

ANNUAL REPORT 2017





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DIRECTOR GENERAL'S REPORT

TO: THE MINISTER FOR JUSTICE AND EQUALITY
MR CHARLES FLANAGAN, T.D.



Michael Donnellan | **Director General**

Minister,
I am pleased to transmit to you the Annual Report of the Irish Prison Service for 2017.

St Patrick's Institution

From 31st March 2017 all 17 year olds were committed by the Courts to the Children's Detention Centre at Oberstown rather than to St. Patrick's Institution. Ministerial Orders were made under the Prisons Act, 2015 closing down the last remaining wing of St. Patrick's Institution and subsuming it into Mountjoy Prison from 7 April 2017. From midnight on 6 April 2017, St. Patrick's Institution no longer had a legal existence. The last 17 year old left the prison system on 27th December 2017 which means children are no longer held in the adult prison system for the first time in Irish history.

St. Patrick's Institution has been the subject of much criticism by various bodies and persons involved in the area of human rights and children's rights and its closure is a significant and progressive step forward. Ending the practice of sending children to St. Patrick's Institution was a long standing Government commitment and I am delighted to oversee the implementation of Government policy in delivering this objective.

Prison Staff

The first recruitment of 85 new Recruit Prison Officers first entered training in 2017. These RPOs have graduated from the Irish Prison Service College and are now working in a number of our Dublin prisons. These new staff will ensure the Irish Prison Service is renewed and has the capacity to continue to provide safe, secure custody and rehabilitation.

The safety of our staff is vital. The safety and wellbeing of staff is of paramount importance and the recommendations from the State Claims Agency 2016 report continue to be implemented. The Service is committed to ensuring that any staff member who is subject to or witnesses an assault is given the necessary supports. We also aim to promote the positive physical and mental health of our staff and initiatives continue to be rolled out to assist in improving health outcomes for our staff.

Prisoner Numbers

In 2017 there were 9,287 committals compared to 15,099 committals in 2016. The decrease in committals is mainly due to The Fines (Payment and Recovery Act) 2014 which came into operation in January 2016. This has seen committals for the non-payment of court

ordered fines decrease by 73.2%, 2,261 in 2017 compared with 2016 figure of 8,439.

This in turn has led to a drop in sentenced committals from 12,163 in 2016 compared with 6,037 in 2017, a total decrease figure of 6,126 (50.4%).

When looking at sentenced committals (excluding fines) this has remained relatively static, 3,776 in 2017 compared with 3,724 in 2016, a slight increase of 52 (1.4%). The overall daily average number of prisoners in custody in 2017 was 3,680 compared to 3,718 in 2016 a decrease of 1.1%. The average number of female offenders in custody was 144, a 2.9% increase on the 2016 average of 140.

Training Unit

The Irish Prison Service commenced planning the re-purposing of the Training Unit as a centre for older prisoners. In this regard the Training Unit was closed temporarily in May 2017. The re-opening of the facility by the Irish Prison Service, as a Unit for older prisoners. This will enable the Irish Prison Service to deliver on the commitment to ensure that older prisoners are identified as a specific group who have particular needs with the prison population.

Aside from the more appropriate physical infrastructure these benefits include the forging of stronger strategic links with statutory and community services thus ensuring that these prisoners are given opportunities for participation in meaningful and purposeful activities.

The EU Victims Directive and Criminal Justice (Victims of Crime) Act 2017

On 27th November 2017 the Criminal Justice (Victims of Crime) Act 2017 was enacted. The Irish Prison Service Victim Liaison Service continues to provide support for victims by engaging openly and meaningfully with registered victims of crime to ensure appropriate information, support and protection.

Prison (Amendment) Rules 2017

The introduction of the Statutory Instrument Prison (Amendment) Rules 2017 (no. 276 of

2017) brings Ireland into line with the United Nations Standard Minimum Rules for the Treatment of Prisoners – (known as the ‘Mandela Rules’) in respect of the issues of restricted regimes and solitary confinement. In line with Rules 44 and 45 of the Mandela Rules, all prisoners wishing to do so, receive a minimum of two hours out-of-cell time with the facility for meaningful human contact, ‘save for exceptional circumstances including medical reasons and serious disturbance/incidents within prisons, as defined in the Irish Prison Service Minimum Time Out-of-cell Policy’. Since July 2017 this is in place across the Prisons estate. This change has resulted in a drop from 72 prisoners in January 2017 to 9 prisoners in October 2017 who were confined to their cell for 22 or 23 hours.

Community Return Programme and Community Support Scheme

2017 seen the continued successful implementation of the Community Return Programme. This is an incentivised scheme for earned temporary release under which carefully selected offenders can be granted structured temporary release in return for supervised community service.

The Community Return Scheme, in operation since October 2011, continues to have a 90% compliance rate. At the end of 2017 over 2,000 prisoners were released back into the community in a structured manner.

The Community Support Scheme is a scheme which was set up to assist with reducing recidivism rates by providing additional supports for prisoners serving sentences of between 3 – 12 months, giving them a more structured form of temporary release. The Community Support Scheme has now being extended to Castlereagh prison so that it now covers all prisons across the Estate. 2017 saw 750 people involved in the Community Return and Community Support Scheme.

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

In 2017 the Irish Prison Service in conjunction with the Probation Service and An Garda

Siochána embedded the extension of the Joint Agency Response to Crime (J-ARC) to three newer sites Dundalk, Waterford City and Limerick City. The J-ARC initiative has led to a more joined up approach on an inter-agency basis for the management of offenders.

Irish Prison Service Strategic Plan 2016 – 2018 Creating a Better Environment

This annual report outlines the progress made in implementing the Irish Prison Service Strategic Plan 2016 – 2018. A detailed progress report for 2017 is provided in this annual report on each of the strategic actions, “Support for Staff, Support for Prisoners, Support for Victims and Enhancing Organisation Capacity”.

Quality Business Improvement Programme

In October 2017 the Irish Prison Service established a quality improvement programme regarding its Business Processes. The objective is to strengthen the administrative, operational, governance and accounting practices within the Irish Prison Service. A Business Process Review Team was appointed by the Irish Prison Service, in conjunction with the Department of Justice and Equality, to carry out this review. The objective is to work with stakeholders in operational prisons, support functions and headquarters to review, amend and strengthen processes in a practical and effective manner.

Cost per Available, Staffed Prison space

The average annual cost of an available, staffed prison space during the calendar year 2017 was €68,635, a slight decrease on the 2016 cost of €69,421. The annual operating budget for the Irish Prison Service for 2017 was €327.37 million of which salaries, wages and allowances account for €237.99 million or 72.7% of gross expenditure. The Capital envelope for 2017 was €22.33 million.

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. These advances also aim to ensure an enhanced working environment for staff. 2017 saw continued improvement to work and training facilities and visiting facilities across the Estate. During 2017 new stores and visits building were constructed in Castlerea Prison and Fire Safety Systems were upgraded in both Cloverhill Prison, Wheatfield Prison and Mountjoy Prison.

The Irish Prison Service will continue its implementation of Government policy of rehabilitative initiatives. Much of the important work undertaken by the Prison Service goes unseen but it is vital work, the aim of which is to protect the public and make Irish society safer.



Michael Donnellan | **Director General**

S.I. No. **135** of 2017

SAINT PATRICK'S INSTITUTION CLOSING ORDER 2017

I, Frances Fitzgerald, Minister for Justice and Equality, in exercise of the powers conferred on me by section 6 of the Prisons Act 2015 (No. 57 of 2015), hereby order as follows:

1. (1) This Order may be cited as the Saint Patrick's Institution Closing Order 2017.

(2) In this Order "Act of 2015" means the Prisons Act 2015 (No. 57 of 2015).

2. This Order comes into operation on 7 April 2017.

3. It is directed that Saint Patrick's Institution shall be closed on and from 7 April 2017.

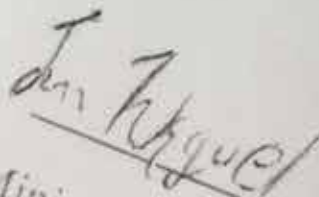
4. It is also directed as follows:

(a) Mountjoy Prison is specified for the purpose of section 6(2)(a)(i) of the Act of 2015;

(b) Mountjoy Prison is specified for the purpose of section 6(2)(a)(ii) of the Act of 2015;

(c) Mountjoy Prison is specified for the purpose of section 6(2)(b) of the Act of 2015.

GIVEN under my Official Seal,
54 April 2017.



Minister for Justice and Equality.

OVERVIEW OF THE 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

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



INTEGRITY

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



POTENTIAL

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

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

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 18 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

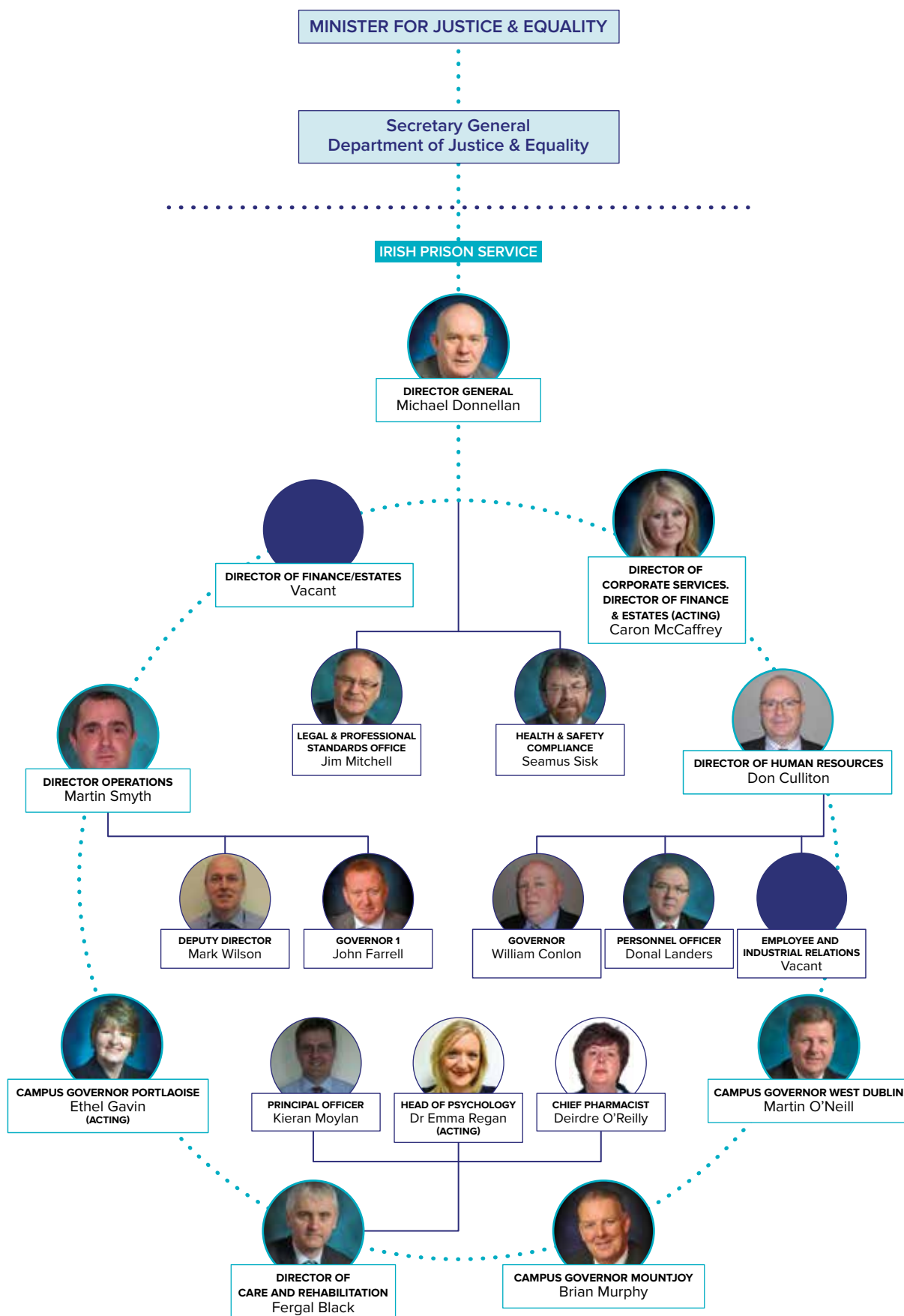


Fig 2 Irish Prison Service Headquarters and Directorates

Budget

The annual budget for the Irish Prison Service for 2017 was € 327.37 million.

Staff

At end 2017 there were 3,186.06 (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 a Partnership Government

As an executive office 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 a Partnership Government including commitments for:

- preventing and reducing crime;
- stopping repeat offenders in their tracks;
- implementing the EU Victims of Crime Directive;
- people to have the peace of mind that comes from feeling safe and secure in their lives,
- transparent oversight of performance;
- agreeing work programmes, sharing information openly on performance and delivery and recommitting to work schedules based on constant review and renewal.

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 *Our Public Service 2020*.

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 developing and innovating by being more open to challenging itself and welcoming of external ideas.

Strategy for the Department of Justice and Equality

As a key element of the criminal justice system, the Irish Prison Service continues to support the Department in the implementation of the relevant key strategic and priority actions contained in its Statement of Strategy 2016 – 2019 towards delivering of its vision of a '*Safe, Fair and Inclusive Ireland*'.

Protected Disclosures

The Irish Prison Service recognises the importance of developing an ethical workplace and the valuable contribution of those who raise concerns about wrongdoing. We are committed to responding to or acting upon genuine concerns that have an impact on the overall effectiveness of prison operations and the conditions of prisoners and staff.

During 2017 we carried out a review of our Protected Disclosure Policy. This review seeks to strengthen the Protected Disclosure policy and procedures in line with good practice and to ensure that they are up to date and correspond with the legislation. The Prison Service has worked closely with Transparency International (Ireland) on the development of the new policy and procedures. The revised Protected Disclosures Policy and procedure is due to be rolled out in 2018.

There were six Disclosures received by the Head of Internal Audit in 2017, four disclosures were not considered as protected disclosures as they were not made by workers as set out by the Act or the disclosures were considered issues better dealt with under the standard grievance or existing Human Resources policies and procedures. The remaining two protected disclosure allegations regarding management practices are currently under investigation. There is one case under consideration from 2016 where allegations of penalisation were made.

