



Gaining Access to Training, Education & Employment



THE RESETTLEMENT
SERVICE

2013 / 2014 IASIO Biennial Report

To The Probation Service And The Irish Prison Service



An tSeirbhís Phromhaidh
The Probation Service



IASIO Mission Statement

In partnership with the Probation Service and the Irish Prison Service, our mission is to provide a wide range of supports to adults in the criminal justice system, including access to training, education and employment.

IASIO Vision

The vision for IASIO is to be a leading Community Based Organisation (CBO) in Ireland recognised for its responsible support structures and sustainable positive outcomes for adults in the criminal justice system.

IASIO Values

Justice: We believe in a fair and just society, where all people have an inalienable right to equal protection before the law

Equality: We believe that all members of society, including offenders, have a right to equal access to opportunities leading to a life of fulfilment

Dignity: We respect and value the worth of every individual on the planet

Hope: We believe in the restorative power of hope



Table of Contents

Introduction

About IASIO	1
Chairman's Foreword	2
CEO's Foreword	3
Funding Bodies Introductions	4
IASIO's Operational Management Structure	5
Highlights from 2013 and 2014	6

Service Reports

The Linkage Service	10
The GATE Service	17
The Resettlement Service	22

Operational Development: New & Developing Initiatives

IASIO Guidance: Bridging the Gap Between Clients & Their Goals	28
Changing Course	29
Building Collaborative Bridges— GATE Service & Irish Prison Service Initiative	30
Building Collaborative Bridges—IASIO & Mayo Recovery College	31
Client Success Story	32
The Community Return Initiative	34
Reparation, a Bridge Back—Community Service	35
Community Projects	36
The Voice of the Victim	37
Community Foundation for Ireland / St. Stephen's Green Trust Fund: Bridging the Funding Gap	38
Female Offender: Success Story	40

Policy Development—A Bridge to A Better Future

Role of the Media in Building Safer Communities	43
The Criminal Justice (Spent Convictions) Bill 2012	44
Internal Policy: Staff Development	45
Continuous Quality Improvement Programme (CQI) & Quality Standards Framework	46

Governance

Board of Directors / Board Audit Committee	48
Board of Directors / Board Audit Committee Members / Funding Representatives	49

Finance	50
----------------	----

Acknowledgements	51
-------------------------	----



2013 / 2014 Biennial Report Introduction

About IASIO

IASIO, The Irish Association for the Social Integration of Offenders is an independent company formed by Paddy Richardson on 26th January 2012 (currently CEO & Company Secretary). IASIO became fully operational on 2nd April 2012. Although a new organisation, IASIO management & staff have 12 years of operational experience under the employment and social inclusion programmes in Business in the Community Ireland (BITC) and now employs 29 highly experienced and professional staff. It is a national community based organisation for adult offenders in the criminal justice system, with a specific focus on alternatives to both offending and re-imprisonment. This is achieved through the provision of direct services to offenders both in the community and in Irish prisons.

What IASIO does

IASIO's primary focus is operational—the provision of frontline services to people in the criminal justice system. Currently IASIO manages three operational Services – the Linkage Service, The GATE Service and the Resettlement Service, under funding from the Probation Service and the Irish Prison Service. Although each of IASIO's Services occupies a unique operational niche, all share the common aim of supporting the reduction of reoffending. IASIO specialises in services that provide alternatives to offending, either as part of a community based sanction or as part of a person's prison sentence.

Objectives

We commit to do the following:

- Provide a range of services to persons who have come into conflict with the law or who are at risk of coming into conflict with the law.
- Assist those referred to us to become independent, socially integrated and personally productive members of society through client-centred, desistance focused practice, using employment, educational, vocational, resettlement and reintegration interventions.
- Establish the development of excellence in practice across the full range of our criminal justice services.
- Ensure the efficient use of resources in the pursuit of stakeholder objectives.
- Develop collaborative working relationships that foster a more inclusive Ireland, promote opportunity and encourage a shared responsibility in reducing recidivism.
- Inspire hope.

Chairman's Foreword

As Chairman of IASIO I am delighted to present the 2013/2014 Biennial Report to the Minister for Justice & Equality Frances Fitzgerald, through the office of the Director of the Probation Service, Mr. Vivian Geiran, and the Director General of the Irish Prison Service, Mr. Michael Donnellan.

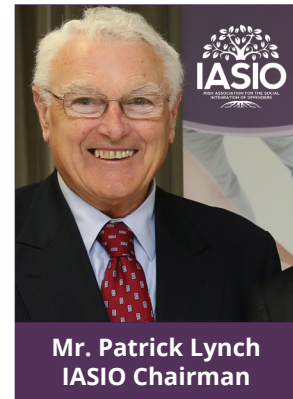
This Report describes the wide range of activities for the three services operated by IASIO – the Linkage Service on behalf of the Probation Service and The GATE Service and Resettlement Service, on behalf of the Irish Prison Service.

Most notable over these years are the achievements of so many clients in accessing training, education and employment. In particular, when one considers the severe austerity period of the recent past, it is notable that since IASIO was formed 1,278 clients have attained employment. It is also noteworthy that some of the sectors predominantly accessed by IASIO clients appear to be improving their employment and apprenticeship opportunities. This will further enhance the skills development and employment opportunities for many IASIO clients. Having access to accommodation, training, education and employment opportunities is central to stabilising former offenders and reducing recidivism.

There are many successes throughout the report and one of the highlights for me is the example of the integrated service developed and operated by the Irish Prison Service and the Probation Service—the Community Return Programme. This programme has a 90% success rate for the Probation Service and IASIO is delighted to have been part of this achievement.

I am looking forward to the implementation and the outcomes of the Joint Strategic Plan of the Probation Service and the Irish Prison Service (2015 – 2017) which will build on the progress made by the first joint strategy

delivering a multi-agency approach in planning the release of offenders and overseeing their transition into the community. As always IASIO will be happy to assist with its implementation.



Mr. Patrick Lynch
IASIO Chairman

I wish to thank the excellent Board of Directors of IASIO, which comprises a strong group of enthusiastic and committed people, each associated with the criminal justice and the Community & Voluntary sectors. Their collective experience and knowledge serves the organisation well in policy development and support of staff and clients. Once again, I wish to thank them most sincerely for their continuing interest and commitment to the work of the organisation. In these difficult times continuous funding of the services is a constant challenge. It is fully appreciated that the efforts of our funding agencies are directed, insofar as it is possible, to the maintenance of sufficient funds to ensure that the valuable service being provided for all our clients is supported and maintained. I wish to thank them on behalf of our clients.

Finally, I want to commend our team, magnificently led by our CEO, Mr. Paddy Richardson, for their herculean efforts to maintain the usual first class service to clients during the development phase of IASIO. I am aware of the personal adjustments and sacrifices many had to make to accommodate the changing financial circumstances. It is their drive, ambition and professionalism which enable each of the services to function successfully. I look forward to working with the Board and team in the years to come.

Patrick J. Lynch

CEO's Foreword

Despite the many changes that have occurred in the three years since its establishment, IASIO has remained true to its ultimate objective of supporting the reduction of reoffending among people before the courts or being released from prison. In a time of severe austerity, IASIO has continued to instil confidence and motivation in our clients, leading to 1,239 people being placed in training, a further 997 in education and 1,278 in employment. This is in addition to the 1,125 people supported in their resettlement from prison over the 2013/2014 reporting period. These figures represent an important contribution to criminal justice practice in Ireland, in particular because they demonstrate both social and economic integration for some of the most disadvantaged people in our society. The benefits are truly multiple—not only does every client receive the type of support that can make a difference, but the stability this generates carries over into their immediate family, the community and wider society as each person is supported away from crime.

Anyone working in the criminal justice field knows this is no easy process. Influencing change in offending behaviour is a matter of developing a trusting relationship within an interlocking system of supports, one that might include addiction support, housing, health and social welfare. There is no one stop shop but rather a commitment to a process of change that is centred on the person and includes many agencies. How we engage with each individual client is essential, how we work together is essential and how we bridge the gap between the criminal justice system and the community, is essential. IASIO has made significant contributions in each of these areas: we have developed a distinctive desistance

Since its establishment in 2012, IASIO staff have provided guidance, support & placement to over 8,800 people.

focused model of intervention; we have effective operational procedures with the Probation Service and Irish Prison Service; and we have a network of contacts in the community that offer real opportunity and

support for people as part of their potential exit from the criminal justice system.

Yet significant challenges remain, not least of which is the current housing crises that directly affects the stability of



Mr. Paddy Richardson
IASIO CEO

prisoner resettlement and reintegration, but which is only one part of the overall challenge of effective intervention. We still have a lot of work to do in (adequately) providing for many clients - offence type, health status and ethnicity can all have an effect on accessing services and supports in the community. Consequently, these areas require more attention in the future.

However, I have no doubt that we can rise to these challenges and that IASIO can continue to make a valuable contribution to the work of the Probation Service and Irish Prison Service. I sincerely wish to thank the Director of the Probation Service Mr. Vivian Geiran and the Director General of the Irish Prison Service Mr. Michael Donnellan for their support to me and to the staff of IASIO over the years.

I am proud to be CEO of our single most important asset – the 29 professional and dedicated staff of IASIO and their tireless effort on behalf of the clients referred to them. Whether they are at the coalface, managing operations or in head office, each of them invest their time and energy to ensuring the services of IASIO are delivered in the most efficient and effective professional manner.

Finally, the support to me and to the staff by the Chairman and Directors of the Board of IASIO is acknowledged here and deeply appreciated by all of us.

P. Richardson

Funding Bodies Introductions



IASIO is funded by the Department of Justice and Equality, through the Probation Service, to provide support and guidance to Probation Service clients regarding employment, training and education. IASIO's Training and Employment Officers deliver and facilitate work experience, on-the-job training placement, education, and related community services for those referred to IASIO by Probation officers across the country.

The Linkage Service offers a valuable resource in assisting offenders to make positive changes in their behaviour and facilitating their re-integration in their communities. It therefore provides a real benefit to individual clients, as well as to employers and to the wider community.

I congratulate IASIO on the launch of their Biennial report and look forward to continuing the positive and productive partnership that has been built up between the Probation Service and IASIO since its foundation, and to delivering even better outcomes together in the reintegration of offenders into our communities, reduced reoffending and fewer victims.

