

# ANNUAL REPORT 2016



IRISH PRISON SERVICE | CREATING A BETTER ENVIRONMENT



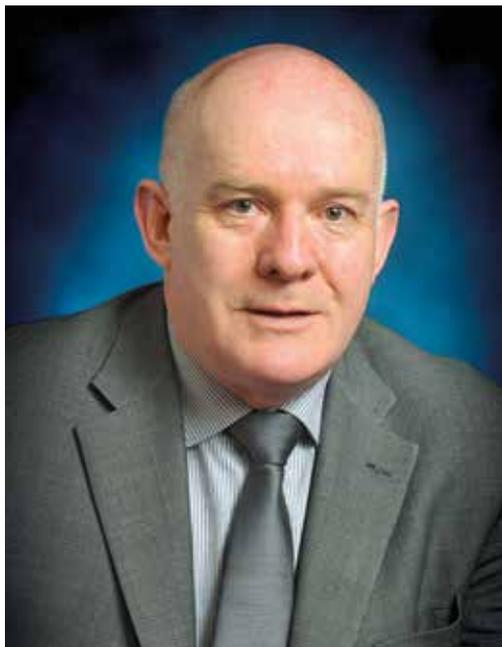
IRISH PRISON SERVICE | CREATING A BETTER ENVIRONMENT

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# DIRECTOR GENERAL'S REPORT

TO: THE TÁNAISTE AND MINISTER FOR JUSTICE AND EQUALITY  
MS FRANCES FITZGERALD, T.D.



Michael Donnellan | **Director General**

**Minister,**

**I am pleased to transmit to you the Annual Report of the Irish Prison Service for 2016.**

## **Strategic Plan 2016 – 2018, Creating a Better Environment.**

The Irish Prison Service Strategic Plan 2016 – 2018 was launched on 27 June 2016 and sets out the key strategic actions the Service will take, in partnership with our stakeholders over the lifetime of the plan.

Over the lifetime of this strategy we will build on the successes of the past and continue to build a better environment throughout our Service by developing and progressing our four key actions; Support for Staff, Support for Prisoners, Support for Victims and Enhancing Organisational Capacity. Through the delivery of this Strategic Plan and by working together we, the Irish Prison Service and all its staff and partners, will deliver on our mission of “Providing safe and secure custody, dignity of care and rehabilitation to prisoners for safer communities”. The progress report on the implementation of year 1 of the Strategic Plan forms part of this report. I would like to thank everyone who works in the Irish Prison Service for their continued dedication and professionalism.

## **Prison Staff**

The first recruitment campaign for new Recruit Prison Officers since 2008 commenced in July 2016. A job analysis carried out by occupational psychologists identified six competencies - Directing Others, Supporting Others, Conscientiousness, Resilience, Adaptability, Information Handling and Communication, to relate to the underlying skills, attitudes and behaviours that underpin a range of tasks required for the role of the Prison Officer. These new staff will ensure that the Irish Prison Service is renewed and has the capacity to continue to provide safe, secure custody and rehabilitation in all prisons throughout the country.

## Creating a Safer Environment for Staff

The role of a prison officer is a difficult and challenging one. Prison staff must deal with a wide range of complex issues and there are occasions when they are subjected to unacceptable acts of violence. The Irish Prison Service is committed to creating a safer environment for all those who work or live within our prison walls. Following a number of serious assaults on prison staff, the States Claims Agency commenced a review of assaults on prison staff by prisoners, and in November 2016, the SCA presented the report to the Tánaiste. The report noted many positive findings including that given the number of committals, the ratio of assaults to the number of prisoners in the system was very low. The report contains a large number of recommendations which were accepted and will be implemented – an undertaking that has been included as a Key Action in the Irish Prison Service’s Strategic Plan 2016-2018.

Initiatives have been developed to improve the working environment and promote the active participation of employees in health activities, and to take a proactive approach focusing on preventative measures to avoid injury and illness. The Service is committed to ensuring that any staff member who is subject to or witnesses an assault is given the necessary supports in the aftermath of the incident. Critical Incident Stress Management (CISM) is being rolled out to prison personnel who encounter stressful situations and to provide guidance to staff on how to manage and control stress and reduce or eliminate uncontrolled stress.

We also aim to promote the positive physical and mental health of all employees, improve workplace morale, productivity and reduce absenteeism with resulting benefits to staff, prisoners and taxpayers. INSPIRE Workplace solutions were contracted by the Irish Prison Service in 2016 to provide 24/7/365 free counselling service for all staff. This initiative enables staff to access counselling and builds on our staff resources & strengths. These initiatives and techniques for staff should assist in lowering incidences of chronic health problems, reduce stress and improve mental health outcomes for our staff.

## Prison Numbers

2016 saw a decrease in total committals to prison with 15,099 committals which is a decrease of 12.2% on the previous year total of 17,206. 12,579 persons were sent to prison in 2016 compared to 14,182 in 2015, a decrease of 11.3%, of those, 79.8% were male and 20.2% were female. The total of 15,099 committals comprised of 11,660 under sentence, 2,976 on remand, 37 for European Arrest Warrant extradition, 421 under immigration law and 5 for indefinite contempt of court.

The overall daily average number of prisoners in custody in 2016 was 3,718 compared to 3,722 in 2015. The average number of female offenders in custody was 140, a 6.9% increase on the 2015 average of 131.

## Community Return Programme and Community Support Scheme.

The Community Return Programme has been one of the success stories for the Criminal Justice System. Since 3 October 2011 when the scheme commenced we have had almost 1840 prisoners released back into the community. The Scheme, which is managed by a co-located Irish Prison Service – Probation Service (IPS-PS) Unit is delivering tangible benefits for the State in improving resettlement of offenders and reducing reoffending.

The value of work to the community during the first 26 months of the scheme, which would otherwise not have been completed, was estimated as over 1.7 million euro representing 201,000 hours work completed. This work took place on projects in areas such as the homeless services, local schools, community projects, youth and sports clubs, graffiti projects and other charitable organisations. There were 301 releases in 2016.

## Joint Strategy for the Management of Offenders and J-ARC (Joint Agency Response to Crime)

In September 2016 the first Joint Strategy for the Management of Offenders and the extension of the joint agency initiative to Dundalk, Limerick City and Waterford City was announced. The Joint Strategy, drawn up by the Probation Service, the

Irish Prison Service and An Garda Síochána and with the full support of the Department of Justice and Equality, recognises that in order to protect the public and reduce victimisation in Irish society, a joint approach to the management of offenders is essential. The Joint Strategy sets out a range of agreed key objectives and supporting actions for the enhanced management of offenders, to be advanced on an inter-agency basis in the period 2016-2018. It places particular emphasis on the management of high-volume offenders, sex offenders, perpetrators of domestic violence, combined with a strong focus on the rights and protection of crime victims. It sets out how J-ARC plays a key part in the tackling of burglary and other property crime.

### Cost per Available, Staffed Prison Space

The average annual cost of an available, staffed prison space during the calendar year 2016 was €69,421, a slight increase on the 2015 cost of €68,628.

### Inspector of Prisons

It was with shock and sadness that I learned on 26 November 2016 of the sudden death of Judge Michael Reilly, the Inspector of Prisons. Judge Reilly has given great service as Inspector of Prisons since 2008 and, since my appointment as Director General in 2011, I have been privileged to work closely with him and to witness the passion and dedication that he showed for the role. Judge Reilly's reports and recommendations have been the catalyst for many changes in the Irish Prison Service and his contribution to prison reform has been hugely significant.

### Corporate Governance

The IPS Corporate Governance framework published in April 2016 sets out the structures and working arrangements that comprise the internal governance and senior management framework of the Irish Prison Service. It has been prepared in line with the Corporate Governance Standard for the Civil Service taking into account the particular requirements of the Irish Prison Service. Good governance is central to effectively discharging statutory and policy obligations. The requirement to ensure the Irish Prison Service adheres to

good governance applies to all management and staff and not only to those in key leadership and governance roles.

### Modernisation of Prison Estate

The Irish Prison Service continued to progress and deliver on its capital plan to eliminate the practice of slopping out, while simultaneously providing improved accommodation and education/Work Training facilities for prisoners. Visiting facilities to maintain and improve family links, which play a vital role in a prisoner's rehabilitation, also continue to be improved. These advances will lead to an enhanced living environment for prisoners and an enhanced working environment for staff across the prison Estate.

With the construction of a new prison in Cork which opened on 12 February 2016 and the refurbishment of Mountjoy which is scheduled to be complete in 2017, 98% of prisoners now have access to in-cell sanitation an increase from 72% of prisoners in 2010. Over the lifetime of the Irish Prison Service Capital Plan 2018 – 2021, plans for a new cellblock and a new female prison unit in Limerick along with plans for the construction of a new maximum security unit at Portlaoise prison to replace the existing outdated "E" block will be progressed. Taken in tandem these two developments will result in the final elimination of the practice of "slopping out" across the entire of the Irish Prison estate.

***The Prison Service will continue to enhance the safety of our citizens by providing rehabilitation and opportunities for prisoners working in collaboration with the Department, the relevant Justice agencies and other relevant statutory and non-statutory bodies and will continue to strive to provide a world class Prison Service.***



Michael Donnellan | Director General



**OVERVIEW**  
**OF**  
**IRISH**  
**PRISON**  
**SERVICE**



## OUR MISSION

Providing safe and secure custody, dignity of care and rehabilitation to prisoners for safer communities.



## OUR VISION

A safer community through excellence in a prison service built on respect for human dignity.



## OUR VALUES



**TEAM WORK** We achieve more by working together than we can as individuals working alone



**INTEGRITY** We must always have the courage to do the right thing, the decent thing even when no one else is watching



**POTENTIAL** Everyone has the potential to be a better person and we actively seek to provide staff and those in custody with opportunities to realise and achieve this



**SAFETY** We actively contribute to maintaining an environment in which staff and those in our custody feel emotionally and physically safe and ultimately, contribute to a safer community



**SUPPORT** We actively seek to provide supports to staff and support rehabilitation of those in custody



# THE ORGANISATION



# THE ORGANISATION

Political responsibility for the prison system in Ireland is vested in the Minister for Justice and Equality. The Irish Prison Service operates as an executive agency within the Department of Justice and Equality. It is headed by a Director General supported by 5 Directors.

The Irish Prison Service deals with male offenders who are 17 years of age or over and female offenders who are 18 years of age or over.

The Irish Prison Service is administered centrally with its headquarters located in Longford Town.



Fig. 1 The Irish Criminal Justice System

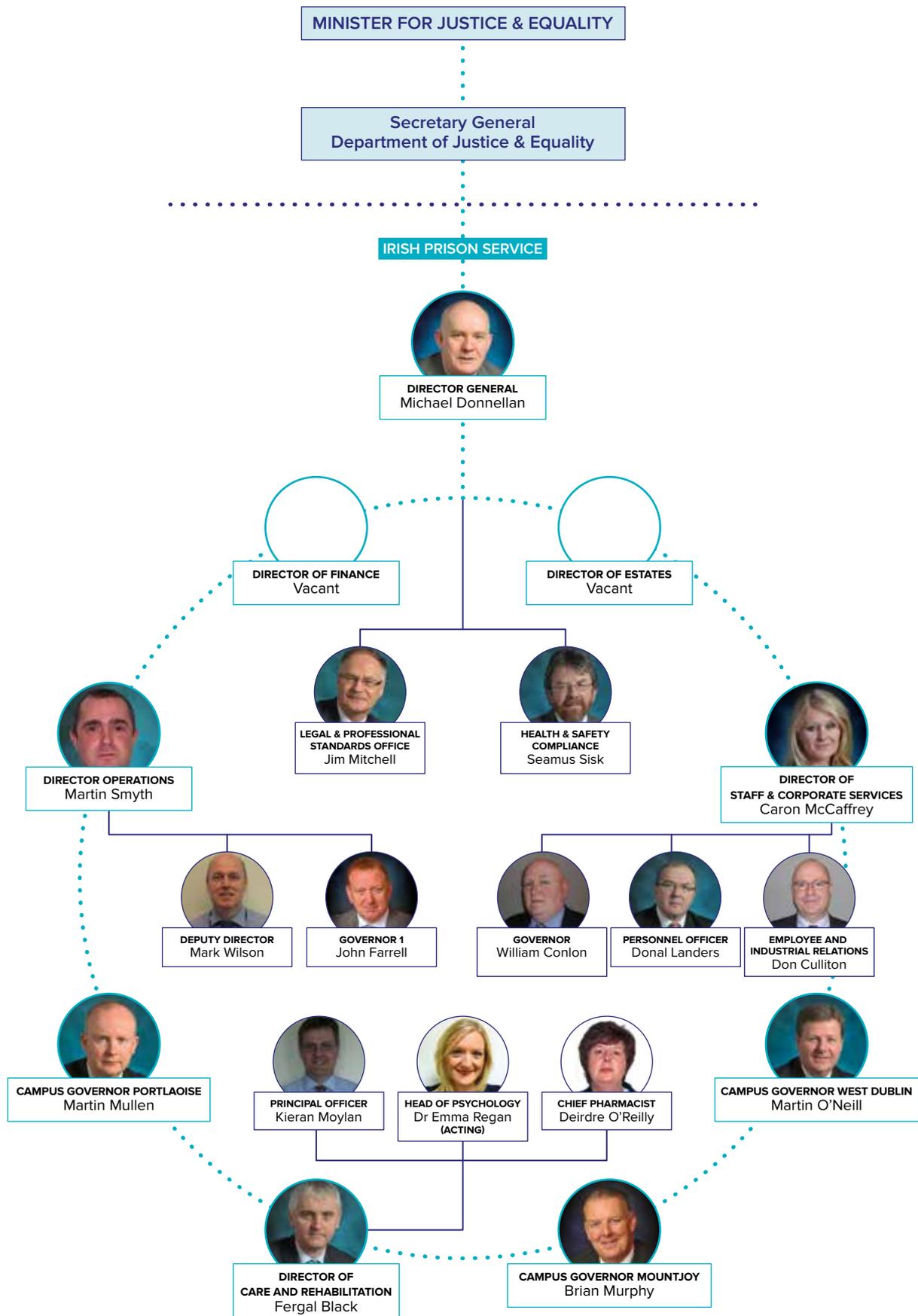


Fig 2 Irish Prison Service Headquarters and Directorates

## Budget

The annual budget for the Irish Prison Service for 2016 was € 332.058 million.

## Staff

At end 2016 there were 3215.27 (wte) staff in the Irish Prison Service including civilian grades and headquarters staff.

## Statutory Framework

The Prison Service operates within a statutory framework comprising:

- the Prisons Acts, including the Prisons Act, 2007;
- relevant provisions in other statutes such as the Prisons (Visiting Committees) Act, 1925, the Criminal Justice Act, 1960, the Criminal Justice (Miscellaneous Provisions) Act, 1997, the Criminal Justice Act, 2007, other criminal justice acts and the Transfer of Sentenced Persons Acts, 1995 and 1997;
- the Prison Rules, 2007, including the Prison Rules Amendment (2014); and.
- the European Convention on Human Rights Act 2003.

For persons held on immigration related matters the main legislative provisions are the Immigration Acts 1999, 2003 and 2004, their associated regulations, the Illegal Immigrants Trafficking Act 2000 and the Refugee Act 1996.

The Prison Service also takes due account of various international human rights treaties, declarations, standards and recommendations, including:

- the Universal Declaration of Human Rights;
- the European Convention on Human Rights;
- the United Nations Standard Minimum Rules for the Treatment of Prisoners;
- the European Prison Rules 2006;
- the United Nations Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment;
- the United Nations Covenant on Civil and Political Rights; and
- the European Convention for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment.

The Prison Service also takes due account of the Reports of the Inspector of Prisons and endeavours to implement the Inspector's recommendations.

## Implementation of Programme for Government

As an executive agency of the Department of Justice and Equality, the Irish Prison Service supports the Department in the implementation of the relevant provisions of the Government's Programme for National Recovery, 2011 – 2016 including commitments:

- to enhance safety in our communities;
- to balance the needs of the community and those of victims of crime and the rights of those accused;
- to deliver services in an economically viable manner/within budget;
- to drive cross organisational co-operation and goal sharing between all justice and equality organisations with other Departments and agencies;
- to contribute to effective cross-functional and joint agency collaboration, for example, in relation to social policy, children, substance misuse and other cross-Government issues;
- to contribute to the Government's "Open Government" reform initiative;
- to contribute to improved organisational efficiency and effectiveness, knowledge management and service delivery;
- to continuously update criminal and civil law.

