the day with only about 12 prisoners remaining on the landing. At this time, Officers carry out generic landing duties as directed by the Unit Manager. In our view, 2 Officer grades should be sufficient to carry out duties on this landing at all times of the day.

As the majority of prisoners on Bann House (Landings 1/2 and 3/4) are unable to receive and regular structured activity at this time due to the prisoners being involved in the First Night and Induction process. It may appear impractical to locate key workers elsewhere in the establishment; indeed, we consider it to be beneficial that key workers can be offered association each evening when activity spaces are scarce within the unit.

<p>Additional Comments or Concerns raised on findings of the Assessment</p>	<p>Further information can be gained from the Custodial Services Profiling Report 2011/12 for Maghaberry Prison if required</p>
<p>Resolution Process</p>	<p>Resolution Process – where a consensus cannot be reached the issues must be documented in terms of staff numbers, grades and costs and presented to the Governing Governor or nominated Business Change Manager (BCM). These issues will be discussed between the Director General and respective Governing Governor when the report is completed as part of the process for agreeing the final staffing profile for each Establishment.</p>

AREA STAFFING PROFILE			
Current SIP Staffing for Area		Revised SIP for Area	
Principal Officer		Unit Manager	
Senior Officer		Team Leader	
Officer		Offender Supervisor	
Operational Support Grade		Custody Officer	
Night Custody Officers		General Service Grade	
Review Team confirmed Staffing		YES	NO

H&S Advisor Signature		Date	
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Functional Head/Unit Manager Signature		Date	
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POA Representative Signature		Date	
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Governors Signature		Date	
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For Administration Use Only			
Assessment Review Copied to:	Governor	YES	NO
	Functional Head	YES	NO
	Team Leader	YES	NO
	P.O.A	YES	NO
On TRIM – Container No		TRIM Reference	

SAMPLE ONLY

BANN HOUSE

REGIME DELIVERY QUOTAS

The following table is not intended to provide proscriptive instructions to staff in which tasks are to be carried out, but is intended to be an indication of what level of regime delivery is expected with varying amounts of staff. On a daily basis it may be possible to provide greater delivery or a reduced level, depending on varying factors on the day in question.

The manager of the area may well decide to deploy his staff in a different manner after consideration of the requirements of individual inmates within his area or a group of inmates within the area in question.

In the document the term “domestics” refers to the provision of the basic elements of regime delivery such as;

Exercise.

Showering/Ablutions provision.

Telephones.

Hot Water, where applicable.

Personal laundry, including ironing of clothes.

Collection and distribution of weekly laundry change.

Distribution of Tuck-shop.

Haircutting.

Provision of unlock for orderlies to fulfil their tasks.

Any other reasonable requests which are normally facilitated on a daily basis.

Within the following staffing levels, the manager of the residential area will deploy staff in the Recreation Room/Dining Area and Exercise Yards after consideration to which landings are availing of the facilities, the type of inmates present and the numbers present in the areas.

In this document the term officer refers to all staff who work in the location including Custody Officers, Offender Supervisors, Operational Support Grades, Night Custody Officers and Main Grade Officers.

In conclusion it is the responsibility of the manager in the residential area to deliver a regime to all prisoners regardless of staffing levels. In doing this, staff can rely on physical controls to deliver the regime in a controlled manner to all.

SAMPLE ONLY

BANN HOUSE STAFFING OPTIONS	
Normal Staffing Level	15
Minimum Staffing Level	2
Staff in Post	15
Senior Officer	Normal role duties
Stores Officer	1 Officer carries out store person duties
Secure Pod	<p>1 Officer present conducts the full range of duties connected with the Secure Pod</p> <p>1 Officer assists morning and afternoon including monitoring of CCTV coverage of Observation Cells on landings 5&6</p>
Landing 1 & 2	<p>3 Officers present provide normal regime to landing</p> <p>1 Officer assists regime delivery and committal work</p>
Landing 3 & 4	<p>3 Officers present provide normal regime to landing</p> <p>1 Officer delivers Induction</p>
Landing 5 & 6	<p>2 Officers present provide full unlock of landing</p> <p>1 Officer assists at unlock and supervises bin collection party</p> <p>1 Officer supervises Industrial Cleaning party</p>
Association Period	Normal Association Routine