Vivian Geiran, Director, Probation Service



**Mr. Vivian Geiran, Director,
Probation Service**

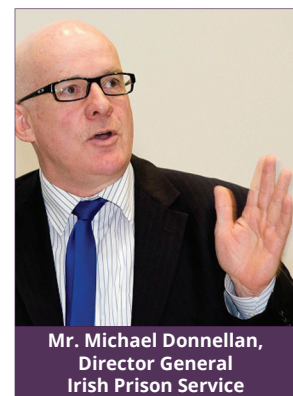


The Irish Prison Service is committed to reducing re-offending and improving prisoner rehabilitation through the development of an integrated, multi-agency approach to sentence management.

IASIO is a crucial partner to the Irish Prison Service in our continuing work to advance a system of planned and structured releases, promoting better outcomes for individuals and increasing safety in our communities.

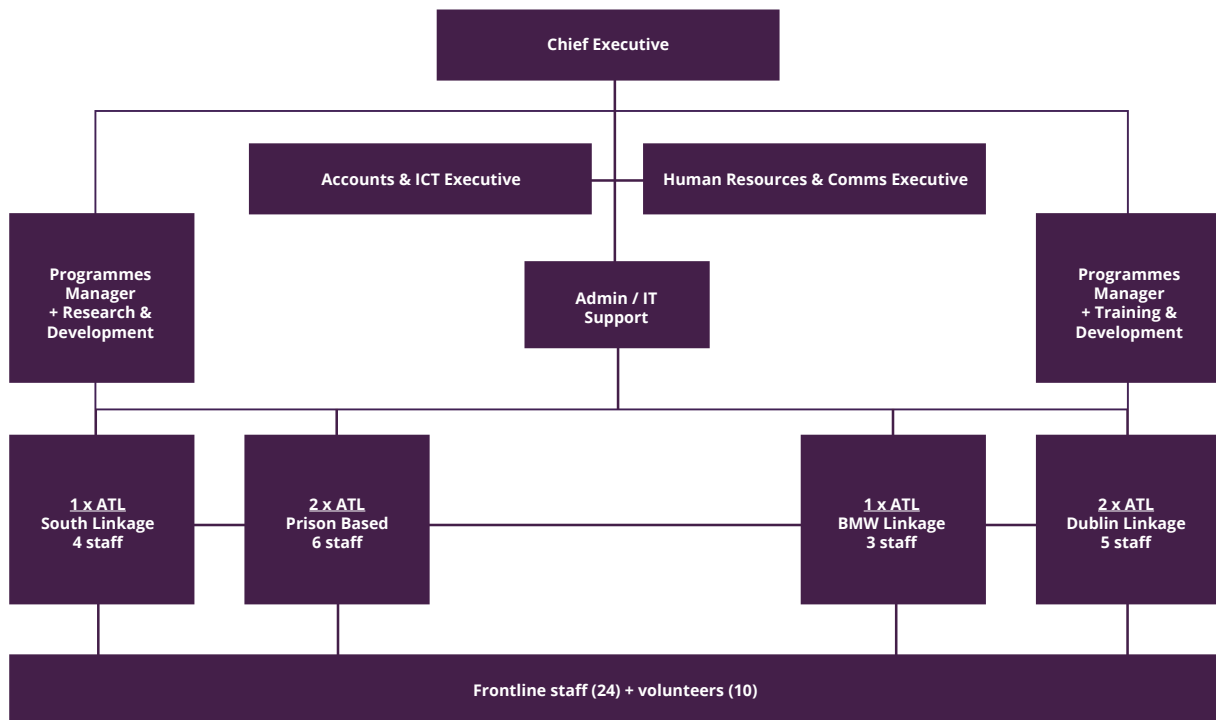
The GATE and Resettlement programmes provide valuable one-to-one support and advocacy services to prisoners. The prison based Training & Employment Officers (TEOs) and Resettlement Support Workers (RSWs) perform important interventions, enabling offenders to access primary care services and pursue training and employment opportunities post release, helping to remove barriers to effective and sustainable resettlement.

Michael Donnellan, Director General, Irish Prison Service



**Mr. Michael Donnellan,
Director General
Irish Prison Service**

IASIO's Operational Management Structure



Management Team



Highlights from 2013 and 2014



&



**Employment
Placements
1,278**

**Community
Return
Complete
433**

**Training
Placements
1,239**

**Education
Placements
997**

**Engaged in
Resettlement
Planning
1,125**



IASIO services are provided to all client groups, regardless of the nature of their offence. The following chart represents the number of referrals made to IASIO's three Services in 2013 and 2014, categorised by client offence.

2013 & 2014 New Referrals by Offence Type (All Programmes)



**Chart: 2013/2014 Employment Placements by Sector
(Total= 1,278)**





Service Reports

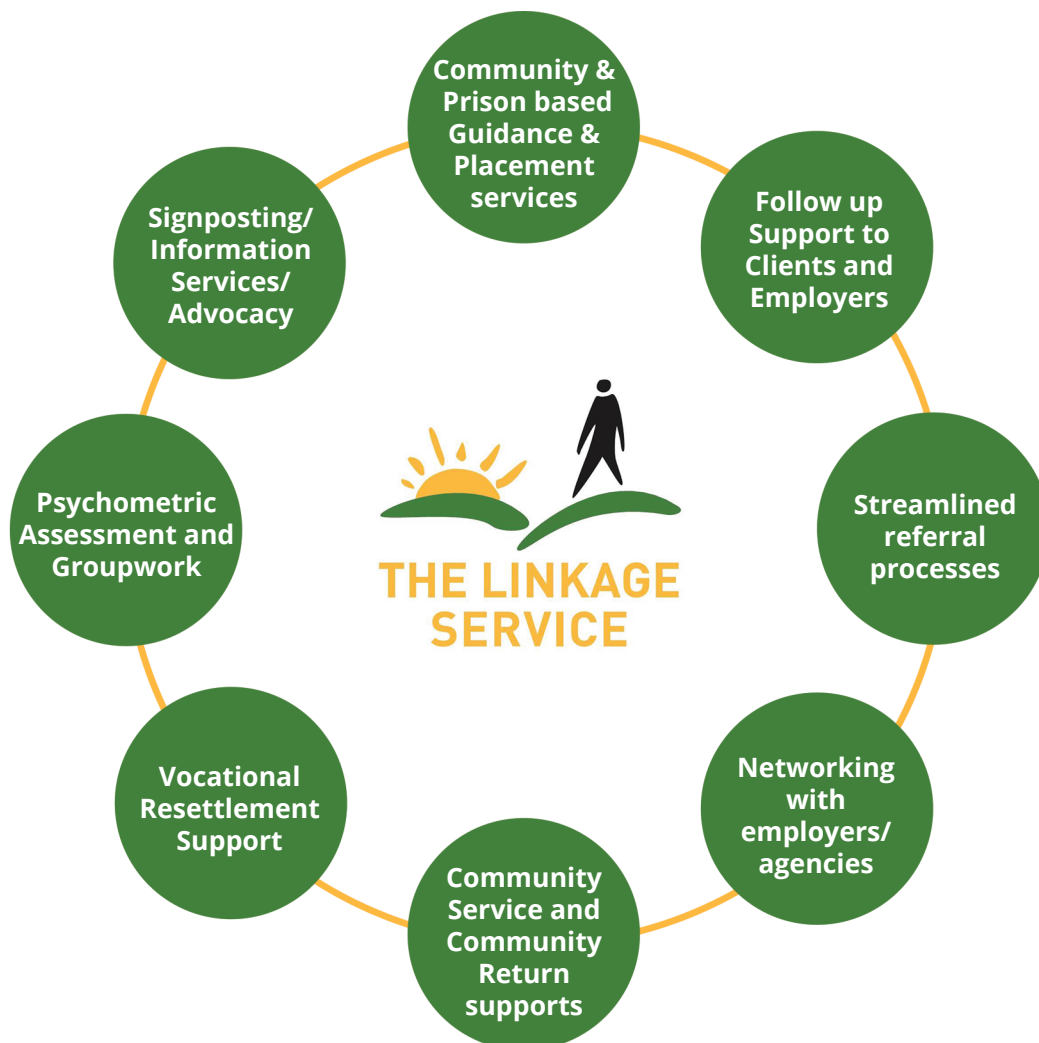


The Linkage Service

The Linkage Service was established in 2000 and is now under the management of IASIO. The aim of Linkage is to help offenders access appropriate training, education, and employment through an in-depth guidance process with the ultimate objective of desistance from crime and full integration into the community. It is an established service with an extensive track record of success. It provides support for employers, training providers, educationalists and other agencies through its extensive network of Training and Employment Officers (TEOs) covering most parts of the country. Linkage Service TEOs also offer guidance, placement, group work and resettlement support to clients in prison on the invitation of the Probation Service and the Irish Prison Service.



