



IRISH PRISON SERVICE



# ANNUAL REPORT 2019

Irish Prison Service  
[www.irishprisons.ie](http://www.irishprisons.ie)

CREATING A BETTER ENVIRONMENT



## CREATING A BETTER ENVIRONMENT

*Investing in Children Award (bench) was granted to Limerick Prison in July 2019. The award recognises the involvement of children and young people in dialogue which led to the creation of a child friendly space for children to have visits with their parents in custody.*



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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 2019.

Since my appointment to the role of Director General in December 2018, it has been my great privilege to lead this organisation. As an important and essential frontline service, the Irish Prison Service makes a difference to the lives of many people on a daily basis. Approximately 7,000 people work or reside in our prisons on a daily basis and there are approximately 200,000 visitors who pass the threshold of our prisons each year.

The Irish Prison Service impacts on the lives of many of the citizens in the State either directly, through the provision of services such as education, work and training, healthcare, addiction services to offenders in custody and support for families, or indirectly, through helping to make our communities safer by reducing reoffending.

We are committed to encouraging prisoners to make positive changes in their lives through the engagement with the many services provided by the Irish Prison Services and the many in-reach service providers that we work closely with who provide vital support to prisoners on a daily basis.

This annual report highlights the wide scope of responsibilities of our organisation and reports

on the progress we have made over the past 12 months as we continue grow, reform and modernise all aspects of our service provision.

## Prison Numbers

2019 has seen numbers in prisons continue to rise. In 2018, we reported on significant increases over a short period of time. These increases have been sustained in 2019, putting pressure on the system in a number of areas, including prisoner accommodation, the provision of services and the volume of prisoner escorts.

The total number of prisoners in custody on 1 January 2019 was 3,904 which increased to as high as 4,068 by the end of August before receding to 3,950 by the end of the year. The average number of female offenders in custody was 170, an increase of 3% on the 2018 figure of 165. The average number of male prisoners was 3,801 and increase of 2% on the 2018 figure of 3,726.

76% of all committals under sentence in 2019 were for sentences of 12 months or less. This is a 2% increase on the 2018 figure of 74%.

Since 2017 we have seen an increase in the number of prisoners held on remand. The average number held on remand in 2017 was 584. This has increased to 677 in 2018 and in 2019 saw a further 5% increase to 707. As the State's only remand facility at Cloverhill Prison has a bed capacity of 431, this requires remand prisoners to be spread across the prison estate.

A further recent feature of remand prisoners is the increasing seriousness of the criminal charges they face. Many of these remand prisoners are required to be detained for much longer periods than was previously the case for remand prisoners, with increasing numbers of them requiring imprisonment at higher levels of security.

## Prison Population Management Plan

In 2019, I implemented a prison population management plan to address the challenges faced by increasing prison numbers and address overcrowding in a number of our prisons.

This included completing an audit of cell capacity to identify areas where additional accommodation could be introduced; the broadening of the

criteria for access to structured temporary release programmes, such as Community Return; and maximising the use of our open centres by changing the Open Centre Policy.

We also commenced a project for the refurbishment of the Training Unit for use as an older person Unit. This Unit is scheduled to open in 2020.

A new step down unit for female offenders also came on stream in 2019 to assist in the transition of female offenders from prison to the community.

In the medium term the major capital project ongoing in Limerick Prison will provide additional accommodation for male and female offenders in Limerick and address long term overcrowding issues.

### Strategic Plan 2019 – 2022

In September 2019, we published our new 3-Year Strategic Plan for 2019 to 2022 which sets out our vision for the Service for the next 3 years. This strategy has been built on 5 pillars namely Staff Support; Prisoner Support; Safe Secure custody; the Prison Estate; and Governance.

The strategy recognises that our environment and the context within which we operate is continually evolving and that as a Service we need to keep adapting, changing and preparing for challenges, old and new.

Our strategy continues to be ambitious and aims to build on recent progress to further enhance supports for staff and for prisoners. We will support and promote innovation and collaboration to ensure that our staff are engaged at all levels. Our strategy aims to enhance and modernise the prison estate and make it safer and more secure for all those working, visiting or living behind the walls of our prisons.

The implementation of our Strategy is dependent on the availability of the necessary resources to allow us to take further strides in developing a modern service of which we can all be proud.

We continue to be committed to be an open, accountable and transparent Prison Service and operate in line with the Code of Practice for the Governance of State Bodies. We continue to work with the Department of Justice and Equality to design a new governance framework which will strengthen governance, compliance and accountability at all levels within our Service. Significant work has been completed in this area

including the development of a new functional structure at local level and this will be piloted in a number of prisons in 2020.

This annual report includes a progress report on the early stages of the delivery of the Strategic Plan and I am pleased to report that considerable work has already been completed on implementing the wide range of actions and commitments.

### Prison Staff

Our staff are the bedrock of our Service and our successes are founded on their professionalism and excellence. In 2019 we continued our recruitment campaign for recruit prison officers and 215 new Prison Officers joined our ranks. Our new Recruits complete an initial 14 week training programme under the guidance of our expert staff in the Irish Prison Service College, both in our Portlaoise and Dublin training centres. Each recruit also completes the Higher Certificate in Custodial Care (HCCC) over a two year period which includes modules on Human Rights; Psychology; Equality, Diversity and Cultural and Social Awareness; and Conflict Management.

We have continued the roll out of our Continued Professional Development Programme (CPD) for staff with a specific focus on fire safety, health and safety risk management and mental health awareness.

93 members of staff retired from our ranks in 2019 after years of dedicated service and we wish them and their families' health and happiness in the future.

In 2019, we introduced the first Irish Prison Service Excellence and Innovation Awards which aims to recognise the contribution that staff make to our Service. Many excellent ideas and projects in our Service have emanated from staff on the ground and it is vital that such innovation is harnessed and encouraged. Two projects were selected from this process as nominees for the Civil Service Excellence and Innovation Awards namely the Bikes for Africa Project in Loughan House and the Bothár Project in Shelton Abbey.

### Equality and Diversity and Human Rights

We are committed to providing an environment for staff and prisoners which is centred on dignity and respect. In 2019 I appointed an Equality, Diversity and inclusion lead to oversee the promotion of equality and diversity in the Service. Our staff work in a difficult environment and it is important that they are supported and protected. We respect

diversity and we will always take the appropriate action against any form of discrimination, bullying and harassment.

In late 2019, the Dublin Rape Crisis Centre provided a bespoke training programme for our senior management on the impact of sexual assault and sexual harassment. This important awareness programme and training is now being rolled out to staff at all grades of the Service.

### Inspector of Prisons

The Irish Prison Service has continued to work closely with the Office of the Inspector of Prisons in 2019 and we very much welcome her support. We continue to consider and implement the recommendations made by the Inspector of Prisons in the Deaths in Custody Reports. In 2019, I introduced a significant communications campaign regarding the monitoring of prisoners during periods of lock up which was an issue highlighted by the Inspector.

We look forward to engaging fully with the Inspector with regard to the new Inspector Framework for prisons which is to be launched in 2020.

### Council of Europe Committee for the Prevention of Torture and Inhumane Treatment (CPT) visit to Ireland

In September 2019 the Council of Europe Committee for the Prevention of Torture and Inhumane Treatment (CPT) visited Ireland and examined a number of our prisons. We have always welcomed external oversight as it provides us an opportunity to benchmark our progress, highlight our development and continue to identify areas for improvement. Following their visit the CPT made some preliminary observations which highlighted some positive developments especially with regard to efforts to improve prison healthcare. I especially welcome the CPT's comments in relation to the dedication of our staff.

In addition, the CPT made a number of observations on issues that need improvement such as record keeping, prisoners on restricted regimes rule 63 and the prisoner complaints system. We have developed an action plan for delivery on these initial recommendations and work has begun on implementing a number of actions including inter alia, a review of prisoners on protection and the introduction of the new prisoner complaints system. We look forward to

receiving the complete report of the CPT in 2020 and mapping out a path to address any issues that will be identified as we endeavour to become a world class prison service.

### Modernising the Prison Estate

The modernising of the prison estate has been a priority of the Service and we have made significant improvements in recent years, through both refurbishment projects and new builds. In 2019 we commenced a project for the construction of a new accommodation wing in Limerick Prison and the provision of a new Gatehouse; offices; reception area and visiting facilities. The project will provide world class facilities for prisoners in Limerick and remove the practise of "slopping out" for the male prison population. The new facilities for women will mean a more appropriate, rehabilitative and open environment for female prisoners. In addition, the Irish Prison Service commenced a project for the refurbishment of the Training Unit which will re-open in 2020 as a facility for older prisoners.

### Infection Control

The sheer volume of people moving within our institutions on a daily basis means that effective infection control is essential at all times. Given that the prison population is a vulnerable grouping within our society and the fact that in general prisoners have poorer standards of health it is vital that infection control is prioritised. Communicable diseases such as Tuberculosis (TB) can have a devastating effect in our restricted environment.

In 2019, our infection prevention and control measures were reviewed and refined. Infection prevention and control teams are in place in all locations. The National Infection Prevention and Control Team developed a new online resource for all staff which contains a vast amount of information on infection prevention and control and this is an invaluable resource in the control of infection in a prison setting.