BANN HOUSE STAFFING OPTIONS	
Normal Staffing Level	15
Minimum Staffing Level	2
Staff in Post	14
Senior Officer	Normal role duties
Stores Officer	Vacant
Secure Pod	<p>1 Officer present conducts the full range of duties connected with the Secure Pod</p> <p>1 Officer assists morning and afternoon including monitoring of CCTV coverage of Observation Cells on landings 5&6</p>
Landing 1 & 2	<p>3 Officers present provide normal regime to landing</p> <p>1 Officer assists regime delivery and committal work</p>
Landing 3 & 4	<p>3 Officers present provide normal regime to landing</p> <p>1 Officer delivers Induction</p>
Landing 5 & 6	<p>2 Officers present provide full unlock of landing</p> <p>1 Officer assists at unlock and supervises bin collection party</p> <p>1 Officer supervises Industrial Cleaning party</p>
Association Period	Normal Association Routine

BANN HOUSE STAFFING OPTIONS	
Normal Staffing Level	15
Minimum Staffing Level	2
Staff in Post	13
Senior Officer	Team Leader assists on landing where need arises
Stores Officer	Vacant
Secure Pod	<p>1 Officer present conducts the full range of duties connected with the Secure Pod</p> <p>1 Officer assists morning and afternoon including monitoring of CCTV coverage of Observation Cells on landings 5&6</p>
Landing 1 & 2	<p>3 Officers present provide normal regime to landing</p> <p>1 Officer assists regime delivery and committal work</p>
Landing 3 & 4	<p>3 Officers present provide normal regime to landing</p> <p>1 Officer delivers Induction</p>
Landing 5 & 6	<p>2 Officers present provide full unlock of landing</p> <p>1 Officer assists at unlock and supervises bin collection party</p>
Association Period	Normal Association Routine

BANN HOUSE STAFF SYSTEMS OF WORK	
Normal Staffing Level	15
Minimum Staffing Level	2
Staff in Post	12
Senior Officer	Team Leader assists on landing where need arises
Stores Officer	Vacant
Secure Pod	1 Officer present conducts the full range of duties connected with the Secure Pod including monitoring of CCTV coverage of Observation Cells on landings 5&6
Landing 1 & 2	3 Officers present provide normal regime to landing 1 Officer assists regime delivery and committal work
Landing 3 & 4	3 Officers present provide normal regime to landing 1 Officer delivers Induction
Landing 5 & 6	2 Officers present provide full unlock of landing 1 Officer assists at unlock and supervises bin collection party
Association Period	Normal Association Routine

BANN HOUSE STAFF SYSTEMS OF WORK	
Normal Staffing Level	15
Minimum Staffing Level	2
Staff in Post	11
Senior Officer	Team Leader assists on landing where need arises
Stores Officer	Vacant
Secure Pod	1 Officer present conducts the full range of duties connected with the Secure Pod including monitoring of CCTV coverage of Observation Cells on landings 5&6
Landing 1 & 2	3 Officers present provide normal regime to landing 1 Officer assists regime delivery and committal work
Landing 3 & 4	3 Officers present provide normal regime to landing 1 Officer delivers Induction
Landing 5 & 6	2 Officers present provide full unlock of landing
Association Period	Normal Association Routine

BANN HOUSE STAFF SYSTEMS OF WORK	
Normal Staffing Level	15
Minimum Staffing Level	2
Staff in Post	10
Senior Officer	Team Leader assists on landing where need arises
Stores Officer	Vacant
Secure Pod	1 Officer present conducts the full range of duties connected with the Secure Pod including monitoring of CCTV coverage of Observation Cells on landings 5&6
Landing 1 & 2	3 Officers present provide normal regime to landing 1 Officer assists regime delivery and committal work
Landing 3 & 4	3 Officers present provide normal regime to landing
Landing 5 & 6	2 Officers present provide full unlock of landing
Association Period	Normal Association Routine