The Linkage Service: Services Offered



Area Team Leaders (ATL) and Training & Employment Officers (TEO)



Laura Kenny, ATL / TEO



Louise Wilkinson, ATL / TEO



Cameron Glynn, ATL / TEO



John Moley, ATL / TEO



Tim Rogers, TEO



Rita Spencer, TEO



Denis McGuigan, TEO



Seona Hyland, TEO



Heather Roberts, TEO



Derek Toner, TEO



Ellen O'Loughlin, Locum ATL
/ TEO



Orla Reddy, TEO



Jimmy Hayes, TEO



Maria Walsh, TEO



Des Holton, TEO



Cathy Maguire, Locum TEO

The Linkage Service: Stats at a glance



The Linkage Service: Stats at a glance		2013		2014		Total over Reporting Period
Field	Total EPI*	Actual Total	Total EPI	Actual Total		
New Referrals	1500	2034	1800	2094		4,128
Active Referrals *1		1901		2120		4,021
Placements		820		926		1,746
In Employment	203	322	210	335		657
In Education	236	237	220	275		512
In Training	236	261	240	316		577
Guidance Complete *2 (all)*3		48 (72w)	12 (18w)	53 (80w)		101 (152w)
Community Return Complete		128 (192w)	80 (120w)	161 (241w)		289 (353w)
Group work completed		74		72		146
Community Service Sites Approved		18	15	8		26
Total Successful Outcomes*4		1,088		1,220		2,308

*Expected Performance Indicator

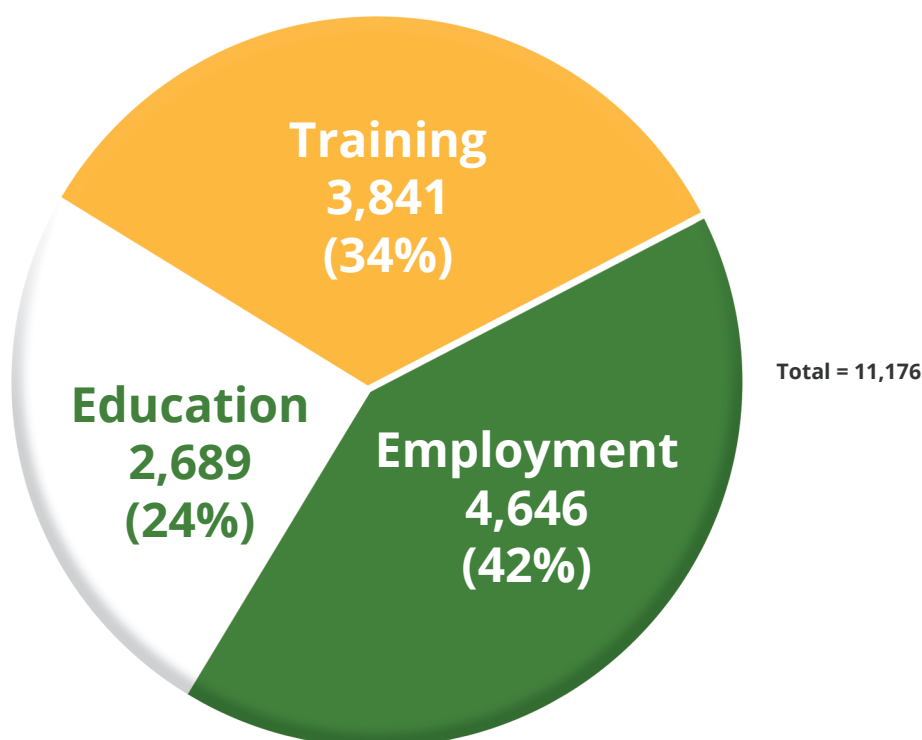
1 : All referrals currently in progress and engaging with TEO, regardless of referral date.

2 : Weighted at a ratio of 1.5 : 1

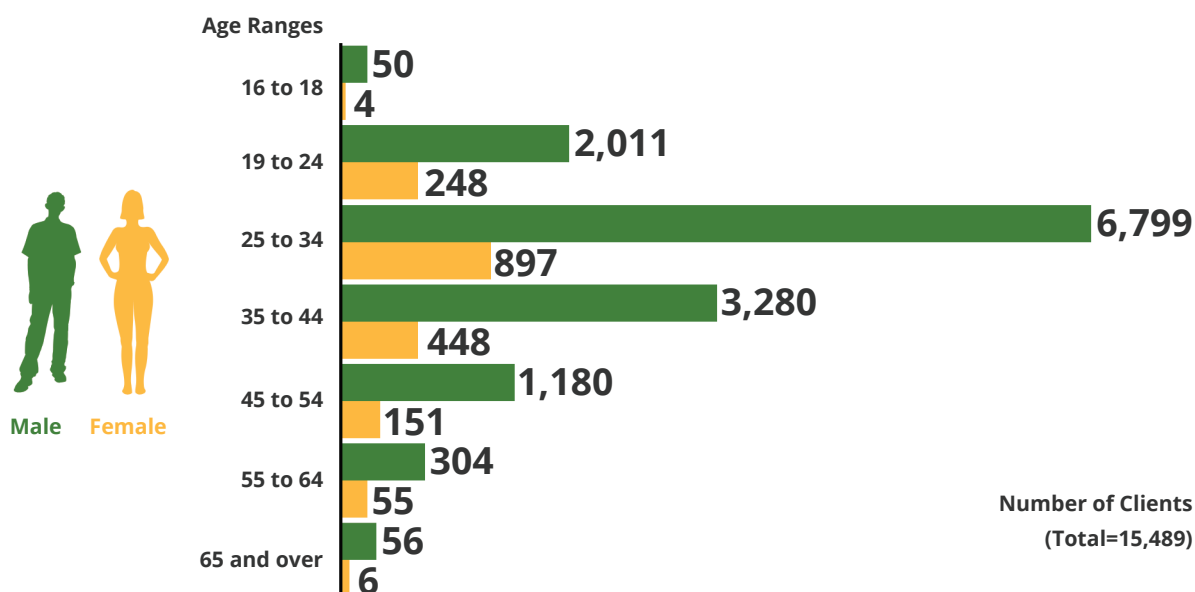
3 : Includes High Risk Offender guidance & Community Service guidance

4 : Includes outcomes from referrals made prior to year in question

Breakdown of Linkage Service client placements between 2000 and 2014



Linkage Service Clients 2000-2014 by Age & Gender



As well as collaborating with many nationwide services, Linkage Service TEO's collaborate with a number of local agencies and training providers spanning a broad range of service types:



Carmel Donnelly, Senior Probation Officer (Cavan / Monaghan / Leitrim Team)
& Laura Kenny, Linkage Service TEO

The following areas are covered by Linkage Service Training & Employment Officers:



Dublin

Area	Initiatives Offered
Finglas, Ballymun, Blanchardstown Area, Donaghmede (Covering Dublin 9, 11, 15)	<ul style="list-style-type: none"> • Changing Course • World of work • Group psychometrics • Soft Skills Programme
Dublin 2, 4, 6, 8, 12, Crumlin, Carmen's Hall	<ul style="list-style-type: none"> • World of Work • Group Psychometrics • Changing Course • Soft Skills Programme • Volunteer workers for Pearse College allotment
Dublin 7, Dun Laoghaire, Bray, Shelton Abbey Open Prison, Smithfield	<ul style="list-style-type: none"> • Smithfield Art Tunnel • Narnia Project Christchurch Bray • Civic Engagement Programme with Shelton Abbey Prison • Changing Course • World of Work • Soft Skills Programme • Group Psychometrics
Clondalkin, Ballyfermot, Tallaght	<ul style="list-style-type: none"> • Changing Course • Soft Skills Programme • Group Psychometrics • World of Work

Rest of the Country

Area	Initiatives Offered
Louth and Monaghan	<ul style="list-style-type: none"> • Community Service Training Activation Project • Changing Course • World of work • Group psychometrics • Soft Skills Programme
See next page for more	

Rest of the Country (Continued)

Area	Initiatives Offered
Meath, Cavan, Mullingar	<ul style="list-style-type: none"> • Changing Course • World of work • Group psychometrics • Soft Skills Programme
Donegal and Loughan House Open Prison	<ul style="list-style-type: none"> • Information Days in Loughan House Open Prison • Changing Course • World of work • Group psychometrics • Soft Skills Programme • Community Service Site Seeking • Pre – Release Course Loughan House
Mayo, Sligo, Tuam	<ul style="list-style-type: none"> • Castlebar Community Re-Use Project • Collaborative Social Integration Project • Mayo Adult Guidance Network • Pre-Release Course • Changing Course • World of work • Group psychometrics • Soft Skills Programme
Athlone, Longford, Ballinasloe, Galway City	<ul style="list-style-type: none"> • Stress Management Course with Probation Service • Motivational Speakers with Irish Prison Service • Fit4Life • Pre-Release Course • Changing Course • World of work • Group psychometrics • Soft Skills Programme
Cork City, County & Prison	<ul style="list-style-type: none"> • Jobs and vetting presentations • Changing Course • World of work • Group psychometrics • Soft Skills Programme
Limerick City, County & Prison	<ul style="list-style-type: none"> • Pre-employment group work • Changing Course • Group work for Young Persons Probation • World of work • Group psychometrics • Soft Skills Programme
Co. Tipperary & Co. Kilkenny	<ul style="list-style-type: none"> • KEY (Employment for Youth Training) • Making Connections Programme • Changing Course • Group psychometrics • Soft Skills Programme
Carlow, Laois, Offaly, Kildare	<ul style="list-style-type: none"> • Changing Course • World of work • Group psychometrics • Soft Skills Programme

The Gate Service

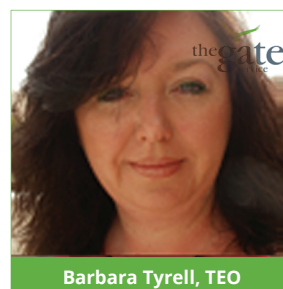
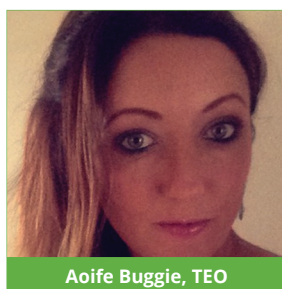
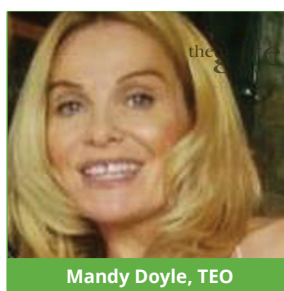
The GATE Service has been in operation since 2007 and is a joint initiative between IASIO and the Irish Prison Service (IPS). It is a unique prison based 'through-the-gate' service that fosters stable resettlement and reintegration. The Training and Employment Officers work with those in prison to help develop a plan for release with a focus on training, education or employment and to identify and overcome barriers to progression.



