



IRISH PRISON SERVICE



ANNUAL REPORT 2018

Irish Prison Service
www.irishprisons.ie

CREATING A BETTER ENVIRONMENT



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DIRECTOR GENERAL'S REPORT

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



Caron McCaffrey | *Director General*

Minister, I am pleased to transmit to you the Annual Report of the Irish Prison Service for 2018.

I want to pay a warm tribute to Michael Donnellan who completed his term as Director General of the Irish Prison Service on 30th November 2018. Michael led a significant culture change in the penal system over the past 7 years and delivered vast infrastructural improvements to the prison environment.

I assumed my new role as Director General of the Irish Prison Service on 13th December 2018 and look forward to driving forward change to deliver on our vision for a safer community through excellence in a Prison Service built on respect for human dignity.

Inspector of Prisons

I would like to congratulate Ms. Patricia Gilheaney who took up her appointment as Inspector of Prisons on 7th May 2018. I continue to work with her in our joint aim to improve standards in the

Irish prison system to the benefit of prisoners and staff alike.

Prison Staff

The Irish Prison Service continued with our successful recruitment campaign in 2018 with 181 new Recruit Prison Officers entering the Service.

One of the key objectives included in our current Strategic Plan is ensuring the staff are supported and this support is evidenced by the training facilities available to our staff. In 2018 the Irish Prison Service completed the refurbishment of the Training College in Portlaoise. The project included the complete renovation and modernisation of the existing building, including the refurbishment of the staff canteen and the provision of new locker rooms and a staff gym. The project also included a new library, offices and study booths.

The Irish Prison Service also opened a second Training Centre in West Dublin. These training facilities enhance the ability of our dedicated training staff to provide the necessary skills to all prison staff ensuring that all staff are able to meet the daily challenges of their role. The number of staff who received training as part of continuous professional development programme in 2018 was 1,391.

Prisoner Numbers

2018 saw a significant increase in the number in custody over a short period of time. There was also a significant increase in the length of sentences in 2018. The total number of prisoners in custody on 1 January 2018 was 3,631 which increased to 3,911 by 31 December 2018, an increase of 280 prisoners or 8%. The average number of female offenders in custody was 165, a 14.6% increase on the 2017 average of 144.

74% of all committals under sentence in 2018 were for sentences of 12 months or less. 33% of all committals to prison were of men in the 30 - 40 year old age category.

National Violence Reduction Unit

The Irish Prison Service is committed to creating a safer environment for all those who work or live within our prison walls. Violence in prison can affect both staff and prisoners. The Irish Prison Service makes every effort to prevent violence from occurring. In November 2018, the Irish Prison Service opened the National Violence Reduction Unit in the Midlands Prison. This Unit marked a significant change in how the Irish Prison Service engages with those prisoners who represent the highest risk of violence to our staff, to other prisoners and to our communities.

The new approach aims to meet each prisoner's complex needs, through improving their psychological health, their wellbeing, and their behaviour in a centre of excellence operated by highly motivated, highly trained and highly competent staff. This is first and foremost a rehabilitative unit, where prisoners benefit from a purposeful regime and are supported to address their challenging behaviour with a clear focus and emphasis on progression and re-integration.

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

This Annual Report concentrates on the final review of the Irish Prison Service Strategic Plan 2016 – 2018. A detailed progress report for 2018 forms part of this Report and I am pleased to report that significant progress was achieved during the year by the Irish Prison Service.

Cost per Available, Staffed Prison space

The average annual cost of an available, staffed prison space during the calendar year 2018 was €73,802, a 7% increase on the 2017 cost of €68,535. The reason for cost increase per available staffed prison space are mainly due to increased staffing cost of almost €16 million. The annual operating budget for the Irish Prison Service for 2018 was €352.69 million of which salaries, wages and allowances account for €251.28 million or 71.2% of gross expenditure. The Capital envelope for 2018 was €24.33 million.

General Data Protection Regulation and Data Protection Act 2018

The General Data Protection Regulation (GDPR) and Data Protection Act 2018 came into effect on 25th May 2018. We are committed to ensuring the security and protection of the personal information that we possess.

To meet our legislative obligations under GDPR and to maintain this Organisation's good record in relation to safeguarding confidential data, the Irish Prison Service have informed staff of their obligations through briefing sessions, newsletter articles and e-learning. We also have designated staff trained in this area.

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

The Joint Agency Response to Crime (JARC) is an intensive offender management initiative led on a collaborative basis by the Irish Prison Service, An Garda Síochána and the Probation Service. JARC has several programmes in place in Dublin, along with programmes in Dundalk, Waterford and Limerick.

Independent evaluations were recently undertaken on the various JARC programmes. The evaluations indicate that each programme has helped to reduce both the frequency and severity of re-offending among its clients.

I would like to commend the JARC Team who won the Award for "People Skills and Organisational Development" at the Civil Service Excellence and Innovation Awards on 22nd November 2018.

Joint Strategy with Probation 2018-2020

In May 2018 the Irish Prison Service and Probation Service published their third Joint Strategy. The Strategy follows on from the previous Strategy (2015-2017). It builds on achievements to date and identifies interconnected strategic goals, each of which has Strategic Objectives and which set out a clear programme of work.

Modernisation of Prison Estate

The Irish Prison Service continued to progress and deliver on its current capital strategy 2016 – 2021. During 2018 the Irish Prison Service modernised accommodation in the Dochás Centre, refurbished cells in Wheatfield Prison along with the extensive refurbishment and extension to the Prison Service College. Enabling works also took place in 2018 to facilitate the major redevelopment of Limerick Prison, this ambitious project includes an additional cell block catering for male prisoners and a standalone female prison.

Effectiveness and Renewal Group

The Effectiveness and Renewal Group for the Department of Justice and Equality was established by Government in January 2018. In the first report of the Effectiveness and Renewal Group published on 10th July 2018 Minister for Justice and Equality Charlie Flanagan, T.D. announced a radical restructuring of his Department and the appointment of a new Secretary General to lead the transformation process.

The group were also tasked with examining the converting of the operational elements of the Irish Prison Service into a separate agency. In the Report Effectiveness and Renewal Group, the group advocated that the Irish Prison Service becomes a “Scheduled Office” under primary legislation. The Department of Justice and Equality in tandem with the Irish Prison Service are currently designing a new governance framework for the Irish Prison Service to strengthen governance, compliance and accountability.

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



Caron McCaffrey | *Director General*

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



OVERVIEW OF THE IRISH PRISON SERVICE



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



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



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



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



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



CHIEF OFFICER
BRIAN STACK
PORTLAOISE PRISON
SERVANT OF THE STATE
1935 - 1984



THE ORGANISATION

IRISH PRISON SERVICE

THE ORGANISATION

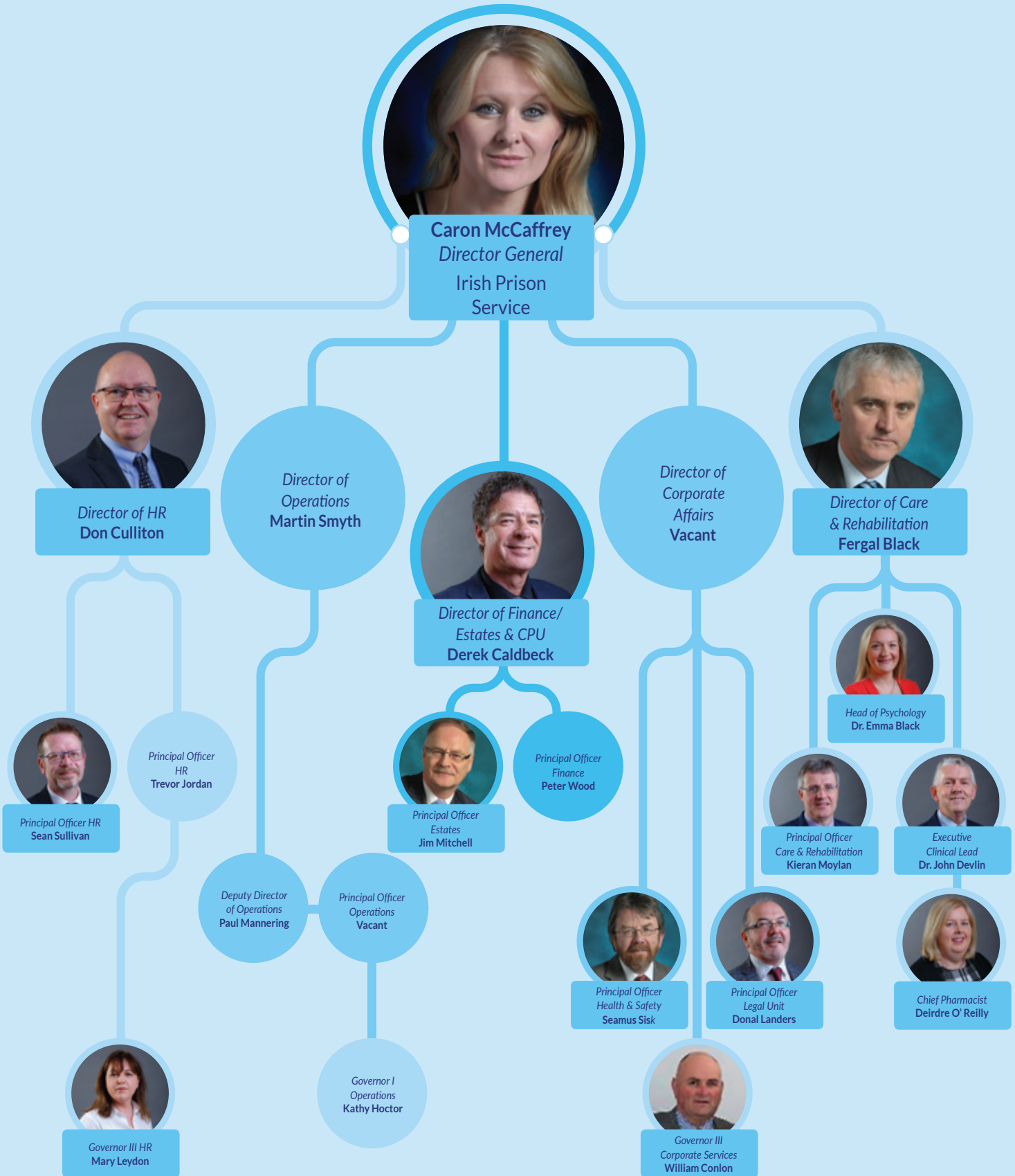
Political responsibility for the prison system in Ireland is vested in the Minister for Justice and Equality. The Irish Prison Service operates as an executive office within the Department of Justice and Equality. It is headed by a Director General supported by 5 Directors.