BANN HOUSE STAFF SYSTEMS OF WORK	
Normal Staffing Level	15
Minimum Staffing Level	2
Staff in Post	9
Senior Officer	Team Leader assists on landing where need arises
Stores Officer	Vacant
Secure Pod	1 Officer present conducts the full range of duties connected with the Secure Pod including monitoring of CCTV coverage of Observation Cells on landings 5&6
Landing 1 & 2	2 Officers present provide controlled movement for domestic provision 1 Officer assists regime delivery and committal work
Landing 3 & 4	3 Officers present provide normal regime to landing
Landing 5 & 6	2 Officers present provide full unlock of landing
Association Period	Normal Association Routine

BANN HOUSE STAFF SYSTEMS OF WORK	
Normal Staffing Level	15
Minimum Staffing Level	2
Staff in Post	8
Senior Officer	S.O. assists both landings where need arises. At other times S.O. to assist on landings 3&4 for regime delivery
Stores Officer	Vacant
Secure Pod	1 Officer present conducts the full range of duties connected with the Secure Pod including monitoring of CCTV coverage of Observation Cells on landings 5&6
Landing 1 & 2	2 Officers present provide controlled movement for domestic provision 1 Officer assists regime delivery and committal work
Landing 3 & 4	2 Officers present provide controlled movement for domestic provision
Landing 5 & 6	2 Officers present provide full unlock of landing
Association Period	Normal Association Routine

BANN HOUSE STAFF SYSTEMS OF WORK	
Normal Staffing Level	15
Minimum Staffing Level	2
Staff in Post	7
Senior Officer	S.O. assists both landings where need arises. At other times S.O. to assist on landings 1&2 for outstanding committal duties
Stores Officer	Vacant
Secure Pod	1 Officer present conducts the full range of duties connected with the Secure Pod including monitoring of CCTV coverage of Observation Cells on landings 5&6
Landing 1 & 2	2 Officers present provide controlled movement for domestic provision
Landing 3 & 4	2 Officers present provide controlled movement for domestic provision
Landing 5 & 6	2 Officers present provide full unlock of landing
Association Period	<p>1 Officer Secure Pod</p> <p>2 Officers provide controlled movement for domestic provision to landings 1&2</p> <p>4 Officers provide controlled movement for domestic provision to landings 3,4,5&6</p>

BANN HOUSE STAFF SYSTEMS OF WORK	
Normal Staffing Level	15
Minimum Staffing Level	2
Staff in Post	6
Senior Officer	S.O. assists both landings where need arises. At other times S.O. to assist on landings 1&2 for outstanding committal duties
Stores Officer	Vacant
Secure Pod	1 Officer present conducts the full range of duties connected with the Secure Pod including monitoring of CCTV coverage of Observation Cells on landings 5&6
Landing 1 & 2	2 Officers present provide controlled movement for domestic provision
Landing 3 & 4	3 Officers present provide controlled movement for domestic provision
Landing 5 & 6	This may include a full unlock of landing 5&6 if no observation cells are occupied with the remaining staff deployed to landings 3&4
Association Period	<p>1 Officer Secure Pod</p> <p>2 Officers provide controlled movement for domestic provision to landings 1&2</p> <p>3 Officers provide controlled movement for domestic provision to landings 3,4,5&6</p>

BANN HOUSE STAFF SYSTEMS OF WORK	
Normal Staffing Level	15
Minimum Staffing Level	2
Staff in Post	5
Senior Officer	S.O. assists both landings where need arises. At other times S.O. to assist on landings 1&2 for outstanding committal duties
Stores Officer	Vacant
Secure Pod	1 Officer present conducts the full range of duties connected with the Secure Pod including monitoring of CCTV coverage of Observation Cells on landings 5&6
Landing 1 & 2	2 Officers present provide controlled movement for domestic provision
Landing 3 & 4	2 Officers present provide controlled movement for domestic provision
Landing 5 & 6	
Association Period	1 Officer Secure Pod 2 Officers provide controlled movement for domestic provision to landings 1&2 2 Officers provide controlled movement for domestic provision to landings 3,4,5&6