The GATE Service: Services Offered



The GATE Service: Area Team Leader (ATL) and Training & Employment Officers (TEO)

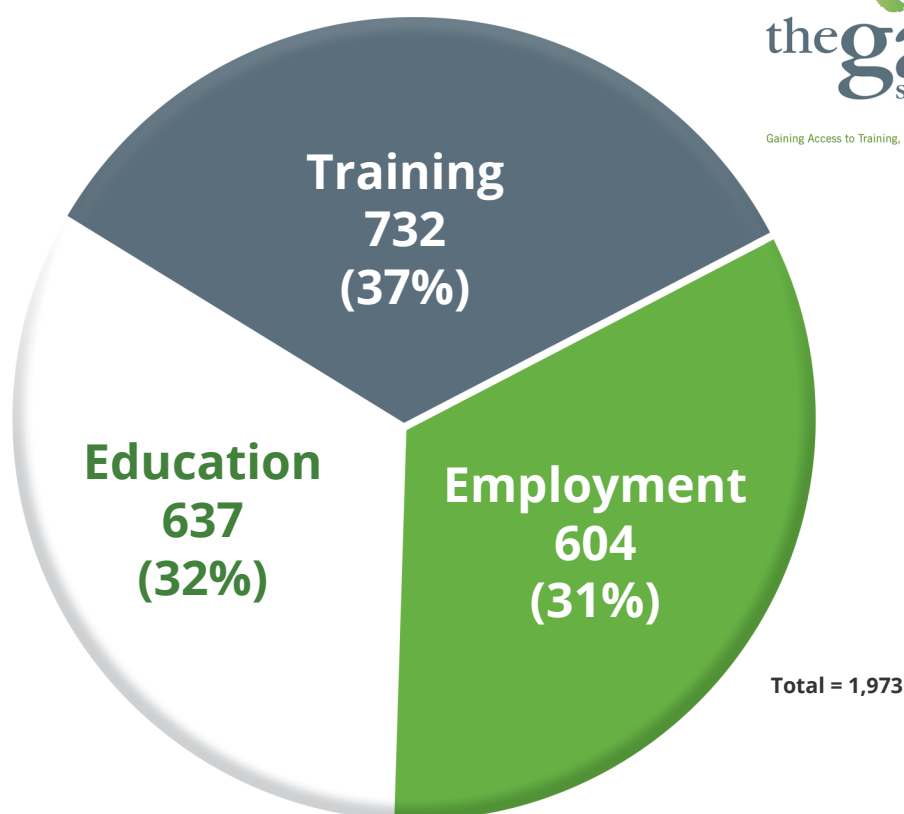


The GATE Service: 2013/2014 Statistics at a Glance		2013		2014		Total over Reporting Period
	Target	Actual	Target	Actual		
New referrals from The Irish Prison Service	500	906	500	971		1,877
Number of new referrals engaged		825		880		1,705
Total Engaged referrals*	375	1,265	375	1,699		2,964
Total Placed (pre & post release)						
Education	72	182	72	240		422
Training	72	142	72	223		365
Employment	81	109	81	136		245
Group work/ Guidance complete		87		109		196

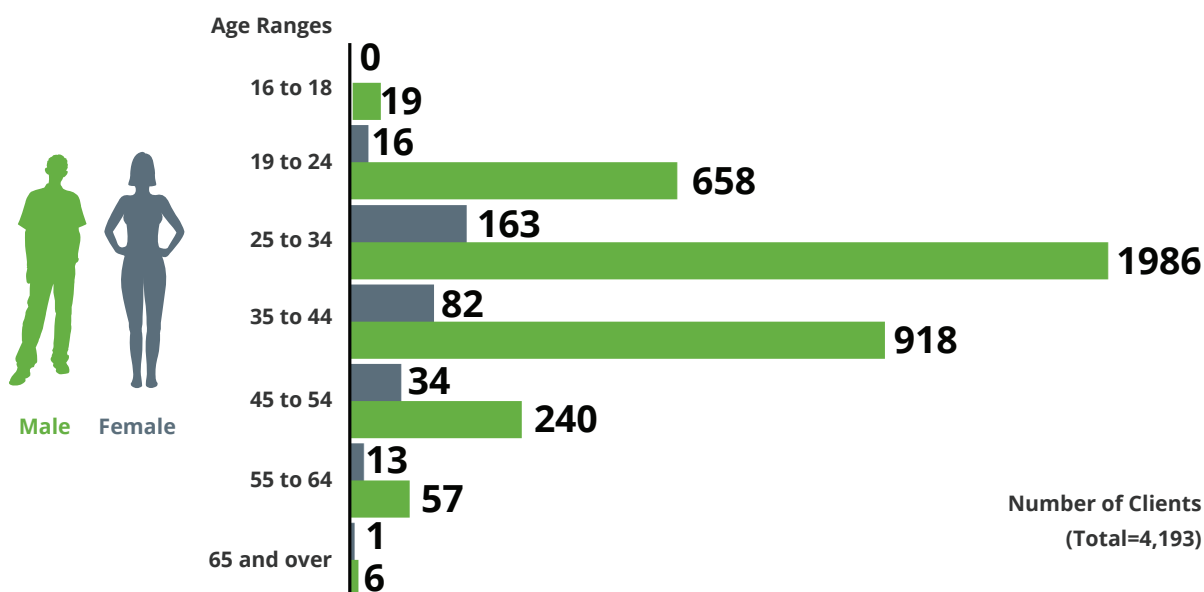
Breakdown of GATE Service client placements between 2007 & 2014



Gaining Access to Training, Education & Employment



Gate Service Clients 2007-2014 by Gender & Age Range



As well as collaborating with many nationwide services, GATE Service TEO's collaborate with a number of local agencies and training providers spanning a broad range of service types:



The following areas are covered by The GATE Service Training & Employment Officers:

Area	Initiatives Offered
Wheatfield and Cloverhill Prisons	<ul style="list-style-type: none"> • Changing Course • Soft Skills Programme • Group Psychometrics • World of Work • Pavee Point prisons initiative • Expo Day Wheatfield Prison • Services Day Cloverhill and Wheatfield Prison • Traveller Pride Week • Collaboration with prison based education & work & training units
Midlands and Portlaoise Prisons	<ul style="list-style-type: none"> • Driver CPC Training • Suicide Awareness Group • Changing Course • Soft Skills Programme • Group Psychometric Assessments • World of Work • Traveller Pride Week workshop • ISM Services Day • Community Employment Scheme initiatives • Resilience workshop • Pre-Release programmes • Collaboration with prison based education & work & training units
The Training Unit & Dóchas Centre	<ul style="list-style-type: none"> • Changing Course • Troika Soft Skills Programme • Group Psychometrics • World of Work • Pre-release programmes • Dóchas Culinary Initiative
Mountjoy Prison Campus	<ul style="list-style-type: none"> • Pre Release programme • Changing Course • Troika Soft Skills Programme • Group Psychometrics • Jobs club programme • Collaboration with prison based education & work & training units

Addressing Primary Needs through the Resettlement Service

IASIO's Resettlement Service has been in operation since 2009 and is a joint initiative between IASIO and the Irish Prison Service (IPS). It is a 'through-care' primary needs resettlement service that operates from the prison to the community. Primary care refers to the material and

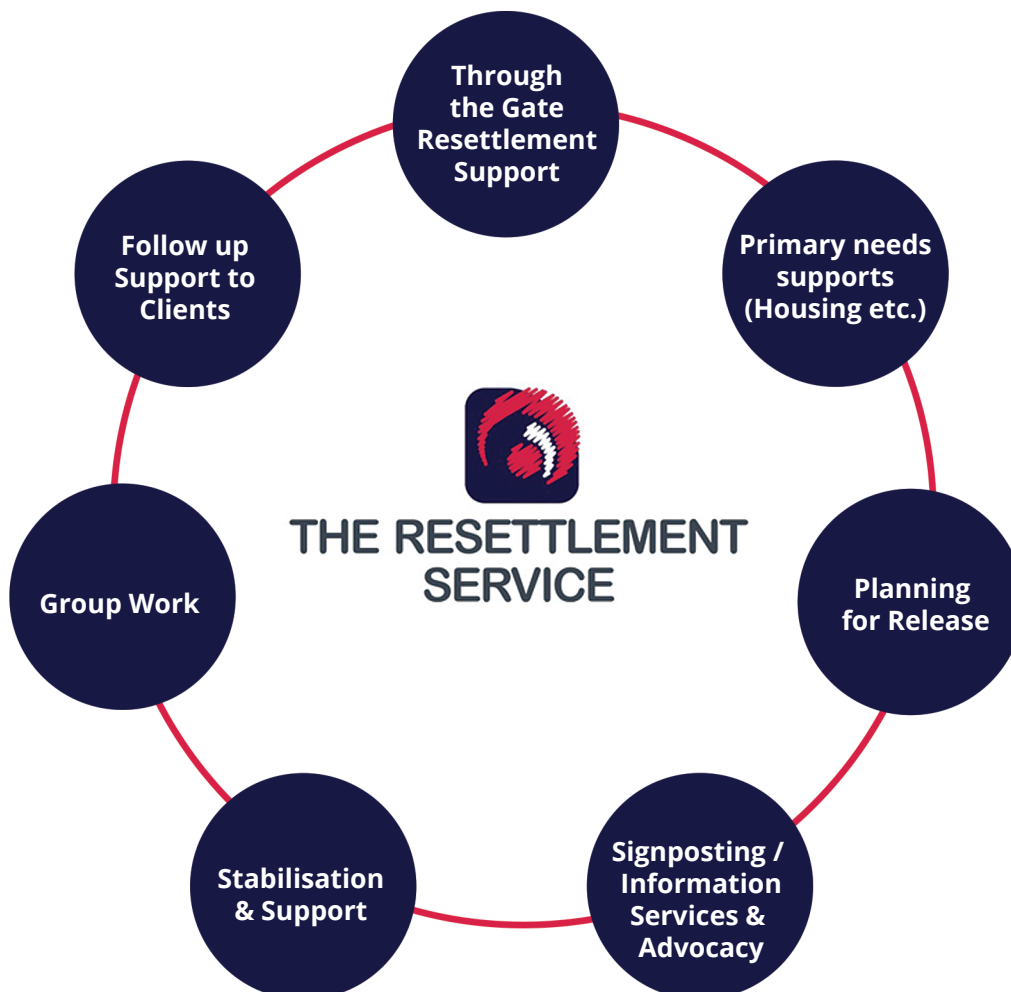
immediate needs of stable resettlement and includes among other supports a prisoner's access to housing, social welfare and medical cards. 'Through-care' refers to a single point of support that stabilises the prisoner through the resettlement process and which is in line with international best practice recommendations.