## Public Service Reform

The Irish Prison Service fully supports the Government's Public Service Reform programme, which is being driven by the Department of Public Expenditure and Reform, and is committed to the development and implementation of the Integrated Reform Plan for the Justice and Equality Sector. Flowing from the Civil Service Renewal Plan, the Irish Prison Service is committed to operating as a single, unified organisation, one which is agile and responsive to the changing needs within the service, an organisation which is continuously learning and improving by being more open to challenging itself and welcoming of external ideas.

## Strategy for the Department of Justice and Equality

As an executive agency of the Department of Justice and Equality, and as a key element of the criminal justice system, the Irish Prison Service will continue to support the Department in delivering on the goals contained in its Strategy Statement; to build an organisation that meets the visions set out in the Civil Service Renewal Plan and in the Report of the Independent Review Group on the Department of Justice and Equality (Toland Report).

### Protected Disclosures

The Director General and Executive Management Team of the Irish Prison Service are strongly committed to ensuring that the culture and work environment are such that any member of staff is encouraged and supported in 'speaking-up' on any issue that may impact adversely on the Irish Prison Service's ability to properly and fully carry out all its roles and responsibilities to the high performance standard required. Responsibility for organising the investigation of disclosures was assigned to the Head of Internal Audit. In 2016, there were seven protected disclosure concerns received under the Irish Prison Service Protected Disclosure policy of which two were upheld and their implementation is tracked by the Internal Audit Unit and reported to the Executive Management Team.

### Irish Prison Service Management and Governance Structure

The IPS Corporate Governance framework published in April 2016 sets out the structures and working arrangements that comprise the internal governance and senior management framework of the Irish Prison Service. It has been prepared in line with the *Corporate Governance Standard for the Civil Service 2016* taking into account the particular requirements of the Irish Prison Service. Good governance is central to effectively discharging statutory and policy obligations. It ensures that a framework of structures, policies and processes are in place to deliver on these obligations and allows for an objective assessment of management and corporate performance. Governance also focuses on the culture and the set of relationships between the Minister, the Department, senior management, all staff and stakeholders in determining the direction and performance of the Irish Prison Service. The requirement to ensure the

Irish Prison Service adheres to good governance applies to all management and staff and not only to those in key leadership and governance roles.

The Irish Prison Service is headed by the Director General supported by Directors (Care and Rehabilitation, Operations, Staff and Corporate Services, and Prison Governors). Central to the efficient administration of the functions entrusted to the Irish Prison Service is clarity about individual roles and responsibilities. The Executive Management Team provides this clarity through the proper operation of the governance arrangements and management procedures and policies within this framework with a particular emphasis on communications. The Irish Prison Service corporate governance and management structures are in four key layers, as follows:

**IPS Executive Management Team** This group comprises the Director General, all Directors and Campus Governors and acts as the strategic decision making body for the Service. All proposals coming before the EMT are critically analysed and challenged and all implications considered to ensure that decisions align with the strategic objectives of the organisation. Where necessary, on foot of decisions reached, resource re-alignment or re-allocation is also considered. The Executive Management Team considers the proposals emanating from the Strategy and Policy Group and are the ultimate decision making body in this regard. This ensures integrated decision making process.

**IPS Strategy and Policy Group** The Strategy & Policy Group (comprising of Governors, Directors and Principal Officers) provide a forum for considering (service wide issues) brainstorming, developing options, sharing information, coordinating resources, identifying dependencies, outlining concerns and a range of other functions.

**IPS HQ Management Team** At Headquarters level the management team – comprising all Directors, POs and AP representatives from each Directorate and Business area- meet on a monthly basis. The management team operates as an effective channel to disseminate IPS wide information, proposals and developments to senior HQ staff and acts as a conduit for channelling issues from HQ to the Strategy Policy Group for deliberation.

**Prison Management Team** Each institution has a Prison Management Team, which meets on at least a monthly basis. The group comprises the prison management team and functional heads (e.g. Head Teacher, Senior Psychologist, Chaplain, and Senior Probation Officer). This group maintains an overview on the management and operation of the prison. The Governing Governor uses this forum to disseminate IPS wide information, developments, policy etc. to the management team and the forum provides an opportunity to identify/consider issues which may warrant further consideration by the Strategy and Policy Group.

## **Section 42 of the Irish Human Rights & Equality Act, 2014**

The Irish Prison Service is responsible for the safe secure custody of all those committed to it by the courts. While it is our duty to enhance public safety by holding securely those committed by the courts our role must be deeper than just a custodial function. We are committed to ensuring that those deprived of their liberty are treated with dignity and with humanity. Prisoner care and rehabilitation is a core aim of the Service and we strive to achieve a balanced approach in the effective performance of our care and custody functions.

As a responsible organisation of the State we operate within the parameters set out in Irish, European and international human rights law. We promote equality and human rights through our policies and practices. This promotion of human rights through our day to day operations forms part of our broader objective to be a values driven organisation.

This is equally applicable to how we interact with our staff and we are committed to creating a better work environment for staff that promotes positive engagement, open communication, fairness, equality and respect. Our approach is underlined by our core organisational values of Teamwork, Integrity, Positivity, Safety and Support. We value and trust our staff and we treat them in a respectful manner. Equally, we expect our staff to behave in a fair and respectful manner to all who work, reside or visit our institutions. We support staff diversity and take appropriate action against discrimination, bullying and harassment. We ensure that our recruitment and promotions competitions are fair, equitable and open. We promote equality of opportunity for all.

We support our staff to maintain good physical and mental health through the provision of health programs such as health screening and wellness programs.

The concept of humane treatment and awareness of international human rights instruments are embedded through all elements of Irish Prison Service training programmes. Awareness of international instruments, as well as an appreciation of the ethical context within which prisons must be administered form part of the training. All technical skills are underpinned by a belief in the dignity and humanity of everyone involved in prisons. All training programmes emphasise the need to treat prisoners as individuals with humanity and respect and to act within the law at all times. We have worked and will continue to work with the Irish Human Rights and Equality Commission to develop bespoke human rights training for prison staff.

We strive to ensure that conditions of detention for all prisoners, either physical or regime, conform to international standards including those instruments set out by the United Nations as a minimum. Where possible, we strive to exceed these standards and become a global leader in penal practice. Where deficiencies are identified we ensure appropriate action is taken to address same. We are continuing to implement a comprehensive capital programme of works to modernise and improve the physical conditions of our prison estate including the elimination of "slopping out". We continue to build on the many positive developments made in this regard in recent years.

We are aware that the deprivation of liberty is the sentence handed down by the courts as punishment for offending and that our role is to administer that sentence in a way which is no more restrictive than required. We ensure that prison regimes provide for appropriate out-of-cell time and sufficient constructive activities are provided during periods of unlock. When the restriction of a prisoner's regime is necessary we ensure that it is done for no longer than is required and in a manner that upholds the prisoner's right to access, where possible, prison services including education, training and healthcare.

We are committed to reducing the use of solitary confinement to only extreme cases and where

absolutely necessary for security, safety or good order reasons and for the shortest possible time. We ensure that in such cases prison management has in place an individual management plan for each prisoner and access to appropriate services is provided as far as possible and that the mental health of the prisoner is regularly reviewed.

We ensure that we provide prisoners with access to the same quality and range of healthcare services as that available to those entitled to General Medical Scheme (GMS) health services in the community. Prison Service healthcare is committed to treating all prisoners with dignity accepting that, notwithstanding the limitations on personal autonomy imposed by imprisonment, they should be directly involved in their health care. The appropriate confidentiality of medical treatment and information will be maintained except where in the opinion of medical staff, and the advice of other prison staff, the prisoner requires an escort on grounds of security.

One of the core values of the Irish Prison Service is to endeavour to help prisoners, where possible and appropriate, to maintain and develop positive relationships with their families. Every effort is made to ensure that prisoners are located as close to their home as possible to facilitate visits from family and friends. We ensure that these visits take place in an environment which maximises the engagement between the prisoner and visitor and that conditions for visits, as well as decisions regarding the denial of visits, are sensitive to the needs of children. We ensure that staff are aware of the need to treat prison visitors with dignity and respect and we are committed to enhancing the prison visit taking account of all appropriate security considerations.

We are aware of and understand the special role we have on behalf of society in respecting the dignity of the prisoners in our care. Through strong leadership by our management teams we ensure that all our staff are mindful of this responsibility. We recognise that this standard is not always met and therefore prisoners have a right to make complaints/requests to prison management and to independent bodies. We know that prisoners are in a vulnerable position and they must have access to a credible and independent complaints system that deals with genuine complaints in an open, transparent and independent way and provides

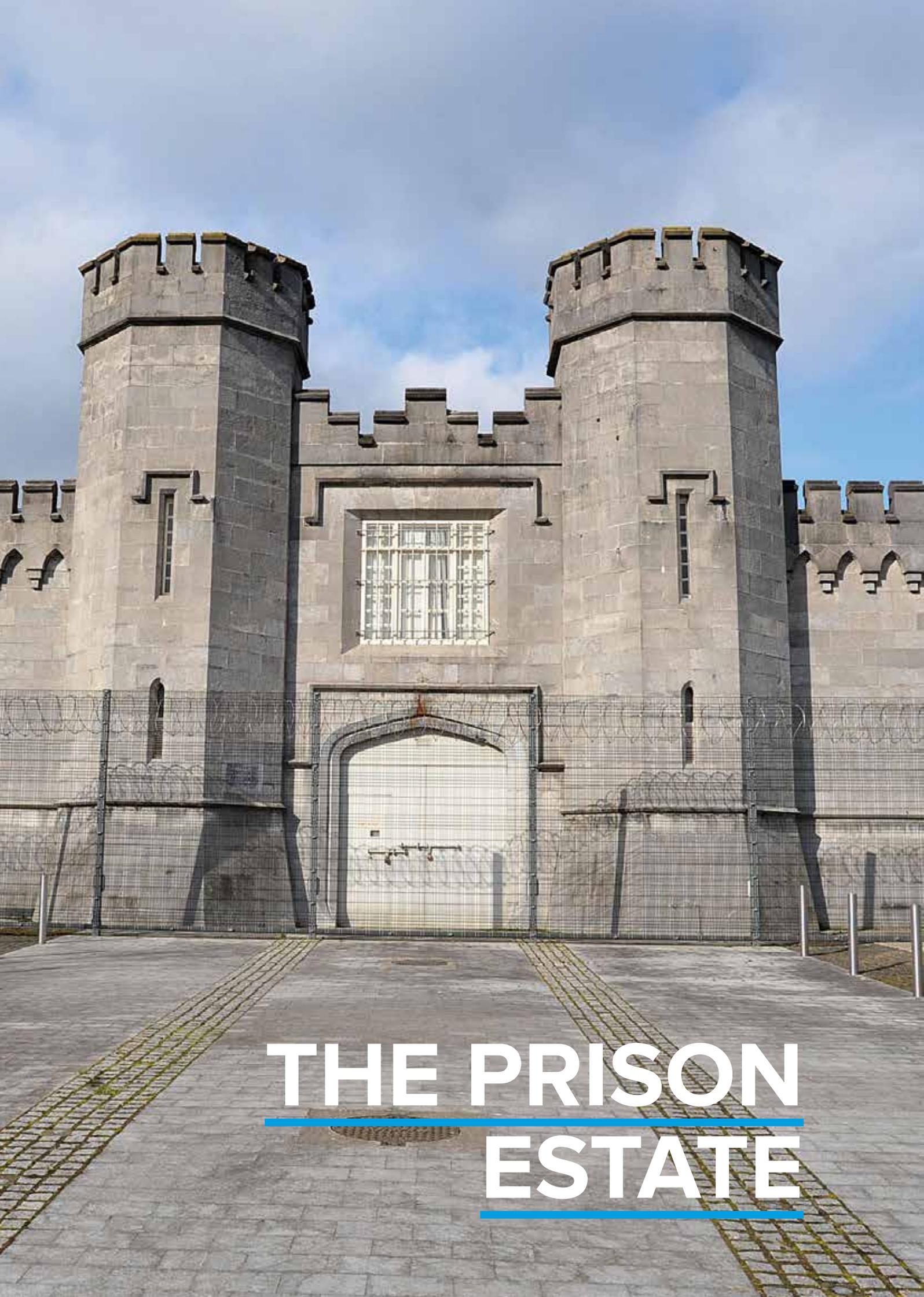
appropriate redress. If a prisoners complaint is against a person including staff members we will ensure that due process is afforded to all persons under investigation and uphold the rights of all.

We operate a fair and open prison discipline system in line with legislation set out in the Prison Rules 2007 and the Prisons Act 2007. We ensure that the imposition of disciplinary sanctions are imposed in a consistent and fair manner across all prisons. We have introduced guidelines for prison management in this regard. We ensure that sanctions imposed for breaches of prison discipline are proportionate to the incident and we ensure that contact with immediate family members is not removed as a form of punishment under any circumstances.

The safety and security of all persons working in, residing in or visiting any of our institutions is of utmost importance to the Irish Prison Service. As such, for safety reasons, we have introduced appropriate security measures in all our prisons. We ensure that all staff conducting searches within our prisons including the searching of persons or property does so in a manner that recognises the inherent dignity of the person and their property.

The Irish Prison Service is aware of its responsibility to uphold the human rights of all persons living, working or visiting our institutions. We are committed to working with the various national and international bodies involved in the inspection and monitoring of prisons and places of detention. We expect staff and management to keep accurate records, to secure all relevant evidence to cooperate fully with national and international accountability bodies. This is an important process for us and such inspections are valuable and critically important mechanisms.

We are proud of our record of protecting and promoting human rights but we equally accept that we have challenges and problems that we need to face. We are committed to ongoing improvement in the protection and promotion of human rights and we will continue to enhance our Service.



# THE PRISON ESTATE

# IRELAND'S PRISONS

There are 14 institutions in the Irish prison system consisting of 11 traditional “closed” institutions, two open centres, which operate with minimal internal and perimeter security, and one “semi-open” facility with traditional perimeter security but minimal internal security (the Training Unit).

The majority of female prisoners are accommodated in the Dóchas Centre with the remainder accommodated in Limerick Prison.

Campus based governance has been introduced in three locations - West Dublin Campus (Wheatfield Place of Detention and Cloverhill Prison), Portlaoise Campus (Portlaoise and Midlands Prisons) and Mountjoy Campus (Mountjoy Prison, St Patrick’s Institution, Dóchas Centre and the Training Unit).



Fig 3. The Irish Prison Service Estate

# WEST DUBLIN PRISON CAMPUS



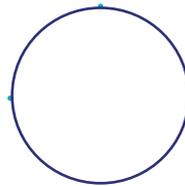
**Campus Governor**  
Martin O'Neill

## Wheatfield Place of Detention

Cloverhill Road  
Clondalkin  
Dublin 22

## Cloverhill Prison

Cloverhill Road  
Clondalkin  
Dublin 22



**Governor II**  
VACANT



**Governor III**  
Patrick Kavanagh



**Governor III**  
Ronan Maher

**Operational Capacity:** 550 at year end

**Wheatfield Place of Detention** is a closed, medium security place of detention for adult males and for sentenced 17 year old juveniles.

**Prisoner Population:** The daily average number in custody in 2016 was 460.

**Operational Capacity:** 431 at year end

**Cloverhill Prison** is a closed, medium security prison for adult males, which primarily caters for remand prisoners committed from the Leinster area.

**Prisoner Population:** The daily average number in custody in 2016 was 382 .

# PORTLAOISE PRISON CAMPUS



Campus Governor  
Martin Mullen

## Portlaoise Prison

Dublin Road  
Portlaoise  
Co. Laois

## Midlands Prison

Dublin Road  
Portlaoise  
Co. Laois



Governor II  
Ethel Gavin



Governor III  
Daniel Robbins



Governor III  
Ultan Moran

**Operational Capacity:** 291 at year end

**Portlaoise Prison** is a closed, medium security prison for adult males. It is the committal prison for counties Carlow, Kildare, Kilkenny, Laois, Meath, Monaghan Offaly Westmeath Wexford and Wicklow.