**As a Service we continue to grow, learn and develop. Much of the important work undertaken by the Prison Service goes unseen but it is essential work, the aim of which is to protect the public and make our communities safer.**



Caron McCaffrey | Director General





### **Progression Unit, Mountjoy: smoking cessation pilot programme**

A multi-disciplinary team formulated an action plan to successfully achieve a smoke free wing in the Progression Unit. The Irish Red Cross volunteers were trained in smoking cessation peer support therapy in 2018 and are now successfully running regular smoking cessation peer support groups. These smoking cessation groups began on 1st January 2019 and led to the introduction of C2 landing becoming smoke free on the 31st January 2019.

# OVERVIEW OF THE IRISH PRISON SERVICE







IRISH PRISON SERVICE

# THE ORGANISATION

# THE ORGANISATION

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

The Irish Prison Service forms a key component of the criminal justice system. Its fundamental role is to help achieve a safer and fairer Ireland by:

- ▲ Providing safe and secure custody with dignity of care for people committed to prison.
- ▲ Reducing the risk of harm to the public and the likelihood of reoffending by providing rehabilitation for people in prison.
- ▲ Working with the Probation Service to create an integrated offender management programme.

- ▲ Assisting people in prison maintain family relations and contact with the wider community.

The Irish Prison Service is responsible for the safe and secure custody of persons sentenced to prison, held on remand, or held on immigration matters. It is responsible for ensuring that convicted persons properly serve their sentence and for providing them with opportunities to engage in a meaningful way to reduce the likelihood of reoffending and assist their reintegration into law-abiding society.

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

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



Fig. 1 The Irish Criminal Justice System



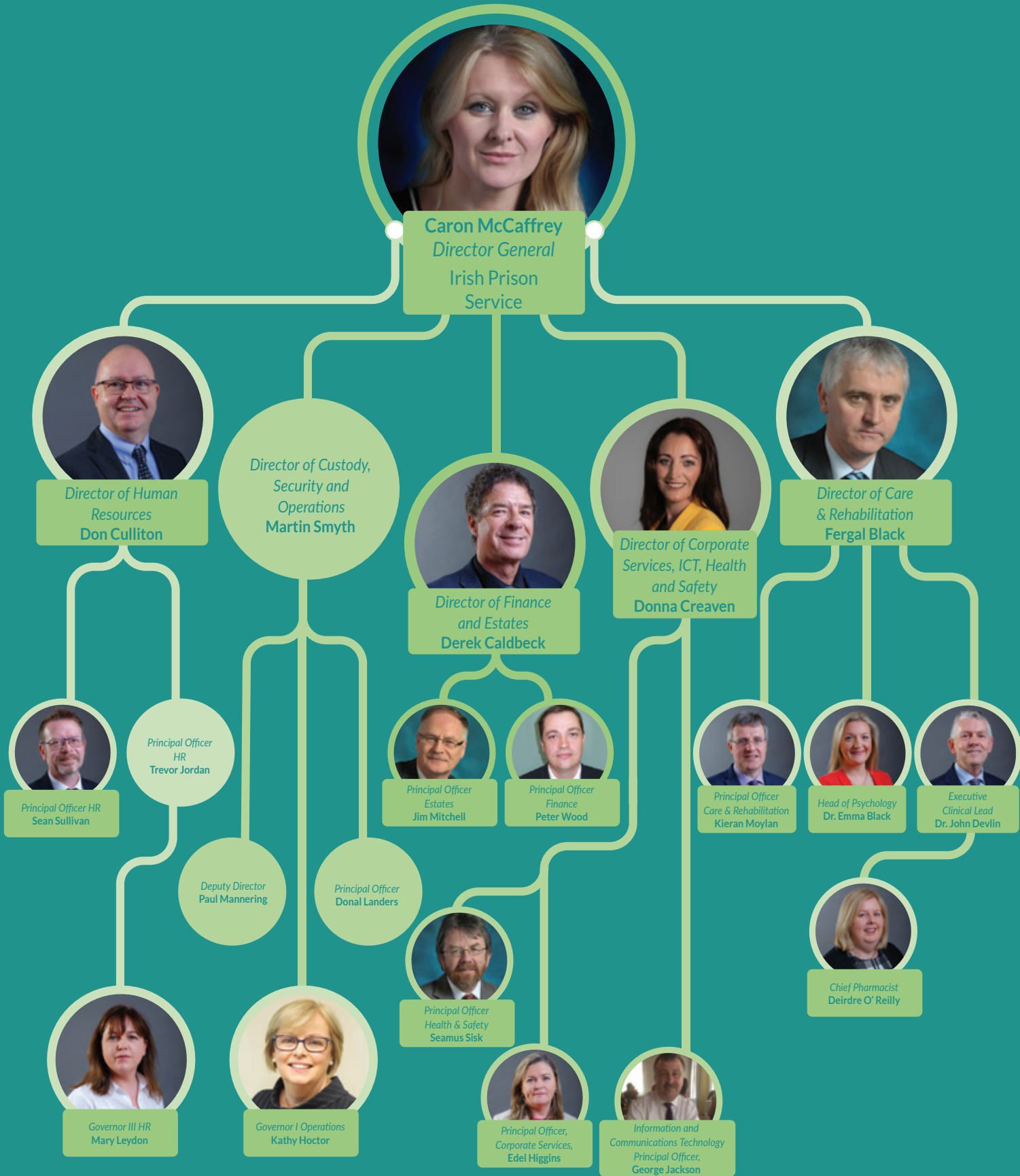


Fig 2. Irish Prison Service Headquarters and Directorates

## Budget

The annual budget for the Irish Prison Service for 2019 was €359.01 million of which salaries, wages and allowances account for €256.12 million or 71.3% of the gross budget with a capital budget of €30.98 million and a budget for goods/services of €71.91 million. The capital budget was utilised to finance expenditure within the year on major capital projects such as Limerick Prison as well as new ICT equipment and vehicle purchases. The Irish Prison Service successfully operated within the voted funds in 2019. The Secretary General is the Accounting Officer for Vote 21 and the Appropriation Accounts are published on the Comptroller and Auditor General website at [www.audit.gov.ie](http://www.audit.gov.ie).

The **average annual cost of an available, staffed prison space** during the calendar year 2019 was **€75,349**, a 2% increase on the 2018 cost of €73,802. This figure includes all elements of net expenditure incurred within the year (such as salaries, utilities/maintenance, ICT, prison services, etc.) excluding capital expenditure on buildings and vehicle purchases. The reason for the cost increase per available, staffed prison space is mainly due to increased staffing costs of approximately €9 million, which arose, in the main, out of pay restoration as provided for in the Public Service Pay and Pensions Act 2017 and the inclusion of rent allowance into basic pay. A more detailed breakdown is available on [www.irishprisons.ie](http://www.irishprisons.ie). A more detailed breakdown is available on [www.irishprisons.ie](http://www.irishprisons.ie).

The Irish Prison Service engaged with approximately 1,000 suppliers during 2019, with many of these relating to the supply of low value goods and services. Formal contracts and Framework Drawdown arrangements are in place with 175 suppliers for contract values exceeding €25,000.

## Staff

At the end of 2019, there were, 3,404.58 (fulltime equivalent) staff in the Irish Prison Service including civilian grades and headquarters staff. This was an increase of 4.1% (134 staff) since 2018. Furthermore, 93 members of staff retired in 2019.

## 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, the Prisons Act 2015;
- ▲ 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 and 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

The Irish Prison Service is committed to greater openness and accountability at every level. We ensure we apply high standards of corporate governance aligned with the requirements set out for all public sector bodies in the Code of Practice



for the Governance of State Bodies (2016). The Department of Justice and Equality has put in place an Oversight Agreement (incorporating a Performance Delivery Agreement) which 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 and the Department of Justice and Equality. The Irish Prison Service's compliance with the requirements of the Agreement was monitored through biannual Governance meetings between the Irish Prison Service Executive Management Team and the Department.

The Irish Prison Service has a risk management policy and reporting framework which falls under, and is aligned with, the overarching Departmental policy. The Irish Prison Service also has a corporate risk register which the Executive Management Team reviews and updates throughout the year. In accordance with the key priorities of the Prison Service, risk likelihood and risk impact (including strategic, reputational, financial, compliance and operational impacts) were assessed on 10 December 2019 by the Executive Management Team. Key risks identified include prisoner healthcare and the provision of safe and secure custody having regard to increasing committal numbers. Mitigating measures for healthcare risks include a formal agreement (Memorandum Of Understanding) with Health Service Executive for in-reach forensic service provision, the commencement of the Healthcare Needs Assessment review in November 2019 and regular discussions with Department of Health/HSE to include the CMH facility. Mitigating measures for safe and secure custody include monitoring mechanisms and management reviews in place on a daily basis and the progression of the Training Unit and Limerick buildings project.