The Resettlement Service also helps the person to develop, prior to release, a post-release plan that offers the best chance of success on release from prison. The Service operates through one-to-one meetings between the prisoner and the Resettlement Support Worker, and liaises with other services in the prison in order to provide the best possible level of service.



**THE RESETTLEMENT
SERVICE**

The Resettlement Service: Services Offered



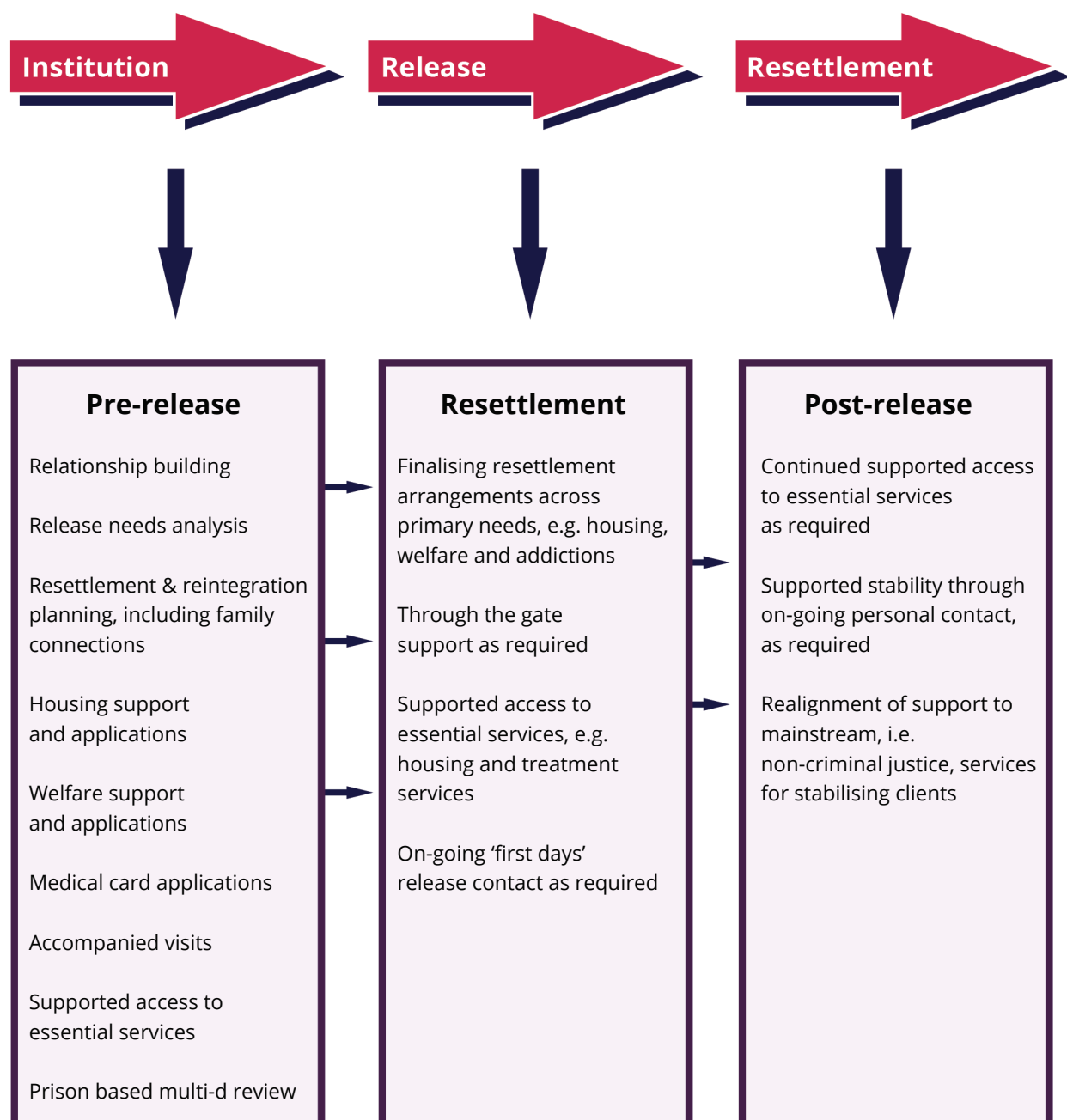
IASIO's Approach to Resettlement:

IASIO's approach to resettlement is captured in the diagram below, which illustrates a broad approach to resettlement planning in the prison which is then refocused to a more personal support in the community. Stable and planned resettlement is the objective of the Service, a key element of each prisoner's desistance efforts.



Up to 9 months pre-release

Up to 6 months post-release



Area Team Leader (ATL) and Resettlement Support Workers (RSW)



**THE RESETTLEMENT
SERVICE**



Jerry Williams, ATL & RSW



Debbie Brooks, Locum RSW

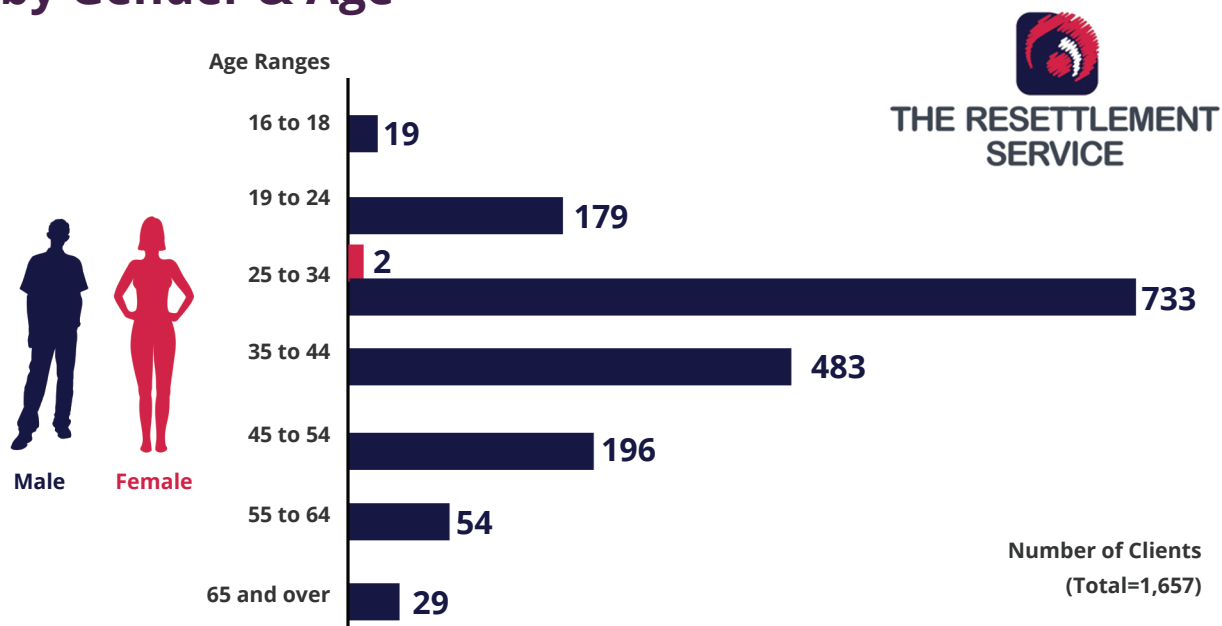


Colm Carey, RSW

The Resettlement Service: Statistics at a glance

The Resettlement Service	2013		2014		Total over Reporting Period
	Target	Actual	Target	Actual	
New referrals from The Irish Prison Service	300	340	300	352	692
Referrals carried over from previous year		182		251	
Total Engaged referrals	225	522	225	603	1,125
With supported access to essential services	135	162	135	194	356
And supported stability services	54	59	54	65	124
Group work complete (participants)		21		28	49

Resettlement Service Clients 2009-2014 by Gender & Age



As well as collaborating with many nationwide services, Resettlement Support Workers collaborate with a number of local agencies and supports spanning a broad range of service types:



The following areas are covered by The Resettlement Service Support Workers:

Area	Initiatives/Collaborations
Wheatfield and Cloverhill Prisons	Facilitation of Citizens Information Western Region Drugs Task Force Awareness Week Bikes4Africa Programme Fathers for Boys Course Changing Course Soft Skills Programme World of Work Heroin workshop Pre-release course
Cork Prison	Unlocking Community Alternatives Initiative Stabilisation Programme Changing Course Soft Skills Programme World of Work
Dóchas Women's Prison, Mountjoy Prison, Training Unit and Medical Unit	Bethany Grief Service (Training Unit) LGBT Programme (Training Unit) Treoir (Training Unit) Pre-release group work programme Changing Course Soft Skills Programme World of Work



Operational Development

New & Developing Initiatives



Guidance

Bridging the Gap between Clients & Their Goals - The IASIO Approach to Guidance Counselling for Criminal Justice Clients

IASIO have developed, and continue to improve upon, a unique approach to guidance counselling whereby clients begin to imagine an alternative life course, one that leads them away from their offending past towards positive future goals. Criminal justice guidance is different to what is on offer from mainstream agencies for a number of reasons. Its target client group is almost always drawn from the most disadvantaged communities and each individual client has the added impediment of a criminal record—a label that often becomes lodged as part of their identity. Moreover, many criminal justice clients suffer feelings of shame or low self-esteem and may also experience periods of instability arising from addiction, homelessness or mental health issues.

IASIO attempts to bridge the gap between clients and their goals by recognising indicators of change, no matter how small, and seeking to separate the person from their criminal act(s) to establish who they might become as part of their continued desistance. IASIO's Training and Employment Officers

(TEOs) provide the means, either as part of a client's Probation period or during their imprisonment, to imagine alternatives and identify next steps.

For many clients, guidance counselling is an integral step in developing a career path—widely regarded as a critical dimension of successful re-integration. IASIO's approach has merged established counselling models with the findings of Desistance Studies and is supported by a suite of psychometric assessments specifically tailored to the criminal justice client. It takes into account the client's personal skills, abilities and interests, a feature that without which, even the best intentioned interventions are likely to fail.

To our knowledge, IASIO is the only guidance organisation that has systematically merged guidance counselling with what is called Life-Course Criminology, in particular desistance, to form the basis of its guidance intervention, a unique approach that has achieved many positive outcomes for the people referred to IASIO's services.