Irish Prison Service Management and Governance Structure

We continue to develop our corporate governance structures and procedures to ensure we apply high standards of corporate governance aligned with our Corporate Governance Framework (2016) and the requirements set out for all public sector bodies in the Code of Practice for the Governance of State Bodies (2016). As part of Governance Practice, the Department of Justice and Equality has put in place an Oversight Agreement (incorporating a Performance Delivery Agreement). This Agreement sets out the broad corporate governance framework within which the Irish Prison Service operates and defines key roles and responsibilities which underpin the

relationship between the Irish Prison Service, stakeholders and the Department of Justice and Equality. The Irish Prison Service' compliance with the requirements of the Agreement is monitored through biannual Governance meetings between the Executive Management Team and the Department.

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. It allows for an objective assessment of management and corporate performance. 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.

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.

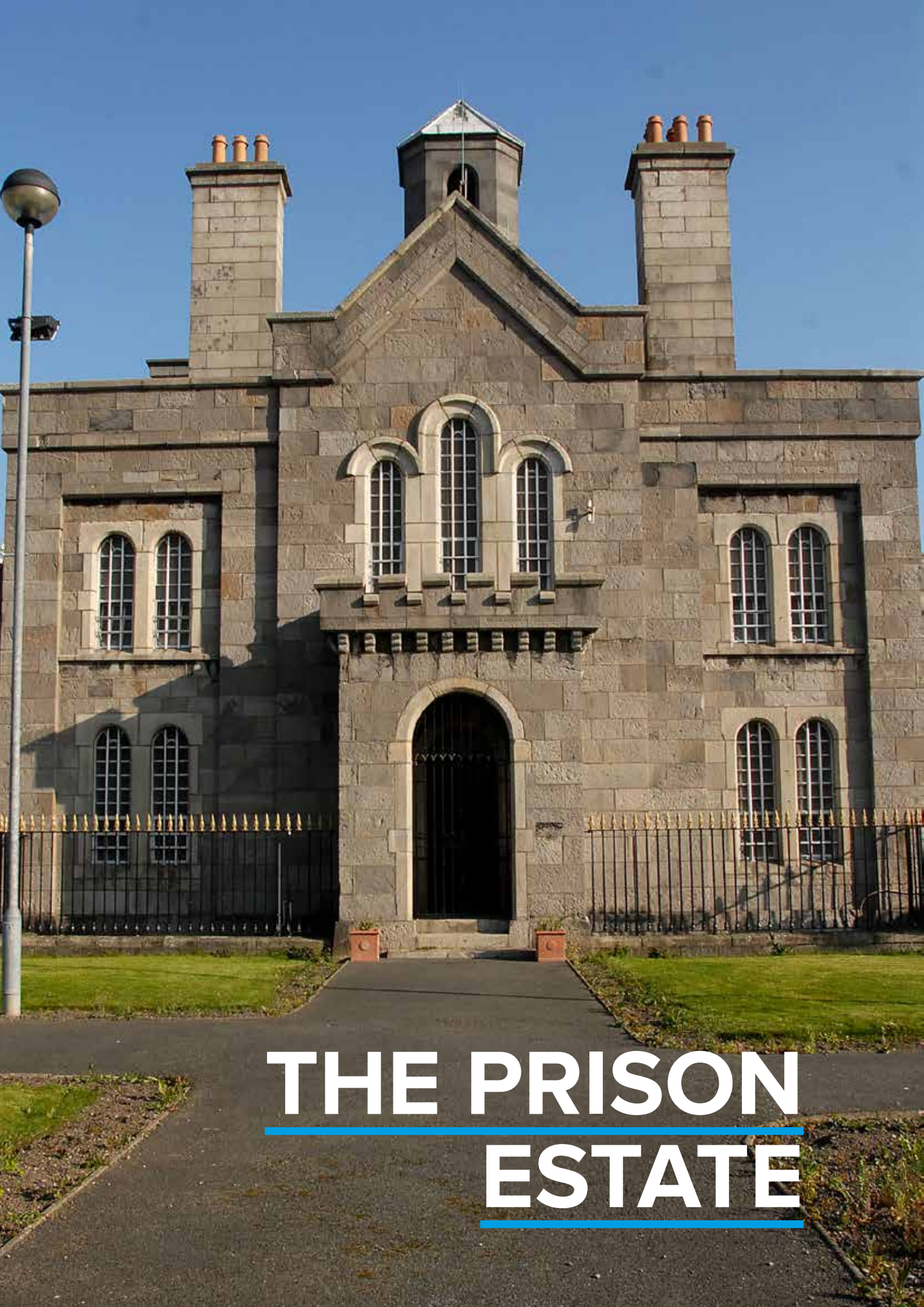
We recognise that this standard is not always met and therefore prisoners have a right to make complaints/requests to prison management and to independent bodies. We know that prisoners are in a vulnerable position and they must have access to a credible and independent complaints system that deals with 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 12 institutions in the Irish prison system consisting of 10 traditional “closed” institutions and two open centres, which operate with minimal internal and perimeter security. The Training Unit which was a “semi-open” facility with traditional perimeter security but minimal internal security was closed on a temporary basis on the 12th May 2017. From 7th April 2017 St Patrick’s Institution was subsumed into Mountjoy Prison.

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

Campus based governance are in place in three locations - West Dublin Campus (Wheatfield Place of Detention and Cloverhill Prison), Portlaoise Campus (Portlaoise and Midlands Prisons) and Mountjoy Campus (Mountjoy Prison, 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
Frances Daly



Governor III
Conal Healy



Governor III
David Conroy

Operational Capacity: 550 at year end

Wheatfield Place of Detention is a closed, medium security place of detention for adult males.

Prisoner Population: The daily average number in custody in 2017 was 438.

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 2017 was 356.

PORTLAOISE PRISON CAMPUS



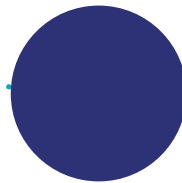
Acting Campus Governor
Ethel Gavin

Portlaoise Prison

Dublin Road
Portlaoise
Co. Laois

Midlands Prison

Dublin Road
Portlaoise
Co. Laois



Governor II
Vacant



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 2017 was 221.

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 2017 was 818.

MOUNTJOY



Campus Governor
Brian Murphy



Governor II
Eddie Mullins

Mountjoy Prison

North Circular Road
Dublin 7

Operational Capacity: 755 at
year end

Mountjoy Prison is a closed,
medium security prison for adult
males. It is the main committal
prison for Dublin city.

Prisoner Population: The daily
average number in custody in 2017
was 563.



Governor III
Tony Harris



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
adult females. 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 2017 was 116.

St. Patrick's Institution

North Circular Road
Dublin 7

Operational Capacity:
Closed 7th April 2017

Training Unit

Glengariff Parade, NCR,
Dublin 7

The Training Unit was closed from
12th May 2017 pending re-purpose as
accommodation for older medium security
prisoners

ARBOUR HILL PRISON

Arbour Hill
Dublin 7

Operational Capacity: 142 at year end

Arbour Hill Prison is a closed, medium security prison for adult males. Its prisoner profile is largely made up of a long term sentenced prisoners.

Prisoner Population: The daily average number in custody in 2017 was 133.



Governor
Liam Dowling

CASTLEREA PRISON

Harristown
Castlerea
Co. Roscommon

Operational Capacity: 340 at year end

Castlerea Prison is a closed, medium security prison for adult males. 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 2017 was 292.



Governor
Martin Reilly

CORK PRISON

Rathmore Road
Cork City

Operational Capacity: 296 at year end

Cork Prison is a closed, medium security prison for adult males. It is the committal prison for counties Cork, Kerry and Waterford.

Prisoner Population: The daily average number in custody in 2017 was 272



Governor
Patrick Dawson

LIMERICK PRISON

Mulgrave Street
Limerick



Governor
Mark Kennedy

Operational Capacity: 210 (males) and 28 (females) at year end

Limerick prison is a closed, medium security prison for adult males and females.

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 2017 was 211 males and 28 females.

LOUGHAN HOUSE

Blacklion
Co Cavan



Governor
Maria Connolly

Operational Capacity: 140 at year end

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

Prisoner Population: The daily average number in custody in 2017 was 109.

SHELTON ABBEY

Arklow
Co Wicklow



Governor
Kathy Hctor

Operational Capacity: 115 at year end

Shelton Abbey is an open, low security prison for adult males who are regarded as requiring lower levels of security.

Prisoner Population: The daily average number in custody in 2017 was 98.

IRISH PRISON SERVICE 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. 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: Patrick Kavanagh

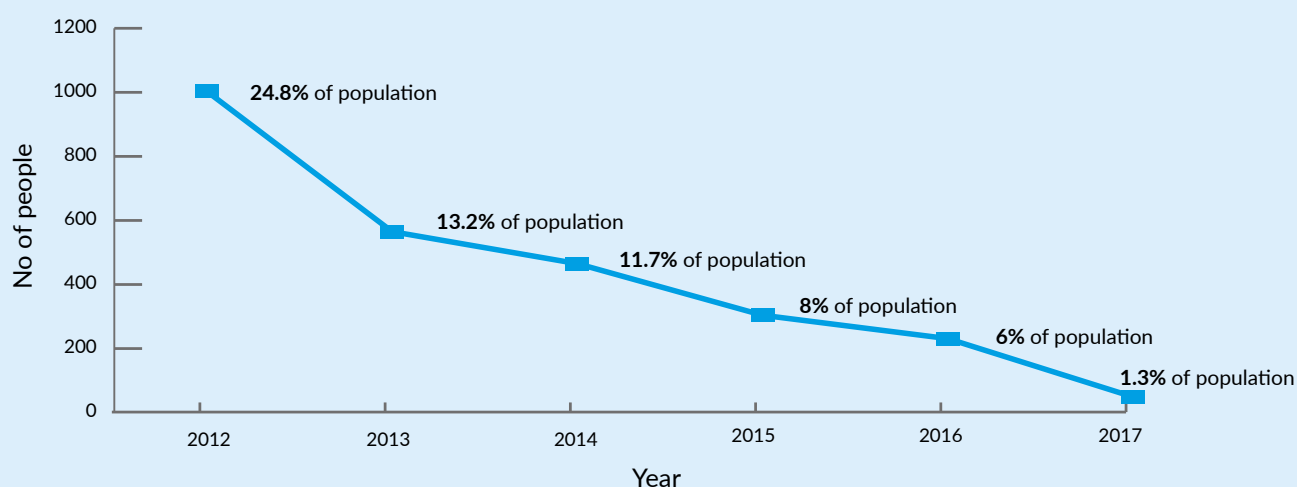
Prison Service Escort Corps
Governor: Michael Cosgrove



AT A GLANCE

Statistical Information

TOWARDS AN ELIMINATION OF SLOPPING OUT



COST OF AN AVAILABLE STAFFED PRISON SPACE

Year	2013	2014	2015	2016	2017
Yearly	€65,542	€68,959	€68,628	€69,421	€68,535
Daily	€180.00	€189.00	€188.00	€190.00	€188.00

WORK & TRAINING PARTICIPATION RATES

Institution	Sep 2017	Oct 2017	Nov 2017
Average All Prisons	24%	25%	24%

CAPACITY (NOV 2017)

Workshop Capacity	Average Attendance	% of Capacity
1263 spaces	887	70%

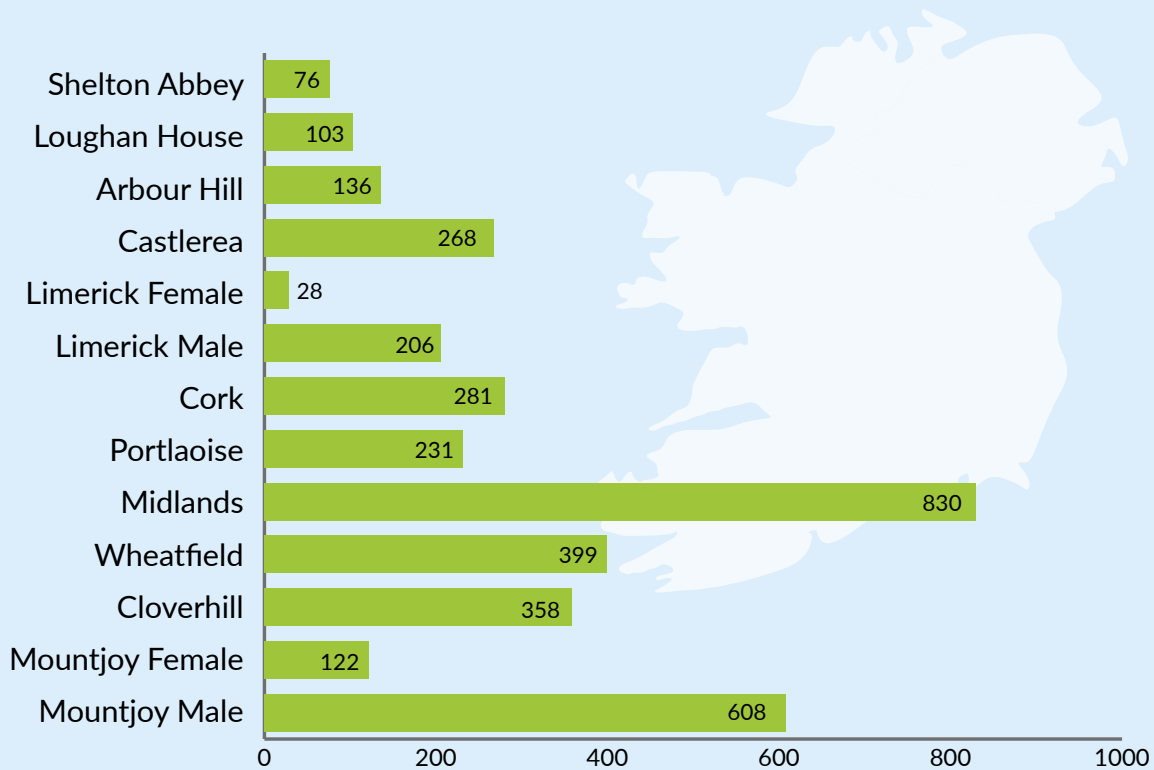
EDUCATION - PARTICIPATION RATES

Institution	Sep 2017	Oct 2017	Nov 2017	Dec 2017
Average All Prisons	34.4%	45.8%	31.1%	37.6%