Recommendations for the reform of governance of the Irish Prison Service have been made in the Effectiveness and Renewal Group Report 2019. Work is ongoing by the Department of Justice and Equality and the Irish Prison Service to design a new governance framework for the Prison Service which will strengthen governance, compliance and accountability. It is intended that this should be supported by an Advisory Board, as recommended by the Effectiveness and Renewal Group for the Department of Justice and Equality. Governance

has been identified as a key pillar in the Irish Prison Service Strategic Plan 2019 – 2022.

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 new governance structure will support external oversight already in place by the Prison Visiting Committees, the Inspector of Prisons, the Committee for the Prevention of Torture and Inhumane and Degrading Treatment and the Comptroller and Auditor General.

### **Irish Prison Service Strategic Plan 2019 - 2022**

The Irish Prison Service Strategic Plan 2019 – 2022 was published by the Minister for Justice and Equality in September 2019 and is a plan for service improvement and development. It sets out how we will continue on the journey of transformational change over the lifetime of the strategy, taking into account the financial, environmental and operational challenges that face all public sector organisations. The strategy has been built around five pillars; Staff Support, Prisoner Support, Safe and Secure Custody, the Prison Estate and Governance.

This annual report gives details of the Strategic Plan progress from September 2019 to December 2019.

### **Strategy for the Department of Justice and Equality**

As a key element of the criminal justice system, the Irish Prison Service continued throughout 2019 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'.

### **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;
- ▲ enabling people to have the peace of mind that comes from feeling safe and secure in their lives;
- ▲ transparent oversight of performance; and
- ▲ 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.

### Protected Disclosures

The Irish Prison Service has a Protected Disclosures Policy. 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](mailto: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 provides a summary of Disclosures received in 2019 and the status of the disclosures as at end December 2019. Eight disclosures were received for examination under the protected disclosures policy. One investigation was transferred to the Department of Justice and Equality. Seven of these cases were submitted to an external investigator. This table refers to disclosures received by the Irish Prison Service from 1 January 2019 and does not refer to disclosures received by Department of Justice and Equality.

Number of Protected Disclosures made to the Irish Prison Service 2019	Action taken in response to such Protected Disclosures in a form which does not enable the identification of persons involved in protected disclosures
8	Allegations received for examination under Protected Disclosures policy
1	Investigation transferred to Department of Justice and Equality
7	Disclosures put forward for investigation



## Freedom of Information Acts

The Irish Prison Service continues to meet its obligations in relation to responding to Freedom of Information requests and Data Protection requests. FOI Decisions and Types of Request are outlined below:

FOI Decision	Year 2019
Granted	90
Part granted	246
Refused	72
Withdrawn	42
Under consideration at end year	75
<b>Total Received</b>	<b>525</b>
<b>Type of requests:</b>	
Media	88
Business /Interest Groups	1
Staff	79
Prisoner	329
Member of the Public	28
<b>Total</b>	<b>525</b>

Data Access Requests (DAR)/ Subject Access Requests (SAR) received 2019	Year 2019
Received	64
Completed	56
Under Consideration on 31/12/2019	8

Summary of Information requests 2019	Number
FOI's	525
Data Protection	64
Dáil Parliamentary questions*	119

\*This includes contributions

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

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 ensure access to data is for business purposes only.

The Irish Prison Service continued to promote staff awareness of their GDPR obligations in 2019. In May 2019, a staff obligation note was issued to all staff, to continue to inform and keep staff aware of Data Protection legislation and of their responsibilities when dealing with personal data and what constituted a data breach.

## Energy Consumption and Energy Costs

The Irish Prison Service energy spend was €5.5 million in 2019. The following table provides a breakdown of the energy cost and consumption by fuel for 2019. Natural gas accounts for 57% of the total consumption with electricity accounting for 60% of the total cost.

All public organisations have been set a target of 30% reduction in carbon usage by 2030, using 2020 as a base line. Substantial investment and a multifaceted approach will be required into the future if the targeted reduction is to be achieved.

### Annual Energy Consumption and Energy Costs 2019

Fuel	kWh	% use	€	% €	Tonnes CO2
Electricity	26,980,600	33%	3,290,435	60%	11,780
Natural Gas	46,841,630	57%	1,810,050	33%	9,715
Heating Oil	3,196,618	4%	193,302	4%	844
LPG	3,619,729	4%	140,041	3%	830
Wood Pellets	1,454,592	2%	61,681	1%	0
<b>Total</b>	<b>82,093,169</b>	<b>100%</b>	<b>5,495,509</b>	<b>100%</b>	<b>23,168</b>

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

Since 2014, the Public Sector Equality and Human Rights Duty is part of the legislative framework governing human rights and equality in Ireland. Section 42 of the Irish Human Rights and Equality Commission Act 2014 imposes a statutory obligation on public bodies in performing their functions to have regard to the need to:

- ▲ eliminate discrimination;
- ▲ promote equality of opportunity and treatment for staff and persons to whom it provides services; and
- ▲ protect the human rights of staff and services users.

This Public Sector Equality and Human Rights Duty places equality and human rights at the heart of how a public body fulfils its purpose and delivers on its strategic plan.

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

As a responsible organisation of the State we operate within the parameters set out in Irish, European and international human rights law. We promote equality and human rights through our policies and practices.

We are committed to creating a better work environment for staff that promotes positive engagement, open communication, fairness, equality and respect. Our approach is underlined by our core organisational values of Teamwork, Integrity, Potential, Safety and Support.

In August 2019 an Equality, Diversity and Inclusion lead was appointed who is involved in the promotion of human rights through our day to day operations as part of our broader objective to be a values driven organisation.

The Irish Prison Service published its Strategic Plan 2019-2022 in September. In this Plan we outlined our values, duties and expectations in relation to our staff, prisoners and those in the greater prison community.

In relation to our staff, we value, trust and treat them in a respectful manner. In return, we expect our staff to behave in a fair and respectful manner to all who work, reside or visit our institutions. We support staff diversity and take appropriate action against discrimination, bullying and harassment. We promote equality of opportunity for all by ensuring that our recruitment and promotion competitions are fair, equitable and open.

The concept of humane treatment and awareness of international human rights

instruments are embedded through all elements of Irish Prison Service training programmes. Awareness of international instruments, as well as an appreciation of the ethical context within which prisons must be administered, form part of the training for recruit prison officers and in continuous professional development of established staff. All technical skills are underpinned by a belief in the dignity and humanity of everyone involved in prisons. All training programmes emphasise the need to treat prisoners as individuals with humanity and respect, and to act within the law at all times. In this regard we worked with the Irish Human Rights and Equality Commission to develop bespoke human rights training for prison staff.

The Irish Prison Service engaged with the Dublin Rape Crisis Centre (DRCC) during the year to develop an awareness raising and training package on the impact of sexual assault and sexual harassment on staff. In September 2019 staff were invited to participate in a confidential engagement with the DRCC to inform the training content. On 16 October 2019, DRCC presented a workshop to the Strategic Policy Group (SPG) that aimed to both raise awareness and assist the organisation in identifying areas for improvement and next steps. The SPG approved training sessions to commence in early 2020 for Human Resource Governors and Staff Support Officers to equip them with the tools necessary to support staff affected by sexual harassment or assault. It is intended to continue raising awareness in this area amongst all staff at all grades.

In relation to conditions of detention for all prisoners, either physical or regime, we strive to conform to international standards, including those instruments set out by the United Nations as a minimum. Where possible, we endeavour to exceed these standards and become a global leader in penal practice. Where deficiencies are identified, we endeavour appropriate action is taken to address them.

We are continuing to implement a comprehensive capital programme of works to modernise and improve the physical conditions of our prison estate.





IRISH PRISON SERVICE

# THE PRISON ESTATE

# IRELAND'S PRISONS

There are 12 institutions in the Irish prison system consisting of 10 traditional “closed” institutions and two open centres, which operate with minimal internal and perimeter security.

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



Fig 3. The Irish Prison Service Estate  
31 December 2019



# WEST DUBLIN PRISON CAMPUS



**Campus Governor**  
Martin O'Neill

## Wheatfield Prison

Cloverhill Road  
Clondalkin  
Dublin 22  
D22 Y2VS

## Cloverhill Prison

Cloverhill Road  
Clondalkin  
Dublin 22  
D22 WC84



**Governor II**  
Frances Daly



**Governor III**  
Maria Connolly



**Governor III**  
Anthony Harris

**Operational Capacity:** 550 at year end

**Wheatfield Prison** is a closed, medium security prison for adult males. On 15 July 2019, Wheatfield Place of Detention became Wheatfield Prison by Ministerial order dated 10 July 2019 under Section 3 of the Prisons Act 1972.

**Prisoner Population:** The daily average number in custody in 2019 was 490.

**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 2019 was 400.

## MIDLANDS PRISON



Midlands Prison  
Acting Governor I  
Mary E Gavin

Dublin Road  
Portlaoise  
Co. Laois R32 F796



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 2019 was 840.

## PORTLAOISE PRISON



Portlaoise Prison  
Governor I  
John Farrell

Dublin Road  
Portlaoise  
Co. Laois R32 KN97



Governor III  
Ultan Moran

**Operational Capacity:** 291 at year end

**Portlaoise Prison** is a closed high security prison for adult males. It is the committal prison for males committed to prison on remand, pending trial or under sentence by the Special Criminal Court.