Changing Course

The Changing Course Workshop Programme was designed and developed by IASIO in 2013 and successfully obtained formal approval from the Irish Prison Service Approvals Board. Its primary aim is to introduce IASIO service users to new concepts in relation to goal setting, planning and change. Many of the concepts are related to internal thought processes and negative thought patterns counterproductive to achieving one's goals.



Participants are also provided with helpful ideas relating to self-advocacy, communication, job seeking (where appropriate), and in particular handling the disclosure of offences. In addition, relevant information relating to education, training and a variety of services are presented for discussion with participants.

Changing Course is delivered as a modular workshop consisting of 10 easy modules that focus on concepts and skills to help participants progress toward their desistance goals. Changing Course is typically delivered in the community to Community Service clients and in prisons to participants who have difficulty in accepting change. The group work programme may also be delivered on an individual basis.

Evidence from the programme's Evaluation Reports (typically completed following each delivery) shows remarkable success to date, including a number of employment placements which clients state were as a direct result of participation on this course.



IASIO staff Colm Carey (RSW) & Maria Walsh (TEO) delivering Changing Course in Cork Prison

Building Collaborative Bridges—IASIO GATE Service & Irish Prison Service Initiative using Psychometric Assessments



IASIO is aware that lack of coordination between agencies in the criminal justice system can result in an increased risk of offenders leaving prison without any connection to support services and assistance from government agencies and community organisations. With this in mind, IASIO hopes to continue to develop co-operative partnerships with the Irish Prison Service (IPS) to form interventions that mobilise all available resources to assist clients within the prison estate.

An example of an initiative linking IASIO with the IPS took place in 2014. At the request of the Irish Prison Service, IASIO staff facilitated Psychometric Assessment Workshops for ten prisoners in Cloverhill Prison. Assessing and appraising client characteristics is a highly complex process, but psychometric tests are an evidenced based method of objectively assessing these traits and characteristics. From exploring future direction, to long-term career development, these tests provide a great deal of reliable information to assist service users in making important personal decisions.

The workshops were carried out one day per week for six weeks in the prison. Assessments used in the workshops included Verbal Ability, Numerical Ability and Abstract Reasoning tests along with a Personality Assessment which proved very popular with the prisoners. The Workshop included an in-depth feedback session with each prisoner and also focused on developing individual post release plans for participants which were informed by the results of their assessments.

In a ceremony to celebrate the successful outcome for participants, the Governor presented each prisoner with a certificate of attendance following the final Workshop. Overall, the group assessment format was a huge success and corroborated IASIO's previous findings that group assessments are the most efficient and effective method of delivering psychometrics within the prison estate, as it offers a greater reach to all prisoners in a much shorter timeframe.

Successful initiatives such as this encourage agents in the criminal justice system and community based organisations to collaborate and consider the impact of their individual responsibilities in a broader strategy regarding clients. IASIO is hopeful that collaborations such as this can be replicated across the prison estate in future



Building Collaborative Bridges—Multi-agency Responses to Client Needs

Recovery College Initiative in Castlerea Prison



A Recovery College is a collaborative educational initiative promoting mental health recovery practice. It works towards building a greater quality of life for service users by committing to give equal attention to the personal or lived experience of people with mental health difficulties, their family members/friends, and professional expertise. Mayo Recovery College, the first of its kind in Ireland, uses a collaborative approach based on sound adult education principles as a key tool to influence and empower personal recovery. The courses, seminars and events are designed to put people back in control of their life, helping each person to identify goals and ambitions whilst giving the confidence, skills and support to access opportunities.

In the spring of 2014 the Chief Nursing Officer in Castlerea Prison asked Tim Rogers (in-reach Linkage TEO) to develop a link between Mayo Recovery College and Castlerea Prison. Tim acts as chair of the advisory group. With the help of the Governor, the Chief Nursing Officer and the Education Unit, a pilot programme was introduced to several prisoners who were engaged with the medical staff around their mental health issues. In autumn 2014, Tim co-produced and co-facilitated a two part module on self-esteem with Donal Hoban (HSE/Recovery College project lead) which focused on the lived experience of the learners.

IASIO involvement in this initiative demonstrates a commitment to work with other agencies in developing multi-dimensional responses to client's needs. Studies have shown that failure to

address the psychiatric needs of a certain segment of the prison population leads to higher rates of recidivism and unnecessary stresses on the prison system. IASIO knows the best interventions are supported by strong inter-agency cooperation. This initiative draws on the expertise of a number of bodies in recognition that many prisoners have multiple needs that must be addressed in a holistic manner. As such, IASIO is proud to have played a key role in this response. IASIO hopes that inter-agency cooperation such as this Recovery College Initiative can be widely reproduced across the Prison System.

“ A person with mental illness can recover even though the illness is not ‘cured’. Recovery is a way of living a satisfying, hopeful and contributing life even with the limitation caused by illness. ”

- **William Anthony**,
leading thinker on recovery



Client Success Story

This client was referred by the Probation Service to a Linkage Service TEO in 2005. At the time, he stated he could barely read or write and had a bad back which limited the type of work he could do. He had a long history of offending behaviour and had served a significant amount of time in prison. He recently contacted his former TEO to provide the following update on his current situation:

Client Success Story

"I remember when I went into your office in Sligo looking for help about what to do in relation to job prospects. You asked me what I would like to work at and I said I would like to work in an office. Then you asked me what I would like to work at in this office. I hadn't a clue. You took it step by step with me, checked my literacy skills and told me I was not as bad as I had thought and together we developed a plan that would eventually lead to my main goal - office work.

So, after years of courses, training, college and work experience, I am delighted to be able to tell you I got that office. It took a while but I got it.

My own office. I am in the process of setting up my drumming as a business. I have an American style Hotdog Stand which I'm setting up this summer (not the best summer to start) and I also have the 2 cases in YAP Ireland where I work as a Youth Advocate.

I am also writing the book I told you about too. Now I know what I want to do in that office.

Many thanks for your encouragement and support in the early days in 2005. I appreciate it."



A Bridge Between Client & Community

A Bridge Between Client & Community

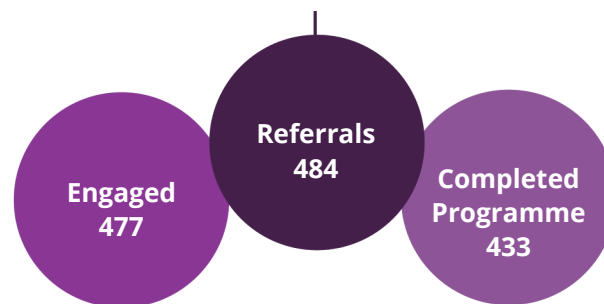
The Community Return Initiative

IASIO, The Probation Service and the Irish Prison Service

The Community Return (CR) Initiative is an innovative incentivised early release scheme introduced on a pilot basis in 2011, but has since become mainstreamed due to its high compliance rate (approximately 90% of participants successfully complete the programme). It provides for earned temporary release under which offenders, who are assessed by the Irish Prison Service, are offered early temporary release in return for supervised Community Service.

IASIO has been involved in the Community Return Initiative since its introduction, on the invitation of the Probation Service. Over the reporting period, 484 clients released on Community Return who were in need of practical resettlement support were referred by the Probation Service to Linkage Training & Employment Officers. The role of the Linkage TEO is to support the offender's commitment to attend Community Service, identify barriers to participation in Community Service and re-settlement in their community, and develop goals and actions to address those barriers.

IASIO involvement in the Community Return Initiative (2013 & 2014)



Community Return clients receive a minimum of two appointments with a TEO following release depending on their support needs. More often though, because of the complexity of needs and actions required to address each one, TEOs provide a more long term resettlement support service to Community Return clients, ending only when those resettlement needs are met. A significant number of Community Return clients who have completed their CR requirements with the TEO voluntarily request referral to Linkage's Guidance & Placement Service which offers an exploration of potential and opportunities in terms of education and/or training ultimately leading to sustainable employment.

Community Return supports offered by Linkage TEOs

- Social welfare/ finance issues
- Medical card applications
- Social housing applications
- Access to addiction counselling/ treatment services
- Referral to personal / family counselling services
- Literacy and numeracy courses
- Training workshops

Reparation, a Bridge Back



Community Service: IASIO's Role in Assisting The Probation Service

The Probation Service is responsible for Community Service in Ireland and the management of offenders subject to Community Service Orders on behalf of the Court. Once the Probation Service assesses suitability of offenders for Community Service, IASIO's Linkage Service may assist Probation Service Community Service Teams to locate individual and group sites and placements for probation clients serving Community Service Orders. The aim of Community Service is pay back to the community in a positive way for the damage caused by offending. It also facilitates civic engagement, enhancing connections between individuals and the community. Linkage Service staff help to secure meaningful placements that will enhance life skills, job skills and increase employability in order for the client to gain a sense of individual effectiveness while working to repair broken connections with the community.

IASIO is proud to collaborate with the Probation Service to strengthen the bridge between client and community that may have been damaged by offending behaviour. Research has shown that Community Service can go a long way toward offenders redefining themselves as contributing community members and in turn redefine the community as a welcoming instead of a hostile environment.



Community Garden Developed Under Community Service

Community Projects: Shelton Abbey's Civic Engagement Work Programme

Shelton Abbey's Civic Engagement Work Programme is one response to the then Minister for Justice, Equality & Defence Alan Shatter's call in 2013 for innovative ideas to help reduce recidivism. It is an opportunity to provide suitable prisoners with certain transferable skills and the associated increase in self-worth that will enhance their desistance efforts following release from Shelton Abbey Prison. This is delivered prior to release back into the community.

Allowing prisoners to volunteer in the local community on day release builds on the principles of community participation, offender desistance and most importantly, rehabilitation and re-integration back into the community.

The Programme is a partnership between Shelton Abbey Prison, the Probation Service based in the prison, IASIO's Linkage Service and The Wicklow Partnership. It promotes and supports local community development and works towards social inclusion for all.