The Irish Prison Service deals with male offenders 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



Budget

The annual budget for the Irish Prison Service for 2018 was €352.69 million. The Secretary General is the Accounting Officer for Vote 21. These accounts are published on the Comptroller and Auditor General website at www.audit.gov.ie

Staff

At end 2018 there were 3,270.15 (wte) staff in the Irish Prison Service including civilian grades and headquarters staff.

Governance and Statutory Framework

The overall governance and statutory control framework within the Irish Prison Service is guided by:

- ▲ 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) (2017); 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.

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's 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.

The Effectiveness and Renewal Group for the Department of Justice and Equality were tasked with examining the converting of the operational elements of the Irish Prison Service into a separate agency. In the report of the Effectiveness and Renewal Group the group advocated that the Irish Prison Service becomes a "Scheduled Office" under primary legislation.

The Department of Justice in tandem with the Irish Prison Service are currently designing a new governance framework for the Irish Prison Service to strengthen governance, compliance and accountability.

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;
- ▲ reducing re-offending;
- ▲ 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.

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 issued a new Protected Disclosures Policy on 1st July 2018. The Policy is aimed at supporting the Irish Prison Service's values, ensuring employees can raise concerns

about relevant wrongdoing which come to their attention in connection with their employment, without fear of penalisation and providing a transparent and confidential process for dealing with concerns.

The principal objectives are to encourage staff to make Protected Disclosures at the earliest opportunity and to provide protection where such disclosures are made. The procedures are designed to ensure that all protected disclosures will be subject to an independent investigation followed by appropriate action, based on the investigation findings.

Implementation of the Protected Disclosures Policy

To support the implementation of the policy the Irish Prison Service has:

- (1) *Committed to the Integrity at Work Programme Membership and the Integrity at Work Pledge with Transparency International Ireland.* Staff are made aware of the *Transparency International Ireland Speak Up Helpline 1800 844 866* for **independent guidance** on reporting a concern or making a protected disclosure.
- (2) Appointed a dedicated **Protected Disclosure Manager** for the Irish Prison Service and a dedicated confidential email address `speakup@irishprisons.ie` and a Post Box Number has been set up.
- (3) Provided for enhanced **independent external assessment and investigation**. All assessments, investigations and reviews of protected disclosures made under the revised policy are conducted externally.

The following table is a summary of Disclosures received in 2018 and status of the disclosures as at end December 2018. A further eleven Disclosures were received by the Department of Justice and Equality in 2018 relating to the Irish Prison Service.

Table 1: Protected Disclosures 2018

Number of Protected Disclosures made to the IPS 2018	Action taken in response to such Protected Disclosures in a form which does not enable the identification of persons involved in protected disclosures
4	Allegations received for examination under Protected Disclosures policy
1	Alleged disclosure closed following preliminary assessment. Matter was resolved under HR policy.
3	Investigations ongoing

Freedom of Information Acts

The Irish Prison Service continues to meet its obligations in relation to responding to Freedom of Information (FOI) requests. FOI Decisions and Types of Request are outlined in Table 2:

Table 2: FOI 2018

FOI Decision	Year 2018
Granted	44
Part granted	225
Refused	60
Withdrawn	24
Under Consideration at 31/2/18	142
Total Received	495
Type of FOI requests:	
Media	91
Business /Interest Groups	2
Staff	76
Prisoner	304
Member of the Public	22
Total	495

Table 3: DATA Protection requests for 2018 are outlined below

Data Access Requests (DAR)/ Subject Access Requests (SAR) received 2018	Year 2018
Completed	29
Under Consideration at end year	15
Total:	44

Summary of Information requests 2018	Number
FOI's	495
Data Protection	44
Dáil Parliamentary questions*	185

*This includes contributions

Irish Prison Service – General Data Protection Regulation (GDPR) preparations

General Data Protection Regulation (GDPR) strengthens and extends regulations on the collection, storage and disposal of personal data. It is of paramount importance for all staff in the Irish Prison Service to ensure the security of personal data in our possession and access data for business purposes only.

The Irish Prison Service is a member of the Department of Justice and Equality GDPR Steering Group. In 2018 the Irish Prison Service GDPR working group was established which comprised of staff from all areas of the Irish Prison estate. This group met regularly to inform and adhere to the milestones set out which enabled the implementation of GDPR on 25th May 2018. The Irish Prison Service working group have updated documents, forms, notices and policies to reflect GDPR requirements.

A Staff Obligations note, issued to all staff to explain what GDPR was, the terminology around GDPR and to inform staff of their responsibilities when dealing with personal data and what constituted a data breach. The staff obligations note and an information pack was included in the summer edition of the Irish Prison Service Newsletter.

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

IRISH PRISON SERVICE – WOMEN IN PRISON PILOT PROJECT FEBRUARY TO NOVEMBER 2018

The Public Sector Equality and Human Rights Duty places a legal obligation on public bodies to promote equality, prevent discrimination and protect the human rights of both staff and service users. The Irish Prison Service (IPS) were involved in a pilot project with the Irish Human Rights and Equality Commission (IHREC) to assess and address specific equality and human rights issues for women in prison and to inform the Irish Prison Service approach to implementing the Public Sector Equality and Human Rights Duty. This project builds on work undertaken by IHREC in 2016 in the context of the examination of Ireland’s record under the UN Convention of the Elimination of Discrimination against Women (CEDAW). IHREC consulted with women prisoners on issues affecting them and highlighted them to CEDAW Committee and made recommendations.

Working groups were established in Limerick female prison and the Dóchas Centre with women prisoners representation and prison staff to undertake an initial assessment of equality and human rights issues for women prisoners with a view to developing an action

plan for the Irish Prison Service, as per the requirements of Section 42 of the Irish Human Rights and Equality Act 2014. Both working groups reported on a periodic basis to a National Steering Committee comprised of prison senior management, Probation Service and IHREC and chaired by the Director General of the Irish Prison Service.

During 2018 IHREC held a briefing meeting and three workshops with the Dóchas Centre and Limerick Prison. These workshops supported the Irish Prison Service working groups to begin the process of identifying equality and human rights issues for women in prison and identify actions to address these issues in the short term and long term. Two focus groups with women prisoners (one in the Dóchas Centre and one in Limerick Prison) occurred in May facilitated by IHREC Chief Commissioner, Commissioner Member and IHREC staff where women prisoners had the opportunity to raise their issues under a range of topics. Issues raised at these meetings informed the assessment of equality and human rights issues for women in prison.

During 2018 the national steering committee of the project, chaired by the Director General met in April, July and November to monitor progress on the implementation of the pilot project and consider outcomes.

Issues raised during prison visits

ISSUES

OVERCROWDING

Women’s prisons are the most overcrowded in the State

FACILITIES

Disparity between facilities to male prisoners and those available to women. e.g step-down facilities, post-release, integration and education programs

TRAVELLER WOMEN

Over-representation of Traveller women in prison

HEALTH & FAMILY

Impact of incarceration on family relationships and mental health

Women’s Voices: Limerick Prison & Dóchas Centre

“Prison doesn’t seem to be being used as a last resort”

“In here I have a bed, I have a roof over my head – out there, you’re sent out to nothing”

“When my kids come to visit me they are learning that it is ok to be in prison”

“If it’s daddy in prison that’s OK because mammy will bring the kids to visits. There’s nobody to visit mammy”

“A lot more compassion needs to be shown to people in addiction”

“Prerelease planning is minimal They’re setting us up to fail.”

“No sooner are you out than you’re back in. There’s no setup once you’re out. Of course you’re going to re-offend”

“I don’t want my children coming here They’re already traumatised enough without having to go through security and screening here”

Emily Logan | @CC_IHREC

Delighted 52 women turned up for @_IHREC Women’s rights consultation in Dóchas - also good private discussions with others in their cells

From Irish Human Rights and Equality Commission consultation report on the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) 2017

Limerick Prison launched a sculpture on the theme of human rights and a renovated sitting room for family visits on 26th July 2018. It was launched by Commission Member, Teresa Blake.

The final steering committee meeting for the pilot took place on 12th November 2018. There was a useful discussion around implementation structures and how to ensure that outputs from the pilot project will be brought forward within the IPS, noting the upcoming strategic planning cycle of the organisation.

The Irish Prison Service also participated in a video case study of the pilot project during 2018, in order to share the learning of their organisation on getting started on implementing the Public Sector Equality and Human Rights Duty to other public bodies. This video was made available in March 2019.

In 2018 we continued to support the implementation of the Duty through the development of the Women in Prison project. A workshop was held for all Senior Governors and Directors with the IHREC on 17th October 2018 on Public Sector Equality and Human Rights Duty and CEDAW. The workshop explored implementation of the **Public Sector Equality and Human Rights Duty in the Irish Prison Service**, building on the learning from the Women in Prison Project. The Public Sector Equality & Human Rights Duty (the Duty) was presented by Mr. Laurence Bond, Director, Irish Human Rights and Equality Commission. An outline of the **Women in Prison Project: Implementing the Duty in Practice** was given by Deirdre Toomey, Public Sector Duty Manager, IHREC.

Building on the Learning: Towards implementing the Duty across the IPS, Reflecting on Equality and Human Rights Values in Irish Prison Service workshop and Beginning an Equality and Human Rights Assessment: Exploring Issues and Actions for the Irish Prison Service workshop was facilitated by the IHREC. The Women in Prison Project Committee considered draft issues and actions arising from work to provide feedback for the upcoming IPS and IHREC strategies 2019 - 2021.



Seirbhís Phríosúin na hÉireann

THE PRISON ESTATE

IRISH PRISON SERVICE

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



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
Maria Connolly



Governor III
Anthony Harris

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 2018 was 452.