INCENTIVISED REGIMES (DEC 2017)

Basic €0.95	Standard €1.70	Enhanced €2.20
306 (9%)	1,562 (45%)	1,620 (46%)

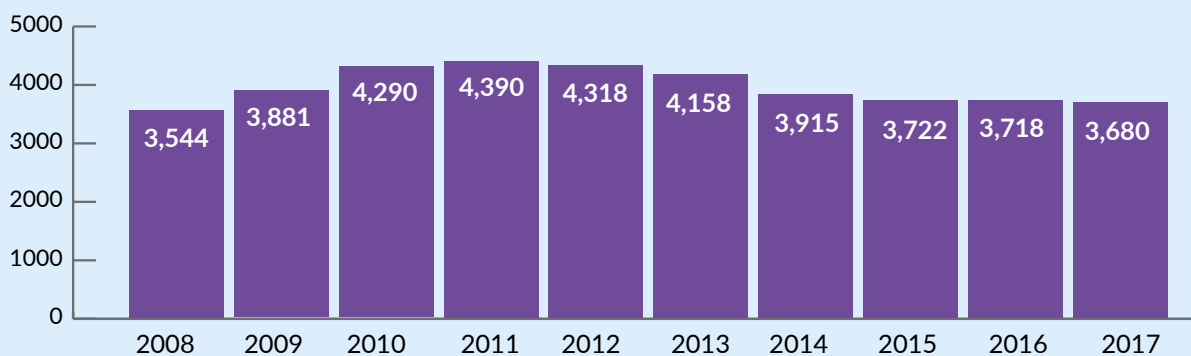
NUMBER IN CUSTODY AT 31 DEC 2017



PRISON POPULATION 31 DEC 2017

3,945	3,646	664	161	1	46	60
Prisoners in system	Total in custody	Trial/Remand	Temporary release	Fines on TR	Community Support Scheme	Community Return

DAILY AVERAGE NUMBER OF PRISONERS IN CUSTODY



STRATEGIC PLAN 2016-2018

KEY STRATEGIES

SUPPORT FOR STAFF

SUPPORT FOR STAFF THEMATIC

- Implementing a comprehensive communication and employee engagement programme
- Enhancing the Staff Recognition Scheme to recognise professional and corporate
- Creating a more environment where all staff will report any safety concerns
- Embedding a 'Culture of Excellence' and 'Culture of Care' across the organisation
- Supporting staff and managers to take on leadership roles
- Developing a staff strategy of staff development with a focus on physical health
- Creating a safe working environment through the implementation of the 'Safe Working' initiative
- Ensuring the organisation is fully compliant with the requirements of the 'Safe Working' initiative
- Ensuring the organisation is fully compliant with the requirements of the 'Safe Working' initiative

SUPPORT FOR VICTIMS

SUPPORTING VICTIMS THEMATIC

- Supporting victims of crime through the implementation of the 'Victims of Crime' initiative
- Ensuring the organisation is fully compliant with the requirements of the 'Victims of Crime' initiative
- Ensuring the organisation is fully compliant with the requirements of the 'Victims of Crime' initiative
- Ensuring the organisation is fully compliant with the requirements of the 'Victims of Crime' initiative

SUPPORT FOR PRISONERS

SUPPORT FOR PRISONERS THEMATIC

- Supporting prisoners through the implementation of the 'Prisoners of Crime' initiative
- Ensuring the organisation is fully compliant with the requirements of the 'Prisoners of Crime' initiative
- Ensuring the organisation is fully compliant with the requirements of the 'Prisoners of Crime' initiative
- Ensuring the organisation is fully compliant with the requirements of the 'Prisoners of Crime' initiative

OUTCOMES

- An open, inclusive, diverse and professional organisation
- A culture of excellence and high standards
- An organisation which is open to external scrutiny
- A competent organisation where staff are equipped with the necessary skills
- A supportive work environment for staff
- A more rehabilitative environment for prisoners
- A more positive change to allow positive change 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.

STATISTICAL REPORT

OVERVIEW – 2017 STATISTICS

There were 9,287 committals to prison in 2017 which is an decrease of 38.5% on the 2016 total of 15,099.

7,484 persons were sent to prison in 2017 compared to 12,579 in 2016, which represents an decrease of 40.5%. Of those, 85.5% were male and 14.5% were female. The Fines (Payment and Recovery Act) 2014 which came into operation in January 2016 has had a direct impact on the number of committals to prison in 2016 with further reductions in 2017.

Committals during 2017

- There was an overall decrease of 6,126 or 50.4% in the numbers committed to prison under sentence from 12,163 in 2016 to 6,037 in 2017.
- There were 2,261 committals for the non-payment of a court ordered fine which was a 73.2% decrease on the previous year, i.e. from 8,439 in 2016 to 2,261 in 2017. Of this 75.1% were male and 24.9% were female.

When fines committals are excluded from these figures:

- numbers committed under sentence
has increased by 52 or 1.4% from 3,724 in 2016 to 3,776 in 2017.
- numbers committed under sentence of < 3 months
has decreased by 8 or 1.7% from 468 in 2016 to 460 in 2017.
- numbers committed under sentence of 3 to < 6 months
has increased by 245 or 23.3% from 1,050 in 2016 to 1,295 in 2017.
- numbers committed under sentence of 6 to < 12 months
has decreased by 155 or 14.9% from 1,039 in 2016 to 884 in 2017.
- numbers committed on sentences of 1 to < 2 years
has increased by 51 or 17.3% from 295 in 2016 to 346 in 2017.
- numbers committed on sentences of 2 to < 3 years
has increased by 9 or 3.1% from 290 in 2016 to 299 in 2017.
- numbers committed on sentences of 3 to less than 5 years
has decreased by 68 or 19.8% from 344 in 2016 to 276 in 2017.
- numbers committed on sentences of 5 to less than 10 years
has decreased by 16 or 8.7% from 183 in 2016 to 167 in 2017.
- numbers committed on sentences of 10 years plus
has decreased by 12 or 31% from 39 in 2016 to 27 in 2017.
- numbers committed on a Life sentence
has increased by 6 or 37.5% from 16 in 2016 to 22 in 2017.

Persons detained under Immigration Laws

In 2017 there were 418 committals in respect of immigration issues involving 396 detainees. This represents a slight decrease on the previous year (421 committals involving 408 detainees). The average daily number of persons in custody under this category was 8.

Snapshot of prison population on 30th November 2017

- The total number of persons in custody on that date increased by 1% (3,716 on 30 November 2016 to 3,738 on November 2017).
- Of the 2,990 sentenced prisoners, 359 prisoners (12%) were serving life sentences and another 244 (8%) were serving determinate sentences of 10 years or more.
- 30 offenders were serving sentences of less than 3 months representing 1% of the total number of prisoners in custody. There was 1 person in prison for non-payment of fines which represents 0.1% of the total number of prisoners in custody on that date.
- There were 200 prisoners on temporary release of which 4 were serving less than 3 months for fines, 58 were on the Community Return Programme, 55 were on temporary release to the Community Support Scheme, 2 were on structured temporary release for open centres, 16 were on temporary release serving less than 6 months for non-Fine offences and 65 were on other temporary release including under the supervision of the Probation Service.

Snapshot of prison population on 30th November 2017

On 30th November, the number of persons in custody totalled 3,738 and included:

- 736 Remand/trial prisoners
- 1 Fines prisoner
- 8 Immigration detainees
- 39 Subversives prisoners

PRISONER POPULATION OVERVIEW

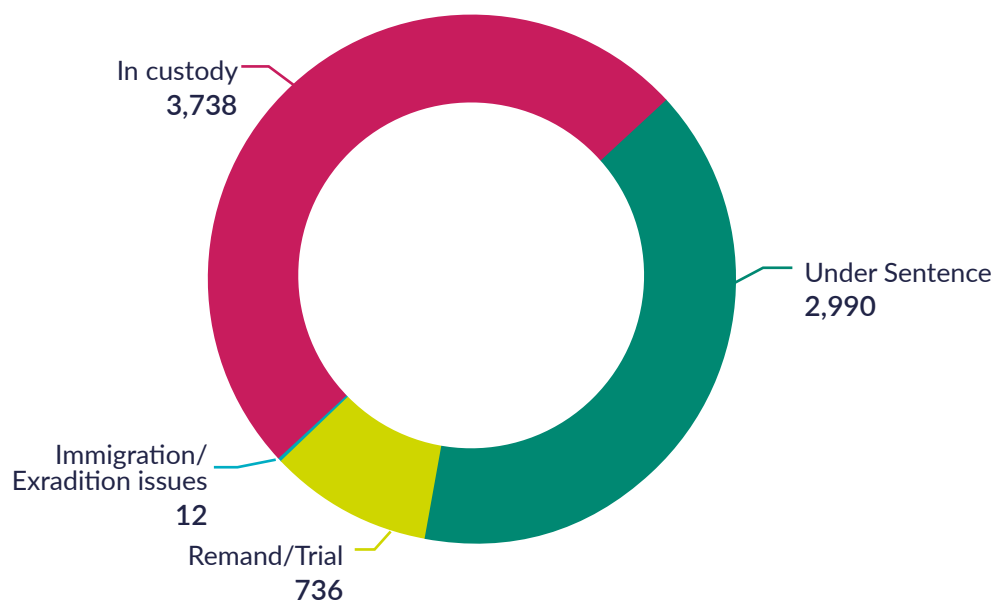


Fig. 4 Prisoner Population overview snapshot 30th November 2017

PRISONER POPULATION SENTENCE SNAPSHOT

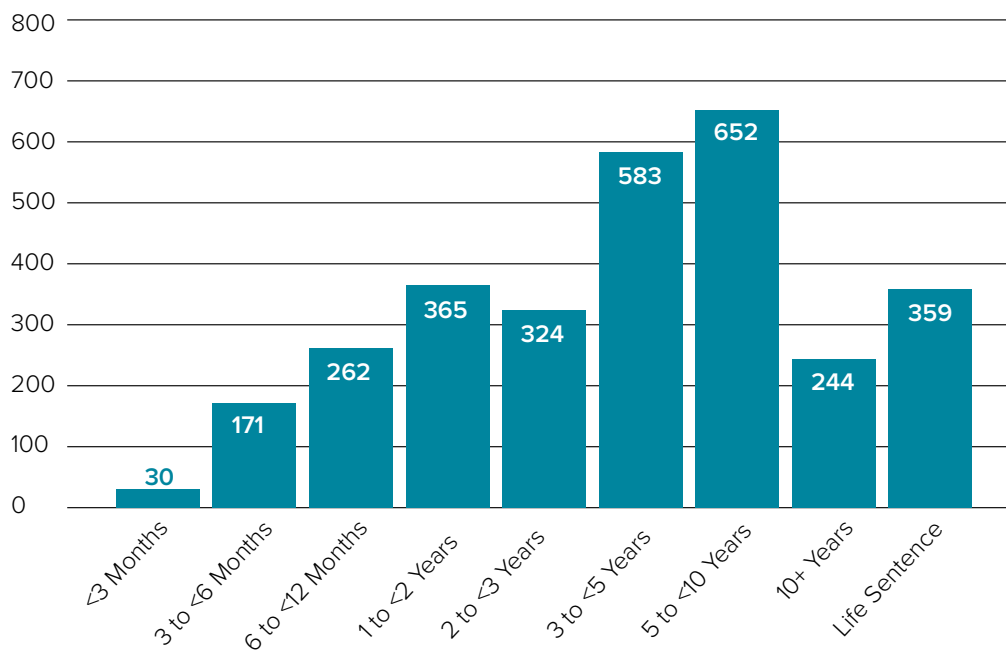


Fig. 5. Sentence Profile of prisoners in custody under sentence on 30 November 2017

DAILY AVERAGE NUMBER OF PRISONERS IN CUSTODY

The overall daily average number of prisoners in custody in 2017 was 3,680 compared to 3,718 in 2016 a decrease of 1%. The average number of female offenders in custody was 144, a 2.9% increase on the 2016 average of 140.