**Prisoner Population:** The daily average number in custody in 2016 was 198.

**Operational Capacity:** 870 at year end

**Midlands Prison** is a closed, medium security prison for adult males. It is the committal prison for counties Carlow, Kildare, Kilkenny, Laois, Meath, Monaghan Offaly Westmeath Wexford and Wicklow.

**Prisoner Population:** The daily average number in custody in 2016 was 814.

## MOUNTJOY



**Campus Governor**  
Brian Murphy



**Governor II**  
Michael Lawton

### Mountjoy Prison

North Circular Road  
Dublin 7

**Operational Capacity:** 554 at year end

**Mountjoy Prison** is a closed, medium security prison for males aged 18 years and over. It is the main committal prison for Dublin city.

**Prisoner Population:** The daily average number in custody in 2016 was 515

### Training Unit

Glengariff Parade, NCR,  
Dublin 7

**Operational Capacity:** 96 at year end

**The Training Unit:** is a semi-open, low security prison for males aged 18 years and over, with a strong emphasis on Work and Training.

**Prisoner Population:** The daily average number in custody in 2016 was 90.



**Governor III**  
Greg Garland

### St. Patrick's Institution

North Circular Road  
Dublin 7

**Operational Capacity:**  
34 at year end.

**St. Patrick's Institution** is a closed, medium security place of detention for males aged 17 to 21 years and accommodates both remand and sentenced prisoners.

Since 17 December 2013 all 18-20 year old prisoners and 17 year old sentenced prisoners are accommodated in Wheatfield Place of Detention.

**Prisoner Population:** The daily average number in custody in 2016 was 1.



**Governor III**  
John Kavanagh



**Governor III**  
Mary O'Connor

### Dochás Centre

North Circular Road  
Dublin 7

**Operational Capacity:**  
105 at year end

**The Dochas Centre** is a closed medium security prison for females aged 18 years and over. It is the committal prison for females committed on remand or sentenced from all Courts outside the Minster area.

**Prison Population:** The daily average number in custody in 2016 was 109.

## ARBOUR HILL PRISON

Arbour Hill  
Dublin 7

**Operational Capacity:** 142 at year end

**Arbour Hill Prison** is a closed, medium security prison for males aged 18 years and over. Its prisoner profile is largely made up of a long term sentenced prisoners.

**Prisoner Population:** The daily average number in custody in 2016 was 134.



**Governor**  
Liam Dowling

## CASTLEREA PRISON

Harristown  
Castlerea  
Co. Roscommon

**Operational Capacity:** 340 at year end

**Castlerea Prison** is a closed, medium security prison for males aged 18 years and over. It is the committal prison for remand and sentenced prisoners in Connaught and also takes committal from counties Cavan, Donegal and Longford.

**Prison Population:** the daily average number in custody in 2016 was 293.



**Governor**  
Martin Reilly

## CORK PRISON

Rathmore Road  
Cork City

**Operational Capacity:** 273 at year end

**Cork Prison** is a closed, medium security prison for males aged 18 years and over. It is the committal prison for counties Cork, Kerry and Waterford.

**Prisoner Population:** The daily average number in custody in 2016 was 253.



**Governor**  
Patrick Dawson

## LIMERICK PRISON

Mulgrave Street  
Limerick

**Operational Capacity:** 213 (males) and 29 (females) at year end

**Limerick Prison** is a closed, medium security prison for males and females aged 18 years and over.

It is the committal prison for males for counties Clare, Limerick and Tipperary and for females for all six Munster counties

**Prisoner Population:** The daily average number in custody in 2016 was 221 males and 31 females.



**Governor**  
Mark Kennedy

## LOUGHAN HOUSE

Blacklion  
Co Cavan

**Operational Capacity:** 140 at year end

**Loughan House** is an open, low security prison for males aged 18 years and over who are regarded as requiring low levels of security.

**Prisoner Population:** The daily average number in custody in 2016 was 116.



**Governor**  
Edward Mullins

## SHELTON ABBEY

Arklow  
Co Wicklow

**Operational Capacity:** 115 at year end

**Shelton Abbey** is an open, low security prison for males aged 19 years and over who are regarded as requiring lower levels of security.

**Prisoner Population:** The daily average number in custody in 2016 was 101.



**Governor**  
Conal Healy

# IPS SUPPORT UNITS

The Operational Support Group(OSG) supports Prison Governors in preventing contraband entering prisons, to prevent the direction of crime from prisons and to detect prohibited articles within prisons and are in operation in all closed prisons with the exception of Arbour Hill and Training Unit. Operational Support Group, Árd na Gaoithe, Arbour Hill, Dublin 7 DO7YV40.

The Prison Service Escorts Corps (PSEC) provides the prisoner escorting service. PSEC is sub divided into three regional areas, Munster, Connaught and Leinster. Ulster is incorporated into Connaught and Leinster. Prison Service Escort Corps, Cloverhill Prison, Cloverhill Road, Clondalkin, Dublin 22 D22WC84.

The Irish Prison Service College (IPSC) provides all training within the Irish Prison Service. Irish Prison Service Training College, Stack House, Dublin Road, Portlaoise, Co. Laois R32NX53.

Building Services Division (BSD), provides a technical / advisory support service in relation to the maintenance of prison facilities and prison capital projects. It also provides the specialist prison's locking service. Building Service Division (BSD), Unit 2, Airways Industrial Estate, Santry Dublin 17 D17HW53.



**Building Services Division**  
Governor: Ronan Dunning

**Prison Service College**  
Governor: David Clarke



**Operational Support Group**  
Governor: Frances Daly

**Prison Service Escort Corps**  
Governor: Michael Cosgrove





# STATISTICAL REPORT

# OVERVIEW – 2016 STATISTICS AT A GLANCE

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There were 15,099 committals to prison in 2016 which is a decrease of 12.2% on the 2015 total of 17,206. 12,579 persons were sent to prison in 2016 compared to 14,182 in 2015, which represents a decrease of 11.3%. Of those, 79.8% were male and 20.2% were female.

## Committals during 2016

- There was an overall decrease of 1,824 or 13% in the numbers committed to prison under sentence from 13,987 in 2015 to 12,163 in 2016.
- Committals under sentence of less than 3 months decreased by 13.8%, i.e., to 8,820 in 2016 from 10,229 in 2015.
- The number of prisoners committed serving sentences of less than 12 months decreased by 12.2% on the 2015 figure of 12,530 to 10,996 in 2016. This cohort represented 90.4% of all committals to prison under sentence in 2016.
- There were 8,439 committals for the non-payment of a court ordered fine which was a 14.6% decrease on the previous year, i.e. from 9,883 in 2015 to 8,439 in 2016. Of this 74.2% were male and 25.8% were female.

## When fines committals are excluded from these figures:

- numbers committed under sentence has decreased by 380 or 9.3% from 4,104 in 2015 to 3,724 in 2016.
- numbers committed under sentence of less than 3 months has decreased by 16 or 3.3% from 484 in 2015 to 468 in 2016.
- numbers committed on sentences of less than 12 months has decreased by 3.4% on the 2015 figure. The numbers being committed on sentences of less than 12 months has decreased by 27.8% in the last 5 years.
- numbers committed on sentences of 1 to less than 2 years has decreased by 30% from 422 in 2015 to 295 in 2016.
- numbers committed on sentences of 2 to less than 3 years has decreased by 33% from 432 in 2015 to 290 in 2016.
- numbers committed on sentences of 3 to less than 5 years has decreased by 5% from 362 in 2015 to 344 in 2016.
- numbers committed on sentences of 5 to less than 10 years has decreased by 1% from 185 in 2015 to 183 in 2016.
- numbers committed on sentences of 10 years plus has increased by 8% from 36 in 2015 to 39 in 2016.
- numbers committed on a Life sentence has decreased by 15.8% from 19 in 2015 to 16 in 2016.

## Persons detained under Immigration Laws

In 2016 there were 421 committals in respect of immigration issues involving 408 detainees. This represents an increase on the previous year (342 committals involving 335 detainees). The average daily number of persons in custody under this category was 5.

### Snapshot of prison population on 30<sup>th</sup> November 2016

- The total number of persons in custody on that date decreased by 1% (3755 on 30 November 2015 to 3,716 on 30 November 2016).
- Of the 3077 sentenced prisoners, 353 prisoners (11.7%) were serving life sentences and another 246 (8%) were serving determinate sentences of 10 years or more.
- 33 offenders were serving sentences of less than 3 months representing 1.1% of the total number of prisoners in custody. There were 6 persons in prison for non-payment of fines which represents 0.19% of the total number of prisoners in custody on that date.
- There were 329 prisoners on temporary release of which 100 were serving less than 3 months for fines, 87 were on the Community Return Programme, 52 were on temporary release to the Community Support Scheme, 27 were on structured temporary release for open centres, 24 were on temporary release serving less than 6 months for non-Fine offences and 39 were on other temporary release including under the supervision of the Probation Service.

### Snapshot of prison population on 30th November 2016

On 30th November, the number of persons in custody totalled 3,716 and included:

- 635 Remand/trial prisoners
- 6 Fines prisoners
- 0 Immigration detainees
- 23 Subversives prisoners

### PRISONER POPULATION OVERVIEW

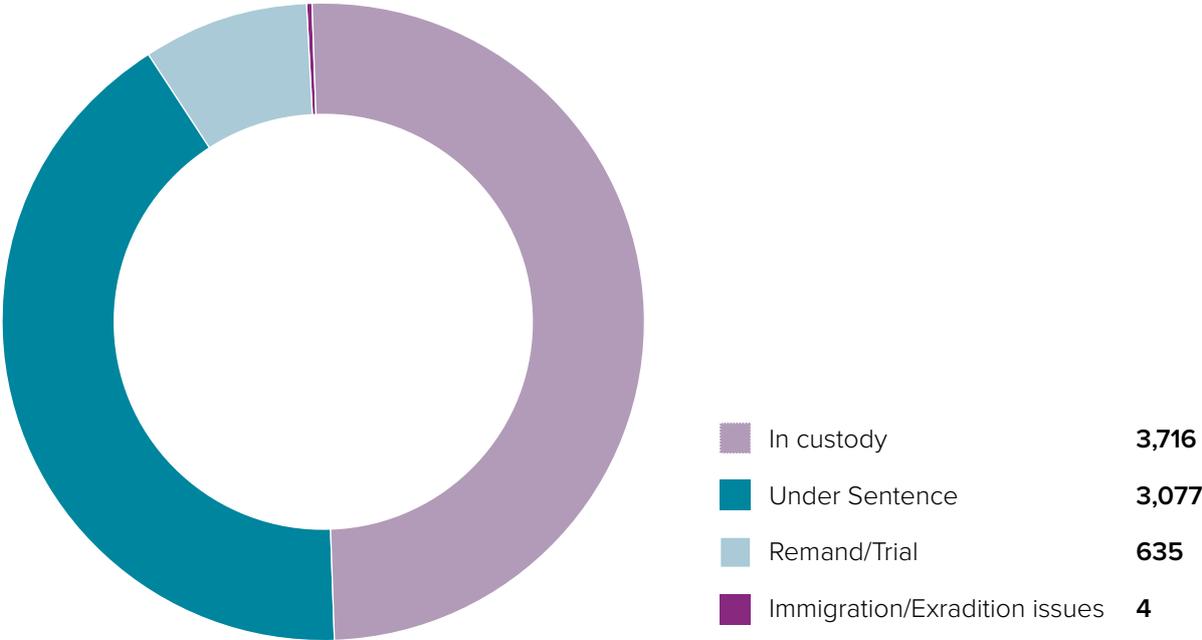


Fig. 4 Prisoner Population overview snapshot 30th November 2016

## PRISONER POPULATION SENTENCE SNAPSHOT

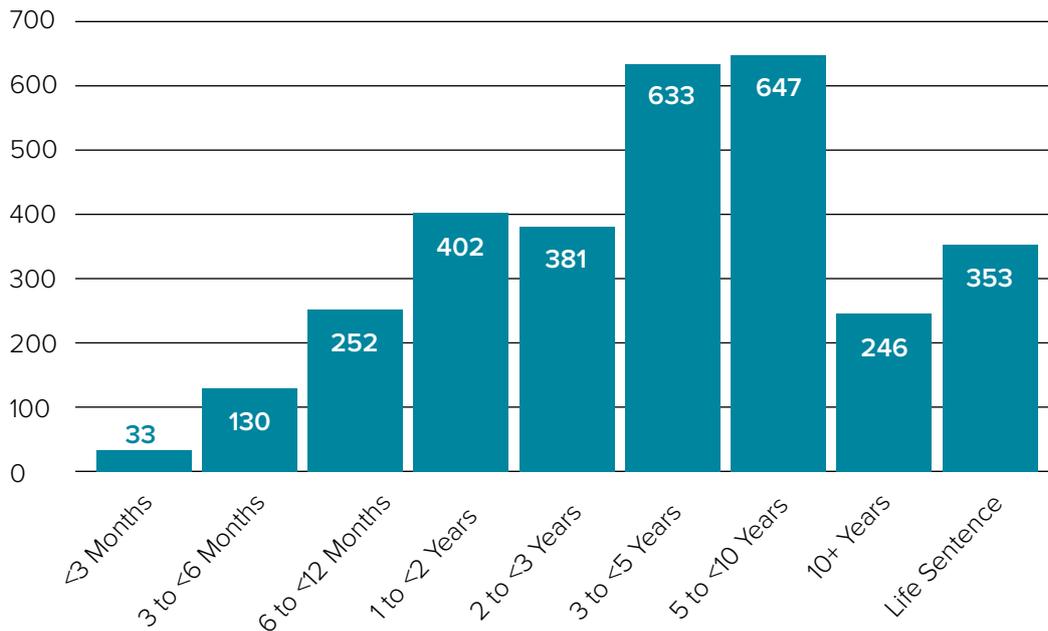


Fig. 5. Sentence Profile of prisoners in custody under sentence on 30 November 2016

## DAILY AVERAGE NUMBER OF PRISONERS IN CUSTODY

The overall daily average number of prisoners in custody in 2016 was 3,718 compared to 3,722 in 2015 a decrease of 0.1%. The average number of female offenders in custody was 140, a 6.9% increase on the 2015 average of 131.