To date, Shelton Abbey's Civic Engagement Work Programme has partnered with the Tinahely Agricultural Show, Comhaltas Hall in Wicklow town; Aughrim Parish Church and Community Hall; Tiglin Residential Treatment Centre, and painting and repair of posts for Wexford Show Jumping. The partnership is also involved with community groups in developing the rural walks scheme in Wicklow



Conal Healy, Governor Shelton Abbey and Cameron Glynn, Linkage Service TEO

The Voice of the Victim

Over the last 30 years there has been an increased awareness of the role of the victim in the criminal justice process. Victim support organisations, Victim Impact Statements, Victim's Charters and in more recent years, Restorative Justice processes have provided a mechanism whereby victims can be heard and their views considered in issues that have often deeply impacted on their lives. Minister for Justice, Frances Fitzgerald T.D. recently affirmed the importance of such mechanisms by securing Government approval for the drafting, on a priority basis, of a new Criminal Justice (Victims of Crime) Bill.

"It is time that the rights of victims are given full recognition in the criminal justice system."

- Minister for Justice and Equality, Frances Fitzgerald, T.D., upon the publication of the Heads of Criminal Justice (Victims of Crime) Bill, July 2015.

When a crime takes place, victims and the community have been harmed and are in need of restoration. The primary victims are those most harmed by an offence but others such as family members and members of the affected community are also victims.* Victim supports, combined with restorative processes assist victims in dealing with the aftermath of crime, and provide offenders with opportunities to understand the harm they have caused to victims and the community and to develop plans to take appropriate responsibility.

IASIO recognises the importance of considering the victim in its work, as through such measures, offender-victim and offender-community connections are repaired and strengthened. IASIO Board Member Denis McHugh, is a volunteer with victim support organisation Support After Homicide, which provides support and practical information to people whose lives have been affected by murder or manslaughter. Denis sees his role with IASIO as complementary to his work with Support After Homicide, as fundamentally, both organisations strive to make communities safer through providing supports that work towards a reduction in reoffending rates.

The community has a role to play in integrating offenders, while recognising that often, offenders themselves have also been harmed. IASIO will continue to play its part in supporting the reduction of repeat offending, not only to improve the life chances of our clients, but also reduce the possibility of future victims.

*Taken from McLaughlin, E. (2003) "Restorative Justice: Critical Issues." Sage Publications



st stephen's green trust

Community Foundation for Ireland / St. Stephen's Green Trust Fund: Bridging the Funding Gap

One of the ongoing challenges for IASIO is matching a client's aspirations and abilities with local opportunity. Following an intense guidance and assessment process in which a client identifies a career path, the training, education or employment opportunity that best matches their goals may not be available to them depending on their geographic location.

However, for a significant number, these relevant opportunities are available locally. Yet, in circumstances where these opportunities do exist, the main barrier to entry may then prove to be a financial one which can often prove prohibitive to many IASIO clients. Inability to access financial aid for courses that are vital to their ultimate goal of employment may be the final straw; compounding ongoing feelings of helplessness which can in turn perpetuate re-offending behaviour.

In 2009, aware of the shortfall in available funding and the impact this can have on some of the most marginalised in our society, the Community Foundation for Ireland (CFI) and the St. Stephen's Green Trust set up a collaborative annual fund worth €15,000. This fund aims to eradicate the last barrier to progression for clients who have tried but failed to gain entry due to genuine financial hardship.

The Fund has now completed its fourth round (with the fifth round already underway for 2015), and between the years 2009 to 2014 has helped 175 IASIO clients in the most substantive way. IASIO would like to take this opportunity on behalf of all those who have benefited from the fund to thank the Community Foundation for Ireland and St. Stephen's Green Trust, for not only initiating this fund but for persevering with it during these past lean years.

CFI / St. Stephen's Green Trust 2009–2014 - how the numbers stack up

€62,174	The total amount available to IASIO clients from all four rounds of the Education Fund for Former Offenders
175	The number of IASIO clients (Linkage & GATE Services) whose course fees have been funded or part funded to date
€15,000 - €17,000	The total amount made available from the Fund to eligible IASIO clients annually
60	The total number of qualifications received as of October 2014
21	The total number of qualifications pending as of October 2014
28	Number of jobs secured (at time of Report)
30	Number of applicants in advanced training or education at time of Report
32	The number of different types of training funded or part funded to date including private, FETAC accredited and Third Level courses.

"The Fund has completed its fourth round (with the fifth round already underway for 2015), and between the years 2009 to 2014 has helped 175 IASIO clients in the most substantive way."

IRISH ASSOCIATION FOR THE SOCIAL
INTEGRATION OF FORMER OFFENDERS

Female Offender: Success Story

The Probation Service Strategy 2015 – 2017 Lasting Change through Offender Rehabilitation cites a commitment to “Implement community based gender-specific approaches to working with women who offend.” IASIO will continue to assist the Probation Service in its work with female offenders.

Ann spent six months in the Dóchas Centre after a conviction for fraud and theft resulting from a disorienting period of poor mental health. She is from a small provincial town and was a victim of sexual assault with a history of suicide attempts, some occurring after the criminal charges were brought. However, she comes from a stable home and her family support network is strong.

Ann engaged with the Linkage Service prior to her incarceration, and through an intensive holistic guidance process began moving towards a more settled lifestyle, exploring the training and employment options available to her. When she received a custodial sentence, the Linkage TEO transferred her case to a colleague in the GATE Service who provided continuity to her work in exploring her aspirations and opportunities while in prison. Following her release, Ann continued her engagement with the Linkage Service in the community who assisted her with her resettlement needs and the process of taking ownership of her recovery through engaging with community support agencies offering the help she needed, including continued support from the Rape Crisis Centre.

Her low confidence and feelings of shame were the biggest barriers to her progression. Through a process of exploring her options and taking small steps, Ann has almost completed her first term of study and several blocks of work experience with the National Learning Network. She now plans to continue her education and training in the area of Business Administration.

When asked about the experience of working with IASIO staff, Ann said: “It boosted my confidence and helped me to realise that I can move on from the past.”



Policy Development

A bridge to a better future



Policy Development A Bridge to A Better Future

Since its establishment in 2012, IASIO is proud to have contributed to the development of policy that impacts upon the lives of our clients and thousands of others in similar circumstances. On a number of occasions, since as early as 2003, representatives within our Services have been invited to attend Oireachtas Committees and make submissions to legislative consultation process.

In addition, between 2011 and 2015, IASIO CEO Paddy Richardson was a member of the RTÉ Audience Council. The Council is a fifteen member voluntary committee that advises the RTÉ Board on specific issues relating to RTÉ's public service remit and audience needs. In 2014, IASIO made a written submission to the Council. The submission was accompanied by a letter which requested the endorsement on the important role which Public Service

Broadcasters, and RTÉ in particular, play in shaping public opinion about those with a criminal conviction, as well shaping political debate and public policy. IASIO called for an increased understanding of criminal justice, as public discourse on crime is often more emotional than objective, based on negative stereotyping and fear, which is at risk of being exacerbated by irresponsible media reporting.

IASIO feels that as one of the largest Community Based Organisations in the country working with prisoners and offenders, it has a duty to represent its client group in the public domain whenever possible. IASIO is hopeful that over the coming years it will be considered for further opportunities to shape policy and practice that strives to build a more positive future for our service users.



Role of the Media in Building Safer Communities

Enabling an informed public can reduce negative stereotyping of offenders and feelings of exclusion and stigma; factors often said to lead to repeat offending behaviour. IASIO Services aim to encourage clients to contribute positively to society and enhance their economic independence and that of their family, which benefits communities and may have a

IASIO believes that unbiased media reporting is now more important than ever given that community sanctions supervised by the Probation Service is a key policy objective over the coming years. IASIO strongly urges public service broadcasters to play a greater role in reporting on, and educating society on the safe rehabilitation and reintegration of offenders into society. They have a responsibility to use their significant and influential power to shape public opinion and encourage political debate on developing fair and responsible policies leading to a just and safer society for all.



IASIO Perspective:

The Criminal Justice (Spent Convictions) Bill 2012

For many years, IASIO has been at the forefront of the campaign to introduce legislation whereby criminal convictions may become spent or expunged. Dating as far back as 2003, as part of his role of manager of the Linkage Service under Business in the Community, IASIO CEO Paddy Richardson was invited to attend an Oireachtas Committee on Justice, Equality and Women's Rights, in which the idea of expungement of convictions was raised. Since IASIO became an independent entity in 2012, it has remained on the campaign trail. Most recently, Paddy was interviewed alongside two former clients by Ivan Yates and Chris Donoghue of Newstalk Breakfast and he also took part in a news piece aired on UTV Ireland.

Despite these efforts, and those of many others in the criminal justice sector, there is still no legislation in Ireland providing for a mechanism by which convictions may become spent. It is widely acknowledged that securing employment or training is crucial to breaking the cycle of offending. Enacting effective spent convictions legislation could remove many existing barriers to the successful reintegration of offenders and prisoners, tackle stigma, reduce recidivism, and produce untold economic benefits.

The employment rights of offenders is not the most glamorous subject in the public consciousness. With issues such as these it often aids our understanding to put a human story behind offending behaviour. 'Joanna' is just one IASIO client who has never been in prison, but continues to carry the stigma of her conviction years later:

"After my court case I started applying for jobs. I knew I would have problems getting a job, but I never expected the emotional and mental torture I would go through. Interviews would go great until I disclosed my conviction, then I'd be completely taken out of the running. I got so disheartened I decided not to declare my conviction and within two weeks I had a job offer which I accepted.

When I started the job I was full of worry and felt physically sick going into work each morning. I didn't sleep for the first week. I also felt guilty because I was building relationships with the staff and I felt like I was building these on a lie.

After six months, I arrived to work one morning and my manager said that there was someone there from H.R. to see me. It didn't matter what I said...the decision was made. My manager even asked that I be given a chance as I had been a great team member and I had not done anything wrong within the company.

I was totally devastated when I got let go; I felt all my hard work turning my life around was for nothing. I felt so deflated and didn't know where to turn. I went onto Google to research companies that help people get work with a conviction. I found the IASIO website and the next morning I phoned and the staff were really supportive.

I know I have a challenge ahead of me but Rita (Linkage Service TEO) has given me some useful tips and really helped with my confidence. I am hopeful that some company will give me a chance so I can rebuild my life for my son and myself." with my confidence. I am hopeful that some company will give me a chance so I can rebuild my life for my son and myself."