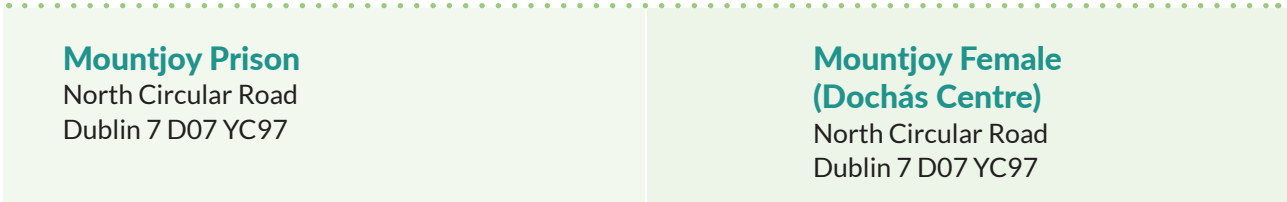
**Prisoner Population:** The daily average number in custody in 2019 was 231.



# MOUNTJOY PRISON



Acting Governor I  
Eddie Mullins



**Mountjoy Prison**  
North Circular Road  
Dublin 7 D07 YC97

**Mountjoy Female  
(Dochás Centre)**  
North Circular Road  
Dublin 7 D07 YC97



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 2019 was 684.



Governor III  
Raymond Murtagh

**Operational Capacity:** 146 at year end

**Mountjoy Female (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 Munster area. All females committed to prison on remand or pending trial by the Special Criminal Court.

**Prisoner Population:** The daily average number in custody in 2019 was 134.

## ARBOUR HILL PRISON

Arbour Hill  
Dublin 7 D07 YV40

**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 2019 was 135.



*Acting Governor*  
Joe Hernon

## CASTLEREA PRISON

Harristown  
Castlerea  
Co. Roscommon F45 X330

**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 2019 was 306.



*Governor*  
Martin Reilly

## CORK PRISON

Rathmore Road  
Cork City T23 Y642

**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 2019 was 291.



*Governor*  
Patrick Dawson



## LIMERICK PRISON

Mulgrave Street  
Limerick V94 P8N1

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

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

It is the committal prison for males for counties Clare, Limerick and Tipperary and for females for all six Munster counties. All females sentenced are sent to Limerick female.

**Prisoner Population:** The daily average number in custody in 2019 was 215 males and 36 females.



**Governor**  
Mark Kennedy

## LOUGHAN HOUSE

Blacklion  
Co Cavan F91 NY76

**Operational Capacity:** 140 at year end

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

**Prisoner Population:** The daily average number in custody in 2019 was 106.



**Governor**  
Mark Lydon

## SHELTON ABBEY

Arklow  
Co Wicklow Y14 T638

**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 2019 was 102.



**Governor**  
Joseph Donohue

## IRISH PRISON SERVICE SUPPORT UNITS



### Operational Support Group

Acting Governor: June Kelly

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 D07 YV40.



### Prison Service College

Governor: David Clarke

The **Irish Prison Service College (IPSC)** provides all training within the Irish Prison Service.

Irish Prison Service Training College, Stack House, Dublin Road, Portlaoise, Co. Laois R32 NX53.



### Prison Service Escort Corps

Governor:  
Michael O'Mahony

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 D22 WC84.



### Building Services Division

Governor: Ronan Dunning

**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.

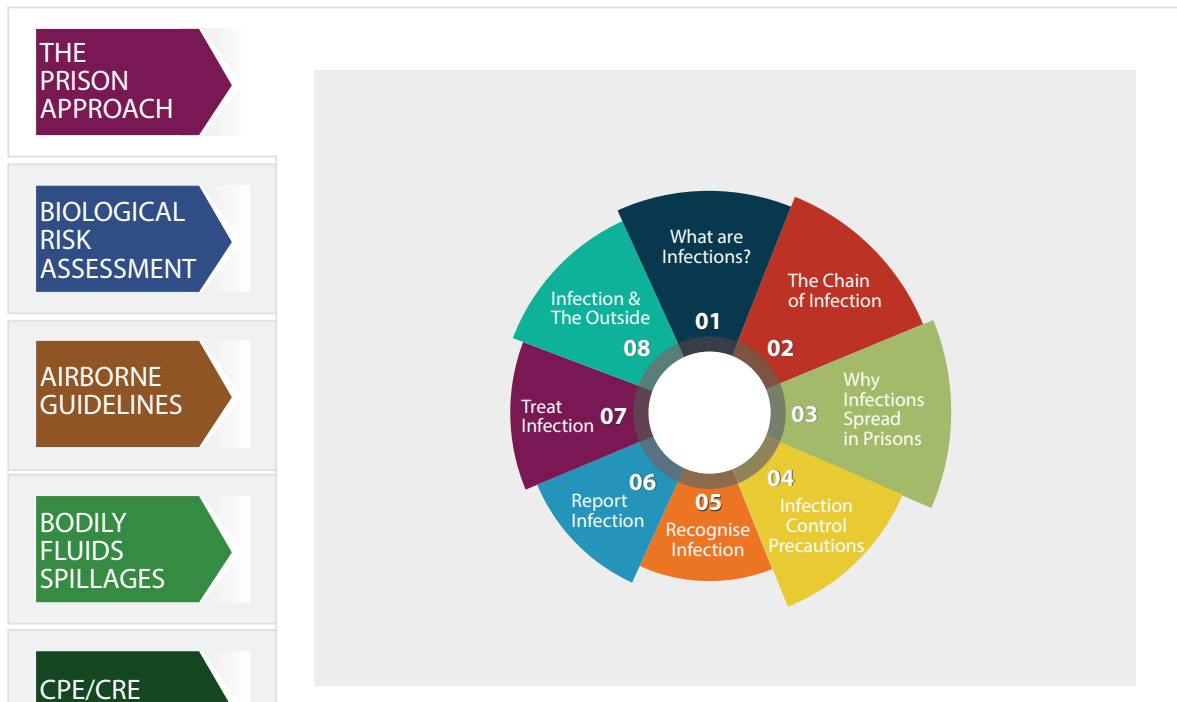
Building Service Division (BSD), Unit 2, Airways Industrial Estate, Santry Dublin 17 D17 HW53.

# INFECTION PREVENTION AND CONTROL PROGRAMME

The Infection Prevention and Control Communications Portal was launched in 2019. Infection impacts everyone, so it is important that every one of us plays our part. The Infection Prevention and Control Communications Portal was updated in 2019 and provides information to staff about infectious diseases and each person's role in prevention and control of infection. The prevention and control measures aims to minimise the spread of infection among staff

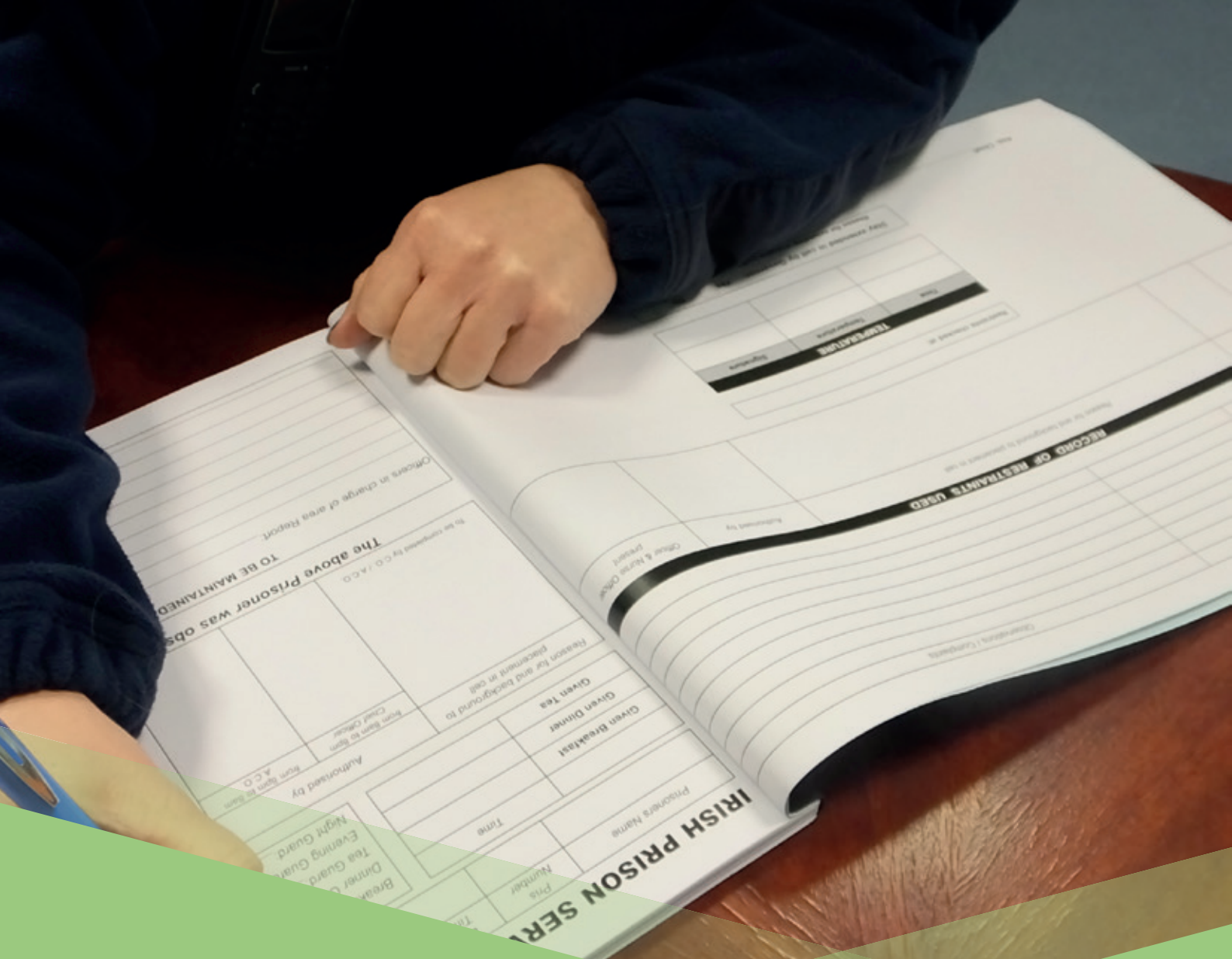
and prisoners within the prison and includes the following: identify possible infection in incoming prisoners at reception; report suspected infection in prisoners and staff to Healthcare Team when identified; effectively manage infection when identified; adopt reasonable precautions to mitigate against the threat of infection; work with key external agencies e.g. Court Services, Gardaí, HSE to promote best practices, share relevant information and minimise risks.