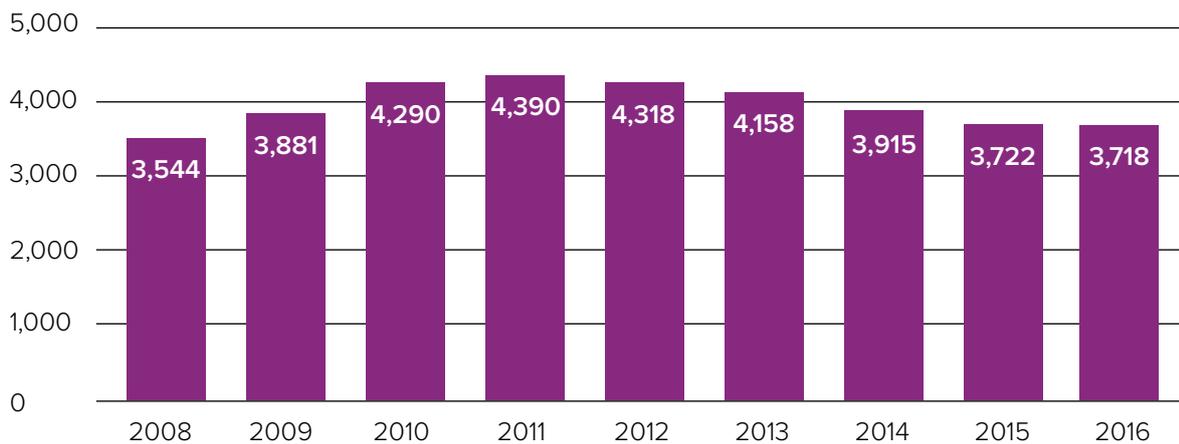


Fig. 6. Daily Average 2008 - 2016

## FEMALES UNDER SENTENCE

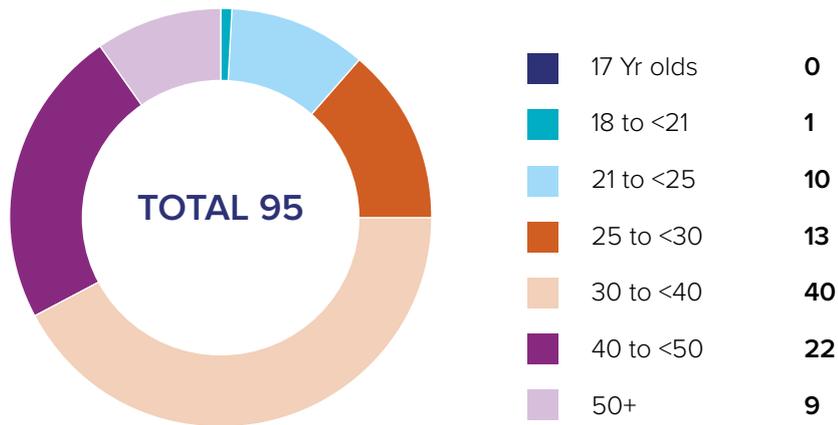


Fig. 7 Females under sentence

## MALES UNDER SENTENCE

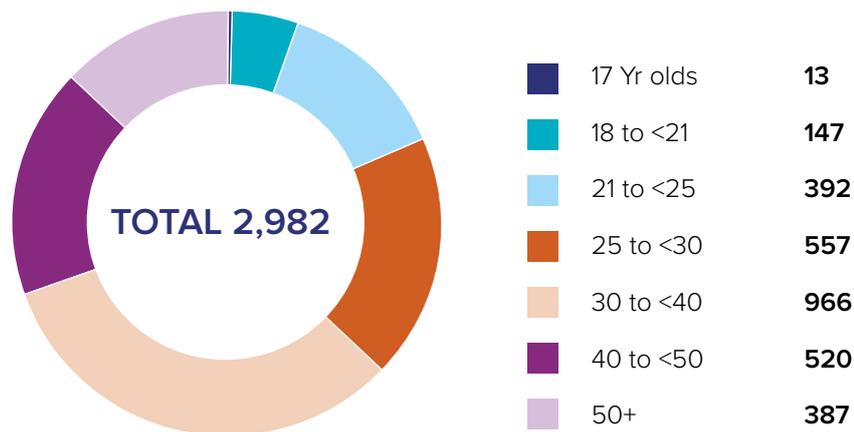


Fig. 8 Males under sentence

## SENTENCE LENGTH

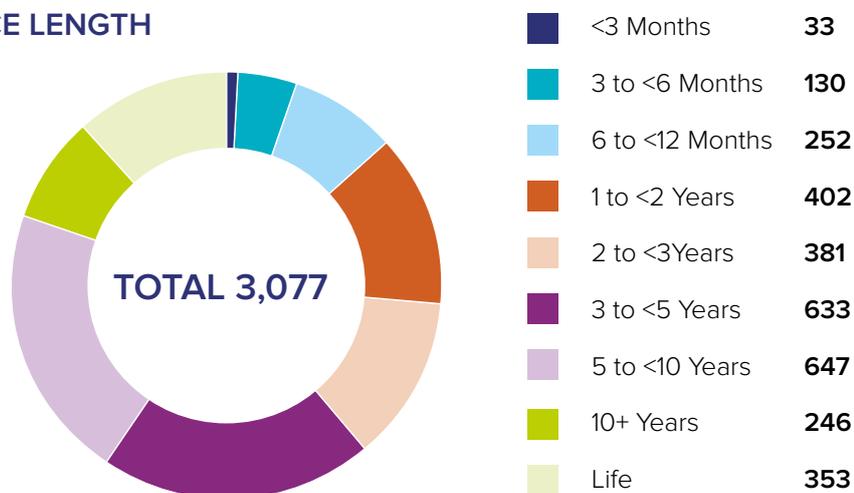
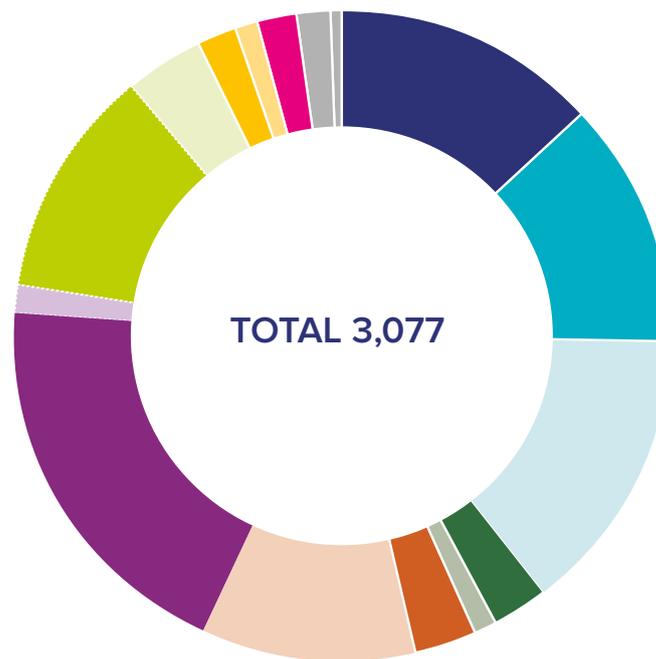


Fig. 9 Prisoner population sentence length 30th November 2016

## OFFENCE GROUP CLASSIFIED BY SENTENCE



<span style="color: #1a2b5a;">■</span> GP01 Homicide Offences	<b>408</b>	<span style="color: #c09cf2;">■</span> GP09 Fraud, Deception and Related Offences	<b>41</b>
<span style="color: #00a0c0;">■</span> GP02 Sexual Offences	<b>377</b>	<span style="color: #92d050;">■</span> GP10 Controlled Drug Offences	<b>350</b>
<span style="color: #add8e6;">■</span> GP03 Attempts/Threat to Murder, Assaults, Harassments and Related Offences	<b>436</b>	<span style="color: #d9ead3;">■</span> GP11 Weapons and Explosives Offences	<b>122</b>
<span style="color: #2e7d32;">■</span> GP04 Dangerous or Negligent Acts	<b>79</b>	<span style="color: #ffc107;">■</span> GP12 Damage to Property and the Environment	<b>61</b>
<span style="color: #8c8b7e;">■</span> GP05 Kidnapping and Related Offences	<b>35</b>	<span style="color: #ffc107;">■</span> GP13 Public Order and Social Code Offences	<b>33</b>
<span style="color: #c0504d;">■</span> GP06 Robbery, Extortion and Hijacking Offences	<b>100</b>	<span style="color: #e91e63;">■</span> GP14 Road and Traffic Offences	<b>59</b>
<span style="color: #e69138;">■</span> GP07 Burglary and Related Offences	<b>319</b>	<span style="color: #666666;">■</span> GP15 Offences against Government, Justice Procedures and Organisation of Crime	<b>48</b>
<span style="color: #6a3d9a;">■</span> GP08 Theft and Related Offences	<b>592</b>	<span style="color: #666666;">■</span> GP16 Offences Not Elsewhere Classified	<b>17</b>

*Fig. 10 Prisoner population sentence length 30th November 2016*

## COMMITTALS

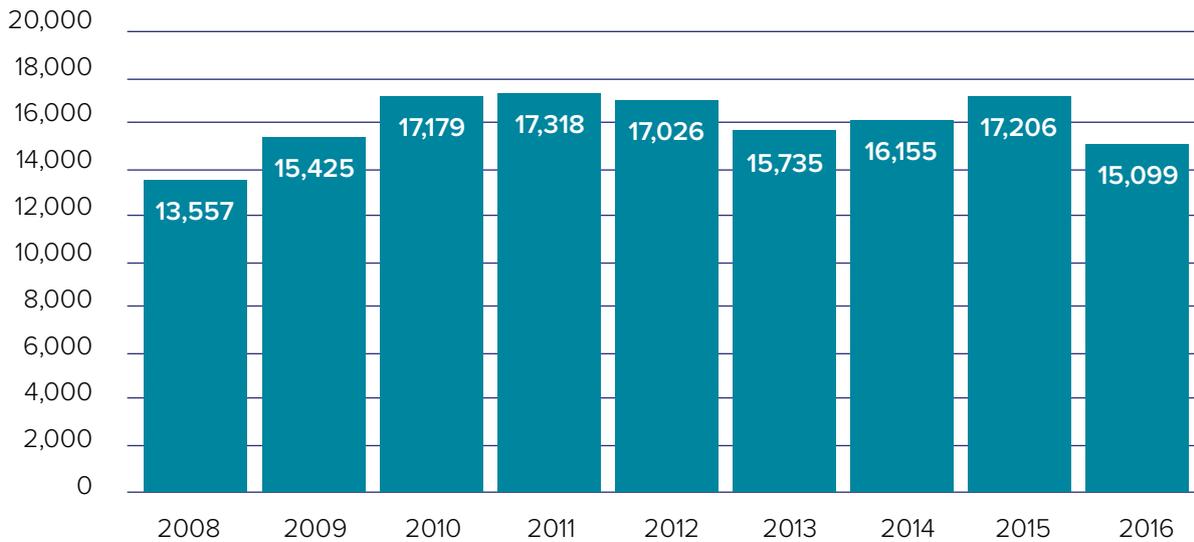


Fig. 11 Committals 2008 - 2016

### Number of persons committed to prison in 2015

A total of 12,579 persons accounted for the 15,099 committals. This figure relates to persons newly committed to prison (i.e. not already on remand or serving another sentence). This represents an decrease of 11.3% on the 2015 total of 14,182 persons.

The total of 15,099 committals to prison represents an decrease of 12.2% on the 2015 figure of 17,206.

#### The total of 15,099 committals comprised of:

- 11,660 under sentence,
- 2,976 on remand,
- 37 for European Arrest Warrant extradition,
- 421 under immigration law and
- 5 for indefinite contempt of court.

### AGE OF MALES COMMITTED TO PRISON IN 2016

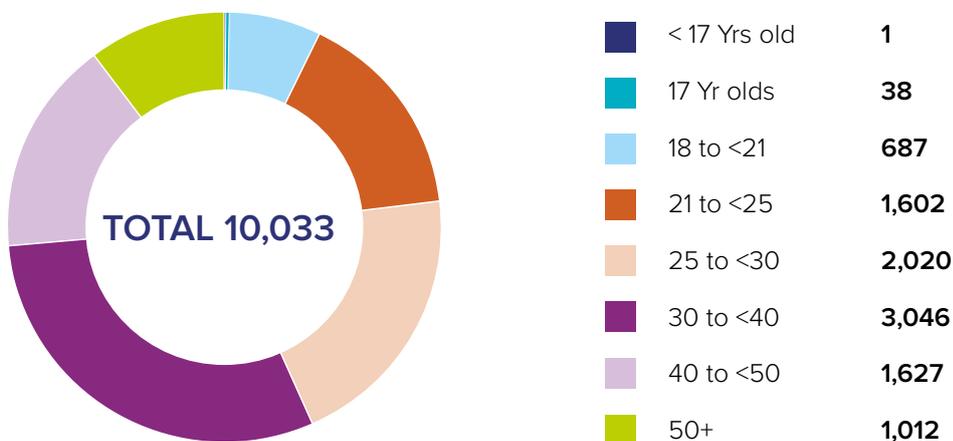


Fig 12. Age of males committed to prison in 2016

## AGE OF FEMALE PERSONS COMMITTED

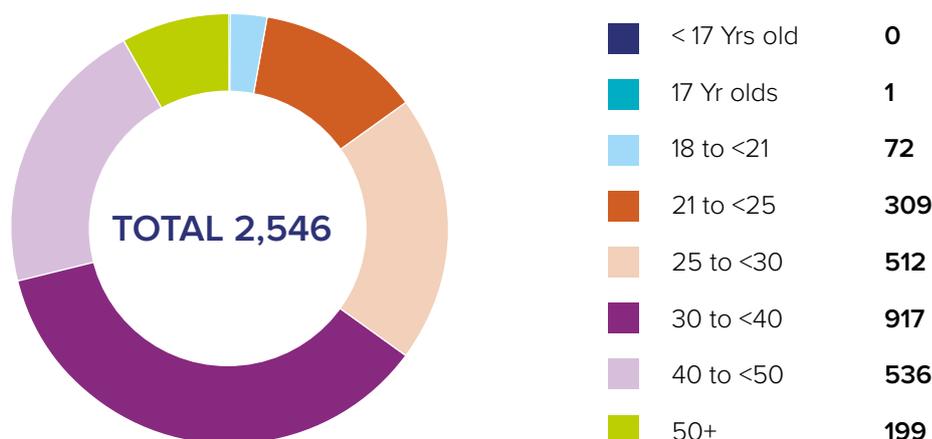


Fig. 13 Age of females committed to prison in 2016

## TYPE OF COMMITMENT AND GENDER

Male total = 12,162

Female total = 2,937

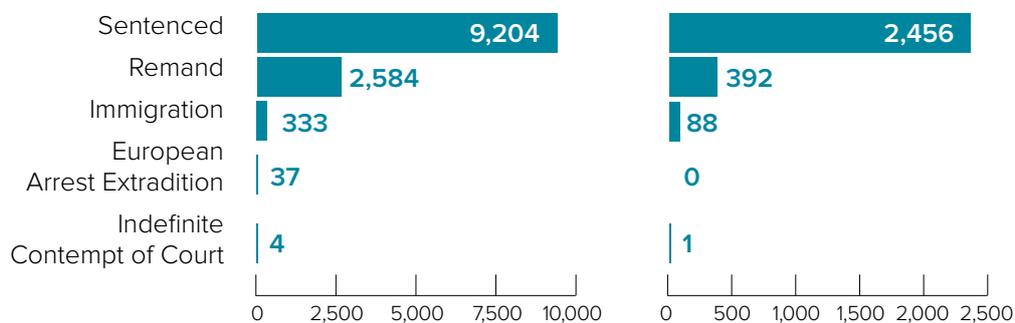


Fig. 14 Commitments during 2016 classified by type of commitment and gender

## County and Country of origin of persons committed to prison

Over a quarter (26.7%) of all persons committed declared Dublin as their county of residence. Cork with 12.6%, Limerick with 8.1% and Galway with 5.3% were the next largest counties of residence indicated. Of the 12,579 persons committed, 10,359 were Irish Nationals (82.4%), which is a decrease of 1,620 or 13.5% on the corresponding 2015 figure of 11,979. Other EU nationals (excluding Irish) accounted for 1,233 (9.8%) of persons committed. Other European nationals accounted for 141 (1.1%), African nationals for 314 (2.5%), Asian nationals for 159 (1.3%) and Central/South American nationals accounted for 75 (0.6%).

A full breakdown by county of residence and country of origin is available on our website: [www.irishprisons.ie](http://www.irishprisons.ie)

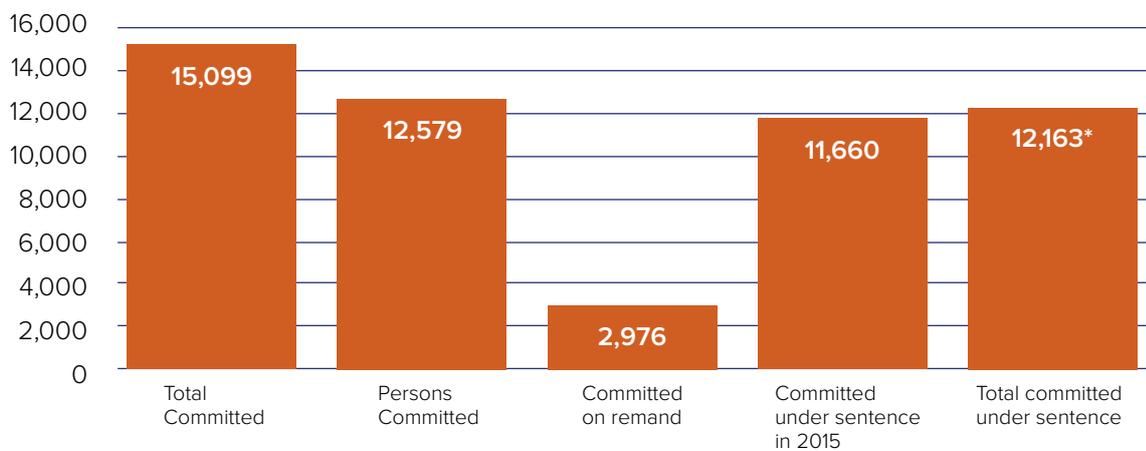
## Committals under sentence

There were 11,660 committals directly under sentence in 2016. When an additional 503 prisoners, who were already in custody at the start of the year on remand/awaiting trial and who were subsequently convicted are included, the total number of prisoners received on conviction in 2016 was 12,163.