BANN HOUSE STAFF SYSTEMS OF WORK	
Normal Staffing Level	15
Minimum Staffing Level	2
Staff in Post	4
Senior Officer	S.O. assists both landings where need arises. At other times S.O. to assist on landings 1&2 for outstanding committal duties
Stores Officer	Vacant
Secure Pod	1 Officer present conducts the full range of duties connected with the Secure Pod including monitoring of CCTV coverage of Observation Cells on landings 5&6
Landing 1 & 2	1 Officer present conducts patrol state
Landing 3 & 4	2 Officers present provide controlled movement for domestic provision
Landing 5 & 6	
Association Period	1 Officer Secure Pod 1 Officer on patrol state duties 1 & 2 2 Officers provide controlled movement for domestic provision to landings 3,4,5&6

BANN HOUSE STAFF SYSTEMS OF WORK	
Normal Staffing Level	15
Minimum Staffing Level	2
Staff in Post	3
Senior Officer	S.O. assists both landings where need arises. At other times S.O. to assist on landings 1&2 for outstanding committal duties
Stores Officer	Vacant
Secure Pod	1 Officer present conducts the full range of duties connected with the Secure Pod including monitoring of CCTV coverage of Observation Cells on landings 5&6
Landing 1 & 2	1 Officer present conducts patrol state
Landing 3 & 4	1 Officer present conducts patrol state
Landing 5 & 6	
Association Period	1 Officer Secure Pod 1 Officer on patrol state duties 1 & 2 1 Officer on patrol state duties 3,4,5,6

BANN HOUSE STAFF SYSTEMS OF WORK	
Normal Staffing Level	15
Minimum Staffing Level	2
Staff in Post	2
Team Leader	S.O. assists both landings where need arises. At other times S.O. to assist on landings 1&2 for outstanding committal duties
Stores Officer	Vacant
Secure Pod	No staff present. Pod secured and associated tasks controlled from ECR
Landing 1 & 2	1 Officer present conducts patrol state
Landing 3 & 4	1 Officer present conducts patrol state
Landing 5 & 6	
Association Period	2 Officer on House patrol state duties

SAMPLE ONLY

MAGILLIGAN HIERARCHICAL PRIORITY POST LIST

REGIME DELIVERY LEVEL	ASSOCIATED PRIORITY AREA'S	ASSOCIATED PRIORITY POST'S
<p>Patrol State/Emergency Response & ancillary tasks, together with Healthcare support & meals provision</p>	<p>1.Extern Gate 2.Main Gate 3.ECR x 2 4.Key Room 5.Kitchen Staff 6.Health Care Staff 7.H1 Staff 8.H2 Staff 9.H3 Staff 10.Halward House 11.PSU Staff 12.Security Staff 13 Fire Safety Staff</p>	

AND

<p>Committals/Discharges & Court Productions</p>	<p>14.Reception Staff 15.VideoLink Staff 16Committal Landing</p>	
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AND

<p>Provision of Domestics, including showering/Ablutions provision, phones, hot water, personal laundry</p>	<p>17.Health Care Staff 18.H1 Staff 19.H2 Staff 20.H3 Staff 21.Halward House 22.PSU Staff</p>	
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AND

Provision for Family, Social & Legal Visits	23. Domestic Visits Staff 24. Legal Visits Staff 25. Visitors Search Staff 26. Visitors Transport Staff	
REGIME DELIVERY LEVEL	ASSOCIATED PRIORITY AREA'S	ASSOCIATED PRIORITY POST'S
Provision of essential work services, Waste Collection, Industrial Cleaning, Tuck Shop & PEI	27. Bin Party Staff 28. Tuck Shop Staff 29. PEI Staff 30. Work Party Staff	

AND

Provision of risk reduction and interventions work by OMU	31. PDU Staff	
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AND

Provision of Education and Work	32. Education Staff 33. Workshop Staff	
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