Ireland is the only country in the EU with no law to allow for spent convictions. The UK introduced similar legislation in 1974!

Despite being touted in 2012 as a landmark Bill, today it remains as such—a Bill. Enacting this legislation is not an exercise in ‘do-goodery’ that will open up the floodgates allowing prolific, hardened criminals to enter the workforce—there are safeguards in place. Instead, it puts in place provisions that allow people who have committed minor offences to legally conceal their past, shake off the stigma and progress with some semblance of a normal life.

IASIO welcomes any legislative development that will bridge the gap between offenders and employment and we compliment the Minister for her determination to enact this Bill in 2015.

Internal Policy: Staff Development

Continuous Professional Development (CPD)

IASIO recognises the importance of lifelong learning for all its staff through its commitment to continuously up-skilling each individual staff member, regardless of their contract specification or level of skill. This is in accordance with their Training Needs Analysis and Annual Performance Appraisal, and within IASIO's criminal justice / desistance focused framework. By assisting each individual to achieve his/her maximum potential, IASIO aims to provide continuous improvement in the high level of service to its diverse client base. In return, staff are expected to apply any learning secured through training and development to their role, thus aiding their job performance and enhancing the quality of services that IASIO provides.

Training is planned, managed and monitored through a co-ordinated CPD structure led by the CEO and the senior manager with responsibility for this area. Training is provided, subject to available funding, to support and build the capacity and confidence of staff in their work, enabling them to progress in their role in the organisation, and as people.

IASIO provide a number of routes toward this ongoing professional development, including further academic qualification if required. For instance, TEOs obtain Certification in Adult Guidance & Counselling through NUI Maynooth. Approximately 90% of TEOs are now qualified Guidance Counsellors.

Self-Directed Learning (SDL)

To avoid what is termed ‘operational drift’, best practice in IASIO's client work is constantly

encouraged and expectation of professional performance is high. To this end and as part of its CPD Programme, IASIO, in consultation with staff, have set an annual target with all employees to set aside at least one hour per week to read relevant articles and other material to improve performance. Staff are encouraged to research areas of their work that particularly interest them and to share any knowledge with colleagues. In addition, a Library has been set up on the organisation's shared network drive where many documents and articles relevant to IASIO's work are housed. The Library is accessible to all staff for the purpose of SDL.

CPD at Regional Meetings

To further encourage operational best practice, IASIO provides a number of team meetings each year within a framework of continuing professional development during which themed articles are discussed. Themes have included Gang Membership, Female Offenders, Resistant Clients, Working Safely with Sex Offenders, Young Offenders, Reality Therapy, Motivational Interviewing, Employment Sectors by Region, and Placement Reviews.

Competence in Psychometric Assessment

Approximately 90% of TEOs are Qualified Psychometric Assessors accredited by the British Psychology Society. IASIO's series of psychometric instruments measure clients' Interests, Abilities, Aptitude and Personality Profiling. IASIO received formal approval from the ITC (International Test Commission) for its Policy on Test Use, and adheres to all Ethical Guidelines laid down by the British Psychology Society's Psychometric Testing Centre.

Continuous Quality Improvement Programme (CQI)

IASIO believes that a good Community Based Organisation (CBO) must be open and transparent in its operations, must constantly strive to be as efficient as possible, must have the capacity to provide instant and accurate statistics and financial reports to its funders, must be willing to learn from its mistakes, operationally must keep up to date on the most relevant research findings, and remain flexible enough to implement change based on the evidence and according to 'what works' best.

In order to accomplish these objectives, IASIO's Operational (Programmes) Managers developed a Continuous Quality Improvement Programme (CQI) when IASIO first came into being in 2012. It was felt that this would be essential if IASIO was to establish itself as a recognised and respected CBO. Hence, a CQI strategy was devised that would encompass short and long term goals to assist IASIO in finding its own identity. The strategy led to the development of an innovative CQI Programme that is dynamic in nature and realistic in its objectives. An example of IASIO's CQI Programme is the introduction of a Quality Standards Framework for its client services, which is explained in more detail below.

IASIO Quality Standards Framework

In 2014, as part of an organisation-wide CQI Programme, IASIO implemented a Quality Standards Framework for its client services on a phased-in basis, incorporating its operational governance, level of competence of its staff, and professional approach to its client work. The Framework is adapted from the National Guidance Forum Report (2007) which established Irish Quality Guidelines that 'would assist individuals, organisations and agencies involved in the provision of guidance related services to improve the quality of service delivery to clients'¹.

In accordance with the Forum's main objective, IASIO strives to 'develop, communicate and implement meaningful models of guidance that underpin a vision of personal fulfilment, a fair society and sustainable employability' (ibid.) Specifically, IASIO's Quality Standards Framework allows management to better evaluate the quality of the service being provided and to implement quality improvements where necessary.

The Framework sets out a clear Statement of Services that includes the types of services on offer and the level and scope of those services for the benefit of clients and funders alike. For instance, the Statement of Services allows those referred to IASIO to know exactly what is on offer and where, thereby managing expectations and

outcomes more effectively and efficiently. The various types of services on offer range from the giving of information, advice, psychometric assessment and holistic guidance counselling to networking, advocacy and in IASIO's case, eventual placement in education, training or employment depending on the reason for referral and according to clients strengths, aspirations, abilities and opportunities.

The Framework is client-centred and more user friendly in that IASIO will have, by end of 2015, a Client Feedback mechanism and a Complaints Procedure accessible through our website or any staff member. It also provides for a Client Charter highlighting the professional approach that clients should expect, a Code of Principles to ensure a professional, fair and confidential service, and a Code of Professional Conduct which clarifies expected behaviour from staff at all times.

From the Training & Employment Officer and Resettlement Support Worker perspective, the Quality Standards Framework clarifies and reinforces, for them, the level of expectation for the delivery at all times of a quality professional service to our clients – so that we deliver what we say we deliver, in a timely, efficient, effective and respectful manner.

IASIO believes it is essential to implement Quality Standards as part of its CQI Programme so that our clients benefit, our outcomes improve and our funders are secure in the knowledge that IASIO's client services deliver a significant return on their investment.



Governance

Board of Directors

IASIO Board Membership is comprised of leaders in the Criminal Justice field, as well as individuals with business expertise and representatives from the funding agencies.

Board Audit Committee

The Board Audit Committee reviews and maintains an effective system of integrated governance, risk management and internal controls across the whole of the organisation's activities. The committee has three members: Mr. John Trethowan, (Chairman) Mrs. Catherine McGuinness and Mr. Denis McHugh.

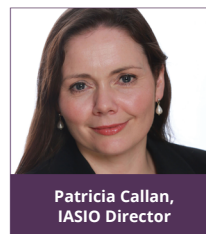
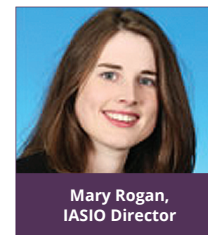
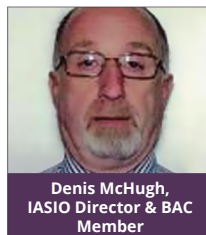
All members of the Board:

- Support the mission of IASIO by acting as ambassadors for its objectives.
- Understand and articulate the need for social integration.
- Engage in strategic planning and periodic review of IASIO's mission, policies and long-term strategic plan.
- Act as leaders on major campaigns



The IASIO Management Team, IASIO Board Members, and Irish Prison Service & Probation Service Representatives pictured with former Minister for Justice, Equality and Defence, Alan Shatter, at the launch of IASIO's 2012 Annual Report.

Board of Directors / Board Audit Committee (BAC) Members and Funding Representatives



Funding Representatives



Finance

2013/2014 Income and Expenditure Account

2013 Income



	Linkage Service	Resettlement Service	GATE Service	General fund	IASIO Total
Grants Received	1,200,000	223,735	332,754		1,756,489
Grants b/fwd	11,537	185,377	226,599		423,513
T/f to capital grants	(10,747)	(6,378)	(4,345)		(21,470)
Grants c/fwd	(48,203)	(211,759)	(245,935)		(505,897)
Other income	6,189	2,078	2,356		10,623
Capital grants released to income	1,158,776	193,053	311,429	-	1,663,258
Expenditure					
Personnel Costs	1,021,260	163,185	248,169		1,432,614
Operational Costs	137,516	29,868	63,260	-	230,644
	1,158,776	193,053	311,429	-	1,663,258

2014 Income

	Linkage Service	Resettlement Service	GATE Service	General fund	IASIO Total
Grants Received	1,180,000	223,145	339,558		1,742,703
Grants b/fwd	48,204	211,759	245,935		505,898
T/f to capital grants	(218)	(408)	(618)		(1,244)
Grants c/fwd	(31,633)	(225,727)	(275,656)		(533,016)
Other income	9,118	1,920	2,400		13,438
Capital grants released to income	1,205,471	210,689	311,619	500	1,728,279
Expenditure					
Personnel Costs	1,037,271	169,035	269,735	500	1,476,041
Operational Costs	168,200	41,654	41,884	500	252,238
	1,205,471	210,689	311,619	500	1,728,279

Acknowledgements

Design and Printing

We gratefully acknowledge the assistance, expertise and advice of FCDM and Mochua Print in the design and printing of this publication.

We also wish to thank the Printing Units in the Midlands Prison and Wheatfield Prison for assisting us with our printing requirements over the last number of years.

Former staff members

Since our Report in 2012 three of our former colleagues, Bríd Wallace, Brian Kelly and Adele McKenna, and volunteer accounts assistant Rosaline Arubi, have moved on to further their careers in other areas. We wish them all every success.



IASIO Head Office:
Block 3 Grove Court,
Grove Road,
Blanchardstown,
Dublin 15

Phone: (01) 866 2722
www.iasio.ie

Auditors:
Anne Brady McQuillans DFK
Chartered Accountants
& Registered Auditors
Iveagh Court, Harcourt Road,
Dublin 2

Reception: (01) 478 6600
Fax: (01) 475 0170

Solicitors:
Drumgoole Solicitors,
102 Upper Drumcondra Rd,
Dublin 9

Tel.: (01) 8374464
Fax: (01) 8374652