## INFECTION PREVENTION AND CONTROL



Community Based Health and First Aid (CBHFA) programme, which sees prisoners become Irish Red Cross volunteers who act as peer-to-peer educators in prisons.





IRISH PRISON SERVICE

# STATISTICAL NOTE

# OVERVIEW 2019 STATISTICS

Committals to prison during 2019, when compared to 2018, increased overall, as did the number of persons committed to prison.

Committals under sentence increased in all areas from 2018 to 2019, except those committed on a life sentence, which decreased by over 50%. The most significant increase was for those committed on a sentence of less than 12 months, which increased by 45% from 2018 to 2019.

After some years of decline following the introduction of the Fines (Payment and Recovery) Act 2014, there has been an almost doubling of the number of committals for the non-payment of court ordered fines, from 455 in 2018 to 860 in 2019.

## Overall committals during 2019

There were 8,939 committals to prison in 2019, a 10.9% (+868) increase on the number of committals in 2018 (8,071).

7,170 persons were sent to prison in 2019 compared with 6,490 in 2018, an increase of 10.5% (+680). Of those persons committed, 86.9% were male and 13.1% were female.

## Committals under Sentence

- ▲ There was an increase of 222 or 4.6% in the numbers committed to prison under sentence from 4,812 in 2018 to 5,034 in 2019.
- ▲ There were 860 committals for the non-payment of a court ordered fine, which represents an 89% increase (+405) over 2018. Of this 77.2% were male and 22.8% were female.

## When fines committals are excluded from these figures:

- ▲ numbers committed under sentence has **increased** by 473 or 10.8%, from 4,357 in 2018 to 4,830 in 2019.
- ▲ numbers committed under sentence of less than 3 months has **increased** by 75 or 12.1%, from 618 in 2018 to 693 in 2019.
- ▲ numbers committed under sentence of 3 to less than 6 months has **increased** by 117 or 7.9% from 1,491 in 2018 to 1,608 in 2019.
- ▲ numbers committed under sentence of 6 to less than 12 months has **increased** by 158 or 15.9% from 995 in 2018 to 1,153 in 2019.
- ▲ numbers committed on sentences of 1 to less

than 2 years has **increased** by 66 or 19.9% from 336 in 2018 to 402 in 2019.

- ▲ numbers committed on sentences of 2 to less than 3 years has **increased** by one or 0.3% from 338 in 2018 to 339 in 2019.
- ▲ numbers committed on sentences of 3 to less than 5 years has **increased** by 59 or 17.2% from 342 in 2018 to 401 in 2019.
- ▲ numbers committed on sentences of 5 to less than 10 years has **increased** by 5 or 2.7% from 183 in 2018 to 188 in 2019.
- ▲ numbers committed on sentences of 10 years plus has **increased** by 4 or 12.1% from 33 in 2018 to 37 in 2019.
- ▲ numbers committed to life sentence has **decreased** by 12 or 57.1% from 21 in 2018 to 9 in 2019.

## Persons detained under Immigration Laws

In 2019, there were 490 committals in respect of immigration issues involving 477 detainees. This represents an 18% (+76) increase in such committals on the previous year.

## DAILY AVERAGE NUMBER OF PRISONERS IN CUSTODY

The overall daily average number of prisoners in custody in 2019 was 3,971 compared to 3,893 in 2018, an increase of 2.1%. The daily average number of female offenders in custody was 170, a 3% increase on the 2018 average of 144. There was a 1.9% increase in the daily average number of male offenders in custody, from 3,726 in 2018 to 3,801 in 2019.

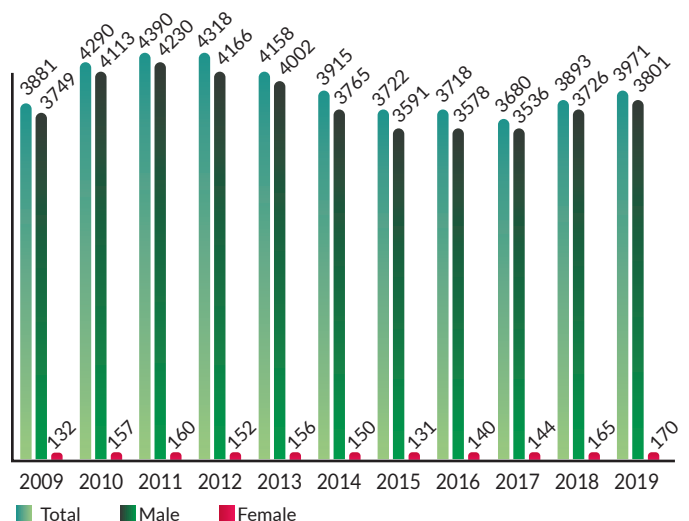
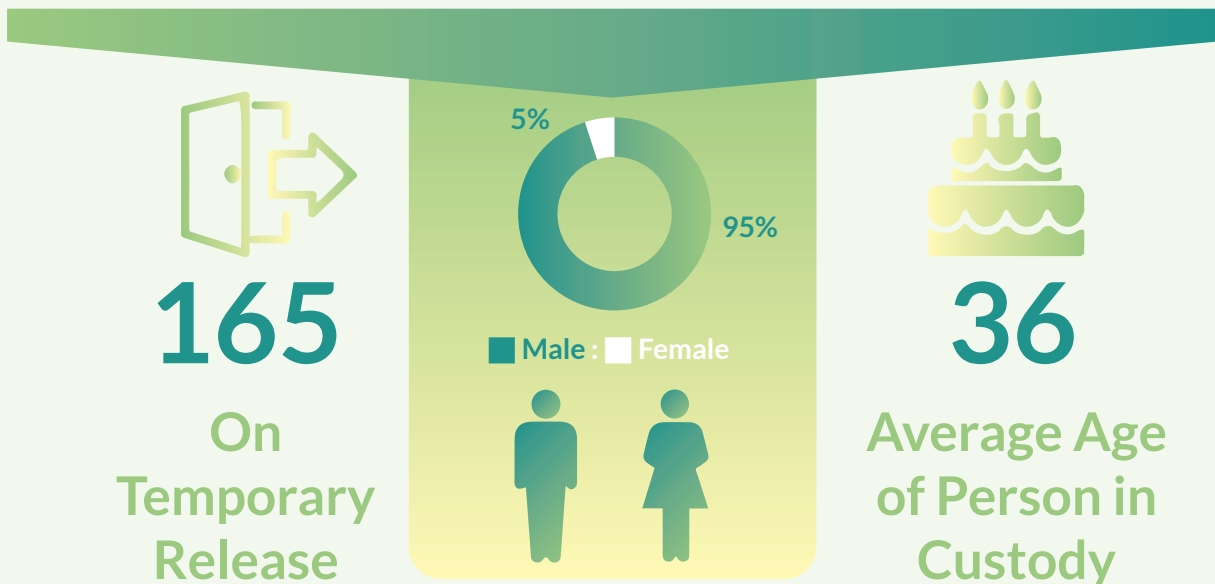
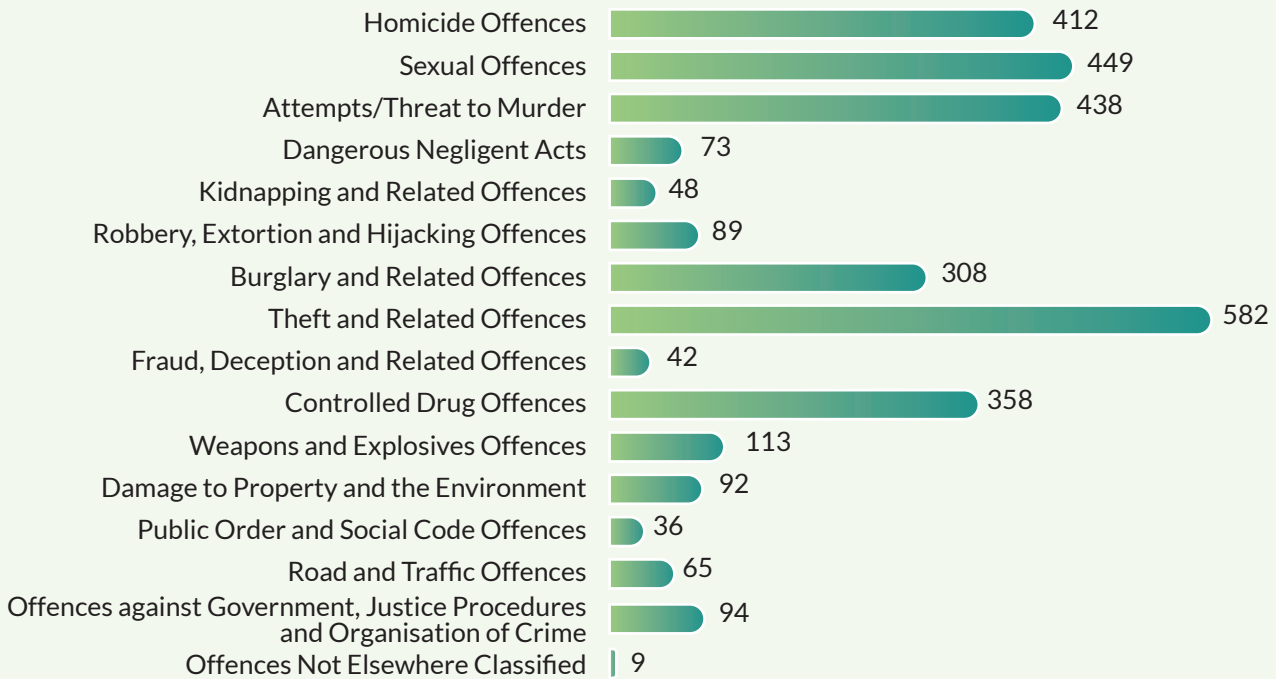