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 2018 was 402.

MIDLANDS PRISON



*Midlands Prison
Acting Governor I
Mary E Gavin*

Dublin Road
Portlaoise
Co. Laois



*Governor III
David Conroy*

Operational Capacity: 845 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 2018 was 823

PORTLAOISE PRISON



*Portlaoise Prison
Governor I
John Farrell*

Dublin Road
Portlaoise
Co. Laois



*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 2018 was 227.

MOUNTJOY MALE PRISON



Acting Governor I
Eddie Mullins

Mountjoy Prison
North Circular Road
Dublin 7



Governor III
Geraldine Carrick

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 2018 was 679.

DOCHÁS CENTRE

Dochás Centre
North Circular Road
Dublin 7



Governor III
Mary O'Connor

Operational Capacity: 105 at year end

The Dochás 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 2018 was 132.

ARBOUR HILL PRISON

Arbour Hill
Dublin 7

Operational Capacity: 138 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 2018 was 136.



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 2018 was 300.



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 2018 was 288.



Governor
Patrick Dawson

LIMERICK PRISON

Mulgrave Street
Limerick

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

Limerick prion 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 2018 was 214 males and 33 females.



Governor
Mark Kennedy

LOUGHAN HOUSE

Blacklion
Co Cavan

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 2018 was 110.



Governor
(vacant on 31/12/2018)

SHELTON ABBEY

Arklow
Co Wicklow

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 2018 was 97.



Governor
(vacant on 31/12/2018)

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 Irish Prison Service College (IPSC) provides all training within the Irish Prison Service in two locations.

Irish Prison Service Training College, Stack House, Dublin Road, Portlaoise, Co. Laois R32NX53.

Wheatfield Place of Detention, Cloverhill Road, Clondalkin, Dublin 22, D22Y2V5.

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.

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.



Operational Support Group
Governor: Patrick Kavanagh



Prison Service College
Governor: David Clarke



Prison Service Escort Corps
Governor: (vacant on 31/12/2018)



Building Services Division
Governor: Ronan Dunning

AT A GLANCE

Statistical Information

COST OF AN AVAILABLE STAFFED PRISON SPACE

Year	2014	2015	2016	2017	2018
Yearly	€68,959	€68,628	€69,421	€68,535	€73,802
Daily	€189.00	€188.00	€190.00	€188.00	€202.00

INCENTIVISED REGIMES (DEC 2018)

Basic €0.95	Standard €1.70	Enhanced €2.20
415 (11%)	1,560 (40%)	1,894 (49%)

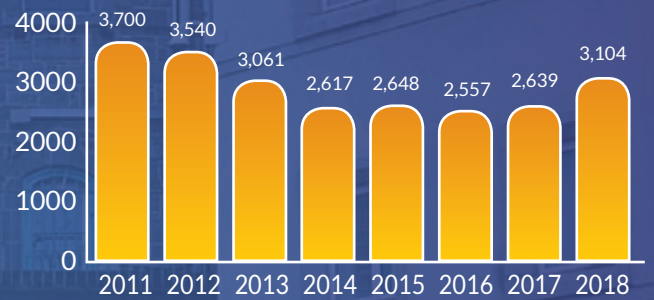
PRISON POPULATION 31 DEC 2018

4,204	3,911	726	163	0	39	44
Prisoners in system	Total in custody	Trial/Remand	Temporary release	Fines on TR	Community Support Scheme	Community Return

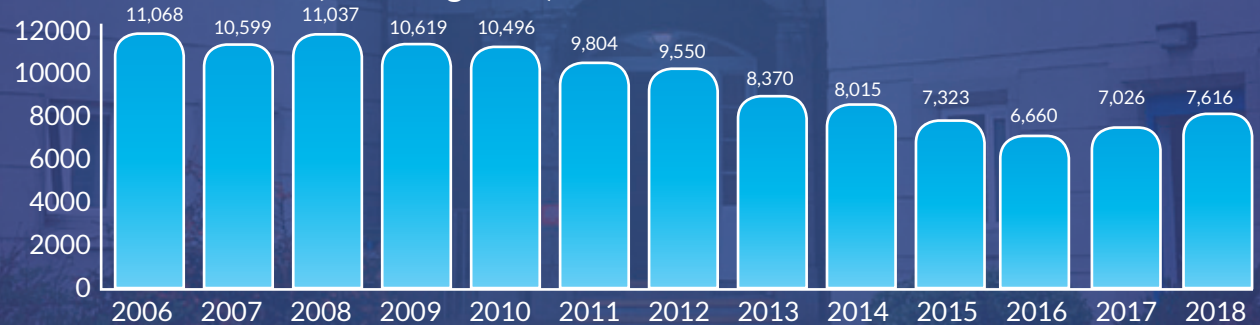
Average Daily Temporary release 2006 - 2018



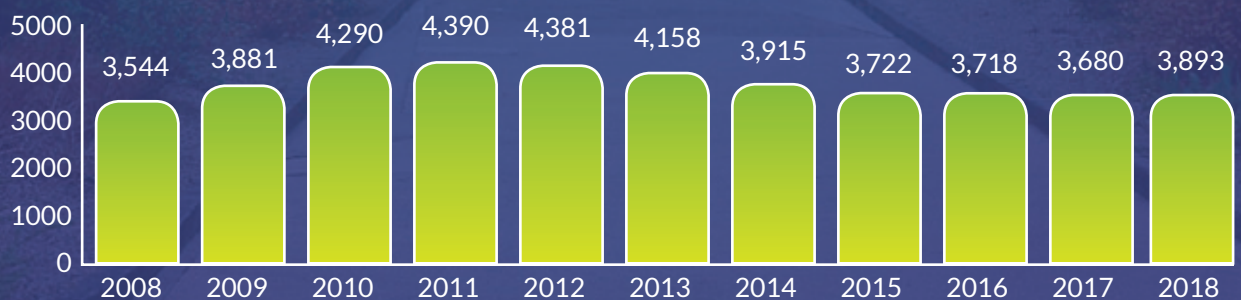
Committals under Sentence - Less than 12 Months (Excluding Fines) 2011-2018



Committals to Prison (Excluding Fines) 2006 - 2018



DAILY AVERAGE NUMBER OF PRISONERS IN CUSTODY



Census Prison Population October 2018 – Cell occupancy – In-Cell Sanitation

report includes information on the numbers of usable cells in each institution, the number of prisoners accommodated one, two, three and four or more prisoners, prisoners without access to sanitation and prisoner who were required to use toilet facilities in the presence of others.

Statistics from this section of the Census are:

There were 3,818 prisoners in custody. 2% prisoners were accommodated in single cells (753 prisoners), 17% accommodated 2 prisoners (1,364 prisoners), 13% accommodated 3 prisoners (375 prisoners), 3% accommodated 4 or more prisoners (98 prisoners). 1% of prisoners were required to sleep out. 3% were required to use the toilet in the presence of another prisoner. 1% were in a single cell with a flush toilet or had access to toilet facilities. 1% were accommodated in Safety Observation Cells. 1% were accommodated in Close Supervision Cells.

Category	No of prisoners in triple cell	No of prisoners in 4+ cells	No in-cell sleeping out	Toilet pre-
0	0	0	0	
1	0	0	0	
2	0	12	0	
3	0	0	0	
4	0	0	0	
5	0	0	0	
6	0	0	0	
7	0	0	0	
8	0	0	0	
9	0	0	0	
10	0	0	0	
11	0	0	0	
12	0	0	0	
13	0	0	0	
14	0	0	0	
15	0	0	0	
16	0	0	0	
17	0	0	0	
18	0	0	0	
19	0	0	0	
20	0	0	0	

Irish Prison Service
 Information Note – December 2018

Year	2018		2017		2016	
	Committed	Released	Committed	Released	Committed	Released
2018	15,099	17,296	16,150	18,735	15,735	17,026
2017	9,283	12,079	14,192	13,408	13,055	13,890
2016	7,484	8,808	8,808	8,808	8,808	8,808

Comparison of Committed in January to December

Year	Committed	Released
Year 2018	8,079	8,287
Year 2017	8,287	16,099
Year 2016	3,537	3

Prisoner Population on Monday 31st December 2018

INSTITUTION	Number in Custody	No. On Temp Release*	No. On Trial/Remand	Total Prisoners in System**	Bed Capacity	% of Bed Capacity	Bed Capacity per Inspector of Prisons***	% of Inspector of Prisons Bed Capacity
MOUNTJOY CAMPUS								
Mountjoy (m)****	685	32	42	773	755	91%		
Mountjoy (f)	128	22	26	156	105	122%		122%
WEST DUBLIN CAMPUS								
Clonker****	410	1	337	417	431	95%	414	99%
Wheatfield****	481	26	1	509	550	87%	550	87%
PORTLAOISE CAMPUS								
Midlands	823	14	78	848	845	97%	870	95%
Portlaoise	228	0	11	230	291	78%	291	78%
	A Block	15	0	8	18	48	181	79
	C Block	170	0	8	18	48	181	79
	E Block	43	0	11	172	181	181	100%
Cork								
Limerick (m)	284	26	40	321	296	96%		
Limerick (f)	203	17	69	225	210	97%		
	38	6	10	45	28	136%	24	110%
	305	9	84	320	340	90%	300	167%
		0	1	143	138	99%	131	104%
				107	140	74%	140	74%
					115	78%		

Prisoners in Custody, on Temporary Release and Remand

Institution	Average Number in Custody in December		Average Number on TR in December	
	Number	Percentage	Number	Percentage
Mountjoy Male	681	48	4	0
Mountjoy Female	128	25	4	0
Clonker	415	4	4	0
Wheatfield	476	4	4	0
Bladnoch	523	14	14	33%
Portlaoise	226	30	30	78
Cork	210	1	1	11
Limerick Male	284	30	30	45
Limerick Female	203	24	24	67
Castlereagh	210	10	10	9
Arbour Hill	37	1	1	1
Loughan House	300	20	20	25
Shelton Abbey	136	7	7	61
Total	3,818	297	297	0

Corresponding figures:
 • November 2018
 • December 2017

Snapshot of population on 31st December 2018

- 3,818 persons in custody
- 3,163 sentenced prisoners
- 728 remand/prisoners
- 193 On temporary release
- 22 Extradition/immigration detainees (s)
- 2 fees prisoner(s)
- 91 liars in the community
- 40 Total Subversives

Offence Profile of sentenced prisoners

Offence Group	31/10/18	30/11/18	31/12/18
Offence Group	419	419	423
Homicide Offences	390	403	405
Sexual Offences	89	401	404
Attempted Offences	50	101	101
Offences	83	50	98
Dangerous or Negligent Acts	330	96	49
Kidnapping and Related Offences	529	147	91
Robbery, Extortion	38	541	334
Other	356	39	558
	128	371	32
	87	118	372
	34	84	119
	61	36	79
	14	91	56
	85	18	93
	3,080	3,171	23
			3,163

STATISTICAL REPORT

IRISH PRISON SERVICE



Seirbhís Phríosúin na hÉireann

OVERVIEW – 2018 STATISTICS

Number in Custody

2018 saw a significant increase in the number in custody over a short period of time. The total number of prisoners in custody on 31 December 2018 was 3,911 which was an increase of 280 or 7.7% on the number in custody on 1 January 2018. Numbers in custody exceeded 4,000 on 26 occasions in 2018.