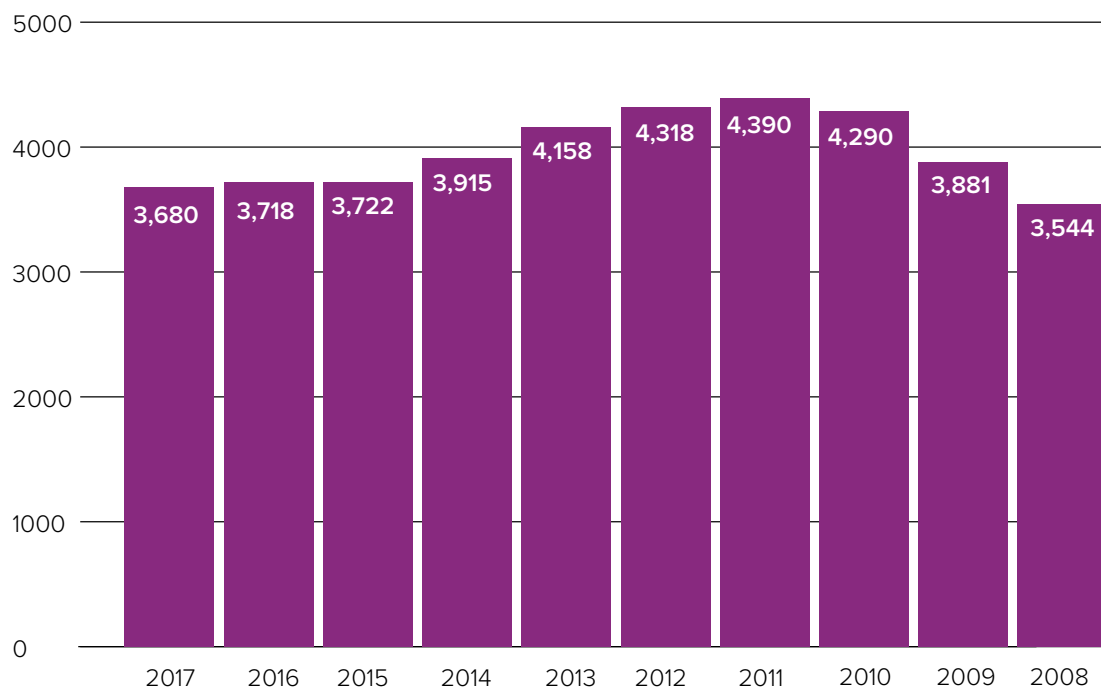


Fig. 6. Daily Average 2008 - 2016

FEMALES UNDER SENTENCE

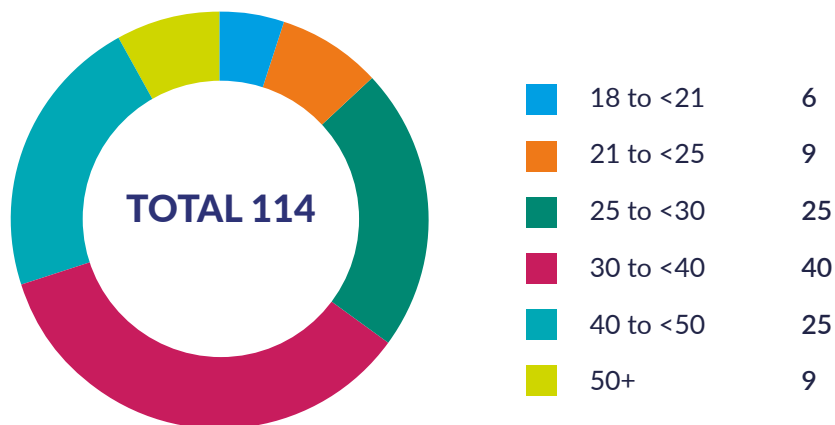


Fig 7. Female Prisoner population under sentence age profile 30th November 2017

MALES UNDER SENTENCE

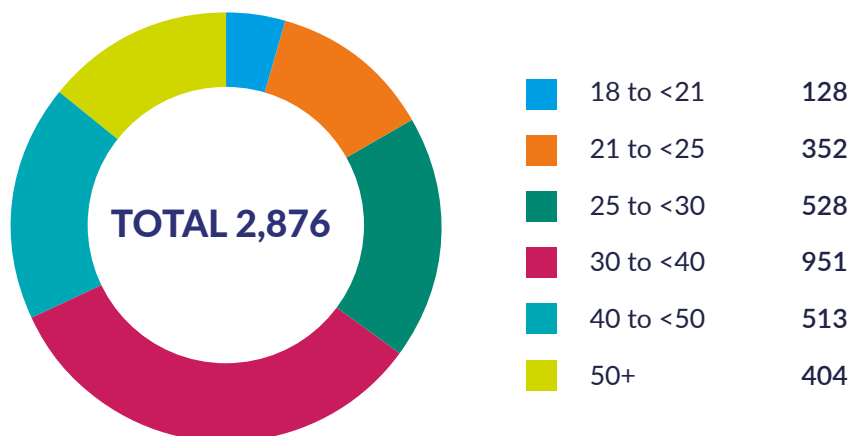


Fig 8. Male Prisoner population under sentence age profile 30th November 2017

SENTENCE LENGTH

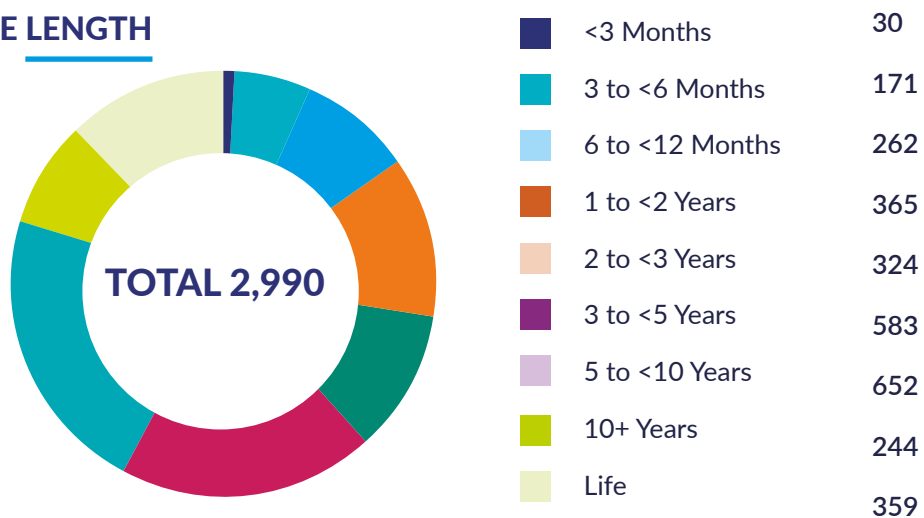


Fig 9. Prisoner population sentence length 30th November 2017

OFFENCE GROUP CLASSIFIED BY SENTENCE

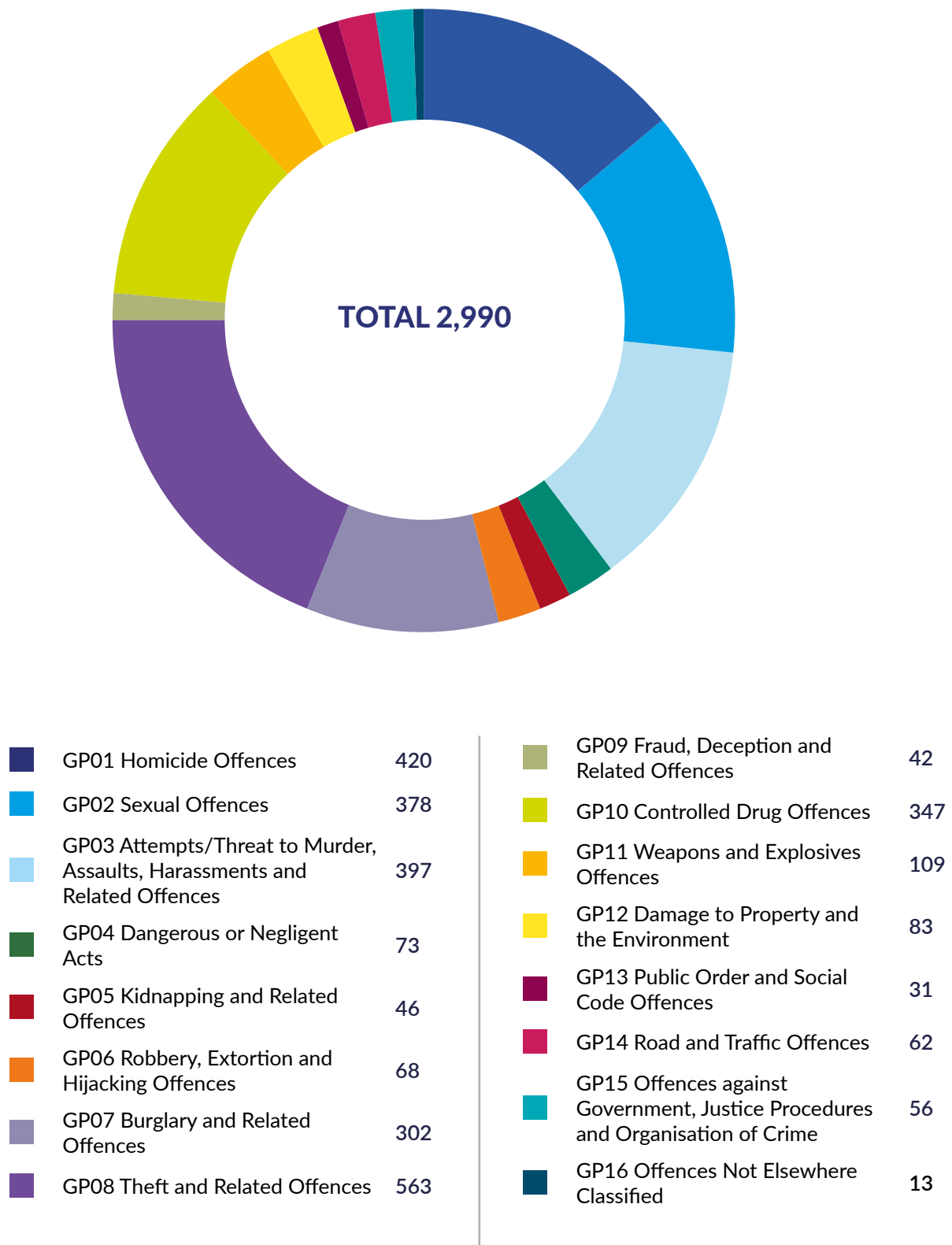


Fig 10. Prisoner population offence category snapshot 30th November 2017

COMMITTALS

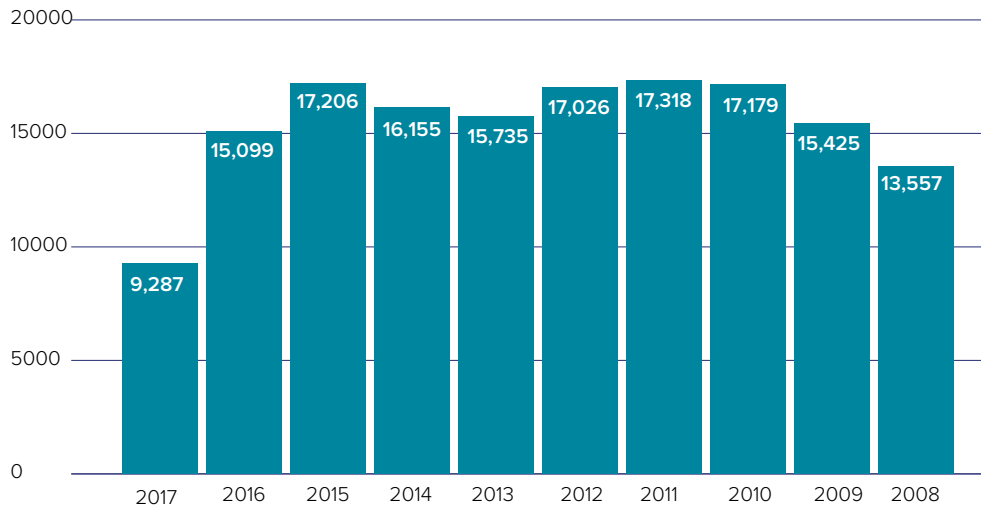


Fig 11. Committals 2017 to 2008

Number of persons committed to prison in 2017

A total of 7,484 persons accounted for the 9,287 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 40.5% on the 2016 total of 12,579 persons.

The total of 9,287 committals to prison represents an decrease of 38.5% on the 2016 figure of 15,099.

The total of 9,287 committals comprised of:

- 5,486 under sentence,
- 3,355 on remand,
- 22 for European Arrest Warrant extradition,
- 418 under immigration law and
- 6 for indefinite contempt of court.

AGE OF MALE PERSONS COMMITTED

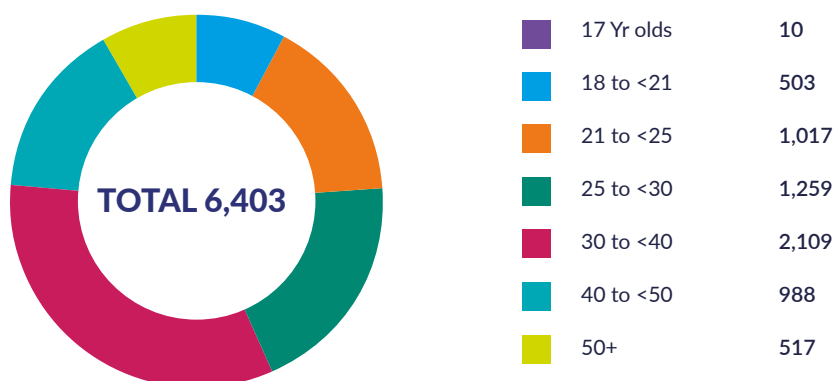


Fig 12. Age of males committed to prison in 2017

AGE OF FEMALE PERSONS COMMITTED

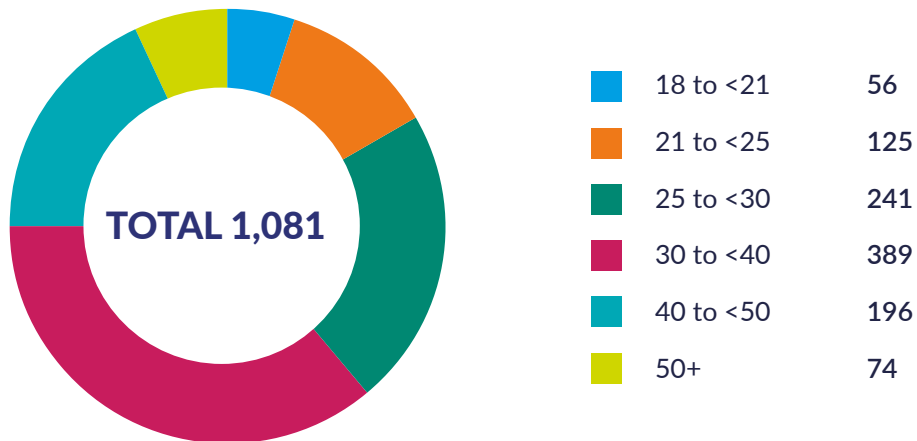


Fig 13. Age of females committed to prison in 2017

TYPE OF COMMITMENT AND GENDER

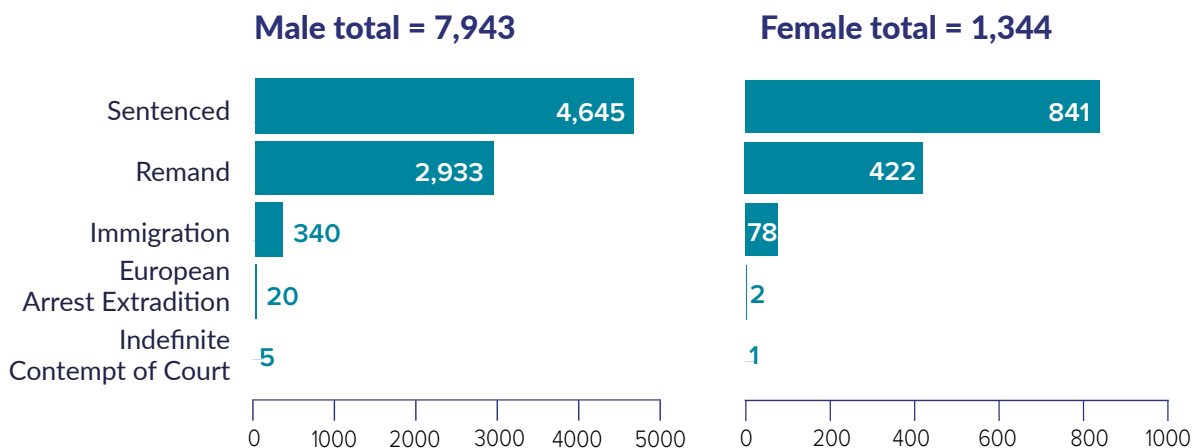


Fig 14. Commitments during 2017 classified by type of commitments and gender

County and Country of origin of persons committed to prison

Over a quarter (33.3%) of all persons committed declared Dublin as their county of residence. Cork with 9.6%, Limerick with 6.2% and Galway with 5% were the next largest counties of residence indicated. Of the 7,484 persons committed, 5,726 were Irish Nationals (76.5%), which is a decrease of 4,633 or 45% on the corresponding 2016 figure of 10,359. Other EU nationals (excluding Irish) accounted for 1,064 (14.2%) of persons committed. Other European nationals accounted for 116 (1.5%), African nationals for 240 (3.2%), Asian nationals for 201 (2.7%) and Central/South American nationals accounted for 70 (1%).