Fig. 3 Daily Average 2009 - 2019

# SNAPSHOT OF PRISON POPULATION ON 30TH NOVEMBER 2019





## SNAPSHOT 30TH NOVEMBER 2019 - KEY POINTS

- ▲ The total number of persons in custody on that date increased by 1.4% (3,962 on 30th November 2018 to 4,017 on 30th November 2019).
- ▲ Of the 3,208 sentenced prisoners, 359 prisoners (11.2%) were serving life sentences and another 241 (7.5%) were serving determinate sentences of 10 years or more.
- ▲ 27 offenders were serving sentences of less than 3 months representing 0.8% of the total number of prisoners in custody.
- ▲ There were 165 prisoners on temporary release on 30th November 2019. Of these 165 prisoners, 62 were on the Community Return Programme and 103 were on temporary release to the Community Support Scheme.
- ▲ Three prisoners were on structured temporary release from an open centre, 56 were on temporary release serving less than 6 months for non-fine offences, and
- ▲ 99 were on other temporary release including under the supervision of the Probation Service.



**NIMS Summit 2019** In 2019 the Director General address the National Incident Management Systems (NIMS) Summit to outline the Irish Prison Service experience of using the NIMS system to support our risk management.

# PRISON POPULATION OVERVIEW SNAPSHOT 30TH NOVEMBER 2019

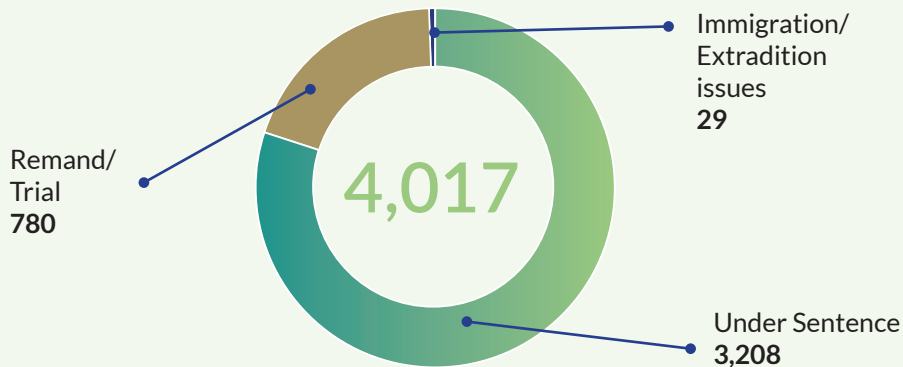


Fig. 4 Sentence Profile of Prisoners in Custody under Sentence on 30th November 2019

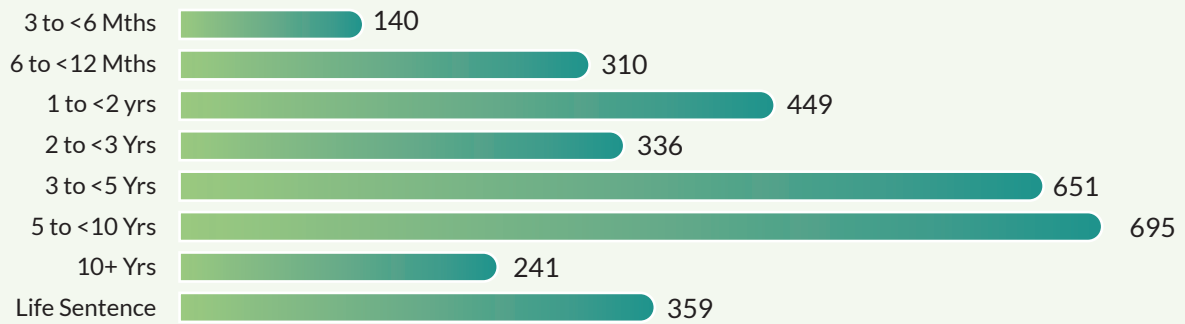


Fig. 5 Sentence Profile of Prisoners in Custody under Sentence on 30th November 2019

## Males Under Sentence

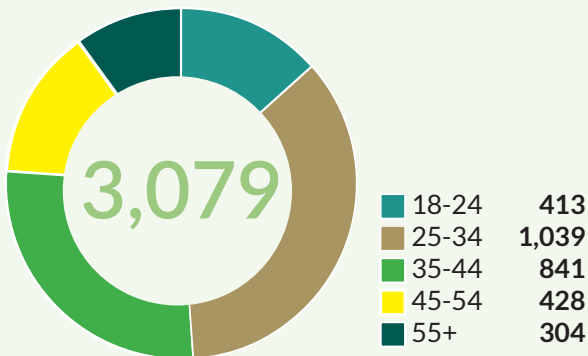


Fig. 6 Male Prisoner Population Under Sentence on 30th November 2019, broken down by Age Group

## Females Under Sentence

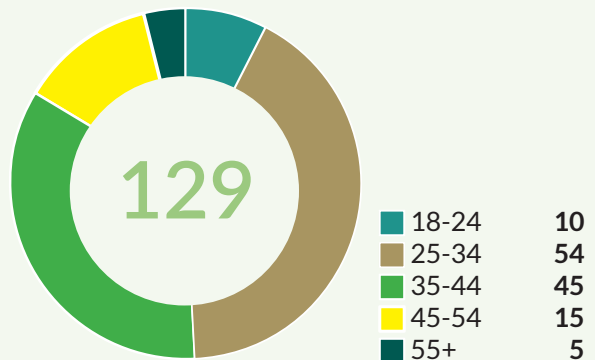


Fig. 7 Female Prisoner Population Under Sentence on 30th November 2019, broken down by Age Group

# COMMITTALS TO PRISON 2019 OVERVIEW



**8,939**

Overall  
Committals to  
Prison in 2019



**+10.9%**

Increase  
in Overall  
Committals from  
2018 to 2019



**7,170**

No. of Persons  
Committed to  
Prison in 2019



**+10.5%**

Increase  
in Persons  
Committed from  
2018 to 2019



**76%**

of Sentence  
committals  
were for 12  
months or less

## COMMITTAL STATUS

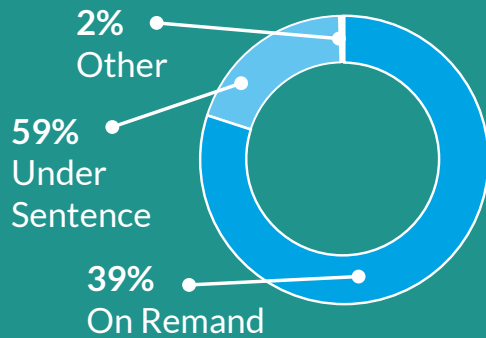


Fig. 8 Committal Status broken down by type

## GENDER

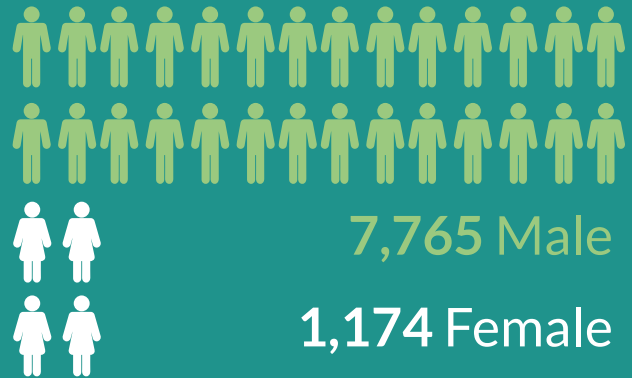
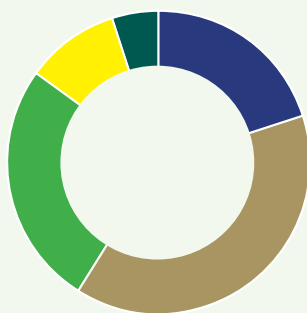