## Sentence length

There was a 13.0% decrease (1,824) in the numbers committed to prison under sentence in 2016 (total of 12,163) over 2015 (13,987). When fines committals are excluded from these figures, the numbers committed under sentence decreased by 380 or 9.3% from 4,104 in 2015 to 3,724 in 2016.

## COMMITTALS OVERVIEW



\* Includes 503 prisoners who were on remand at the start of the year and who were subsequently convicted

Fig. 15 Committals during 2016 overview

## SENTENCE LENGTH TOTAL = 12,163

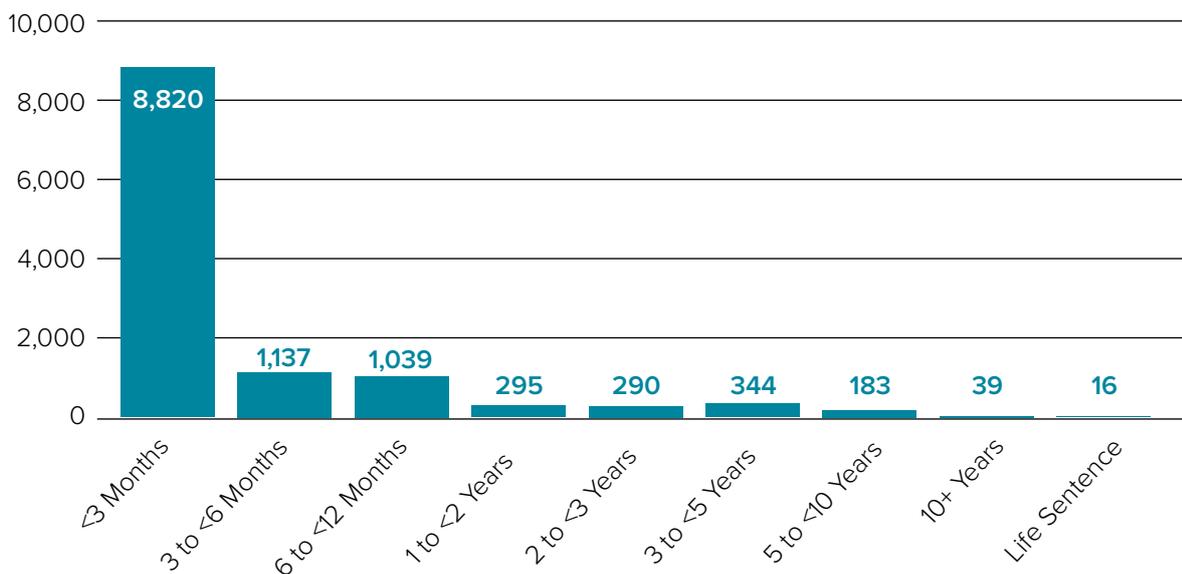
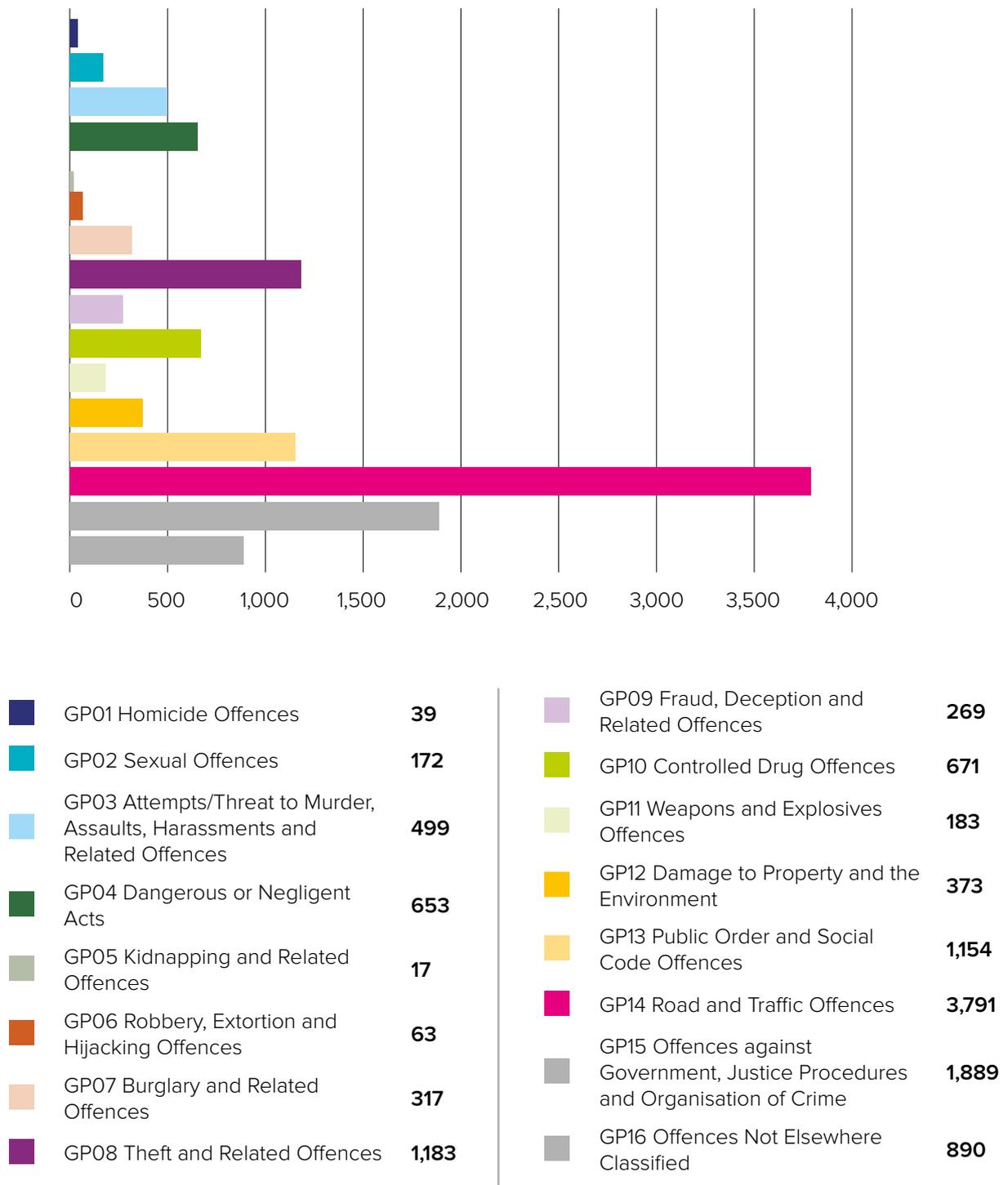


Fig. 16 Sentenced committals during 2016 by sentence length

**OFFENCE GROUP TOTAL = 12,163**



*Fig. 17 Sentenced committals during 2016 by offence groups*

## AGE GROUP

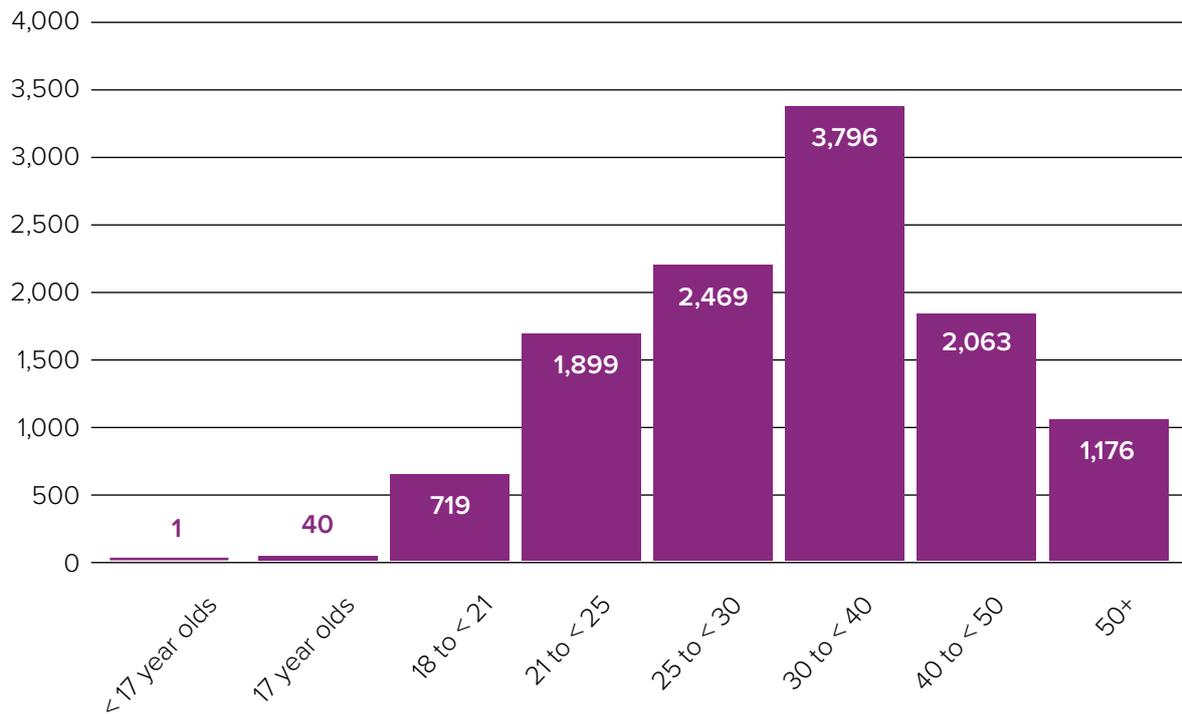


Fig. 18 Committals under sentence during 2016 by age group

### Committals for Fines or Debt

The number of committals to prison as a consequence of the non-payment of a court ordered fine during 2016 decreased by 14.6% on the 2015 figure, i.e., from 9,883 in 2015 to 8,439 in 2016.

Of this, 2,177 were female while 6,262 were male. A total of 22 debtors (22 male, 0 female) were committed during the year.

Further statistical information on this section is available on [www.irishprisons.ie](http://www.irishprisons.ie)



# STRATEGIC OBJECTIVES

# STRATEGIC OBJECTIVES

The Irish Prison Service Three Year Strategic Plan covering the period 2016 -2018 was launched in June 2016. The Strategy Statement was developed in consultation with our staff at headquarters, those based in prisons and elsewhere. A wide ranging consultation process was also undertaken with all relevant stakeholders in the criminal justice system and beyond.

Huge changes have been realised in areas such as sentence management and structured release; rehabilitation and re-integration, incentivising prisoners to participate in same, the modernisation of the prison estate including the elimination of slopping out during a period when there was sustained pressure on available resources. While that cycle of reform has been largely completed our reform project continues. Over the lifetime of this strategy we will build on the successes of the past and continue to build a better environment throughout our Service by developing and progressing our four key actions; Staff Support, Prisoner Support, Victim Support and Enhancing Organisational Capacity. This strategy has been underpinned by the adoption of 5 new organisational values namely Team Work, Integrity, Potential, Safety and Support. These values will foster and support the courage to make a difference in all we do.

We will ensure that these values inform the implementation of this Strategic Plan and will ensure that the Irish Prison Service is:

- An open, inclusive, diverse and proud organisation which focuses on teamwork and collaboration and encourages supportive and positive relationships.
- An ethical and accountable organisation where the highest standards are expected, promoted and adhered to and which is open to external scrutiny and adheres to human rights.
- A competent organisation where staff are equipped with the necessary skills and competencies to reach their potential, behave appropriately and have a clear understanding of their role in the organisation.
- A supportive organisation which promotes the safety and the physical and mental health of all staff, where staff are valued and recognised and there is a focus on “those that do” rather than “those that don’t”.
- A rehabilitative organisation which supports positive change, improved resettlement and reintegration opportunities for prisoners through targeted action and interagency collaboration and support.
- A more aware organisation where the rights and needs of the citizen, especially victims, are always supported, recognised and listened to.

Through the delivery of this Strategic Plan and by working together we, the Irish Prison Service and all its staff and partners, will deliver on our mission of “Providing safe and secure custody, dignity of care and rehabilitation to prisoners for safer communities”.

On a practical level, these objectives will be achieved by the Service taking a number of specific actions which are published in yearly implementation plans and annual report.

# OUR STRATEGIC ACTIONS

This section of the Annual Report gives details of the progress to the end of 2016 on the Three-Year Strategic Plan.

## 1. STAFF SUPPORT

We will promote open, respectful, competent, supportive, fair and inclusive behaviour at all levels of the organisation to ensure our staff feel engaged, supported, valued and appreciated.

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## 2. PRISONER SUPPORT

We will place renewed emphasis on prisoner rehabilitation by further developing and re-engineering services designed to address the factors that contribute to offending. Through the more effective management of sentences we will encourage and support prisoners to live law abiding and purposeful lives. We will build on the success of the enhanced collaborative arrangements with the Probation Service and foster enhanced formal links with other key statutory and community services to facilitate the effective and safe transition of prisoners from custody to community. We will ensure that prisoners are detained in accordance with the law, including our international Human Rights Law obligations and in compliance with the Prison Rules 2007 and other statutory provisions. We will maximise safe and secure custody through the maintenance of good order and discipline.

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## 3. VICTIM SUPPORT

We will engage openly and meaningfully with registered victims of crime, in line with the EU Victims Directive, recognising their concerns and right to be understood and treated with respect and dignity.

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## 4. ENHANCING ORGANISATION CAPACITY

In order to achieve this Strategic Plan objectives the Irish Prison Service must have the necessary organisational capability and capacity to do so. We will ensure that the Irish Prison Service has the systems, structures, processes, procedures and culture in place to support a just, proportionate and humane penal system which will contribute to the overall goal of reducing offending.

# STRATEGIC PLAN 2016 -2018



IRISH PRISON SERVICE

CREATING A BETTER ENVIRONMENT



## KEY STRATEGIES

### SUPPORT FOR STAFF

#### SUPPORT FOR STAFF THROUGH:

- Introducing a comprehensive communications and employee engagement programme
- Enhancing the Staff Recognition Scheme to recognise professionalism and innovation
- Creating a work environment centred on dignity and respect with clear standards of behaviour and ethics
- Introducing a Competency Framework to guide and inform recruitment, training, performance management and promotion.
- Restructuring and enhancing the role and function of the IPS College through the recruitment of specialist trainers
- Developing a Well-Being at Work Policy and framework with a focus on enhancing awareness of and support for mental, emotional and physical health.
- Creating a safer working environment through the implementation of the recommendations of the SCA Report into assaults on prison staff.
- Rolling-out of Critical Incident Stress Management (CISM) for prison staff

### SUPPORT FOR PRISONERS

#### SUPPORT FOR PRISONERS THROUGH:

- Renewed emphasis on rehabilitation and effective sentence management.
- Strengthening the structure of the Psychology Service in line with the New Connections Report
- Enhancing mental health interventions across the prison estate.
- Developing a therapeutic community within Mountjoy Campus
- Investing in new technologies to increase levels of safety in prisons through combating the smuggling of contraband into our prisons

### SUPPORT FOR VICTIMS

#### SUPPORTING VICTIMS THROUGH:

- Engaging openly and meaningfully with registered victims of crime, in line with the EU Victims Directive
- Increasing promotion of the Victim Liaison Service
- Introducing victim led prison based Restorative Practice Schemes
- Raising victim awareness among the prison population

#### ENHANCING ORGANISATIONAL CAPACITY THROUGH:

- Developing and embedding the Organisation's values, identity and structure
- Enhancing oversight of the Irish Prison Service
- Developing and implementing a Strategic HR Plan
- Working with criminal justice partners to implement recommendations of the Strategic Review of Penal Policy
- Ensuring that the provision of services and supports to prisoners are adequately resourced
- Developing collaborative relationships with the HSE
- Improving the manner in which services at local prison level are integrated
- Supporting the implementation of individual strategies contained in this Strategy

### ENHANCING ORGANISATION CAPACITY

### OUTCOMES

- An open, inclusive, diverse and proud organisation
- An ethical organisation with the highest standards
- An accountable organisation which is open to external scrutiny
- A competent organisation where staff are equipped with the necessary skills
- A supportive work environment
- A safer environment for staff and prisoners
- A more rehabilitative environment to allow positive change
- A greater awareness of the needs and rights of victims



## OUR MISSION

Providing safe and secure custody, dignity of care and rehabilitation to prisoners for safer communities



## OUR VISION

A safer community through excellence in a prison Service built on respect for human Dignity



## OUR VALUES

Teamwork.  
Integrity.  
Potential.  
Safety.  
Support.