A full breakdown by county of residence and country of origin is available on our website:

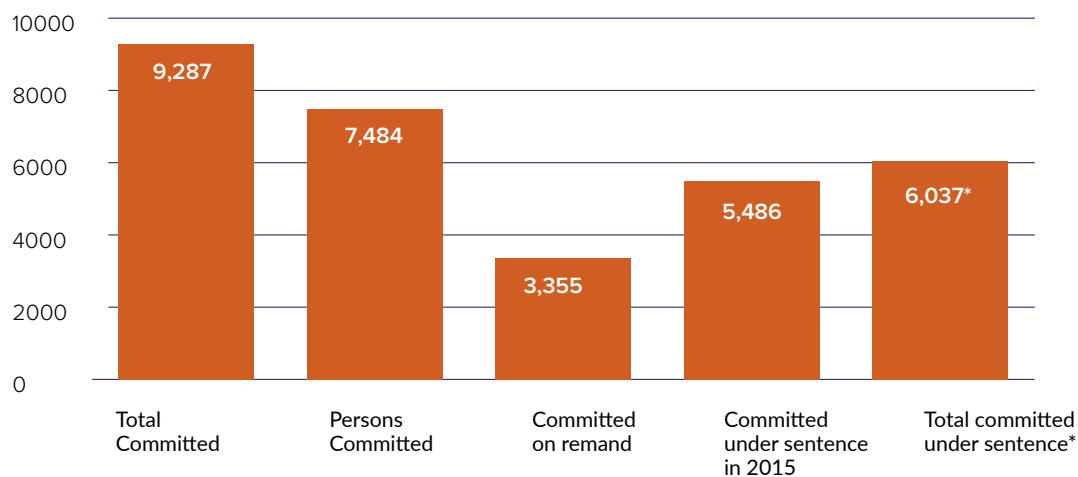
www.irishprisons.ie

Committals under sentence

There were 5,486 committals directly under sentence in 2017. When an additional 551 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 2017 was 6,037.

There was a 50% decrease (6,126) in the numbers committed to prison under sentence in 2017 (total of 6,037) over 2016 (12,163). When fines committals are excluded from these figures, the numbers committed under sentence increased by 52 or 1.4% from 3,724 in 2016 to 3,776 in 2017.

COMMITTALS OVERVIEW



* includes 551 prisoners who were on remand at the start of the year and who were subsequently convicted

Fig. 15 Committals during 2017 overview

OFFENCE GROUP TOTAL = 6,037

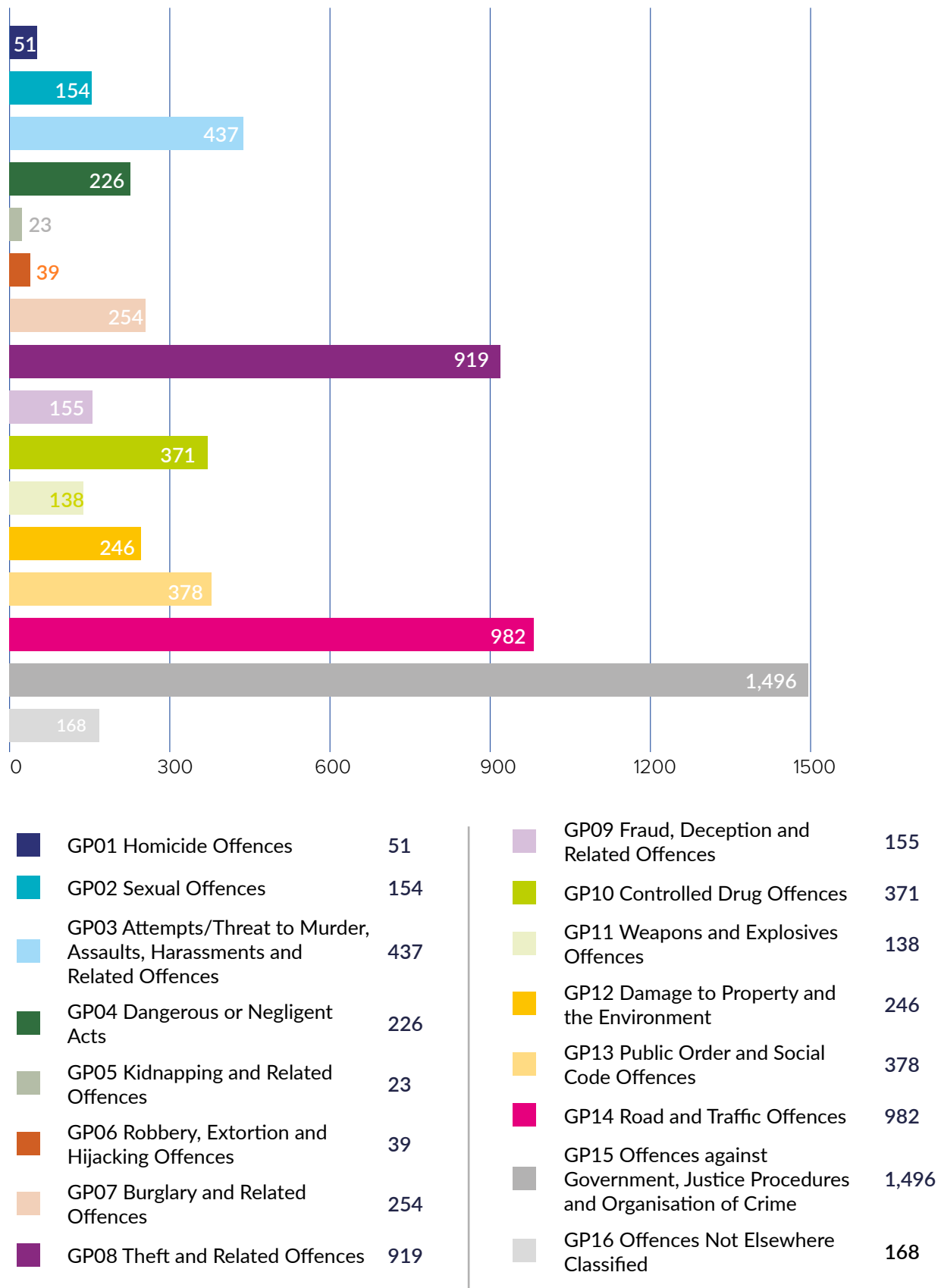


Fig. 16 Sentenced committals during 2017 by offence groups

AGE GROUP

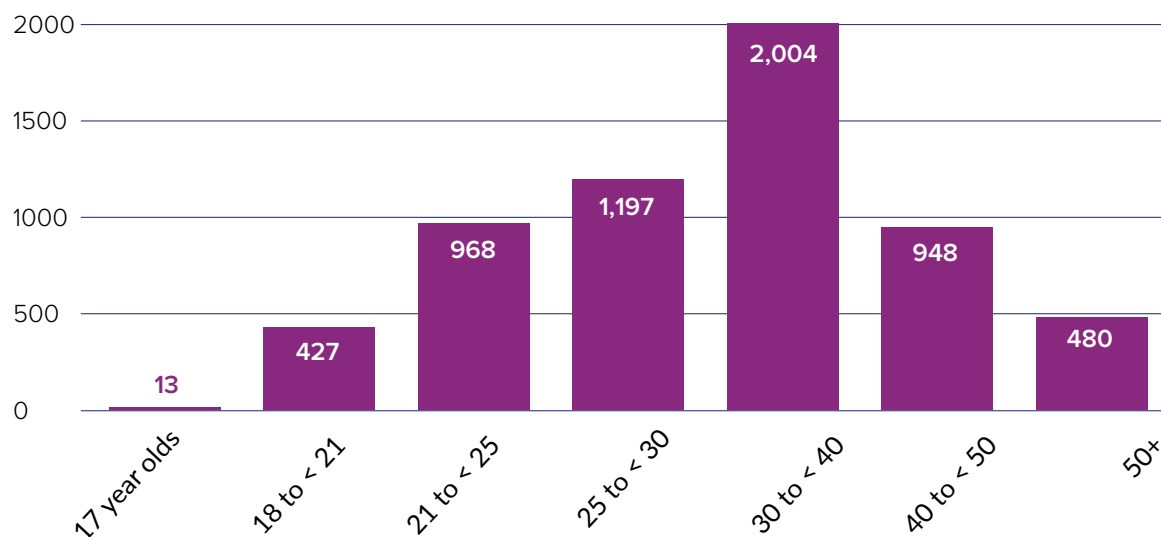


Fig. 17 Committals under sentence during 2017 by age group

Committals for Fines or Debt

The number of committals to prison as a consequence of the non-payment of a court ordered fine during 2017 decreased by 73% on the 2016 figure, i.e., from 8,439 in 2016 to 2,261 in 2017.

Of this, 563 were female while 1,698 were male. A total of 24 debtors (22 male, 2 female) were committed during the year.

Further statistical information on this section is available on www.irishprisons.ie

SENTENCE LENGTH TOTAL = 6,037

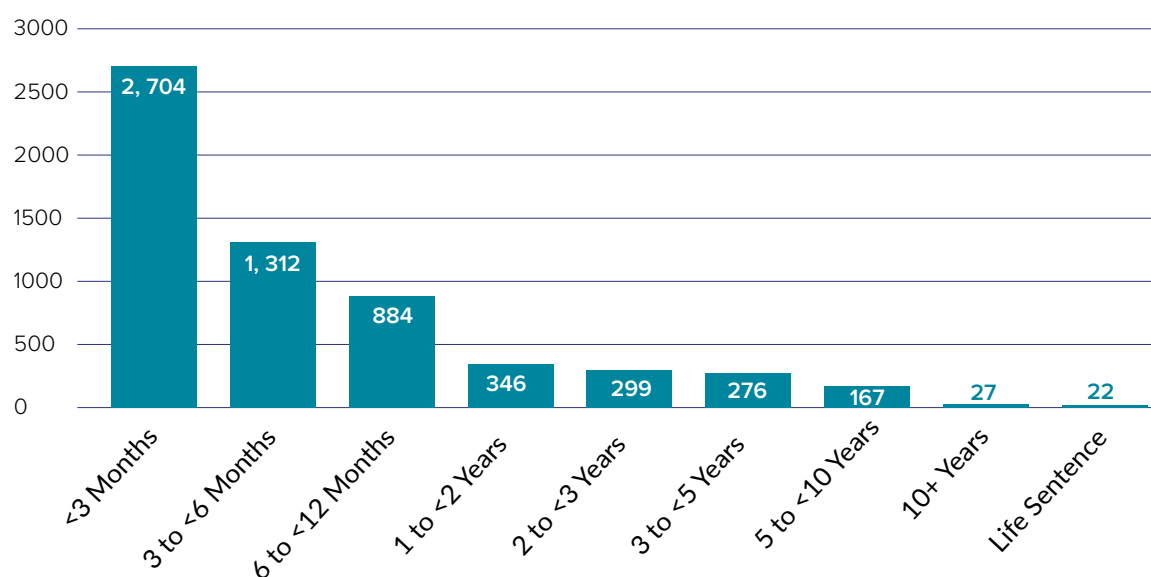


Fig. 18 Sentenced committals during 2017 by sentence length

**PSYCHOLOGY
SERVICE STRATEGY
2016 - 2018**



**ANNUAL
REPORT
2016**



IRISH PRISON SERVICE | CREATING A BETTER ENVIRONMENT

**CAPITAL
STRATEGY
2016 - 2021**



**JOINT IPS/ETBI
EDUCATION
STRATEGY
2016 - 2018**



**STRATEGIC PLAN
2016 - 2018**



**COMMUNICATIONS &
ENGAGEMENT PLAN
2016 - 2018**



**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 are building 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 2017 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.

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.

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.

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.