Fig. 9 Committal to Prison 2019, broken down by gender

## AGE GROUP



18-24	20%
25-34	39%
35-44	36%
45-54	10%
55+	5%

## SENTENCE LENGTH

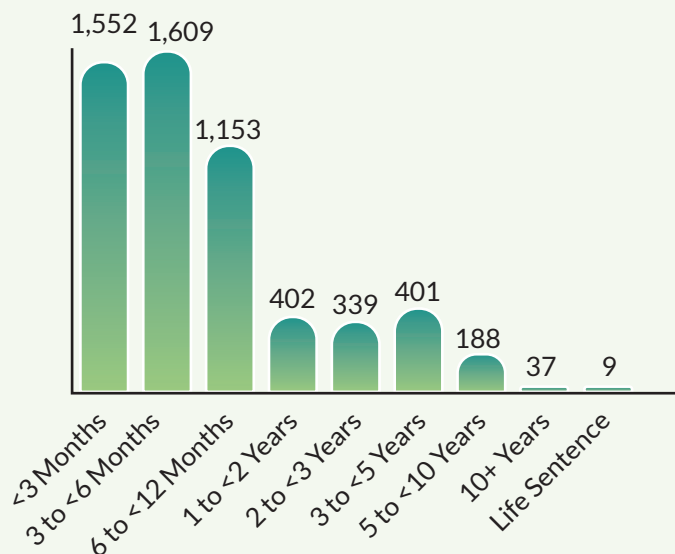


Fig. 10 Committals to Prison 2019, broken down by Sentence Length



# COMMITTALS TO PRISON IN 2019

## Total Number of Committals to Prison in 2019

There were 8,939 committals to prison in 2019.

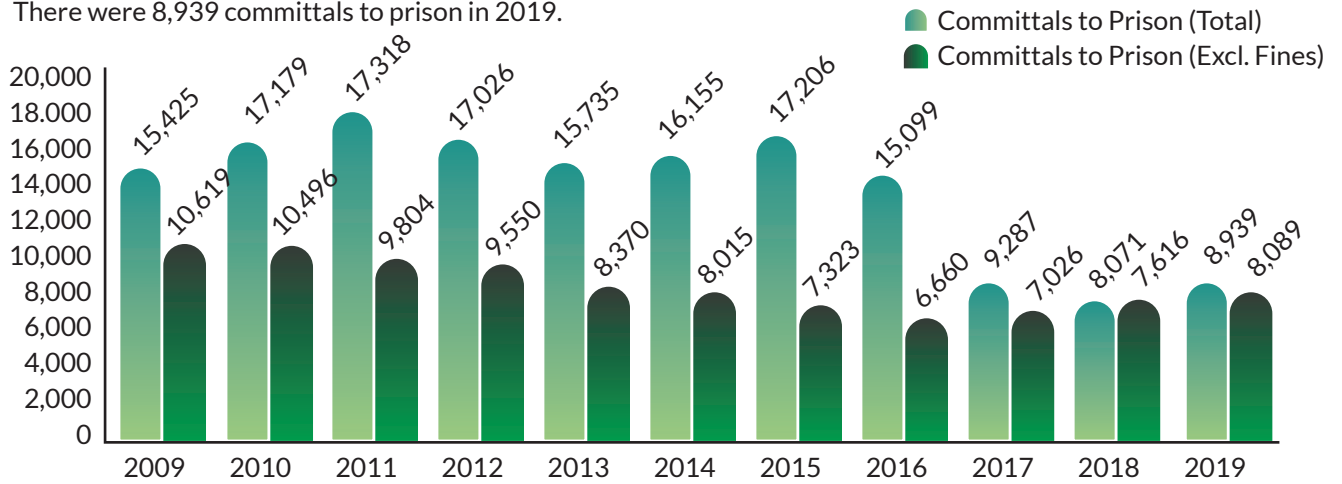


Fig. 11 Committals 2009 to 2019

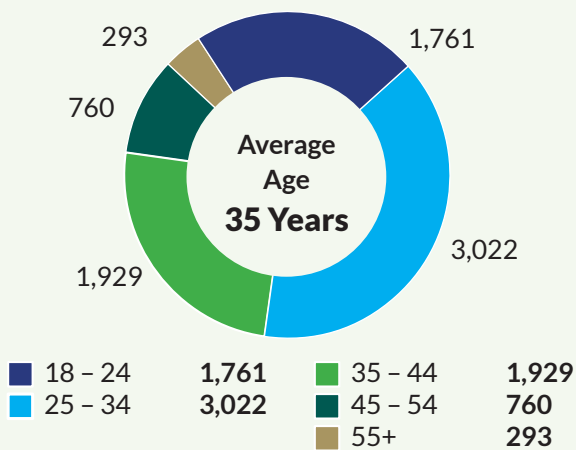
## Number of persons committed to prison in 2019

A total of 7,170 persons accounted for the 8,939 committals. This figure relates to persons newly committed to prison (i.e. not already on remand or serving another sentence).

The total of 8,939 committals comprised of:

- ▲ 5,034 under sentence,
- ▲ 3,366 on remand,
- ▲ 38 for European Arrest Warrant extradition,
- ▲ 490 under immigration law and
- ▲ 11 for indefinite contempt of court.

### AGE OF MALE PERSONS COMMITTED



### AGE OF FEMALE PERSONS COMMITTED

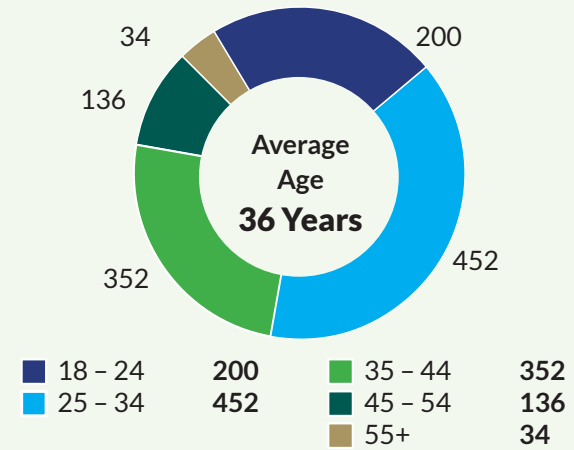


Fig. 12 Age Profile of Persons Committed in 2019, broken down by Gender

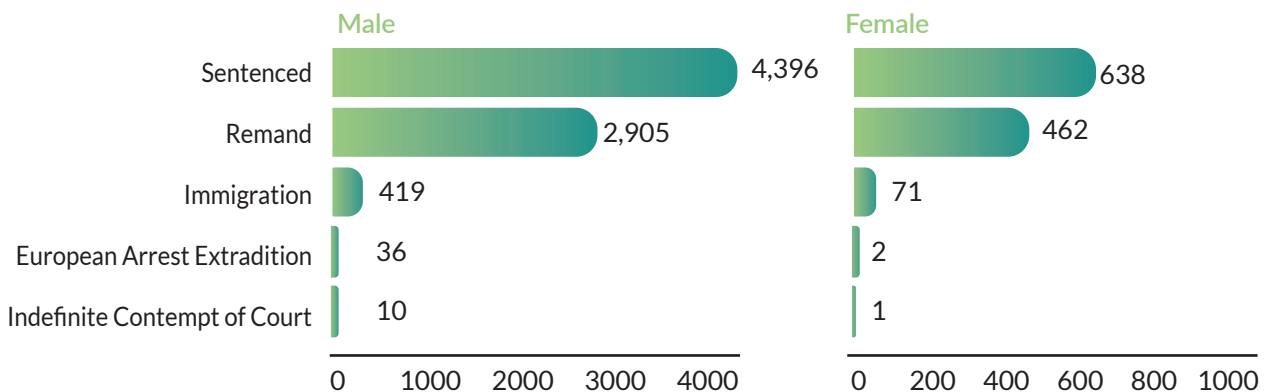


Fig. 13 Committal Type broken down by Gender

### County and Country of Origin of Persons Committed to Prison in 2019

Over one third (35% or 3,122) of all persons committed to prison declared Dublin as their county of residence. Cork was the second most commonly declared county of residence (8.7% or 782), followed by Limerick (6.4% or 576) and Galway (3.5%). People who declared they had no fixed abode accounted for 7.8% (697) of all committals in 2019.