Committals during 2018

Fines Committals: The implementation of the Fines (Payment and Recovery) Act 2014 had a significant impact on total committals to prison figure in 2018. There were 455 committals for the non-payment of a court ordered fine which was a 79.8% decrease on the previous year, i.e. from 2,261 in 2017 to 455 in 2018. Of this 77.8% were male and 22.2% were female.

Total Committals: As a result of the decrease in Fines committals there was a reduction in the total committals to prison in 2018. There were 8,071 committals to prison in 2018 which is a reduction of 1,216 or 13.1% on the 2017 figure (9,287)

However, when the committals for Fines are excluded, statistics show that there was an increase in the total number of committals to prison, from 7,026 in 2017 to 7,616 in 2018.

This increase follows an increase from 6,660 in 2016 giving a total increase of 956 committals over a 2 year period.

Committals under sentence: There were 4,812 committals under sentence in 2018 which is a decrease of 1,225 or 20.3% on the 2017 figure (6,037). However, when the Fines committals are excluded statistics show that there were 4,357 committals under sentence (ex-Fines) in 2018 which is an increase of 581 or 15.4% on the 2017 figure (3,776).

Committals under sentence (ex-Fines) have increased in all areas except those on sentences of 1 to less than 2 years and committed on a Life sentence which have a small decrease. The most significant increases are those committed on sentence less than 12 months.

When fines committals are excluded from these figures:

- ▲ numbers committed under sentence has **increased** by 581 or 15.4% from 3,776 in 2017 to 4,357 in 2018.
- ▲ numbers committed under sentence of less than 3 months has **increased** by 158 or 34.3% from 460 in 2017 to 618 in 2018.
- ▲ numbers committed under sentence of 3 to less than 6 months has **increased** by 196 or 15.1% from 1,295 in 2017 to 1,491 in 2018.
- ▲ numbers committed under sentence of 6 to less than 12 months has **increased** by 111 or 12.6% from 884 in 2017 to 995 in 2018.
- ▲ numbers committed on sentences of 1 to less than 2 years has **decreased** by 10 or 2.9% from 346 in 2017 to 336 in 2018.
- ▲ numbers committed on sentences of 2 to less than 3 years has **increased** by 39 or 13% from 299 in 2017 to 338 in 2018.
- ▲ numbers committed on sentences of 3 to less than 5 years has **increased** by 66 or 23.9% from 276 in 2017 to 342 in 2018.
- ▲ numbers committed on sentences of 5 to less than 10 years has **increased** by 16 or 9.6% from 167 in 2017 to 183 in 2018.
- ▲ numbers committed on sentences of 10 years plus has **increased** by 6 or 22.2% from 27 in 2017 to 33 in 2018.
- ▲ numbers committed on a Life sentence has **decreased** by 1 or 4.5% from 22 in 2017 to 21 in 2018.

Persons committed; 6,490 persons were sent to prison in 2018 compared to 7,484 in 2017, which represents a decrease of 13.3%. Of those, 88.2% were male and 11.8% were female.

Persons detained under Immigration Laws

In 2018 there were 414 committals in respect of immigration issues involving 406 detainees. This represents a slight decrease on the previous year (418 committals involving 396 detainees). The average daily number of persons in custody under this category was 11.

PRISONER POPULATION OVERVIEW

The overall daily average number of prisoners in custody in 2018 was 3,893 compared to 3,680 in 2017 an increase of 5.8%. The average number of female offenders in custody was 165, a 14.6% increase on the 2017 average of 144.

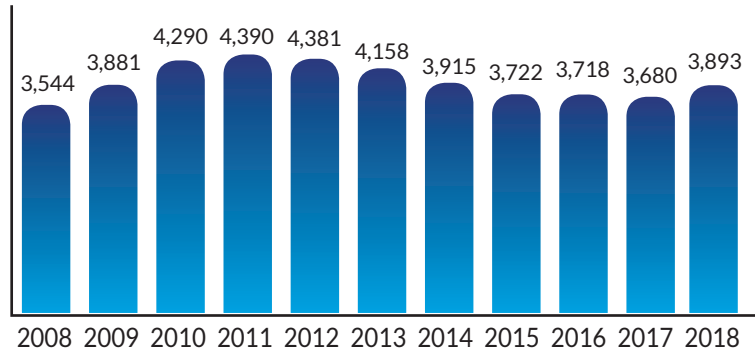


Fig. 6 Daily Average 2008 - 2018

SNAPSHOT OF PRISON POPULATION ON 30TH NOVEMBER 2018

- ▲ The total number of persons in custody on that date increased by 6.0% (3,738 on 30 November 2017 to 3,962 on November 2018).
- ▲ Of the 3,171 sentenced prisoners, 363 prisoners (11.4%) were serving life sentences and another 237 (7.5%) were serving determinate sentences of 10 years or more.
- ▲ 43 offenders were serving sentences of less than 3 months representing 1.1% of the total number of prisoners in custody. There was 1 person in prison for non-payment of fines which represents 0.0% of the total number of prisoners in custody on that date.
- ▲ There were 198 prisoners on temporary release of which 1 were serving less than 3 months for fines, 52 were on the Community

Return Programme, 58 were on temporary release to the Community Support Scheme, 1 was on structured temporary release from an open centre, 17 were on temporary release serving less than 6 months for non-Fine offences and 69 were on other temporary release including under the supervision of the Probation Service.

On 30th November, the number of persons in custody totalled 3,962 and included:

- ▲ 3,171 Sentenced
- ▲ 773 Remand/trial prisoners
- ▲ 4 Fines prisoners
- ▲ 8 Immigration detainees
- ▲ 39 Subversive prisoners

PRISONER POPULATION OVERVIEW (3,962)

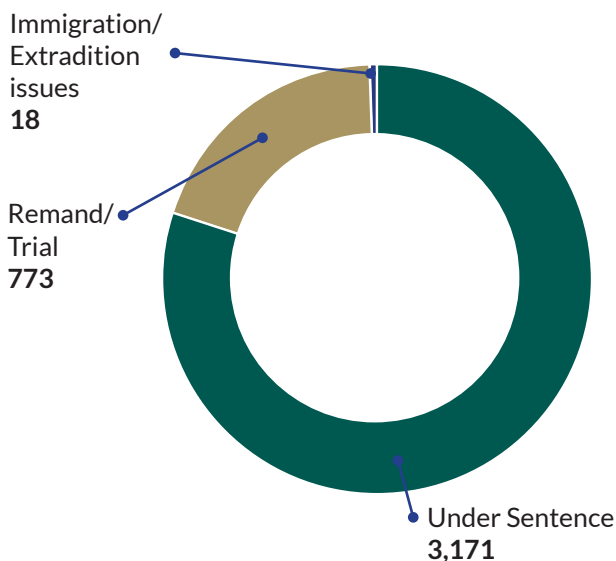


Fig. 4 Prisoner Population overview snapshot 30th November 2018

PRISONER POPULATION SENTENCED SNAPSHOT (3,171)

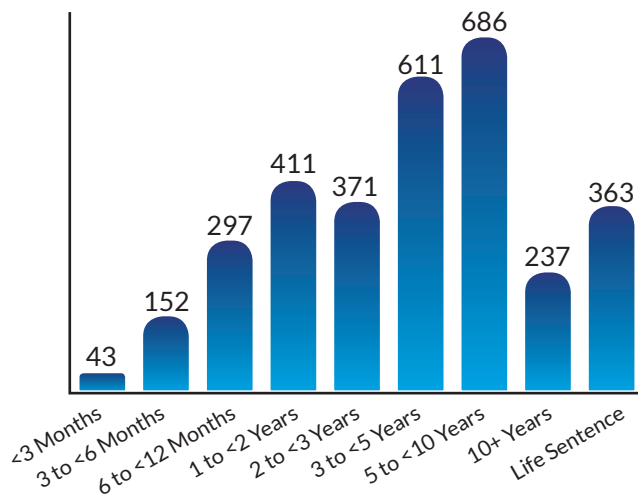
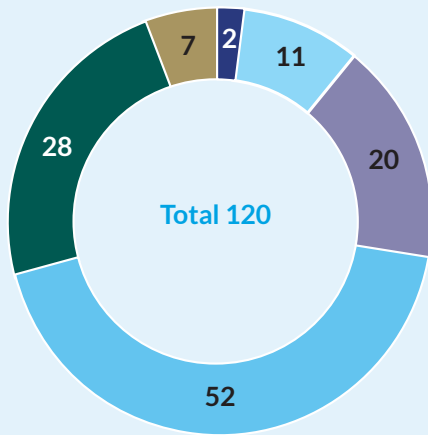


Fig. 5 Sentence Profile of prisoners in custody under sentence on 30 November 2018