IRISH PRISON SERVICE STRATEGIC PLAN 2016-2018

PROGRESS REPORT 31 DECEMBER 2017

Strategic Action 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

Goals 1.1	Outcomes	Progress December 2017
We will create a work environment that is centred on open , two-way communications to build unity in our Service	<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 as one organisation</p>	<p>Communication Plan complete</p> <p>Increased management briefings, enhanced ICT to enable enhanced communications in progress</p> <p>Frontline management briefings in place</p>
Goal 1.2	Outcomes	Progress December 2017
We will create a work environment that is centred on dignity and respect with clear standards of behaviour and ethics in place for staff, management & the organisation	<p>Guidance for staff in how prisons should be managed, how prisoners should be treated and how prison personnel should behave to achieve a culture where respect and decency are to the forefront</p> <p>An environment where ethical standards are promoted and adhered to, and unacceptable behaviour is not tolerated</p> <p>Trained dedicated personnel to assist in dealing with conflict and dispute resolution situations</p>	<p>Draft Code of Ethics Document under development and consultation both internally in the Irish Prison Service and externally. The Irish Prison Service <i>Code of Ethical Behaviour</i> will co-exist with and support the Prison Rules and the Civil Service Code of Standards and Behaviour. A Focus group that included representatives from the IPRT, IHREC utilised data to produce the draft Code</p>

Goal 1.3	Outcomes	Progress December 2017
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	<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>The range of appropriate behaviours which managers will use to evaluate staff in the completion of tasks and the achievement of objectives are 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. Leadership competencies are enhanced throughout the organisation</p> <p>Staff are exposed to external learning and development opportunities which challenges their ideas, develops critical thinking and facilitates the achievement of organisational objectives. Accredited professional induction training to Recruit Prison Officers which is grounded in contemporary theory and best international practice</p> <p>Prisoners receive a better standard of care through more effective management of resources. Prisoners receive an improved standard of care as a result of more clearly articulated skills, knowledge, engagement, performance management and training of prison staff.</p> <p>Interventions provided by the Psychology Service are reinforced by the behaviours and actions of operational staff</p>	<p>The Irish Prison Service College restructure in line with the Inspector of Prisons recommendations is complete. Occupational Psychologist, Health and Safety Trainer in place</p> <p>Centralised Continuous Professional Development training plan completed for prisons in Dublin, Shelton Abbey and Portlaoise, IPSC Mentoring Programme in place</p> <p>Higher Certificate in Custodial Care with Waterford IT in place for Recruit Prison Officers to provide accredited professional induction training</p> <p>A more structured approach to the design, scheduling and delivery of training to operational staff was rolled out and is in progress. Training support from the Psychology Service in place</p> <p>C & R refresher training provided to 525 staff and 1202 staff received training on mental health awareness</p> <p>New training facility developed in West Dublin to enhance greater access for staff training</p>

Goal 1.4	Outcomes	Progress December 2017
We will create a supportive work environment that protects and promotes the wellbeing of all staff	<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>Build a work environment based on positivity, professionalism and innovation</p>	<p>Well Being at Work Policy and framework in progress to raise awareness and enhance support for staff mental emotional and physical health</p> <p>Critical Incident Stress Management (CISM) Programme developed and roll out in progress. Peer supporter training provided to all Staff Support Officers</p> <p>INSPIRE counselling services for one to one intervention counselling/ psychological support to staff in place</p> <p>Draft Staff Recognition Scheme in progress</p>
Goal 1.6	Outcomes	Progress December 2017
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	<p>A safer more secure prison environment, Increased public safety</p> <p>More effective management of violent, highly disruptive and high risk prisoners</p> <p>Increased safety within prisons through greater detection of drugs and weapons, safer environment for staff and increased public safety</p> <p>All staff clearly understand and comply with the Irish Prison Service Health and Safety Management System and Safety, Health & Welfare Legislation</p> <p>Managers and Staff understand and comply with their responsibilities as outlined in the Irish Prison Service Health and Safety Management System and Safety, Health & Welfare legislation</p> <p>All health and safety risks are identified and mitigated to a safe level in accordance with the Irish Prison Service Health and Safety Management system and relevant legislation</p> <p>Staff working in workshops and other specialist environments have the competencies to perform safely in their roles</p> <p>The number of accidents, assaults and injuries which occur in prisons is reduced</p>	<p>Standardisation and purchase of equipment in place to enhance safety and security. Use of Force policy under development with reporting procedures standardised and auditable. SOP currently being drafted and C & R manual in place</p> <p>Lead Senior Psychologist and Assistant Governor in place for new unit in Midlands for high risk prisoners. Programme of work finalised and contract awarded</p> <p>Programme of vehicle replacement continued throughout 2017 to meet road safety compliance requirements and to enable safe and secure movement of prisoners</p> <p>New tiered approach to Control and Restraint training and specialisation complete. Conflict Management Training Package complete</p> <p>Health & Safety Trainer recruited and Health & Safety Training incorporated as part of CPD training completed. Training provided to staff on Health and Safety Management System</p> <p>Development of cross Prison Drug Strategy in progress</p>

Strategic Action 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.

Goals 2.1	Outcomes	Progress December 2017
We will implement enhanced sentence planning processes to maximise the potential engagement of prisoners in constructive and structured activities during their time in custody, with a specific focus on identifying and addressing underlying risk factors and promoting protective factors.	<p>Increased Public Safety, reduced reoffending</p> <p>Standardised sentence and release planning across the estate</p> <p>Improved sharing and access to key information on engagement of those in prison in order to make informed decisions on progression</p> <p>Increased number of those in prison will have a sentence management plan agreed by the multidisciplinary team.</p>	<p>Integrated Planning module on the Prisoner Information Management System completed with Services (operational, therapeutic and medical) consistently inputting data on a regular basis</p> <p>Integrated Planning IT functionality is complete in 9 areas with further development ongoing to support electronic referrals procedures</p> <p>Integrated Sentence Management Policy, SOPs are under development and in progress</p> <p>ISM Officer role and dedicated management support in prisons with quarterly meetings in place incorporating training and information sessions from internal and external speakers</p>
Goal 2.2	Outcomes	Progress December 2017
We will commence the implementation of the recommendation contained in "New Connections – Embedding Psychology Services & Practice in the Irish Prison Service". We will maximise the potential contribution of services to key prison and community through care initiatives	<p>A safer environment for staff and those in prison.</p> <p>Increased number of individuals in prison engaging in offence related interventions</p> <p>Improved wellbeing</p> <p>Reduced re-offending</p> <p>Positive change in culture and attitude</p> <p>Increasingly embedded and supported Psychology Service and increased multidisciplinary working</p>	<p>Irish Prison Service Psychology Service restructure complete to include:</p> <ul style="list-style-type: none"> • Variety of interventions provided by the Psychology Service, • Interventions and intervention pathways for an increased number of violent and sexually violent offenders in place • Mental health interventions developed and in progress • Proactive sentence planning with Assistant Psychologists in progress and ongoing <p>Psychologist support provided to the Irish Prison Service College to support training and staff knowledge and understanding of prisoner rehabilitation</p>

Goal 2.3	Outcomes	Progress December 2017
We will aim to 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	<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>Improved wellbeing, Reduced re-offending</p>	The recommendations of the Review of Drug and Alcohol Treatment is being progressed with the HSE with work to begin in 2018 as per the National Drug Strategy "Reducing Harm, Supporting Recovery"
Goal 2.4	Outcomes	Progress December 2017
In collaboration with the HSE Mental Health Services, the Irish Prison Service will further develop services for prisoners suffering from mental health difficulties and improve procedures for continuing care on release	<p>A safer more secure prison environment</p> <p>Increased public safety</p> <p>Improved rehabilitation and resettlement</p>	<p>This action is ongoing - Approval secured for the appointment of Consultant Forensic Psychiatrist led services to Limerick, Cork and Castlereagh Prisons, to work as part of the HSE/NFMHS team</p> <p>Assistant Psychologists in place for prisoners accessing therapies for mental health difficulties</p>
Goal 2.5	Outcomes	Progress December 2017
We will ensure that older prisoners are identified as a specific group of individuals who have particular needs within the prison population	<p>More effective management of older persons</p> <p>Improved resettlement and reintegration options</p>	Older Person Policy in progress. Planning for the re-purposing of the former Training Unit at Mountjoy Prison Campus as a facility for the accommodation of older prisoners is underway
Goal 2.6	Outcomes	Progress December 2017
In conjunction with the Probation Service and the community/ voluntary sector, we will enhance services to travellers through the Travellers in Prison Initiative (TPI)	<p>Improved services for all travellers within the system</p> <p>Reduction in racist incidents, bullying and harassment for travellers</p>	<p>Ethnic Identifier now live on PIMS. Staff training and Census Events in progress</p> <p>Traveller Women Research Report "Hearing Their Voices" was published and Advisory Group formed to progress</p> <p>RPO training for increased understanding of specific issues impacting on travellers complete. Further training in progress</p> <p>Pilot in Dublin ETB around Traveller access to Education in progress and Traveller Liaison Teachers appointed in City of Dublin ETBs</p>

Goal 2.7	Outcomes	Progress December 2017
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	<p>A safer environment for staff and prisoners.</p> <p>Increased public safety</p> <p>Breaking the cycle of progression to a life of criminality</p>	<p>The transition of 17 year olds from prison to Oberstown is complete, St. Patricks' Institution closed on 7 April 2017 and the last 17 year old left the prison system on 27 December 2017</p> <p>Written SOPs implemented for young offenders for assessment by Psychology and Probation for intervention in committal phase</p> <p>Draft Young Offenders Policy under consideration</p>
Goal 2.8	Outcomes	Progress December 2017
We will provide a safe and inclusive environment for all minority groups and develop appropriate placement policies	<p>A safer and more inclusive prison environment</p> <p>Reduced incidences of homophobic and transphobic bullying, traveller and racist bullying</p>	<p>Training on human rights including the needs, rights and experiences of minority group prisoners complete for RPOs and in progress for other staff. Review of In-reach service provision to Travellers took place</p>
Goal 2.9	Outcomes	Progress December 2017
We will ensure compliance with domestic and international human rights obligations and best practice in relation to prisoners requiring protection	<p>Safe, secure and humane environments</p>	<p>Prison (Amendment) Rules 2017 in place to take into account international best practice with particular reference to the United Nations Standard Minimum Rules for the protection of Prisoners (Mandela Rules)</p> <p>In line with Rules 44 and 45 of the Mandela Rules, all prisoners wishing to do so, receive a minimum of two hours out of cell time with the facility for meaningful human contact, save for exceptional circumstances including medical reasons as defined in the Irish Prison Service Minimum Time Out-of-Cell Policy. There was a drop from 72 prisoners in January 2017 to 9 prisoners in October 2017 who were confined to their cell for 22 or 23 hours.</p>

Goal 2.10	Outcomes	Progress December 2017
We will increase the employment opportunities for ex-prisoners through social enterprises and other initiatives	<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>Social Enterprise Strategy launched 2017 and implementation being progressed</p> <p>Steering Group established to explore strategies and to progress social enterprise and other employment initiatives. IASIO TEO role under re-design to focus more clearly on job-ready preparation and employment post release</p> <p>Engagement with employers to provide employment to ex-offenders ongoing via work of IASIO GATE Service</p>
Goal 2.11	Outcomes	Progress December 2017
We will ensure that all releases from prison are planned to facilitate the safe and effective transition of a prisoner from custody to community.	Safer Communities Improved resettlement and reintegration	<p>The development and integration of our IT systems to contribute to sharing of relevant information on prisoners interaction and engagement is on-going</p> <p>Integrated Planning incorporating pre-release feature rolled out to assist more effective sentence management and release planning of prisoners</p> <p>The Irish Prison Service Prisoner Release Policy was completed</p> <p>The Joint Irish Prison Service and Probation Strategy 2018 – 2020 is under development to facilitate appropriate services to aid rehabilitation and reintegration</p> <p>There is ongoing engagement with IASIO, DEASP and the Department of Housing to develop better inter-agency collaboration at point of release. Work is in progress with Focus Ireland to provide transitional support from custody to the community</p> <p>Single points of contact established in each local authority for housing applications</p>

Goal 2.12	Outcomes	Progress December 2017
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	<p>Reduced risk of re-offending</p> <p>Reduced risk of inter-generational offending</p> <p>Improved resettlement and reintegration outcomes</p> <p>Improved visiting facilities for families of prisoners</p>	<p>The evaluation of the first Family Links Programme is complete. The roll out of the Family Links programme to all prisons is in progress</p> <p>FLO training provided to Irish Prison Service staff, Front of House training provided to staff to act as effective pro-social models. Two programmes delivered in Limerick and Wheatfield, guidelines prepared for prisons by CDI, Parenting Plus manual has been reviewed. Mechanisms to seek input and feedback from families of prisoners is complete and ongoing</p> <p>Infrastructural improvements to visitors areas to make them more family friendly is complete and ongoing. Visiting times reviewed to better facilitate school going children</p> <p>Updated child Protection Policy developed to take account of Children First provisions</p>
Goal 2.13	Outcomes	Progress December 2017
We will enhance cooperation and co-ordination with other elements of the Criminal Justice System including (i) the Statutory, Community and Voluntary sector to promote joint integrated responses to crime (Joint Agency Response to Crime) (ii) the Cross Justice Efficiency Group	<p>Safer Communities</p> <p>Improved resettlement and reintegration</p> <p>Enhanced co-operation and efficiencies between Justice Agencies</p>	<p>Embedded the extension of the Joint Agency Response to Crime to 3 newer sites Dundalk, Waterford City and Limerick</p> <p>Extended the Community Support Scheme to Castlerea prison so that it now covers all prisons in the Prison Estate</p> <p>Enhanced video conferencing with Courts Service in progress</p>

Strategic Action 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.