# 2016 PROGRESS REPORT

## STRATEGIC ACTIONS 1. STAFF SUPPORT

We will promote open, respectful, competent, supportive, fair and inclusive behaviour at all levels of the organisation to ensure our staff feel engaged, supported, valued and appreciated.

Action 1.1.	Outcomes	Progress December 2016
<p><b>We will create a work environment that is centered on open, two-way communications to build unity in our Service.</b></p>	<p>An inclusive organisation culture that supports the organisations values. Relationships at all levels that are more collaborative and inclusive. A positive attitude and belief in our organisation. Motivation to work together as one organisation.</p>	<p>Communications Plan awareness meetings ongoing at all locations. Meetings with prison management completed in Portlaoise Campus, West Dublin Campus and Cork Prison.</p> <p>Frontline management briefings initiated.</p> <p>Website relaunch completed. Redevelopment of Intranet commenced. Pilot launched end year. Audit of IT commenced. Social media development ongoing to 2017.</p>
Action 1.2.	Outcomes	Progress December 2016
<p><b>We will create a work environment that is centered on dignity and respect with clear standards of behaviour and ethics in place for staff, management and the organisation.</b></p>	<p>Guidance for staff in how prisons should be managed, prisoners should be treated and how prison personnel should behave to achieve a culture where respect and decency are to the forefront. An environment where ethical standards are promoted and adhered to and unacceptable behaviour not tolerated.</p>	<p>Code of Conduct and Standard of Behaviour developed and under consultation.</p> <p>Dignity at Work policy implemented to promote dignity, respect, safety and equality in the workplace. Irish Prison Service Mediation network established, this is a group of trained dedicated personnel to assist in dealing with conflict and dispute resolution situations for staff.</p>

Action 1.3.	Outcomes	Progress December 2016
<p><b>We will create a work environment in which all staff and managers have the competencies required to support the achievement of the organisation's objectives.</b></p>	<p>All staff are confident and competent to perform safely and effectively in their roles. Competencies for all staff will be clearly articulated.</p> <p>Training and education delivered to staff is effective, relevant, practical and grounded in contemporary theory and best international practice, and tailored to individual grades and roles.</p>	<p>Job analysis of Recruit Prison Officer role and revised competency framework completed by occupational psychologists to reflect changing nature of role. Tender proposal examined to carry out a review of the competency framework for all grades and the administration of competitions.</p> <p>Restructuring of Irish Prison Service College in line with Inspector of Prisons Report on Organisational change complete. Psychology Service provide support training initiatives to Irish Prison Service College. Tutor assignments completed following competitive process. Senior Psychologist redeployed to IPSCC two days per week. Restructure of prison day to facilitate and enable dedicated staff training completed.</p>

Action 1.4.	Outcomes	Progress December 2016
<p><b>We will create a supportive work environment that protects and promotes the wellbeing of staff.</b></p>	<p>Promote the positive physical and mental health of all employees, improve workplace morale and productivity and reduce absenteeism.</p> <p>Initiatives developed to improve the working environment and promote the active participation of employees in health activities.</p> <p>Proactive approach focusing on preventative measures to avoid injury and illness.</p>	<p>State Claims Agency CISM Work Positive pilot report carried out, outlines stressors for IPS staff. Action plan for primary, secondary and tertiary interventions under development as part of overall strategy.</p> <p>Role of EAP and SSO being reviewed. Additional Staff Support Officers appointed. These newly appointed Staff Support Officers to undertake Peer Supporter training and play an important role in the roll out of CISM (Critical incident Stress Management), a Specialised package of Critical Incident techniques linked and blended together to alleviate reactions to traumatic experiences, thereby minimising the potential emotional impact of critical Incidents on staff.</p> <p>CISM training and information provided regarding psychosocial education on stress, resilience to all staff. Carecall (now INSPIRE) counselling services procured to provide one to one intervention counselling/psychological support to staff and is in place.</p>
Action 1.5.	Outcomes	Progress December 2016
<p><b>We will create a safer working environment for staff by ensuring that the necessary steps are taken to ensure the health, safety and wellbeing of all working within our prisons.</b></p>	<p>A safer more secure prison environment. More effective management of highly disruptive, risk prisoners.</p> <p>Health and safety risk identified, mitigated to a safe level, managers and staff understand, comply with IPS Health and Safety Management System.</p>	<p>State Claims Agency Review of Assaults on Prison Staff by Prisoners received.</p> <p>Recommendations being examined by multidisciplinary group to develop highly supervised unit for violent, highly disruptive and high risk prisoners.. Review of IPSC complete.</p>

**STRATEGIC ACTIONS 2. PRISONER SUPPORT**

We will place emphasis on prisoner rehabilitation by further developing and re-engineering services designed to address the factors that contribute to offending. Through the more effective management of sentences we will encourage and support prisoners to live law abiding and purposeful lives. We will build on the success of the enhanced collaborative arrangements with the Probation Service and foster enhanced formal links with other key statutory and community services to facilitate the effective and safe transition of prisoners from custody to community.

We will ensure that prisoners are detained in accordance with the law, including our international Human Rights Law obligations and in compliance with the Prison Rules 2007 and other statutory provisions. We will maintain safe and secure custody through the maintenance of good order and discipline.

Action 2.1	Outcomes	Progress December 2016
<p><b>We will maximise the potential engagement of prisoners in constructive and structured activities during their time in custody by implementing enhanced sentence planning, with a specific focus on identifying and addressing underlying risk factors and promoting protective factors.</b></p>	<p>Increased public safety.                      Reduced offending. Standardised sentence and release planning.                      Improved sharing and access to key information on engagement of those in prison in order to make informed decisions on progression. Increased number of those in prison will have a sentence management plan agreed by multidisciplinary team.</p>	<p>ISM Officer role supported.                      Integrated Planning Tab Phase 1 complete and operational in PIMS. Operations decision makers, ISM Coordinators, IASIO staff and Healthcare staff consistently inputting data in relation to individual prisoners. Gradual roll-out to include other members of multi-disciplinary team underway.                      Porporino Working Group proposals for ISM Policy finalised. New First Contact Assessment and new sentence management template under development as part of Porporino Working Group.                      Psychology Service developed bespoke training for ISM staff to support their role in sentence management.                      Working group established to examine the Sentence Management of Life Sentenced Prisoners.</p>

Action 2.2.	Outcomes	Progress December 2016
<p><b>We will maximise the potential contribution of psychology services to key prison and community through care initiatives by implementing the recommendations contained in “New Connections – Embedding Psychology Services &amp; Practices in IPS”.</b></p>	<p>A safer environment for staff and those in prison. Increased number of individuals in prison engaging in offence related interventions.</p> <p>Improved wellbeing. Positive change in culture and attitude.</p> <p>Reduced re-offending.</p> <p>Increasingly embedded and supported Psychology Service.</p> <p>Increased multidisciplinary working.</p>	<p>Structure of Psychology service review complete. Needs analysis of resource requirements of the Psychology service completed.</p> <p>Recruitment of six Assistant Psychologist to support mental health and sentence management needs complete. Assistant Psychologists providing an increased number of individual and group mental health interventions. Assistant Psychologists completing SNR assessments on 18 – 24 year olds without PRSO sentenced to 1 year and over to inform sentence planning. Increased collaborative working e.g. BBL for sexual violence with Probation Service.</p> <p>Group based violence programmes introduced in Cork and Castlerea. Risk Group/Emotional Regulation Group introduced in Midlands.</p> <p>EBL introduced in Midlands for sexual violence in conjunction with Probation Service.</p>

Action 2.3.	Outcomes	Progress December 2016
<p><b>We will maximise the unique opportunity that Prison provides to support individuals to address their addiction through the availability of a comprehensive range of treatment options across the prison estate.</b></p>	<p>A joint protocol in place to ensure access to community based addiction services for prisoners on release.</p> <p>A safer environment for staff and those in prison.</p> <p>Reduced reoffending.</p>	<p>The recommendations of the Drug and Alcohol review are being considered by the IPS and Probation Service (PS) in keeping with the Department of Health National Drugs Strategy.</p> <p>Working with HSE to develop and expand on current best practice on providing seamless throughcare to prisoners on release from prison and in place in some areas. Interdepartmental subgroup HSE and IPS established and focuses initially on those with mental health needs with the aim of putting in place agreed procedures to identify persons, arrange suitable therapeutic.</p>
Action 2.4.	Outcomes	Progress December 2016
<p><b>In collaboration with the HSE Mental Health Services, the IPS will further develop services for prisoners suffering from mental health difficulties and improve procedures for continuing care on release.</b></p>	<p>Increased public safety.</p> <p>Improved rehabilitation and resettlement.</p>	<p>Approval secured by HSE for the appointment of Consultant Forensic Psychiatrist led services to Limerick, Cork and Castlerea Prisons, to work as part of the HSE/NFMHS team.</p> <p>Assistant psychologists recruited and engaging in evidence informed group and individual interventions with people in custody with mental health difficulties. IPSC and Psychology service reviewed and updated the mental health/suicide awareness training programme, which is being delivered to all staff. Over 600 staff were trained in 2016. Provision of mental health/suicide awareness training to prisoners also being progressed.</p> <p>Training to encourage use of more empathetic interventions in response to non-compliant or disruptive behaviour. Ongoing in 2016 and subsequent years.</p>

Action 2.5.	Outcomes	Progress December 2016
<p><b>In conjunction with the Probation Service and the community/ voluntary sector, we will enhance services to travellers through the Travellers in Prison Initiative</b></p>	<p>Improved services for all travellers within the system.</p> <p>Reduction in racist incidents, bullying and harassment for travellers.</p>	<p>Scoping report on ethnic identity completed. Research initiated by TPI on the Ethnic Identifier used on committal and issues associated with same. Study on Women's travellers in prison completed. Survey on prison based services completed.</p>
Action 2.6.	Outcomes	Progress December 2016
<p><b>We will work in partnership with our community partners and the relevant justice and state agencies to agree targeted measures to facilitate the rehabilitation of young offenders (with an initial focus on 18 – 21 year olds) and their effective and safe transition from custody to community.</b></p>	<p>Increased public safety</p> <p>Breaking the cycle of progression to a life of criminality.</p>	<p>IPS engaging with IYJS and DYCA in relation to the anticipated commencement of relevant provisions of the Children (Amendment) Act 2015. This will allow for the ending of all legal options to detain children in adult facilities. IPS represented on the inter agency Youth Justice Action Plan Implementation team – Youth Justice Action Plan 2014 -2018.</p> <p>Programme offered to young offenders in Wheatfield.</p> <p>Recruitment of Assistant Psychologists complete. Assistant Psychologists engaging in risk assessment to inform sentence planning with 18-24 years olds who have a sentence of one year or more.</p> <p>ISM Co-ordinator now making referrals to Assistant Psychologists..</p>
Action 2.7.	Outcomes	Progress December 2016
<p><b>We will ensure compliance with domestic and international human rights obligations and best practice in relation to prisoners requiring protection..</b></p>	<p>Safe, secure and humane environments.</p>	<p>Minimum time out of cell policy drafted and discussed with Strategy and Policy group.</p> <p>Report on Sentence Management of Life Sentenced Prisoners being progressed.</p>

Action 2.8.	Outcomes	Progress December 2016
<p><b>We will increase the employment opportunities for ex-prisoners through social enterprises and other initiatives.</b></p>	<p>Increased employment for ex-prisoners.</p> <p>Increased productivity of work training facilities.</p> <p>Increased transitional 'step down' employment opportunities in social enterprises.</p> <p>Reduced re-offending.</p>	<p>Steering Group to explore strategies to progress social enterprise and other employment opportunities established with representation from Justice Sector, Social Enterprise and Entrepreneurs. Awaiting findings of OGP-sponsored group on pilot use of social clauses in public service contracts.</p> <p>Social enterprise established in Loughan House. First prison farm/ coffee shop opened at Loughan House in 2016. Engagement with IBEC and IASIO initiated to link Work Training opportunities in prison to job market demand.</p>
Action 2.9.	Outcomes	Progress December 2016
<p><b>We will ensure that all releases from prison are planned to facilitate the safe and effective transition of a prisoner from custody to community</b></p>	<p>Safer communities</p> <p>Improved resettlement and reintegration</p>	<p>Integrated Planning tab phase 1 (Pre-Release Alerts) complete in PIMS to support Prisoner Release Policy. Update of all draft protocols being progressed before enactment. Policy, Protocol and SOPs have been updated to reflect changes to PIMS. Pilot medical project underway in Cork. Ongoing transitional support offered where clinically appropriate e.g. through Bridge Project, CAP, CA.</p> <p>Protocol agreed with local authorities. Continued engagement with Probation Services. Review of Community Support and Community Return Scheme initiated.</p>

Action 2.10.	Outcomes	Progress December 2016
<p><b>We will work to assist the families of offenders in maintaining stable relationships by offering prisoners and their partners an opportunity to invest in developing the family unit.</b></p>	<p>Reduced re-offending.            Reduced risk of inter-generational offending.            Improved resettlement and reintegration outcomes.            Improved visiting facilities for families of prisoners.</p>	<p>In partnership with CDI, Bedford Row and University of Limerick the evaluation of the first family Links Programme in Limerick completed.</p> <p>Local Implementation Group established at Wheatfield Prison regarding roll-out of Family Links. Child Protection Policy drafted, underlying Protocols being developed.</p> <p>Visiting times amended during 2016.</p>
Action 2.11.	Outcomes	Progress December 2016
<p><b>We will enhance cooperation and co-ordination with other elements of the Criminal Justice System including</b></p> <p><b>(i) the Statutory, Community and Voluntary sector to promote joint integrated responses to crime (Joint Agency Response to Crime)</b></p> <p><b>(ii) the Cross Justice Efficiency Group.</b></p>	<p>Enhanced collaborative working and sharing of information            Reduced re-offending            Improved public safety.</p>	<p>The number of J-ARC initiatives has been expanded by the inclusion of Waterford, Limerick and Louth. Further projects are being considered. Evaluations of the initial three Dublin based J-ARC projects have been completed. A J-ARC information exchange protocol is at an advanced stage of preparation. Funding to community bodies has been increased to support the increased demand of the Community Support Scheme. SORAM has published a Manual of Practice to aid the multi-disciplinary approach to the management of sex offenders..</p>

**STRATEGIC ACTIONS 3. VICTIM SUPPORT**

To engage openly and meaningfully with registered victims of crime, in line with the EU Victims Directive, recognising their concerns and right to be understood and treated with respect and dignity.

Action 3.1.	Outcomes	Progress December 2016
<p><b>To engage openly and meaningfully with registered victims of crime, in line with the EU Victims Directive, recognising their concerns and right to be understood and treated with respect and dignity.</b></p>	<p>Appropriate timely and effective response to all victim requests and concerns.</p> <p>Increased awareness of our Victim Liaison Service with victim groups, other agencies both externally and internally e.g. ADVIC, HSE, Sonas services.</p> <p>Increased public awareness of victims right to be understood.</p> <p>Updated website to reflect changes in EU Directive.</p>	<p>Engagement with the Department and criminal justice partner agencies regarding the Criminal Justice (Victims of Crime Bill) 2016.</p> <p>Agreement reached with AGS, on the interface between both organisations in providing Victim Services. Protocol drafted with AGS to ensure seamless management of registered victims.</p> <p>Information has been updated on our website.</p> <p>Ongoing liaison with Probation Service, with a joint information leaflet drafted and agreed.</p> <p>Ongoing liaison with Probation Service on victim led prison based restorative practice.</p>

## STRATEGIC ACTIONS 4. ENHANCING ORGANISATION CAPACITY

In order to achieve this Strategic Plan objectives the Irish Prison Service must have the necessary organisational capability and capacity to do so. We will ensure that the Irish Prison Service has the systems, structures, processes, procedures and culture in place to support a just, proportionate and humane penal system which will contribute to the overall goal of reducing offending.