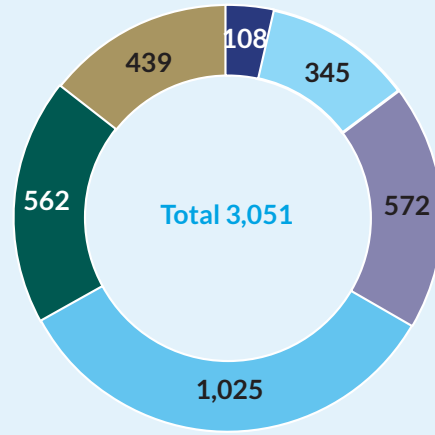
FEMALES UNDER SENTENCE



18 to <21	2	30 to <40	52
21 to <25	11	40 to <50	28
25 to <30	20	50+	7

Fig. 7 Female Prisoner population under sentence age profile 30th November 2018

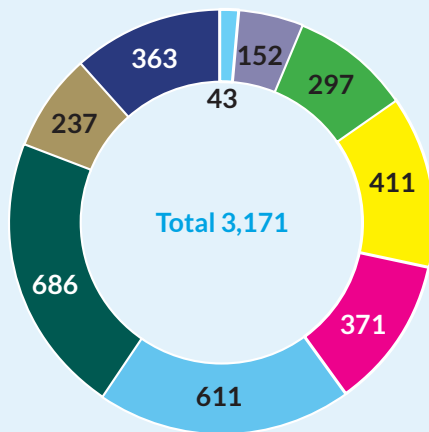
MALES UNDER SENTENCE



18 to <21	108	30 to <40	1,025
21 to <25	345	40 to <50	562
25 to <30	572	50+	439

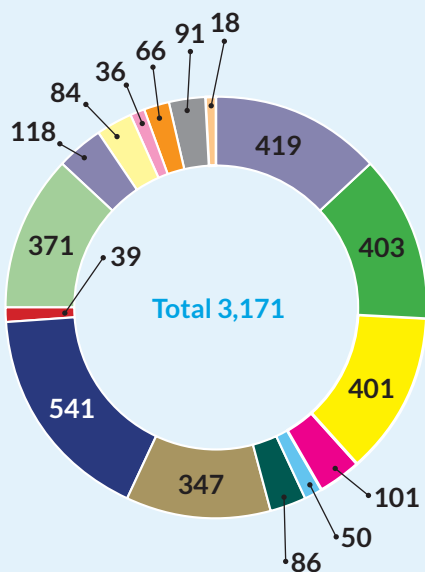
Fig. 8 Male Prisoner population under sentence age profile 30th November 2018

SENTENCE LENGTH



<3 Months	43	3 to <5 Years	611
3 to <6 Months	152	5 to <10 Years	686
6 to <12 Months	297	10+ Years	237
1 to <2 Years	411	Life	363
2 to <3 Years	371		

Fig. 9 Prisoner population sentence length 30th November 2018



GP01 Homicide Offences	419	GP10 Controlled Drug Offences	371
GP02 Sexual Offences	403	GP11 Weapons and Explosives Offences	118
GP03 Attempts/Threat to Murder, Assaults, Harassments and Related Offences	401	GP12 Damage to Property and the Environment	84
GP04 Dangerous or Negligent Acts	101	GP13 Public Order and Social Code Offences	36
GP05 Kidnapping and Related Offences	50	GP14 Road and Traffic Offences	66
GP06 Robbery, Extortion and Hijacking Offences	86	GP15 Offences against Government, Justice Procedures and Organisation of Crime	91
GP07 Burglary and Related Offences	347	GP16 Offences Not Elsewhere Classified	18
GP08 Theft and Related Offences	541		
GP09 Fraud, Deception and Related Offences	39		

Fig. 10 Prisoner population offence category snapshot 30th November 2018

COMMITTALS TO PRISON IN 2018

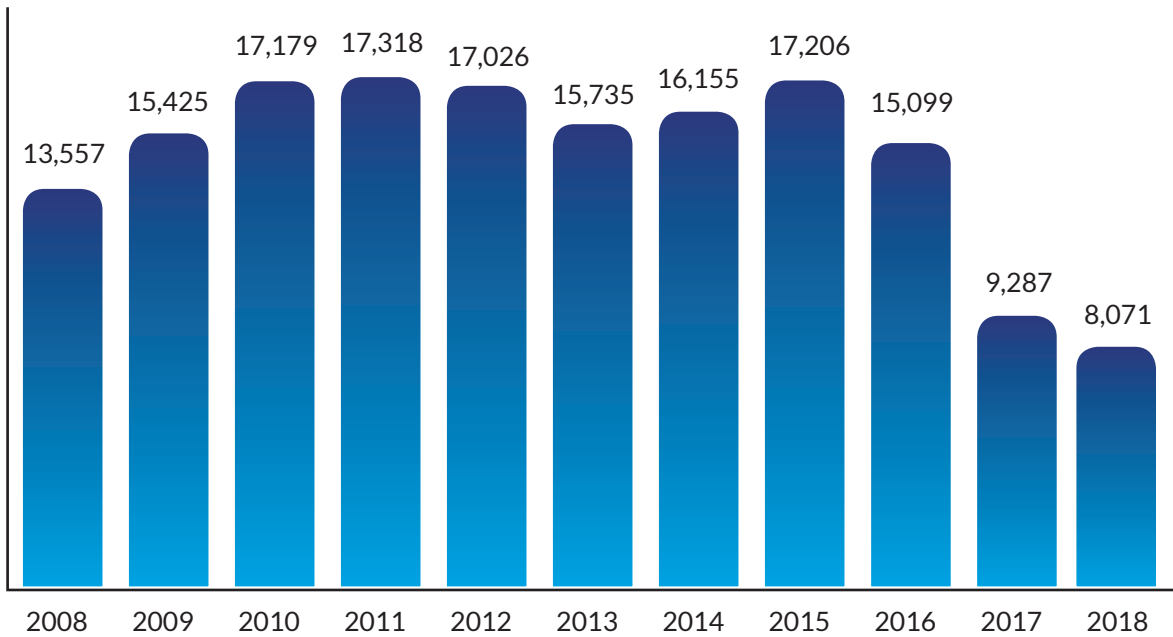


Fig. 11 Committals 2008 to 2018

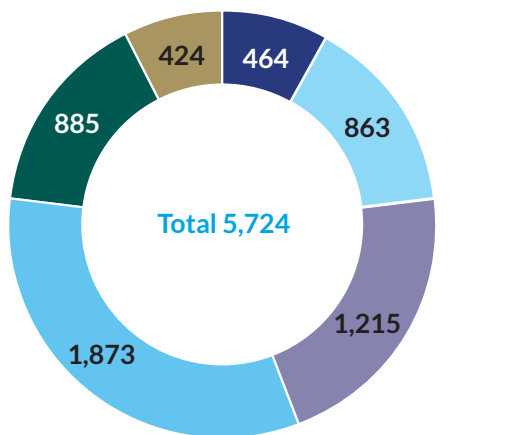
Number of persons committed to prison in 2018

A total of 6,490 persons accounted for the 8,071 committals. This figure relates to persons newly committed to prison (i.e. not already on remand or serving another sentence).

The total of 8,071 committals comprised of:

- ▲ 4,173 under sentence,
- ▲ 3,445 on remand,
- ▲ 24 for European Arrest Warrant extradition,
- ▲ 414 under immigration law and
- ▲ 15 for indefinite contempt of court.

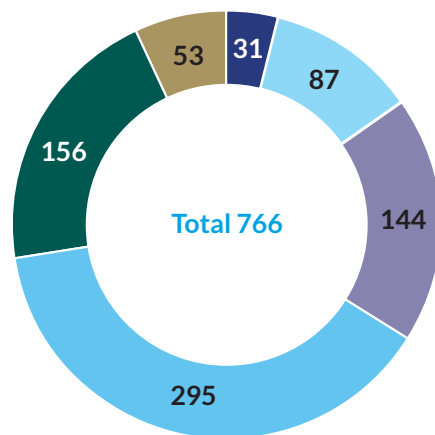
AGE OF MALE PERSONS COMMITTED



18 to <21	464	30 to <40	1,873
21 to <25	863	40 to <50	885
25 to <30	1,215	50	424

Fig. 12 Age of male persons committed to prison in 2018

AGE OF FEMALE PERSONS COMMITTED



18 to <21	31	30 to <40	295
21 to <25	87	40 to <50	156
25 to <30	144	50+	53

Fig. 13 Age of female persons committed to prison in 2018

TYPE OF COMMITTAL AND GENDER

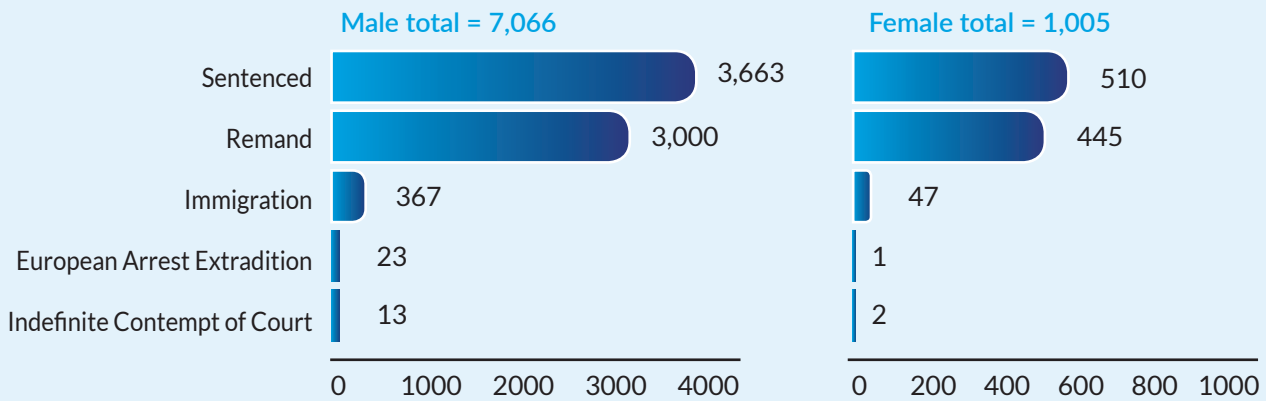


Fig. 14 Committals during 2018 classified by type of committals and gender

County and Country of origin of persons committed to prison

Over a quarter (34%) of all persons committed declared Dublin as their county of residence. Cork with 8.9%, Limerick with 5.8% and Galway with 3.6% were the next largest counties of residence indicated. No Fixed Abode with 7.7%.