Goal 3.1	Outcomes	Progress December 2017
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	<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>Significant increase in victims registered with the VLS . Increased public awareness of victims right to be understood. Increased awareness on services available to victims</p> <p>Updated website to reflect changes in EU Directive</p> <p>Leaflet distributed to relevant organisations. This will fulfil both the Probation Service and Irish Prison Service commitment under the Second National Strategy on Domestic, Sexual and Gender Based Violence.</p>	<p>The EU Directive (2012/29/EU) is now transposed into Irish legislation</p> <p>Arising from the Criminal Justice (Victims of Crime) Act 2017 the following has taken place:</p> <p>The Irish Prison Service at the end of 2017 signed an agreed protocol with The Probation Service to ensure that victims of crime receive appropriate information, support and protection. Further protocols and agreements planned with the Parole Board and An Garda Síochána. The Irish Prison Service Website was updated to reflect changes in legislation.</p> <p>The Irish Prison Service Victims Liaison Service made contributions to the Department of Justice and Equality in the new Victims Charter to be produced by the Victims of Crime Office</p>
Goal 3.2	Outcomes	Progress December 2017
<p>We will provide prisoners with an avenue to:</p> <ul style="list-style-type: none"> • Address and take responsibility for their offending behaviour • Make reparations to the community • Raise victim awareness among the prison population 	<p>Increased public safety</p> <p>Enhanced responsibility in prisoner attitudes regarding offending behaviour</p> <p>Enhanced awareness among prisoners regarding impact of offending actions</p>	<p>The Irish Prison Service continues to raise awareness of the Victim Liaison Service through various forums. In November 2017 following the introduction Criminal Justice (Victims of Crime) Act 2017 the Irish Prison Service victim liaison officer took part in an online training video for the Irish Council of Civil Liberties.</p> <p>Information was provided to An Garda Síochána Training College Templemore regarding the availability of the Irish Prison Service Victim Liaison Service.</p>

Strategic Action 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

Goal 4.1	Outcomes	Progress December 2017
We will develop and embed systems, structures, processes, procedures and culture to support the delivery of the Organisations Vision, Mission and Values	<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>The Mazars Organisational Structural review was completed in March 2017</p> <p>Irish Prison Service ONE plan developed regarding (1) Structure (2) Governance (3) People and Culture in July 2017 and presented to the Department Management Board in July 2017</p> <p>The Irish Prison Service continues to develop its corporate governance structures and to align with its Corporate Governance Framework and the requirements set out for all public sector bodies in the Code of Practice for the Governance of State Bodies</p> <p>The Review into the Prison Service Escort Corps and the Operational Support Group initiated</p> <p>Business Process review established as a quality improvement programme to strengthen administrative and accounting practices within the Irish Prison Service</p>
Goal 4.2	Outcomes	Progress December 2017
We will enhance oversight of the Irish Prison Service	<p>Improved external oversight, adherence to human rights obligations, improved accountability</p>	<p>The complaints procedures for prisoners is under discussion with the Office of the Ombudsman to introduce greater involvement and oversight by an independent body</p> <p>Position paper, policy, manual and new Statutory Instruments being drafted</p> <p>ICT system development of complaints procedures complete</p>
Goal 4.3	Outcomes	Progress December 2017
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	<p>A workforce with the values, skills, attitudes and behaviours required to help the Irish Prison Service meet its goals</p>	<p>Strategic HR People plan completed in order to integrate human resource management strategies and systems to support the delivery of our Strategic Plan while ensuring we meet the needs of our employees.</p>

Goal 4.4	Outcomes	Progress December 2017
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 offending	A just, proportionate and humane penal system	<p>Ongoing development and monitoring of the Joint Probation Strategy in place</p> <p>While individual prisons experienced overcrowding, Limerick Prison, Dochas Centre, the overall prisoner numbers remained below capacity throughout 2017.</p> <p>Elimination of Solitary Confinement Policy published</p> <p>Amendment of Prison Rules (Rule 27) in place</p> <p>Work continued for procurement of a facility for female offenders in partnership with the Probation Service and Office of Government Procurement</p> <p>Greater use of structured temporary release ongoing, with compliance rate of 90% with the Community Return Programme and the Community Support Scheme. The Irish Prison Service continued to review and assess outcome processes for the Community Return Programme</p>
Goal 4.5	Outcomes	Progress December 2017
We will ensure that the 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	<p>Greater efficiency</p> <p>Enhanced delivery of services for prisoners</p> <p>Improved rehabilitation and resettlement</p> <p>Equivalence of care for prisoners consistent with GMS provision in the community</p>	<p>Monitoring of staff attendance in place in accordance with Department of Public Expenditure guidelines. Review of the Prison Day took place.</p> <p>Funding of educational, training, healthcare, psychology and in-reach programmes continued in 2017</p>

Goal 4.6	Outcomes	Progress December 2017
We will continue to further develop a collaborative relationship with the HSE particularly in the areas of primary care, addiction and mental health services	<p>Enhance healthcare for prisoners</p> <p>Improved rehabilitation and resettlement options.</p> <p>Increased public safety</p>	<p>The appointment of a Clinical Director to assume clinical responsibility and oversight for the delivery of healthcare services in progress</p> <p>Significant progress in nurse recruitment, Nursing staffing levels are at 99% fill rate and continue to be reviewed and addressed as required, filling of vacancies at Chief Nurse Officer and Prison GP in progress</p> <p>Irish Prison Service and HSE Interdepartmental group to examine further the model for healthcare delivery in prisons</p> <p>Implementation of protocol agreed with HSE ongoing in some areas and being extended to further prison locations in 2018 for the provision of medical cards to eligible prisoners on release from custody</p>
Goal 4.7	Outcomes	Progress December 2017
We will improve the manner in which services at local prison level are integrated	<p>Improved service delivery</p> <p>Greater efficiency</p> <p>Improved rehabilitation and resettlement options</p>	<p>Collaboration with multidisciplinary co-ordination of services provision is in progress with bi-annual meeting of Heads of Service in place. Workplace forums are in progress</p> <p>Consultation suites have been developed in many of our prisons to provide appropriate environments for our service providers to engage with prisoners. This has resulted in increased levels of access and enhanced use of resources</p>

Overview of Communications and Engagement Plan 2016- 2018

- All management and staff have a common understanding of the purpose of their job
- All staff aware of and engaged with significant change and development in policy
- All staff have access to the information needed to do their job effectively
- All staff are willing to give their opinion and voice recommendations for change
- Increased confidence and commitment among staff.

Actions	Outcomes	Progress December 2017
Organisational		
Comprehensive Communications and Engagement plan published	Promote awareness and understanding of and engagement with the organisation's vision, mission and goals among staff.	Communications Plan complete
Communications audits completed in all locations	Promote awareness and understanding of and engagement with the significant policy developments in the organisation among staff.	Organisational actions in progress
Senior management institutions visits and forums held periodically	Introduce a common and recognisable identity	
Design and introduce a standard corporate identity		
Local		
Explore options for the introduction of Communications co-ordinators and Workplace forums	Ensure the consistency and quality of information distributed to staff, support staff, partners and other internal stakeholders	Local actions in progress
Ensure that all line managers have the appropriate skills to communicate effectively with staff and senior management	Generate confidence and commitment among staff.	
Enhanced face to face communications through management briefings and team meeting	Develop an open communications culture where every opinion is encouraged, valued, listened to and acted upon	

Actions	Outcomes	Progress December 2017
Infrastructural		
Develop website with staff development section	Generate confidence and commitment among staff	Infrastructural actions in progress
Enhance intranet as a communications tool and information sharing portal	Enhanced two way feedback	
Introduce electronic noticeboards in all establishments	Effective systems to promote and share achievements	
Enhanced IT access for all staff	Give all staff a voice	
Enhance formal feedback/ opinions system		

This Plan recognises that for communication to work within the organisation and beyond all staff must play their part. Management are responsible for providing staff with relevant information and staff are responsible for ensuring that they access this information. Good communication is a reciprocal process

Management should:	Staff Should:
<ul style="list-style-type: none"> • Management should provide staff with appropriate information • Management should encourage staff to contribute • Management should brief staff on appropriate issues • Management should provide staff with constructive feedback 	<ul style="list-style-type: none"> • Staff should seek information and contribute their views. • Staff should seek clarity when needed • Staff should share relevant information with colleagues • Staff should give constructive feedback to colleagues

Overview of Psychology Plan 2016 - 2018

We are committed to empowering people in custody to fulfil their potential through identifying their strengths, risks and needs, and intervening in a consistent and pro-active manner in conjunction with other Irish Prison Service and community partners to contribute to safer communities.

- Reduce levels of recidivism through psychological intervention.
- Respond and positively impact on the mental health of people in custody.
- Support and develop staff within the Service, and build partnerships with all services involved in working with people in custody.
- Make a positive contribution to safer custody.
- Provide an evidence informed psychological perspective to the management of prisons and their culture.

Actions	Outcomes	Progress December 2017
Recidivism		
<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>Increase in the number of people engaging in offence related interventions.</p> <p>Increase in multi-disciplinary working e.g. joint working with the Probation Service on the National Programme of Excellence for Sexual Violence.</p> <p>Reduced re-offending.</p> <p>Safer communities.</p>	Complete and ongoing
Mental Health		
<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>Increase in the number of people engaging in mental health related interventions and related improvements in wellbeing.</p> <p>Greater awareness of mental ill health amongst staff.</p> <p>Improved transitions from custody to community.</p> <p>Reduced stigma related to mental ill health.</p>	Complete and ongoing

Actions	Outcomes	Progress December 2017
Support and Multidisciplinary Engagement		
<p>Support Psychology personnel to fulfil their potential.</p> <p>Increase collaboration and coordination of Services with multi-disciplinary colleagues.</p>	<p>Psychology Service personnel feel supported and able to develop to their full potential, and feel a sense of achieving worthwhile outcomes for people in custody and the wider community we serve.</p> <p>Improved communication and collaboration between multi-disciplinary services, leading to improved information sharing procedures, a reduction in duplication of work and enhanced sentence planning procedures.</p>	Complete/Ongoing
Safer Custody		
<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>Safer working environment for staff. Increased safety for people in custody.</p>	Complete/Ongoing
Supporting prison management and culture change:		
<p>Offer a psychological perspective at senior prison management and HQ level.</p> <p>Redeploy Psychology staff to Irish Prison Service College to support staff recruitment and training.</p>	<p>Positive change in prison culture and attitude.</p> <p>Transition from an ethos of 'custodial' environment to 'correctional' environment.</p>	Complete

Overview of Education Plan 2016 – 2018

Prison Education in Ireland is delivered in partnership between the Irish Prison Service and Education and Training Boards (ETBs). A joint strategy statement has been agreed which details how the IPS and ETBs will work together to ensure the effective and efficient delivery of education within Irish prisons.

The provision of a broad-based, flexible, relevant education service is designed to cater for the complex educational needs of persons in custody, covering a wide spectrum from Basic Education to Third Level programmes.

The agreed mission is the provision of a programme that is quality assured, learner-centred and that facilitates life-long learning while helping persons in custody respond to their sentence through personal development and positive renewal.

Strategic Actions	Outcomes	Progress December 2017
Supporting the Prison Education Service		
<p>Irish Prison Service 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>Irish Prison Service 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 aspiration</p>	<p>Enhanced role of School Officer in facilitating performance of the Education Centres.</p> <p>Adequate allocations of staff following reviews.</p> <p>Management system in place to record enrolment, engagement, academic achievements, timetabling and scheduling.</p> <p>Agreed performance monitoring system in place.</p> <p>Agreed procedures in place for the initial assessment of persons in custody</p>	<p>The Prison Education Management System went live in all Prison Education Centres in June 2017</p> <p>Ongoing progress</p>

Strategic Actions	Outcomes	Progress December 2017
Accredited and Non-Accredited Education and Digitalisation		
The ETBs will deliver appropriate accredited programmes, including higher education (Open University) and ensure the quality assurance of all programmes delivered. The Irish Prison Service will consult with the ETBs in the development of courses specifically relevant to prison education, in particular at levels 1 and 2.	Quality-assured accredited programmes in place in all prisons	Ongoing
The Irish Prison Service recognises the need to focus on developing digital skills relevant to life back in society. The Irish Prison Service will provide appropriate resources including examining the provision of in-cell E-learning having regard to the critical security requirements.	Resources provided to facilitate digital learning	Ongoing E-learning available in Wheatfield
The Irish Prison Service will support non-accredited constructive activities and will co-operate with the ETBs to devise means of measuring and validating non-accredited activity.	Non-accredited constructive activities will be supported	Ongoing – non-accredited constructive activities supported
Consultation and Integration		
The Irish Prison Service 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.	Ongoing consultation arrangements in place to explore closer alignment between school schedule and prison regime	Ongoing
The Irish Prison Service will ensure that prison education centres work in cooperation with other multi-disciplinary and in-reach services. The Irish Prison Service will facilitate the ETBs in playing an active role in the sentence management and pre-release planning and appropriate further educational placements on release.	Prison Education Service fully integrated into sentence management and release planning	Ongoing
The Irish Prison Service 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	Closer integration between prison education and work and training	Ongoing
The Irish Prison Service will consult with the ETBs to ensure infrastructural resources meet statutory and accreditation standards for education and are suitable for purpose.	Consultation arrangements in place with the ETBs for all new capital builds	Ongoing
The Irish Prison Service 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.	Consultation arrangements in place with the ETBs for all relevant policy formation processes	Ongoing, quarterly meetings with Head Teachers and annual joint meetings with ETB CEOs, Head Teachers and C&R

Strategic Actions	Outcomes	Progress December 2017
Service Quality Benchmarking		
The Irish Prison Service 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 Irish Prison Service and those of relevant external agencies	Quality assurance process in place for the prison education service	Ongoing
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	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	Ongoing – non accredited activities can be captured on Prison Education Management System Work ongoing re Education Audit

Overview of the Capital plan 2016 – 2021

The Irish Prison Service 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.