Action 4.1	Outcomes	Progress December 2016
<p><b>We will develop and embed systems, structures, processes, procedures and culture to support the delivery of the Organisations Vision, Missions and Values.</b></p>	<p>Improved governance and accountability.</p> <p>An inclusive organisational culture that supports the organisations values.</p> <p>Relationships at all levels that are more collaborative and inclusive.</p> <p>A positive attitude and pride and belief in our organisation.</p> <p>Motivation to work together.</p>	<p>Improved Governance Structures for the IPS reviewed by Executive Management Team and Strategy and Policy Group.</p> <p>The IPS Corporate Governance Framework developed in line with the Corporate Governance Standard for the Civil Service 2016. This sets out structures and working arrangements that comprise the internal governance and senior management framework. Terms of reference and business procedures for EMT and SPG reviewed and further developed.</p> <p>Mazars commissioned to carry out review of IPSHQ structure to ensure the organisation is optimally structured to continue to deliver on its business objectives in its future state.</p> <p>IPSC restructured. Review of the management structures in place at prison level progressed to ensure that appropriate management structures are in place for the delivery of IPS strategic objectives at prison level.</p>
Action 4.2	Outcomes	Progress December 2016
<p><b>We will enhance oversight of the Irish Prison Service.</b></p>	<p>Improved external oversight, adherence to human rights, obligations, improved accountability.</p>	<p>Tánaiste accepted Inspector of Prisons recommendation to give Ombudsman a role in Prisoner complaints. The Office of the Ombudsman held a seminar with prison management to explore best practice. Recommendations of Inspector of Prisons and European Committee for the Prevention of Torture progressed.</p>

Action 4.3	Outcomes	Progress December 2016
<p><b>We will develop and implement a Strategic People Plan to assist in achieving the mission and objectives of the organisation and meeting the needs of staff.</b></p>	<p>A workforce with the values, skills, attitudes and behaviours required to help the IPS meet its goals.</p>	<p>Draft Strategic People plan progressed with the objective to integrate human resource management strategies and systems to embed the organisations values, and support the delivery of our Strategic Plan while ensuring we meet the needs of our employees</p>
Action 4.4	Outcomes	Progress December 2016
<p><b>We will work with our criminal justice partners to progress the recommendations of the Strategic Review of Penal Policy in order to help achieve the overall goal of developing and sustaining a just, proportionate and humane penal system which will contribute to the rehabilitation and reintegration of the offender and the reduction of reoffending.</b></p>	<p>A just, proportionate and human penal system.</p>	<p>A joint strategy with the Probation Service is in place and implementation of 8 actions ongoing and published.</p> <p>Alignment of the numbers in prison to safe custody levels in line with Inspector of Prisons recommendations completed for 9 prisons.</p> <p>Strategic Plan 2016 – 2018 developed to address recommendations.</p> <p>Capital plan for 2016 – 2021 developed.</p>

Action 4.5	Outcomes	Progress December 2016
<p><b>We will ensure that provision of services and supports to prisoners – including education, work training, healthcare, psychology, drug treatment, the Samaritans Listener Scheme, the Red Cross etc. are adequately resourced.</b></p>	<p>Enhanced delivery of services for prisoners. Improved rehabilitation and resettlement. Equivalence of care of prisoners consistent with GMS provision in the community.</p>	<p>Review of the management structures in place at prison level progressed to ensure that appropriate management structures are in place for the delivery of services and supports.</p> <p>Prison day restructured.</p>
Action 4.6	Outcomes	Progress December 2016
<p><b>We will continue to further develop a collaborative relationship with the HSE particularly in the areas of primary care, addiction and mental health services.</b></p>	<p>Enhance healthcare for prisoners.</p> <p>Improved rehabilitation and resettlement.</p> <p>Increased public safety.</p>	<p>A comprehensive Healthcare Review to provide for the deployment of nursing resources on a more consistent basis, to ensure that Nurse resourcing is commensurate with the population of each prison, the profile of prisoners and the healthcare needs of the prison population was held. A tender to engage an agency who will recruit nurses on behalf of IPS issued and process finalised. Campus Nurse Managers (to Nurse Manager Operational and Nurse Manager Clinical Projects/Strategy) completed in the provision of enhanced organisation and management of healthcare services.</p> <p>Discussions ongoing with the D/ Justice/Equality, D/Health, HSE on future delivery model for healthcare in IPS. An MOU and associated protocol developed with NMCU/ PCRS to facilitate the provision of medical cards to eligible prisoners on release from custody Introduced on a pilot basis underway in Cork prison, to be rolled out to all prisons.</p>

Action 4.7	Outcomes	Progress December 2016
<p><b>We will improve the manner in which services at local prison level are integrated.</b></p>	<p>Improved service delivery Improved rehabilitation and resettlement options Greater efficiency.</p>	<p>Integrated Planning Tab Phase 1 complete in PIMS. ISM Coordinators, IASIO staff and Healthcare staff consistently inputting data regarding individual prisoners. Roll-out to include other members of multi-disciplinary team underway. Porporino Working Group proposals for ISM Policy at advanced stage. Quarterly meetings convened with national and prison Heads of Service to support coordination and collaborate on service provision.</p> <p>Consultation suites where multidisciplinary providers are facilitated with appropriate access to prisoners which maximizes prisoner contact and staff deployment in place in Cork prison and Castlerea prison. Examining further roll out.</p>

**COMMUNICATIONS AND ENGAGEMENT STRATEGY  
2016 – 2018**

Communications and Engagement Strategy 2016 – 2018		Progress December 2016
1	Explore options for the introduction of Communications co-ordinators and Workplace forums	Ongoing – options for introduction of communications coordinators currently being advanced.
2	Ensure that all line managers have the appropriate skills to communicate effectively with staff and senior management	Management/Staff communications skills training delivered in November 2016/early 2017.  All Governors held a staff briefing end December 2016 and into 2017.
3	Ensure effective communication tools in place across the Service to allow for two-way communication	Intranet re-development commenced. Electronic notice boards to be sourced/ tendered.
4	Enhanced face to face communications through management briefings and team meetings and awareness sessions.	Roll out of Management/staff briefing sessions commenced. Frontline management delivered.  In conjunction with EAP - CISM awareness delivered to staff.

## PSYCHOLOGY STRATEGY 2016 – 2018

Psychology Strategy 2016 – 2018	Progress December 2016
<p><b>1</b></p> <p>Reducing levels of recidivism through psychological intervention.</p> <p>Implement a range of offence focused interventions, where possible, with multi-disciplinary colleagues.</p> <p>Introduce a pro-active referral process across the prison estate for greater breadth of Service.</p> <p>Increase focus on through-care initiatives.</p> <p>Engage in risk assessment to inform sentence management planning for young people in custody.</p>	<p>Violence Group Programmes in Wheatfield, Cork, Castlerea, complete. Sexual Violence group Programmes in Midlands/Arbour Hill with Probation Service complete.</p> <p>Proactive referral protocol complete.</p> <p>Ongoing transitional support offered where clinically appropriate e.g. through Bridge Project, CAP, CA in Dochas.</p> <p>Risk assessments for 18 – 24 year olds without PRSO and with sentence or one year or more complete.</p>
<p><b>2</b></p> <p><b>Responding and positively impacting on the mental health of people in custody.</b></p> <p>Develop new mental health initiatives, where possible with multi-disciplinary colleagues, including staff awareness training.</p> <p>Improve links with in-reach Psychiatry and the wider HSE.</p> <p>Support HQ staff and prison management to enhance prison regimes in order to support mental wellbeing.</p>	<p>Assistant Psychologists providing MHA training for staff complete.</p> <p>Assistant Psychologist ‘whole population’ health promotion initiatives in conjunction with e.g. Red Cross, HSE and Education.</p> <p>Developed links with CMH and Head of Psychology, HSE being progressed.</p> <p>Assistant Psychologists co-facilitate Mental Health Awareness training programme for staff – completed.</p>
<p><b>3</b></p> <p><b>Supporting and developing staff within the Service, and building partnerships with all services involved in working with people in custody.</b></p> <p>Support Psychology personnel to fulfil their potential.</p> <p>Increase collaboration and coordination of Services with multi-disciplinary colleagues.</p>	<p>Ongoing support of Psychology staff through increased communication and access to CPD complete.</p> <p>Joint working on BBL for sexual violence with Probation Service complete.</p>

<p><b>4</b> <b>Make a positive contribution to safer custody.</b></p> <p>Implementation of range of offence focused and mental health interventions.</p> <p>Ensure presence at risk-relevant steering groups.</p> <p>Ensure current knowledge of risk assessment and management tools to support management of people in custody.</p>	<p>Increased offence focused and mental health interventions. Psychology participation at local and national suicide and self-harm meetings, local Health and Safety meetings and contribution to development of an estate wide risk assessment.</p> <p>Psychology adherence to Health and Safety procedures – Ongoing.</p> <p>Appropriate sharing of risk relevant information with multidisciplinary colleagues to ensure safe management of those in custody and on release - Ongoing.</p> <p>Risk Assessment CPD-Work with Head of Compliance, BSD re panic alarms to consultation rooms underway.</p> <p>Psychology Service engaged in Spousal Assault Risk Assessment training (with Probation Service).</p>
<p><b>5</b> <b>Provide an evidence informed psychological perspective to the management of prisons and their culture.</b></p> <p>Offer a psychological perspective at senior prison management and HQ level.</p> <p>Redeploy Psychology staff to IPS College to support staff recruitment and training.</p>	<p>Senior Psychologist redeployment to IPS College two days pw regarding recruitment and training initiatives completed.</p> <p>Development of Skills Register to support IPS in development of Policy and Procedures / working groups and provide psychological perspective in progress.</p> <p>Psychologist attended International Correctional and Prisons Association Conference on a) Young People and b) Leadership and disseminate international best practice.</p>

## JOINT EDUCATION STRATEGY 2016 – 2018 YEAR 1 PRIORITIES

Joint Education Strategy 2016 – 2018 Year 1 Priorities	Progress December 2016
<p><b>1</b> Supporting the Prison Education Service</p> <p>IPS will engage with the ETBs to agree a method of officer selection and subsequent training for the role of School Officer</p> <p>Ensure the needs of education centres are fully considered in staffing allocations following any reviews</p> <p>IPS will put in place an integrated Prison Education Management System</p> <p>Devise an agreed set of objectives for the quantitative and qualitative measurement of prison education, including participation rates, progression, certification/accreditation and compliance with stated aims</p> <p>Agree a structure to collect information about the previous educational experience of persons in custody in order to identify each person's abilities, needs and aspirations</p>	<p>Implementation of Education Strategy underway. First review meeting held end 2016. Enhanced role of School Officer in facilitating performance of the Education Centres. Adequate allocations of staff following reviews. Management system in place to record enrolment, engagement, academic achievements, timetabling and scheduling. Development of PEMS system commenced in 2016.</p> <p>A standard interview form for all prison education students is included in the specification for the PEMS system. Agreed performance monitoring system in place. Agreed procedures in place for the initial assessment of persons in custody. Assessment of prior education attainment of persons in custody has been included in PEMS system.</p>
<p><b>2</b> Accredited and Non-Accredited Education and Digitalisation</p> <p>The ETBs will deliver appropriate accredited programmes, including higher education (open University) and ensure the quality assurance of all programmes delivered. The IPS will consult with the ETBs in the development of courses specifically relevant to prison education, in particular at levels 1 and 2.</p> <p>The IPS recognises the need to focus on developing digital skills relevant to life back in society. The IPS will provide appropriate resources including examining the provision of in-cell E-learning having regard to the critical security requirements.</p> <p>The IPS will support non-accredited constructive activities and will co-operate with the ETBs to devise means of measuring and validating non-accredited activity.</p>	<p>Quality assured accredited programmes in place in all prisons. All Prison Education Centres are providing accredited programmes.</p> <p>A new round of Open University applications assessed in September 2016. Resources provided to facilitate digital learning. SPAN system has been rolled out across the Education Centres.</p> <p>Non accredited constructive activities to be supported. Non accredited education activities have been supported.</p>

### 3

#### Consultation and Integration

The IPS commits to ongoing consultation with the ETBs regarding education service delivery. The consultation process will explore a closer alignment between the school day, school year and the prison regime.

The IPS will ensure that prison education centres work in cooperation with other multi-disciplinary and in-reach services. The IPS will facilitate the ETBs in playing an active role in the sentence management and pre-release planning and appropriate further educational placements on release.

The IPS will examine methods of ensuring closer integration between prison education and the work and training areas in the prison, in order to ensure the seamless progression of those in custody between the two areas

The IPS will consult with the ETBs to ensure infrastructural resources meet statutory and accreditation standards for education and are suitable for purpose.

The IPS will ensure appropriate consultation with the ETBs and Head Teachers, through the Coordinator of Education, on policy formation that has a potential impact on prison education services.

Ongoing consultation arrangements in place to explore closer alignment between school schedule and prison regime.

Prison Education Service fully integrated into sentence management and release planning.

Integrated Planning and Pre-release planning tabs on PIMS is being built into the PEMS system.

Closer integration between prison education and work and training

### 4

#### Service Quality Benchmarking

The IPS commits to ongoing consultation with all relevant stakeholders in agreeing, establishing and implementing a comprehensive, relevant, professional and objective quality assurance process for the prison education service that will satisfy both the requirements of the IPS and those of relevant external agencies.

The quality assurance process will contain an agreed mechanism to capture non-accredited activities in the Education Centres and to capture the views of those in custody regarding the quality and range of subjects available to them.

Quality assurance process in place for the prison education service

Mechanisms in place to capture non-accredited activities and the views of those in custody regarding the quality and range of subjects available to them.

## OVERVIEW OF THE CAPITAL PLAN 2016 – 2021

The IPS has the following long-term strategic vision for the prison estate:

*A prison estate that provides safe, secure and humane custody, that upholds the dignity of all users, and that reflects and supports a modern and progressive penal policy.*

Capital programme	Progress report December 2016
Cork Prison	The old Cork Prison closed and all prisoners (163) were transferred to the new Cork Prison on 12 February 2016. The new Cork Prison provides good working conditions for staff and adequate and suitable accommodation for all prisoners in accordance with our national and international obligations. This new prison ends the practice of slopping out and provides the infrastructure and regime necessary for the education and rehabilitation of prisoners which in turn will enhance public safety.
Limerick – We will complete the development of new accommodation in Limerick to replace existing outdated accommodation.	Provision of new 103 cell male accommodation block and provision of new female unit consisting of 50 cells and 8 transition units. Due 2019.
Portlaoise – We will develop plans for the construction of a new maximum security unit at Portlaoise prison to replace the existing very outdated “E” block	Taken in tandem with the Limerick development described above, this new development will result in the final elimination of the practice of “slopping out” across the entire of the Irish Prison estate.
Mountjoy – Open the final refurbished wing (D Wing) and complete new Work and Training Building. Publish 15 – Year Masterplan for future development of Mountjoy.	Completed refurbishment project of all accommodation and new Work and training Building (August 2016). Plan for next 15 years published in Autumn 2016.

<p>Castlerea – The Irish Prison Service has adopted a master plan for the future development of the Castlerea Prison site over the next five years.</p>	<p>Phase 1 of the redevelopment initiated during 2016 with the construction of a new stores, visits and reception area being developed.</p>
<p>Other Projects to be advanced in Wheatfield, Midlands, Cloverhill</p>	<p>Visiting facilities to maintain and improve family links, which play a vital role in a prisoner’s rehabilitation continue to be improved. The Irish Prison Service instigated significant refurbishment to 2 units at Wheatfield prison, to replace the bulk of windows in the Midlands prison, to upgrade the fire safety systems at Cloverhill prison, to progress a master plan for the future development of the Castlerea prison site and to dedicate approx. €7million for the major enhancement of the CCTV system across the Prison Estate.</p> <p>These advances will lead to an enhanced living environment for prisoners and working environment for staff across the Prison Estate.</p>



# APPENDICES



# APPENDIX 1

## 2016 update on the Joint Probation Service/Irish Prison Service Strategy.

### 1

#### REHABILITATION AND COMMUNITY REINTEGRATION

#### IN FACILITATING THE REHABILITATION AND COMMUNITY REINTEGRATION OF SENTENCED PRISONERS, WE HAVE:

- Completed the *Review of Drug & Alcohol Treatment Services for Adult Offenders in Prison and in the Community* which was published in December 2016. Completed the Joint Drug and Alcohol Review action plan.
- Continued oversight and governance of joint funding arrangements.
- Engaged jointly in the Building Better Lives programme in the Midlands Prison.