Of the 6,490 persons committed, 4,912 were Irish Nationals (75.7%), which is a decrease of 814 or 14.2% on the corresponding 2017 figure of 5,726. Other EU nationals (excluding Irish) accounted for 798 (12.3%) of persons committed. Other European nationals accounted for 79 (1.2%), African nationals for 239 (3.7%), Asian nationals for 190 (2.9%) and Central/South American nationals accounted for 103 (1.6%).

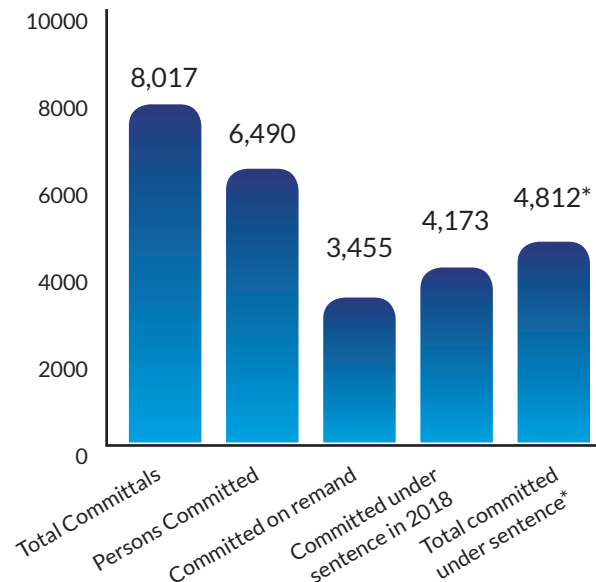
A full breakdown by county of residence and country of origin is available on our website: www.irishprisons.ie

Committals under sentence

There were 4,173 committals directly under sentence in 2018. When an additional 639 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 2018 was 4,812.

There was a 20.3% decrease (1,225) in the number of committals to prison under sentence in 2018 (total of 4,812) compared to 2017 (6,037). **This reduction is mainly due to the decrease in the number of committals for the non-payment of fine.** When fines committals are excluded from these figures, the numbers committed under sentence increased by 581 or 15.4% from 3,776 in 2017 to 4,357 in 2018.

COMMITTALS OVERVIEW



* includes 639 prisoners who were on remand at the start of the year and who were subsequently convicted

Fig. 15 Committals during 2018 overview

Table 5 : Committals under sentence by age group in 2018

AGE (Years)	Total	%
18 to < 21	351	7.3
21 to < 25	691	14.4
25 to < 30	994	20.7
30 to < 40	1,662	34.5
40 to < 50	754	15.7
50+	360	7.5
Total	4,812	100.0

Table 6 : Committals under sentence in 2018 by Offence Group

Offence Group	Female	Male	Total
GP01 Homicide Offences	3	31	34
GP02 Sexual Offences	1	171	172
GP03 Attempts/Threat to Murder, Assaults, Harassments and Related Offences	38	427	465
GP04 Dangerous or Negligent Acts	5	154	159
GP05 Kidnapping and Related Offences	0	22	22
GP06 Robbery, Extortion and Hijacking Offences	4	53	57
GP07 Burglary and Related Offences	17	287	304
GP08 Theft and Related Offences	213	726	939
GP09 Fraud, Deception and Related Offences	8	72	80
GP10 Controlled Drug Offences	21	373	394
GP11 Weapons and Explosives Offences	3	146	149
GP12 Damage to Property and the Environment	17	245	262
GP13 Public Order and Social Code Offences	33	322	355
GP14 Road and Traffic Offences	62	557	619
GP15 Offences against Government, Justice Procedures and Organised Crime	99	628	727
GP16 Offences Not Elsewhere Classified	19	55	74
Total	543	4,269	4,812

Committals for Fines or Debt

The number of committals to prison as a consequence of the non-payment of a court ordered fine during 2018 decreased by 79.8% on the 2017 figure, i.e., from 2,261 in 2017 to 455 in 2018.

Of this, 101 were female while 354 were male. A total of 17 debtors (15 male, 2 female) were committed during the year.

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

Table 7 : Sentence length by age of offender in 2018

AGE (Years)	<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
18 to < 21	76	104	73	26	33	28	10	0	1	351
21 to < 25	151	216	140	53	61	51	14	3	2	691
25 to < 30	216	325	219	65	52	66	39	5	7	994
30 to < 40	348	545	367	104	107	117	57	11	6	1,662
40 to < 50	186	234	139	53	55	45	32	5	5	754
50+	93	70	57	35	30	35	31	9	0	360
Total	1,070	1,494	995	336	338	342	183	33	21	4,812

PSYCHOLOGY
SERVICE STRATEGY
2016 - 2018

STRATEGY
2016 - 2021

COMMUNICATIONS &
ENGAGEMENT PLAN
2016 - 2018



CREATING A BETTER ENVIRONMENT

ANNUAL REPORT
2017

STRATEGY
2016 - 2018

JOINT IPS/ETBI
EDUCATION
STRATEGY
2016 - 2018

Seirbhís Phríosúin na hÉireann

www.irishprisons.ie

IRISH PRISON SERVICE | CREATING A BETTER ENVIRONMENT

STRATEGIC OBJECTIVES

IRISH PRISON SERVICE

STRATEGIC OBJECTIVES

The Irish Prison Service Three Year Strategic Plan 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, the modernisation of the prison estate including the reducing 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 have built 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 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, are delivering 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 are being achieved by the Service taking a number of specific actions which are published in yearly implementation plans and annual reports.

OUR STRATEGIC ACTIONS

This section of the Annual Report gives details of the progress to the end of 2018 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 2018

Strategic Action 1 - STAFF SUPPORT

Goals 1.1	Outcomes	Progress December 2018
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>	Communication plan complete and implementation being advanced.

Goals 1.2	Outcomes	Progress December 2018
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 progressed substantially and to be introduced in 2019.</p> <p>Irish Prison Service mediator network in place.</p>



Goals 1.3	Outcomes	Progress December 2018
<p>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>	<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>Interventions provided by the Psychology Service are reinforced by the behaviours and actions of operational staff.</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>The Irish Prison Service College restructure in line with the Inspector of Prisons recommendations is complete.</p> <p>Centralised Continuous Professional Development training plan completed.</p> <p>Competency framework in place for RPOs.</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 in place with training support from the Psychology Service.</p>

Goals 1.4	Outcomes	Progress December 2018
<p>We will create a supportive work environment that protects and promotes the wellbeing of all staff.</p>	<p>Promote the positive physical and mental health of all employees, improve workplace morale and productivity and reduce absenteeism.</p> <p>Initiatives developed to improve the working environment and promote the active participation of employees in health activities.</p> <p>Proactive approach focusing on preventative measures to avoid injury and illness.</p> <p>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 for implementation 2019.</p>

Goals 1.5	Outcomes	Progress December 2018
<p>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>	<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>New Co-led National Violence Reduction Unit, Midlands in place with Lead Senior Psychologist and Assistant Governor.</p> <p>Programme of vehicle replacement continued throughout 2018 to meet road safety compliance requirements and to enable safe and secure movement of prisoners.</p> <p>Development of cross Prison Drug Strategy in progress.</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.</p> <p>Training provided to staff on Health and Safety Management System.</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 2018
<p>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>	<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>Implemented. Additional central electronic referral record system for enhanced sentence planning in place.</p> <p>Protocols developed for sentence categories.</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. Chief Officer II assigned responsibility for ISM support.</p> <p>Assistant Psychologists in place.</p> <p>Examination of the Sentence Management of People serving Sentences Report complete.</p>

Goals 2.2	Outcomes	Progress December 2018
<p>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>	<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. 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. <p>Completed.</p>

Goals 2.3	Outcomes	Progress December 2018
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 implementation of the recommendations of the Review of Drug and Alcohol Treatment is being progressed with the HSE as per the National Drug Strategy “Reducing Harm, Supporting Recovery”.

Goals 2.4	Outcomes	Progress December 2018
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>Approval secured for the Consultant Forensic Psychiatrist post.</p> <p>The mental health awareness training programme for staff has been implemented for all IPS prison staff; the programme is being rolled out on a progressive basis to existing staff, and is being provided to all newly recruited prison officers.</p> <p>The Listener Peer Support Scheme for prisoners has been introduced into all prisons.</p> <p>Assistant Psychologists in place for prisoners accessing therapies for mental health difficulties.</p>

Goals 2.5	Outcomes	Progress December 2018
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 Unit in progress.

Goals 2.6	Outcomes	Progress December 2018
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>“Hearing their voices” Traveller Women Research Report published. Work at advanced stage on research into issues faced by female travellers & toolkit. Peer support established.</p> <p>Specific training provided. Access to services progressed. Staff training and Census Events in progress.</p> <p>RPO training for increased understanding of specific issues impacting on travellers complete.</p>

Goals 2.7	Outcomes	Progress December 2018
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>	Priority ISM referral pathways to Probation and Psychology Services in place for 18-24 year olds from the point of committal.