The core principles espoused in the vision are as follows:

- **Safety:** ensuring and safeguarding the personal safety of prisoners, staff members, visitors, and all other persons that visit or use prison facilities is a fundamental objective of the Irish Prison Service, of prisons, and of prison infrastructure;
- **Security:** the secure custody of prisoners is the paramount function of prisons and one at the core of all infrastructural considerations;
- **Humane:** the prison estate must give expression to and reflect the principles of fairness, equality, and the human rights of prisoners, which are cornerstones of the public service role of the Irish Prison Service as well as its organisational values;
- **Dignity of All Users:** as well as of prisoners, the prison estate must provide standards of infrastructure, accommodation and facilities that overtly respect and value the dignity of staff, of visitors, and of all users;
- **Penal Policy:** the prison estate must facilitate delivery and fulfilment of the core principles of Ireland's penal policy, including the co-equal status of incarceration and rehabilitation as policy objectives, the imperative to minimise the negative effects of imprisonment, and the overriding principle that penal sanction should be just, proportionate and humane

Action	Outcome	Progress December 2017
Limerick - We will complete the development of new accommodation in Limerick to replace existing outdated accommodation.	Provision of accommodation for 127 male prisoners and the provision of a new female prison.	<p>€3.3m spent regarding Limerick Prison of which €2.9m was in respect of enabling works for the proposed major new development which included;</p> <ul style="list-style-type: none"> • the construction of a new stores and trades building • a temporary car park • permanent new car park • the removal / relocation of underground services, • construction of temporary facilities for staff mess and recreation areas • various demolitions <p>An Invitation to Tender for a major new development at Limerick Prison issued late 2017.</p>

Action	Outcome	Progress December 2017
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	Capital Expenditure of €0.9m incurred in Portlaoise Prison with the most significant expenditure (673k) incurred on the D Block Demolition. Further work on options and Business Case Planning regarding E block to be progressed.
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	Capital works were undertaken during 2017 in Mountjoy with a total of €2.6m being spent on refurbishment works to workshops, a new Laundry facility and a major Fire Systems upgrade.
Castlerea - The Irish Prison Service has adopted a master plan for the future development of the Castlerea Prison site over the next five years.	Construction of a new stores, visits and reception area	Capital expenditure of €3m incurred in Castlerea Prison in relation to the construction of a New Stores and Visits Building and for the reconfiguration of the existing Stores into a New Reception Building. An additional €1m was spent on additional cell upgrade works and a Cell Call System upgrade.
Other Projects advanced during 2017 in Wheatfield, Midlands, Cloverhill, Irish Prison Service College and Portlaoise.	Capital projects progressed	<p>IPSC capital project progressed with €2m spend in 2017. €2m was spent in the West Dublin Campus on the upgrading of prisoner cellular accommodation in both Wheatfield and Cloverhill Prisons and on a Cell Window Replacement Programme in Wheatfield.</p> <p>€1.3m was spent during 2017 for other works at Cloverhill Prison including expenditure related to Cloverhill Courthouse, a High Dependency Unit and a Fire Safety Systems Upgrade.</p>



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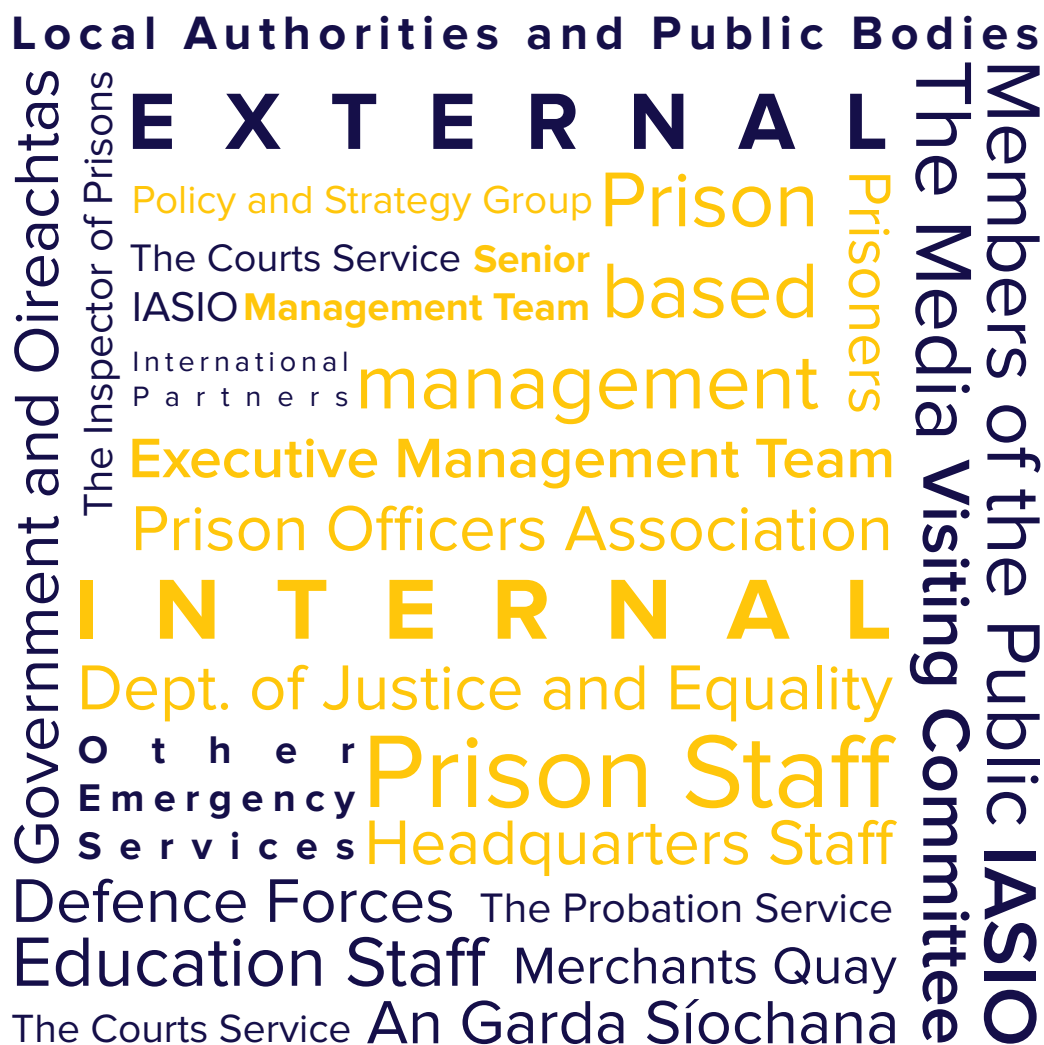
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APPENDICES



APPENDIX 1

2017 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:

- Jointly facilitated the *Building Better Lives Programme* in the Midlands Prison and Arbour Hill Prison.
- Increased range of other interventions to sex offenders in the Midlands Prison and Arbour Hill Prison.
- Facilitated participation on the Safer Lives Programme in the community for ex-offenders.
- Commissioned training and consultation to review and strengthen the BBL programme.

2

COMMUNITY RETURN

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

- Released and supervised just over 2000 prisoners in to the community in a structured manner and with a compliance rate of almost 90% by the end of 2017.
- Continued to review the assessment and outcome processes for the Community Return Programme.
- Engaged with other Government Departments, including the Department of Employment Affairs and 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:

- Since 2013 released just over 1800 prisoners in to the community in a structured manner with appropriate supports provided
- Extended the Community Support Scheme to Castlerea Prison so that it now covers all prisons across the Estate

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.
- 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:

- Continued to work with Government and Non-Government partners to design and implement a range of inter-agency initiatives to improve links between persons exiting custody and these community-based services, to reduce risk of homelessness and other destabilizing factors that may lead to re-offending on release.

6

PROMOTING SOCIAL INCLUSION

TO PROMOTE SOCIAL INCLUSION, WE HAVE:

- Continued to implement a social enterprise strategy to increase opportunities for employment for ex-offenders, in the social enterprise sector.
- Completed the initial three year programme of the Travellers in Prison Initiative in partnership with St Stephens Green Trust. Secured funding for a further three years.
- Facilitated Traveller peer support groups within prisons.
- Commenced the implementation of the findings of the research report "Hearing their Voices - Traveller Women in Prison".

7

JOINT INTEGRATED RESPONSES TO CRIME

TO PROMOTE JOINT INTEGRATED RESPONSES TO CRIME, WE HAVE:

- Embedded the extension of the Joint Agency Response to Crime (J-ARC) to 3 newer sites (Dundalk, Waterford City and Limerick City).
- Delivered inter-agency training modules to staff involved in the delivery of J-ARC programmes.
- Expanded the J-ARC initiative to incorporate Youth Offenders (J-ARC) in 2 new geographical areas (Dublin 15 and the Northside of City City).
- Had the 3 original J-ARC Schemes (Bridge Change Works, Acer3 and Strive) independently evaluated.
- Managed a caseload of 130 prolific offenders across the various JARC initiatives.

8

RESPONDING TO VICTIMS

IN RESPONDING TO VICTIMS, WE HAVE:

- Drafted a joint information leaflet on the services to victims
- Drafted an information booklet to reflect the EU Victims Directive and Criminal Justice (Victims of Crime) Act 2017.
- Contributed to the Dept of Justice & Equality draft Victims Charter
- Contributed to training/information seminars in order to inform victim sensitive practice.
- Collaborated to provide an effective response to victim requests to ensure the victims of crime receive appropriate information, support and protection.

APPENDIX II

Persons in custody under sentence on 30 November 2017 - 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	0	4	14	41	17	344	420
Sexual Offences	0	0	5	16	28	62	142	113	12	378
Attempts/Threat to Murder, Assaults, Harassments and Related Offences	2	14	25	68	73	100	96	16	3	397
Dangerous or Negligent Acts	1	5	9	21	14	13	10	0	0	73
Kidnapping and Related Offences	0	0	1	4	3	10	19	9	0	46
Robbery, Extortion and Hijacking Offences	0	0	4	3	9	27	23	2	0	68
Burglary and Related Offences	1	15	40	54	41	81	55	15	0	302
Theft and Related Offences	9	46	90	98	79	150	84	7	0	563
Fraud, Deception and Related Offences	1	5	11	13	5	5	2	0	0	42
Controlled Drug Offences	2	11	21	35	37	81	108	52	0	347
Weapons and Explosives Offences	2	6	7	8	9	18	46	13	0	109
Damage to Property and the Environment	1	8	18	18	12	8	18	0	0	83
Public Order and Social Code Offences	8	9	8	2	0	3	1	0	0	31
Road and Traffic Offences	0	38	14	7	3	0	0	0	0	62
Offences re Government, Justice Procedures and Organisation of Crime	3	13	9	17	3	8	3	0	0	56
Offences Not Elsewhere Classified	0	1	0	1	4	3	4	0	0	13
Total	30	171	262	365	324	583	652	244	359	2,990

APPENDIX III

Daily average number of prisoners per Institution 2017

Institution	Average Bed Capacity	In Custody	On Temporary Release	On Remand/Trial
Arbour Hill	142	133	1	1
Castlerea	340	292	17	46
Cloverhill	431	356	6	280
Cork	296	272	42	52
Limerick (f)	28	28	7	5
Limerick (m)	210	211	28	65
Loughan	140	109	4	0
Midlands	870	818	15	54
Mountjoy (f)	105	116	19	25
Mountjoy (m)	696	563	58	35
Portlaoise	291	221	2	16
Shelton Abbey	115	98	3	0
St. Patricks	9	0	0	0
Training Unit	37	25	5	0
Wheatfield	550	438	25	5
Total	4,260	3,680	232	584

APPENDIX IV

Committals to prison 2017 to 2002

Year	Total	Change from previous year - %	Persons	Change from previous year - %	Male	Female
2017	9,287	-38.5	7,484	-40.5	6,403	1,081
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 2017 - 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	2	1	1	9	15	1	22	51
GP02 Sexual Offences	0	2	16	23	22	25	51	15	0	154
GP03 Attempts/Threat to Murder, Assaults, Harassments and Related Offences	42	103	71	82	70	50	18	1	0	437
GP04 Dangerous or Negligent Acts	90	77	29	17	6	5	2	0	0	226
GP05 Kidnapping and Related Offences	0	0	1	4	2	3	12	1	0	23
GP06 Robbery, Extortion and Hijacking Offences	0	1	5	9	9	13	2	0	0	39
GP07 Burglary and Related Offences	10	50	102	22	31	21	15	3	0	254
GP08 Theft and Related Offences	147	253	291	71	80	70	6	1	0	919
GP09 Fraud, Deception and Related Offences	59	29	48	9	7	2	1	0	0	155
GP10 Controlled Drug Offences	67	70	71	55	37	47	21	3	0	371
GP11 Weapons and Explosives Offences	16	38	35	13	9	14	12	1	0	138
GP12 Damage to Property and the Environment	48	68	73	27	19	3	8	0	0	246
GP13 Public Order and Social Code Offences	256	103	15	1	1	1	1	0	0	378
GP14 Road and Traffic Offences	517	403	60	1	1	0	0	0	0	982
GP15 Offences against Government, Justice Procedures and Organised Crime	1,320	99	61	3	1	8	3	1	0	1,496
GP16 Offences Not Elsewhere Classified	132	16	4	8	3	5	0	0	0	168
Total	2,704	1,312	884	346	299	276	167	27	22	6,037
Year 2016	8,820	1,137	1,039	295	290	344	183	39	16	12,163
Difference	-6,116	175	-155	51	9	-68	-16	-12	6	-6,126
%	-69.3	15.4	-14.9	17.3	3.1	-19.8	-8.7	-30.8	37.5	-50.4

APPENDIX VI

Committals under sentence by sentence length 2017 - 2011

	<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
Year 2017	2,704	1,312	884	346	299	276	167	27	22	6,037
Year 2016	8,820	1,137	1,039	295	290	344	183	39	16	12,163
Year 2015	10,229	1,273	1,028	423	432	362	185	36	19	13,987
Year 2014	9,361	1,249	986	350	343	346	165	28	25	12,853
Year 2013	8,663	1,422	1,097	348	335	398	173	31	22	12,489
Year 2012	8,837	1,734	1,273	461	447	494	227	31	22	13,526
Year 2011	8,070	1,786	1,358	636	380	472	227	39	22	12,990
2017/2016 diff +/-	-6,116	175	-155	51	9	-68	-16	-12	6	-6,126
diff +/- since 2011	-5,366	-474	-474	-290	-81	-196	-60	-12	0	-6,953

Committals Under sentence (excluding fines) 2017 - 2011

	<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
Year 2017	460	1,295	884	346	299	276	167	27	22	3,776
Year 2016	468	1,050	1,039	295	290	344	183	39	16	3,724
Year 2015	484	1,138	1,026	422	432	362	185	36	19	4,104
Year 2014	540	1,091	986	350	343	346	165	28	25	3,874
Year 2013	723	1,241	1,097	348	335	398	173	31	22	4,368
Year 2012	780	1,487	1,273	461	447	494	227	31	22	5,222
Year 2011	846	1,496	1,358	636	380	472	227	39	22	5,476
2017/2016 diff +/-	-8	245	-155	51	9	-68	-16	-12	6	52
diff +/- since 2011	-386	-201	-474	-290	-81	-196	-60	-12	0	-1,700

Committals Under sentence less than 12 months (excluding fines) 2017 - 2011

	<3 Mths	3 to <6 Mths	6 to <12 Mths	Total	Diff +/-	%
Year 2017	460	1,295	884	2,639	82	3.21%
Year 2016	468	1,050	1,039	2,557	-91	-3.44%
Year 2015	484	1,138	1,026	2,648	31	1.18%
Year 2014	540	1,091	986	2,617	-444	-14.51%
Year 2013	723	1,241	1,097	3,061	-479	-13.53%
Year 2012	780	1,487	1,273	3,540	-160	-4.32%
Year 2011	846	1,496	1,358	3,700		

IPS CONTACT INFORMATION

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

PRISON SUPPORT UNITS

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NOTES



IRISH PRISON SERVICE

CREATING A BETTER ENVIRONMENT

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