### 2

#### COMMUNITY RETURN

#### FOLLOWING ON THE PUBLICATION OF THE EVALUATION OF COMMUNITY RETURN, WE HAVE:

- Released just over 1800 prisoners back in to the community in a structured manner and with a compliance rate of almost 90% by the end of 2016.
- Continued to review the assessment and outcome processes for the Community Return Programme.
- Engaged with other Departments, including the Department of Social Protection, with a view to making improvements in line with the evaluation of community return.

### 3

#### SUPPORTS FOR SHORT TERM PRISONERS

#### IN THE PROVISION OF SUPPORT FOR SHORT SENTENCED PRISONERS, WE HAVE:

- Released just over 1800 prisoners back in to the community in a structured manner and with a compliance rate of almost 90% by the end of 2016.
- Continued to review the assessment and outcome processes for the Community Return Programme.
- Engaged with other Departments, including the Department of Social Protection, with a view to making improvements in line with the evaluation of community return.

### 4

#### REDUCE RISK OF RE-OFFENDING

#### IN ENGAGING WITH SERVICE USERS TO REDUCE THEIR RISK OF RE-OFFENDING, WE HAVE:

- Continued the project to engage ex-offenders as peer mentors with persons on temporary release.
- Delivered the Red Cross programme, "A Culture of Non-Violence" , with clients in community bases in Dublin, Cork and Limerick. Females participated on the community based programme for the first time during 2016.
- Grant funded Community Based Organisations who employ ex-offenders, for example, providing support for short term prisoners, peer mentoring and assisting with the horticultural initiative in Thornton Hall.

# 5

## PRE-RELEASE PLANNING

### IN ENHANCING PRE-RELEASE PLANNING FOR PRISONERS, WE HAVE:

- In partnership with the Department of Housing, the Local Government Management Agency, the County & City Managers Association and the Department of Social Protection, the Irish Prison Service has implemented a joint protocol to improve links between persons exiting custody and the local authorities with the overall aim of reducing homelessness on exit from custody.

# 6

## PROMOTING SOCIAL INCLUSION

### TO PROMOTE SOCIAL INCLUSION, WE HAVE:

- Established a dedicated Social Enterprise Steering Committee to oversee the development of a joint social enterprise strategy. Project Manager appointed in the final quarter of the year to drive out the strategy and support social enterprises as an alternative approach to securing employment for people with convictions.
- Completed Year 2 of the “Travellers in Prison Initiative” in partnership with St Stephens Green Trust. Research undertaken on women travellers in prison and ethnic identification of travellers in prison ongoing.
- Engaged with relevant stakeholders in relation to further developing Young Offenders strategy.
- Sought expressions of interest regarding the establishment of a step down facility for women offenders.

# 7

## JOINT INTEGRATED RESPONSES TO CRIME

### TO PROMOTE JOINT INTEGRATED RESPONSES TO CRIME, WE HAVE:

- Commenced the extension of the Joint Agency Response to Crime (J-ARC) to 3 additional sites (Dundalk, Waterford city and Limerick city) outside of the Dublin Region.
- Delivered inter-agency training modules to staff involved in the delivery of J-ARC programmes.
- Scoped the potential expansion of the J-ARC initiative to incorporate Youth offenders (Y-JARC) in 2 new geographical areas.

# 8

## RESPONDING TO VICTIMS

### IN RESPONDING TO VICTIMS, WE HAVE:

- Drafted a joint information leaflet on the services to victims
- Contributed to training/information seminars in order to inform victim sensitive practice.
- Jointly collaborated to provide an effective response to victim requests.
- Contributed to advisory groups to inform the Criminal Justice (Victims of Crime) Bill to give effect to the requirements of European Directive 2012/29/EU.

## APPENDIX II

Persons in custody under sentence on 30 November 2016 – Offence group classified by sentence length.

Offence	<3 Mths	3 to <6 Mths	6 to <12 Mths	1 to <2 Yrs	2 to <3 Yrs	3 to <5 Yrs	5 to <10 Yrs	10+ Yrs	Life	Total
Homicide Offences	0	0	0	1	4	7	37	20	339	408
Sexual Offences	0	0	3	21	30	70	138	104	11	377
Attempts/Threat to Murder, Assaults, Harassments and Related Offences	1	16	26	73	87	113	100	17	3	436
Dangerous or Negligent Acts	1	5	11	22	17	16	7	0	0	79
Kidnapping and Related Offences	0	0	0	0	3	11	13	8	0	35
Robbery, Extortion and Hijacking Offences	0	0	5	11	24	34	24	2	0	100
Burglary and Related Offences	1	7	34	68	40	97	55	17	0	319
Theft and Related Offences	9	30	86	107	104	154	95	7	0	592
Fraud, Deception and Related Offences	1	3	10	7	9	9	2	0	0	41
Controlled Drug Offences	3	8	21	33	34	80	114	57	0	350
Weapons and Explosives Offences	0	6	8	16	9	24	45	14	0	122
Damage to Property and the Environment	2	3	11	11	11	10	13	0	0	61
Public Order and Social Code Offences	7	14	6	2	2	2	0	0	0	33
Road and Traffic Offences	2	28	18	9	2	0	0	0	0	59
Offences re Government, Justice Procedures and Organisation of Crime	5	10	13	18	1	1	0	0	0	48
Offences Not Elsewhere Classified	1	0	0	3	4	5	4	0	0	17
<b>Total</b>	<b>33</b>	<b>130</b>	<b>252</b>	<b>402</b>	<b>381</b>	<b>633</b>	<b>647</b>	<b>246</b>	<b>353</b>	<b>3,077</b>

## APPENDIX III

Daily average number of prisoners per Institution 2016.

Institution	Average Bed Capacity	In Custody	On Temporary Release	On Remand/Trial
Arbour Hill	142	134	2	1
Castlerea	340	293	24	48
Cloverhill	431	382	4	289
Cork	273	253	76	39
Limerick (f)	29	31	26	7
Limerick (m)	213	221	46	56
Loughan	140	116	4	0
Midlands	870	814	44	44
Mountjoy (f)	105	109	33	20
Mountjoy (m)	554	515	61	8
Portlaoise	291	198	3	10
Shelton Abbey	115	101	5	0
St. Patricks	34	1	0	0
Training Unit	96	90	15	0
Wheatfield	550	460	31	2
<b>Total</b>	<b>4,183</b>	<b>3,718</b>	<b>374</b>	<b>524</b>

## APPENDIX IV

Committals to prison 2002 to 2016.

Year	Total	Change from previous year - %	Persons	Change from previous year - %	Male	Female
2016	15,099	-12.2	12,579	-11.3	10,033	2,546
2015	17,206	6.5	14,182	5.8	11,264	2,918
2014	16,155	2.7	13,408	2.7	10,723	2,685
2013	15,735	-7.6	13,055	-5.8	10,729	2,326
2012	17,026	-1.7	13,860	-0.7	11,709	2,151
2011	17,318	0.8	13,952	1.4	12,050	1,902
2010	17,179	11.4	13,758	11.5	12,057	1,701
2009	15,425	13.8	12,339	12.9	10,880	1,459
2008	13,557	13.6	10,928	12.5	9,703	1,225
2007	11,934	-1.8	9,711	0.1	8,556	1,155
2006	12,157	14.1	9,700	11.7	8,740	960
2005	10,658	0.0	8,686	-1.5	7,780	906
2004	10,657	-9.5	8,820	-10.1	7,914	906
2003	11,775	-0.7	9,814	1.0	8,669	1,145
2002	11,860		9,716		8,673	1,043

# APPENDIX V

## Committals under sentence 2016 – Classified by Offence group and sentence length.

Offence Group	<3 Mths	3 to <6 Mths	6 to <12 Mths	1 to <2 Yrs	2 to <3 Yrs	3 to <5 Yrs	5 to <10 Yrs	10+ Yrs	Life	Total
GP01 Homicide Offences	0	0	0	1	3	4	14	3	14	39
GP02 Sexual Offences	3	4	11	31	21	31	47	22	2	172
GP03 Attempts/ Threat to Murder, Assaults, Harassments and Related Offences	75	123	94	68	64	54	19	2	0	499
GP04 Dangerous or Negligent Acts	530	61	22	19	10	8	3	0	0	653
GP05 Kidnapping and Related Offences	0	0	1	0	4	6	6	0	0	17
GP06 Robbery, Extortion and Hijacking Offences	0	1	8	14	17	21	2	0	0	63
GP07 Burglary and Related Offences	24	53	134	23	28	44	10	1	0	317
GP08 Theft and Related Offences	381	219	351	62	72	79	18	1	0	1,183
GP09 Fraud, Deception and Related Offences	189	20	40	6	7	6	1	0	0	269
GP10 Controlled Drug Offences	373	53	85	34	33	51	35	7	0	671
GP11 Weapons and Explosives Offences	43	27	54	12	9	15	20	3	0	183
GP12 Damage to Property and the Environment	191	60	78	10	15	14	5	0	0	373
GP13 Public Order and Social Code Offences	1,015	99	28	5	2	5	0	0	0	1,154
GP14 Road and Traffic Offences	3,417	312	60	2	0	0	0	0	0	3,791
GP15 Offences against Government, Justice Procedures and Organised Crime	1,727	89	65	3	1	1	3	0	0	1,889
GP16 Offences Not Elsewhere Classified	852	16	8	5	4	5	0	0	0	890
<b>Total</b>	<b>8,820</b>	<b>1,137</b>	<b>1,039</b>	<b>295</b>	<b>290</b>	<b>344</b>	<b>183</b>	<b>39</b>	<b>16</b>	<b>12,163</b>
<b>Year 2015</b>	<b>10,229</b>	<b>1,273</b>	<b>1,028</b>	<b>423</b>	<b>432</b>	<b>362</b>	<b>185</b>	<b>36</b>	<b>19</b>	<b>13,987</b>
<b>Difference</b>	<b>-1,409</b>	<b>-136</b>	<b>11</b>	<b>-128</b>	<b>-142</b>	<b>-18</b>	<b>-2</b>	<b>3</b>	<b>-3</b>	<b>-1,824</b>
<b>%</b>	<b>-13.8</b>	<b>-10.7</b>	<b>1.1</b>	<b>-30.3</b>	<b>-32.9</b>	<b>-5.0</b>	<b>-1.1</b>	<b>8.3</b>	<b>-15.8</b>	<b>-13.0</b>

# APPENDIX VI

## Committals under sentence by sentence length 2011 – 2016.

	<3 Mths	3 to <6 Mths	6 to <12 Mths	1 to <2 Yrs	2 to <3 Yrs	3 to <5 Yrs	5 to <10 Yrs	10+ Yrs	Life	Total
<b>Year 2016</b>	8,820	1,137	1,039	295	290	344	183	39	16	12,163
<b>Year 2015</b>	10,229	1,273	1,028	423	432	362	185	36	19	13,987
<b>Year 2014</b>	9,361	1,249	986	350	343	346	165	28	25	12,853
<b>Year 2013</b>	8,663	1,422	1,097	348	335	398	173	31	22	12,489
<b>Year 2012</b>	8,837	1,734	1,273	461	447	494	227	31	22	13,526
<b>Year 2011</b>	8,070	1,786	1,358	636	380	472	227	39	22	12,990
<i>2015/2016 diff +/-</i>	-1,409	-136	11	-128	-142	-18	-2	3	-3	-1,824
<i>diff +/- since 2011</i>	750	-649	-319	-341	-90	-128	-44	0	-6	-827

## Committals Under sentence (excluding fines) 2011 – 2016

	<3 Mths	3 to <6 Mths	6 to <12 Mths	1 to <2 Yrs	2 to <3 Yrs	3 to <5 Yrs	5 to <10 Yrs	10+ Yrs	Life	Total
<b>Year 2016</b>	468	1,050	1,039	295	290	344	183	39	16	3,724
<b>Year 2015</b>	484	1,138	1,026	422	432	362	185	36	19	4,104
<b>Year 2014</b>	540	1,091	986	350	343	346	165	28	25	3,874
<b>Year 2013</b>	723	1,241	1,097	348	335	398	173	31	22	4,368
<b>Year 2012</b>	780	1,487	1,273	461	447	494	227	31	22	5,222
<b>Year 2011</b>	846	1,496	1,358	636	380	472	227	39	22	5,476
<i>2015/2016 diff +/-</i>	-16	-88	13	-127	-142	-18	-2	3	-3	-380
<i>diff +/- since 2011</i>	-378	-446	-319	-341	-90	-128	-44	0	-6	-1,752

## Committals Under sentence less than 12 months (excluding fines) 2011 – 2016

	<3 Mths	3 to <6 Mths	6 to <12 Mths	Total	Diff +/-	%
<b>Year 2016</b>	468	1,050	1,039	2,557	-91	-3.44%
<b>Year 2015</b>	484	1,138	1,026	2,648	31	1.18%
<b>Year 2014</b>	540	1,091	986	2,617	-444	-14.51%
<b>Year 2013</b>	723	1,241	1,097	3,061	-479	-13.53%
<b>Year 2012</b>	780	1,487	1,273	3,540	-160	-4.32%

## IPS CONTACT INFORMATION

<b>Arbour Hill Prison</b> Arbour Hill, Dublin 7 D07YV40	Tel: 01 4724000 Fax: 01 4724082	<b>Midlands Prison</b> Dublin Road, Portlaoise, Co. Laois R32F796	Tel: 05786 72110 / 05786 72100 Fax: 05786 72199
<b>Castlerea Prison</b> Harristown, Castlerea, Co. Roscommon F45X330	Tel: 094 96 25213 Fax: 094 96 25226	<b>Mountjoy Prison</b> North Circular Road, Dublin 7 D07YC97	Tel: 01 8062800 Fax: 01 8062824
<b>Cloverhill Prison</b> Cloverhill Road, Clondalkin, Dublin 22 D22WC84	Tel: 01 6304530 / 01 6304531 Fax: 01 6304580	<b>Portlaoise Prison</b> Dublin Road, Portlaoise, Co. Laois R32KN97	Tel: 05786 21318 Fax: 05786 20997
<b>Cork Prison</b> Rathmore Road, Cork City, Cork T23Y642	Tel: 021 2388000 Fax: 021 2387240	<b>Shelton Abbey Open Centre</b> Arklow, Co. Wicklow Y14T638	Tel: 0402 42300 Fax: 0402 42350
<b>Dóchas Centre</b> North Circular Road, Dublin 7 D07YC97	Tel: 01 8858987 Fax: 01 8062824	<b>St. Patrick's Institution</b> North Circular Road, Dublin 7 D07VR94	Tel: 01 8062896 Fax: 01 8307705
<b>Limerick Prison</b> Mulgrave Street, Limerick V94P8N1	Tel: 061 204700 Fax: 061 415116	<b>Training Unit</b> Glengarriff Parade, North Circular Road, Dublin 7 D07YN30	Tel: 01 8062890 Fax: 01 8307460
<b>Loughan House Open Centre</b> Blacklion, Co. Cavan F91NY76	Tel: 071 9836021 Fax: 071 9853234	<b>Wheatfield Place of Detention</b> Cloverhill Road, Clondalkin, Dublin 22 D22Y2V5	Tel: 01 7789400 Fax: 01 7789430

## PRISON SUPPORT UNITS

<b>Building Services Division</b>	Unit 2, Airways Industrial Estate, Santry, Dublin 17 D17HW53	Operational Support Group	Árd na Gaoithe, Arbour Hill, Dublin 7 D07YV40
<b>Prison Service College</b>	Stack House, Dublin Road, Portlaoise, Co. Laois R32NX53	Prison Service Escort Corps	Cloverhill Prison, Cloverhill Road, Dublin 22 D22WC84

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**IRISH PRISON SERVICE**

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