Goals 2.8	Outcomes	Progress December 2018
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.</p> <p>Review of In-reach service provision to Travellers took place.</p>

Goals 2.9	Outcomes	Progress December 2018
We will ensure compliance with domestic and international human rights obligations and best practice in relation to prisoners requiring protection	Safe, secure and humane environments	<p>Completed.</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 IPS Minimum Time Out of Cell policy.</p>

Goals 2.10	Outcomes	Progress December 2018
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>Completed.</p> <p>Social Enterprise Strategy published 2017 and implementation being advanced.</p> <p>Ongoing engagement in place.</p>

Goals 2.11	Outcomes	Progress December 2018
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>Completed. Pre-Release Alerts function operational and in use on PIMS for more effective sentence management and release planning.</p> <p>Prisoner Release Policy completed and in place. SOPs under review to bring up-to-date with recent IT developments.</p> <p>IPS/PS Joint Strategy 2018 – 2020 in place.</p> <p>Ongoing - Pilot project with National Medical Card Unit in place.</p> <p>Pilot programme for more streamlined access to DEASP benefits is ongoing.</p> <p>Local Authority Protocol for single-points-of contact implemented for all local authorities.</p>

Goals 2.12	Outcomes	Progress December 2018
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>Family Liaison Officer training provided to Irish Prison Service staff, Front of House training provided to staff to act as effective pro-social models.</p> <p>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 visitor's areas to make them more family friendly is complete and ongoing. Visiting times reviewed to better facilitate school going children</p> <p>Child Protection Policy in place to take account of Children First provisions.</p>

Goals 2.13	Outcomes	Progress December 2018
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>Achieved.</p> <p>Continued joint agency co-operation was granted the People, Skills and Organisational Development award at the 2018 Civil Service Excellence.</p> <p>Embedded the extension of JARC to 3 new sites Dundalk, Waterford City and Limerick</p> <p>Extended the Community Support Scheme to Castlerea so it now covers all prisons.</p> <p>Video conferencing with Courts Service extended to additional sites.</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.

Goals 3.1	Outcomes	Progress December 2018
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 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 regarding the Victims Charter.</p>

Goals 3.2	Outcomes	Progress December 2018
<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.</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

Goals 4.1	Outcomes	Progress December 2018
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>Irish Prison Service ONE plan developed regarding (1) Structure (2) Governance (3) People and Culture.</p> <p>The Irish Prison Service continues to develop its corporate governance structures and to align with its Corporate Governance Framework</p> <p>and the requirements set out for all public sector bodies in the Code of Practice for the Governance of State Bodies</p> <p>The Value for Money Review into the Prison Service Escort Corps took place.</p> <p>Quality Business Process review established as a quality improvement programme to strengthen administrative and accounting practices.</p>
Goals 4.2	Outcomes	Progress December 2018
We will enhance oversight of the Irish Prison Service	Improved external oversight, adherence to human rights obligations, improved accountability.	New Complaints Policy & Procedures agreed and in place for implementation in 2019.
Goals 4.3	Outcomes	Progress December 2018
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.	A workforce with the values, skill, attitudes and behaviours required to help the Irish Prison Service meet its goals.	Strategic HR People Plan completed and implementation being advanced in order to integrate human resource management Strategies and systems.

Goals 4.4	Outcomes	Progress December 2018
<p>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</p>	<p>A just, proportionate and humane penal system</p>	<p>Ongoing development and monitoring of the Joint Probation Strategy in place</p> <p>While individual prisons experienced overcrowding, Limerick Prison, Dóchas Centre, the overall prisoner numbers remained below capacity throughout 2018. Capacity was exceeded 26 times</p> <p>Elimination of Solitary Confinement Policy published</p> <p>Amendment of Prison Rules (Rule 27) complete.</p> <p>Work continued for procurement of a step down facility for female offenders in partnership with the Probation Service and Office of Government Procurement</p> <p>Use of structured temporary release ongoing, with compliance rate of almost 90% with the Community Return Programme. The Irish Prison Service continued to review and assess outcome processes for the Community Return Programme</p>

Goals 4.5	Outcomes	Progress December 2018
<p>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>	<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 2018.</p>

Goals 4.6	Outcomes	Progress December 2018
<p>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>	<p>Enhance healthcare for prisoners</p> <p>Improved rehabilitation and resettlement options.</p> <p>Increased public safety</p>	<p>Clinical Director to assume clinical responsibility and oversight for the delivery of healthcare services appointed July 2018.</p> <p>Significant progress in nurse recruitment, Nursing staffing levels are at 99% fill rate and continue to be reviewed and addressed as required.</p> <p>A Steering Group has been established to progress the Healthcare Needs Assessment and an RFT has been developed.</p> <p>The medical card pilot project with the Primary Care Reimbursement Service/HSE has been extended to all prisons.</p> <p>Irish Prison Service and HSE Interdepartmental group to examine further the model for healthcare delivery in prisons</p> <p>Implementation has taken place of protocol agreed with HSE for the provision of medical cards to eligible prisoners on release from custody.</p>

Goals 4.7	Outcomes	Progress December 2018
<p>We will improve the manner in which services at local prison level are integrated</p>	<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.</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 2018
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 Organisational actions in progress
Communications audits completed in all locations		
Senior management institutions visits and forums held periodically	Promote awareness and understanding of and engagement with the significant policy developments in the organisation among staff.	
Design and introduce a standard corporate identity	Introduce a common and recognisable 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	
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		



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 2018
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
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

Actions	Outcomes	Progress December 2018
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
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>	Safer working environment for staff. Increased safety for people in custody.	Complete
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 2018
Supporting the Prison Education Service		
Irish Prison Service will engage with the ETBs to agree a method of officer selection and subsequent training for the role of School Officer.	Enhanced role of School Officer in facilitating performance of the Education Centres.	Ongoing
Ensure the needs of education centres are fully considered in staffing allocations following any reviews.	Adequate allocations of staff following reviews.	Ongoing
Irish Prison Service will put in place an integrated Prison Education Management System.	Management system in place to record enrolment, engagement, academic achievements, timetabling and scheduling.	Implemented
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.	Agreed performance monitoring system in place.	Implemented
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	Agreed procedures in place for the initial assessment of persons in custody	Implemented

Strategic Actions	Outcomes	Progress December 2018
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	Implemented
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
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
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

Strategic Actions	Outcomes	Progress December 2018
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
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	To be progressed
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	To be progressed

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 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

Major Building Projects Progressed in 2018	€ M
Dóchas Female Prison - Refurbishment Works have been completed on the modernisation of Cedar and Elms Houses	2.2
Midlands Prison - Construction and Fit Out of a new National Violence Reduction Unit to accommodate violent and highly disruptive prisoners has been completed and was officially opened by the Minister on 9th November, 2018. The Unit is being managed jointly by operational staff and psychology staff	2.5
Portlaoise Prison - Major refurbishment works substantially completed during 2018 to upgrade and modernise the Military Compound	2.4
Wheatfield & Cloverhill Prisons - Extensive Refurbishment works to accommodation in Unit 5 in Wheatfield and F Block Cloverhill completed during 2018	3.8
Limerick Prison - Enabling works completed in 2018 to facilitate the major redevelopment of Male and Female accommodation and ancillary services (commencing 2019)	2.0
Castlerea Prison Complex - A New Stores building, Visits Building and a Reconfiguration of the Old Stores Building into a new Prisoner Reception and Discharge area have been completed during 2018	1.5
Irish Prison Service College - A major Refurbishment and Extension of the IPS Training College to bring it up to modern day standards has been completed and the new facility was officially opened by the Minister on 9th November 2018	4.5
	18.9



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 The Probation Service
PRISON STAFF
EMERGENCY SERVICES
 Headquarters
 Staff
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 GOVERNMENT AND OIREACTHAS
 Education Staff
 Defence Forces
OTHER
 Dept. of Justice and Equality
 An Garda Síochána
 The Inspector of Prisons
 Policy and Strategy Group
IASIO

APPENDICES

Seirbhís Phríosúin na hÉireann
 IRISH PRISON SERVICE

APPENDIX 1

Update on Year 1 of the Joint Irish Prison Service & Probation Service Strategic Plan 2018-2020

1

Sentence Management

We will continue to work collaboratively to improve formation and delivery of coherent multi-disciplinary sentence plans and supports for individuals from committal to post-release:

- ▲ The Irish Prison Service Psychology, the Probation Service, and ETBS continue to deliver offence focused programmes in our prisons.
- ▲ There is a significant increase in recording consistent information on prisoner progression.
- ▲ Prisoners continue to be released into the community in a structured manner with appropriate supports, providing payback to the community.
- ▲ Temporary medical cards are being issued to eligible applicants pre-release
- ▲ With the expansion of J-ARC to new geographical areas, it is managing in excess of 130 prolific offenders leading to positive critical reviews.

2

Maximise Joint Working

We will continually improve our systems for working together in delivering services to offenders, in order to achieve greater cohesion in our work to reduce offending:

- ▲ A new system of electronic referrals between services in prisons is now operational
- ▲ Review of largest co-funded organisation completed. Recommendations implemented or significantly enhanced.
- ▲ Information sharing protocol completed and implemented.
- ▲ The Building Better Lives Programme is jointly delivered between the Probation and Psychology Services.
- ▲ Senior Psychologist seconded to Probation Service by Irish Prison Service. Role includes case consultation and formulation, training in mental health and service evaluation research
- ▲ A model of service delivery for life sentence prisoners is being implemented.

3

Responses for Female Offenders

We will work together to build on existing gender informed practice, expand options and focus on effective through care and resettlement into communities:

- ▲ The Outlook Women's programme: A new facility providing accommodation and supportive services has been developed for women leaving custody or who are on Probation supervision in the community.
- ▲ A continual partnership approach with De Paul Ireland is ongoing. The 15 bedded unit in Tus Nua at the Abigail Centre Finglas is well utilised with high occupancy levels.
- ▲ Opportunities for women are promoted through programmes including BRIO (Building Recovery Inwards & Outwards) a peer led recovery programme delivered by the SAOL women's project. BRIO continues to deliver programmes both in the community and the Dóchas centre, is linked with community based education and other services which support the women's recovery and progression.
- ▲ Probation Service staff trained across prison community teams in the use of the SARA Risk Assessment Instrument and the supervision of perpetrators of domestic violence
- ▲ Information exchange protocols developed with NGO's MOVE and MEND.

4

Engagement with Victims

In keeping with the requirements of the Criminal Justice (Victims of Crime) Act 2017, EU Victims Directive (2012/29/EU) establishing minimum standards on the rights, support and protection of victims of crime:

- ▲ Joint Protocol operational since 2017. The protocol was reviewed in 2018 and no modifications required. Further review in July 2019.
- ▲ The staff of the Restorative Justice and Victims Unit in the Probation are working with colleagues in the prisons to support the effective delivery of restorative justice interventions initiated in the context of programmed work or arising from a request from victims.
- ▲ The joint protocol maps out the process to be followed by all relevant parties once a request for Restorative Justice has been made. This is continuing to operate on a satisfactory basis.

5

Specific Groups of Offenders

We will continue to engage with specific cohorts in custody, ensuring that initiatives are based on best national and international evidence based best practice:

- ▲ Service agreement with Integrated Sentence Managers, the Probation Service and the Psychology Service on the engagement of 18-24 year olds committed to prison.
- ▲ Irish Prison Service joined the National SORAM Office.
- ▲ National Violence Reduction Unit opened to meet complex needs of high risk violent and disruptive prisoners. Jointly led by Operations and Psychology. Probation attended monthly Steering Committee.
- ▲ Traveller in Prison Initiative continues to be jointly funded by IPS and PS to support the development of services for travellers in prison.
- ▲ Probation Service Domestic Violence Working Group ongoing.
- ▲ Explanatory Information Sharing meeting held between Psychology and Probation.

6

Employability

We will work together in order to increase the numbers of ex-offenders who secure sustained employment:

- ▲ Social Enterprise Kickstart fund launched in June 2018. Assessment of application completed. Categories A & B approvals for funding identified and informed.
- ▲ Review of IASIO completed. Recommendations implemented. Workplan and targets agreed. New case management system introduced leading to greater focus on employer engagement.
- ▲ Implementation of Social Enterprise Strategy has been progressed with regular Steering Group meetings. Midterm review of Strategy completed.
- ▲ Social Enterprise Project Manager in place. Contract extended to 2019. Workforces in place for delivery of strategic actions.
- ▲ Ongoing engagement with INTREO Employment Services to improve transition to employment services on release

7

Engaging Service Users

We will work in partnership with service user organisations to provide opportunities for peer led improvements to our service delivery:

- ▲ The IPS and PS have concluded a Service Level Agreement with the Red Cross allowing stakeholders to maximise the potential of the CBHFA programme within an appropriate governance structure.
- ▲ Co-ordinator appointed to progress the Prison to Community initiative, facilitating programmes in three community Probation locations.
- ▲ Co-facilitated programmes within the Dochas Centre for service users under the BRIO Programme have been undertaken.
- ▲ Joint funding to community based organisations, e.g. Care After Prison, has enabled peer mentoring programmes be established to provide support, advocacy and reparative opportunities.

8

Promoting Research and Evaluation

We will continue to promote research and evaluation to ensure evidence informed practice in our joint work:

- ▲ Researcher from University Limerick appointed and currently conducting literature review on models of working with life sentenced prisoners.
- ▲ Researcher appointed and commenced work on violent disruptive offenders and sexual offender treatment programmes.
- ▲ Research completed as part of Master's Dissertation by U.C.D. students on the impact of the CBHFA model in prisons and in the community.

9

Improve the Provision of Drug and Alcohol Services in Prison and the Community

We will work together to increase equity of access, choice and person-centred treatment and intervention options. Co-ordination of services will enhance clear treatment pathways. The experience of prison will be seen as an opportunity to address addictions with a focus on outcomes:

- ▲ The experience of and response to novel psychoactive substances (NPS) is being monitored and clinical advice remains consistent with international best practice.
- ▲ As part of the joint response to "Review of Drug & Alcohol Treatment Services for Adult Offenders and in the Community 2016" the PS/IPS are working in tandem with developments on national basis with the HSE.
- ▲ Probation Service has implemented the SAOR Model supporting evidence-based practice for clients with substance misuse issues.

APPENDIX II

Persons in custody under sentence on 30 November 2018 - Offence group classified by sentence length

Offence	<3 Mths	3 to <6 Mths	6 to <12 Mths	1 to <2 Yrs	2 to <3 Yrs	3 to <5 Yrs	5 to <10 Yrs	10+ Yrs	Life	Total
Homicide Offences	0	0	0	1	3	15	36	15	349	419
Sexual Offences	2	0	9	23	28	64	155	110	12	403
Attempts/Threat to Murder, Assaults, Harassments and Related Offences	2	12	36	61	89	95	92	12	2	401
Dangerous or Negligent Acts	0	11	17	31	10	23	8	1	0	101
Kidnapping and Related Offences	0	0	0	2	5	8	22	13	0	50
Robbery, Extortion and Hijacking Offences	0	0	3	7	11	37	25	3	0	86
Burglary and Related Offences	2	7	39	74	44	93	74	14	0	347
Theft and Related Offences	9	46	82	97	82	135	81	9	0	541
Fraud, Deception and Related Offences	0	3	5	17	4	6	4	0	0	39
Controlled Drug Offences	5	6	17	39	68	81	110	45	0	371
Weapons and Explosives Offences	1	5	15	8	9	20	46	14	0	118
Damage to Property and the Environment	3	9	18	11	10	14	19	0	0	84
Public Order and Social Code Offences	9	11	8	4	1	1	2	0	0	36
Road and Traffic Offences	2	31	23	7	3	0	0	0	0	66
Offences re Government, Justice Procedures and Organisation of Crime	8	11	24	25	1	15	6	1	0	91
Offences Not Elsewhere Classified	0	0	1	4	3	4	6	0	0	18
Total	43	152	297	411	371	611	686	237	363	3,171

APPENDIX III

Daily average number of prisoners per Institution 2018

Institution	Bed Capacity at Year end	In Custody	On Temporary Release	On Remand/ Trial
Arbour Hill	138	136	0	2
Castlerea	340	300	14	60
Cloverhill	431	402	6	320
Cork	296	288	35	55
Limerick (f)	28	33	10	9
Limerick (m)	210	214	19	70
Loughan	140	110	3	0
Midlands	845	823	9	80
Mountjoy (f)	105	132	21	29
Mountjoy (m)	755	679	51	37
Portlaoise	291	227	1	14
Shelton Abbey	115	97	7	0
Wheatfield	550	452	26	1
Total	4,244	3,893	202	677

APPENDIX IV

Committals to prison 2003 to 2018

Year	Total	Change from previous year - %	Persons	Change from previous year - %	Male	Female
2018	8,071	-13.1*	6,490	-13.3	5,724	766
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		9,814		8,669	1,145

*This decrease is mainly due to a reduction in committals for non payment of a fine

APPENDIX V

Committals under sentence 2018 - 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	1	0	1	5	6	0	21	34
GP02 Sexual Offences	4	8	17	28	25	28	49	13	0	172
GP03 Attempts/Threat to Murder, Assaults, Harassments and Related Offences	33	128	80	78	68	55	20	3	0	465
GP04 Dangerous or Negligent Acts	13	71	27	24	10	12	2	0	0	159
GP05 Kidnapping and Related Offences	0	0	0	1	6	5	7	3	0	22
GP06 Robbery, Extortion and Hijacking Offences	2	3	5	9	9	25	3	1	0	57
GP07 Burglary and Related Offences	11	58	110	31	36	40	17	1	0	304
GP08 Theft and Related Offences	120	295	306	61	77	64	15	1	0	939
GP09 Fraud, Deception and Related Offences	12	16	27	14	6	3	2	0	0	80
GP10 Controlled Drug Offences	36	75	80	50	65	51	31	6	0	394
GP11 Weapons and Explosives Offences	9	36	48	10	5	19	18	4	0	149
GP12 Damage to Property and the Environment	29	93	80	16	19	17	8	0	0	262
GP13 Public Order and Social Code Offences	219	101	26	5	1	3	0	0	0	355
GP14 Road and Traffic Offences	96	453	67	0	3	0	0	0	0	619
GP15 Offences against Government, Justice Procedures and Organised Crime	447	147	116	3	0	10	3	1	0	727
GP16 Offences Not Elsewhere Classified	39	10	5	6	7	5	2	0	0	74
Total	1,070	1,494	995	336	338	342	183	33	21	4,812
Year 2017	2,704	1,312	884	346	299	276	167	27	22	6,037
Difference	-1,634	182	111	-10	39	66	16	6	-1	-1,225
%	-60.4	13.9	12.6	-2.9	13.0	23.9	9.6	22.2	-4.5	-20.3

APPENDIX VI

Committals under sentence 2018 - Classified by Offence group and sentence length

	<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 2018	1,070	1,494	995	336	338	342	183	33	21	4,812
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
2018/2017 diff +/-	-1,634	182	111	-10	39	66	16	6	-1	-1,225

Committals Under sentence (excluding fines) 2011 - 2018

	<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 2018	618	1,491	995	336	338	342	183	33	21	4,357
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
2018/2017 diff +/-	158	196	111	-10	39	66	16	6	-1	581

Committals Under sentence less than 12 months (excluding fines) 2011 - 2018

	<3 Mths	3 to <6 Mths	6 to <12 Mths	Total	Diff +/-	%
Year 2018	618	1,491	995	3,104	465	17.62%
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		

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Castlerea Prison Harristown, Castlerea, Co. Roscommon F45X330	Tel: 094 96 25213 Fax: 094 96 25226	Midlands Prison Dublin Road, Portlaoise, Co. Laois R32F796	Tel: 05786 72110 / 05786 72100 Fax: 05786 72199
Cloverhill Prison Cloverhill Road, Clondalkin, Dublin 22 D22WC84	Tel: 01 6304530 / 01 6304531 Fax: 01 6304580	Mountjoy Prison North Circular Road, Dublin 7 D07YC97	Tel: 01 8062800 Fax: 01 8062824
Cork Prison Rathmore Road, Cork City, Cork T23Y642	Tel: 021 2388000 Fax: 021 2387240	Portlaoise Prison Dublin Road, Portlaoise, Co. Laois R32KN97	Tel: 05786 21318 Fax: 05786 20997
Dóchas Centre North Circular Road, Dublin 7 D07YC97	Tel: 01 8858987 Fax: 01 8062824	Shelton Abbey Open Centre Arklow, Co. Wicklow Y14T638	Tel: 0402 42300 Fax: 0402 42350
Limerick Prison Mulgrave Street, Limerick V94P8N1	Tel: 061 204700 Fax: 061 415116	Wheatfield Place of Detention Cloverhill Road, Clondalkin, Dublin 22 D22Y2V5	Tel: 01 7789400 Fax: 01 7789430

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IRISH PRISON SERVICE

CREATING A BETTER ENVIRONMENT

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