The vast majority (6,881 or 77%) of persons committed to prison in 2019 were Irish nationals. The vast majority (6,881 or 77%) of persons committed to prison in 2019 were Irish nationals.

Other European Union nationals (excluding Irish) accounted for 13.2% (1,179) of persons committed. Other European nationals (excluding European Union nationals) accounted for 1.7% (151) of persons committed. African nationals accounted for 2.9% (261) of persons committed, Asian nationals for 2.7%(242), and Central/South American nationals for 1.6% (145) of persons committed. Other nationals, including those from the Caribbean, Middle East, North American and Oceania, accounted for 0.9% (80) of persons committed.

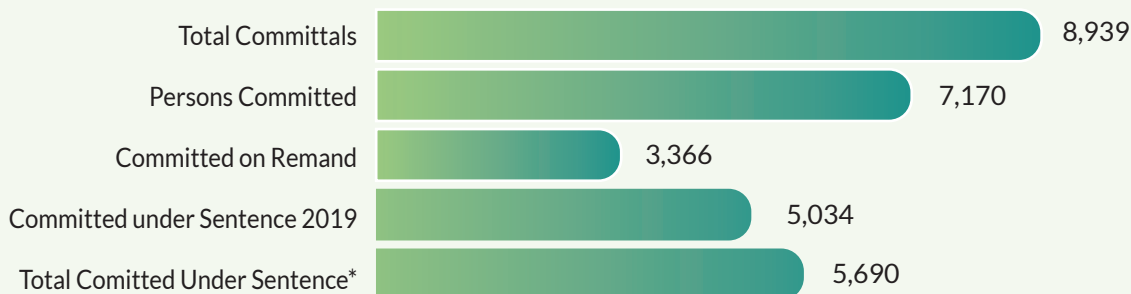
A full breakdown by county of residence and country of origin is available on our website: [www.irishprisons.ie](http://www.irishprisons.ie).

### Committals under sentence

There were 5,034 committals directly under sentence in 2019. When an additional 656 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 2019 was 5,690.

There was a 20.6% increase (861) in number of committals to prison under sentence in 2019 (5,034) compared with 2018 (4,173).

When fine committals are excluded the number of committals to prison under sentence increased by 10.8% (473) from 2018 to 2019.



\*Includes the 656 prisoners who were on remand at the start of the year and who were subsequently convicted

Fig. 14 Committals Overview 2019

### Committals under Sentence by Age Group

Age Group	Total	%
18 to <25	1,011	20.1
25 to <35	1,976	39.3
35 to <45	1,323	26.3
45 to <54	507	10.1
55 +	217	4.3
<b>Total</b>	<b>5,034</b>	<b>100.0</b>

Fig. 15 Committals Under Sentence by Age Group 2019

### Committals under Sentence in 2019 broken down by offence group

Offence Group	Male	Female	Total
GP01 Homicide Offences	16	2	18
GP02 Sexual Offences	145	2	147
GP03 Attempts/Threat to Murder, Assaults, Harassments and Related Offences	375	34	409
GP04 Dangerous or Negligent Acts	129	3	132
GP05 Kidnapping and Related Offences	9	0	9
GP06 Robbery, Extortion and Hijacking Offences	41	3	44
GP07 Burglary and Related Offences	252	11	263
GP08 Theft and Related Offences	719	201	920
GP09 Fraud, Deception and Related Offences	94	14	108
GP10 Controlled Drug Offences	388	22	410
GP11 Weapons and Explosives Offences	127	3	130
GP12 Damage to Property and the Environment	210	11	221
GP13 Public Order and Social Code Offences	307	38	345
GP14 Road and Traffic Offences	599	56	655
GP15 Offences against Government, Justice Procedures and Organisation of Crime	947	227	1,174
GP16 Offences Not Elsewhere Classified	38	11	49
<b>Grand Total</b>	<b>4,396</b>	<b>638</b>	<b>5,034</b>

Fig. 16 Committals Under Sentence by Offence Group 2019

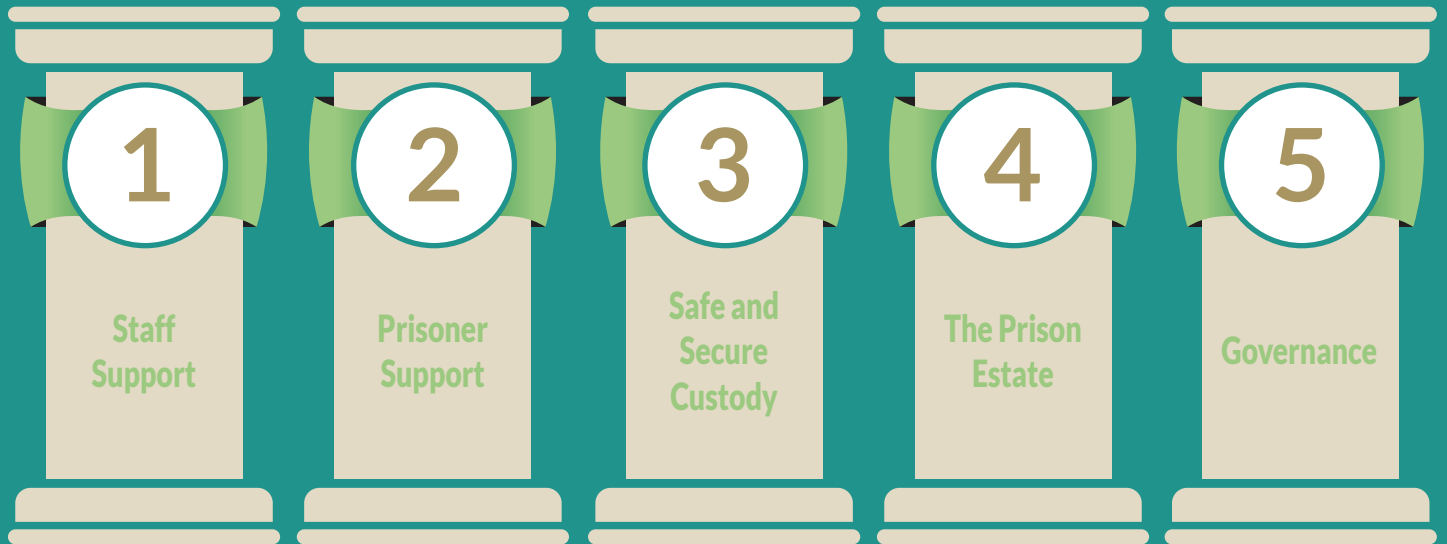


2019 marked the first year of participation of uniformed Irish Prison Service Staff in Dublin's Pride Parade.



# OUR FIVE STRATEGIC PILLARS

## 2019 TO 2022



IRISH PRISON SERVICE

# STRATEGIC OBJECTIVES

## STRATEGIC OBJECTIVES

The Irish Prison Service Strategic Plan 2019 - 2022 is a plan for service improvement, development and a road-map, which builds on recent achievements, and sets out how we will continue to operate as a world class public service organisation.

This strategy has been built around five pillars, including Staff Support, Prisoner Support, Safe and Secure Custody, the Prison Estate and Governance.

We will continue to ensure our staff are supported and we will create a more supporting, working environment with a more engaged workforce. We have ambitious plans to strengthen governance and accountability, improve the 'outcomes for prisoners and the safety and security of our prisons. We will further support the integration of prisoner support services to deliver more effective rehabilitation to prisoners and thereby reducing reoffending and creating safer communities. We will create a safer and secure custodial setting in our Estate, making prisons a safer place for staff, prisoners and visitors.

We will embed a culture of evidence and evaluation and ensure an open, transparent and accountable Prison Service in line with the Code of Practice for the Governance of State Bodies. We will continue to build internal capacity to sustain, improve and communicate our performance.

### The Strategy aims to achieve the following outcomes:

- ▲ Create a more supporting, working environment
- ▲ Enhanced services for staff and positive physical and mental health of all employees
- ▲ All staff are confident and competent to perform safely and effectively in their duties
- ▲ Enhanced Psychological Services for the provision of mental health services and offence-specific interventions to people in custody

- ▲ Provision and enhancement of healthcare services
- ▲ Increased participation in rehabilitative activities by prisoners
- ▲ Improved coordination of community integration plans in preparation for release of prisoners
- ▲ A more modern technology-driven prison estate for safer prisons
- ▲ Contribute to safer communities through prisoner progression and tackling over-crowding and over-capacity
- ▲ A fairer, simpler Prisoner Complaints System
- ▲ Enhanced Organisation Governance Structure by continuing to strengthen internal governance and risk management, information and security systems

This annual report outlines how these objectives and outcomes are being achieved by the Irish Prison Service taking a number of specific actions, which are published in yearly implementation plans and action plans.

## OUR STRATEGIC ACTIONS

This section of the Annual Report gives details of the progress to the end of 2019 on the Three-Year Strategic Plan and Strategic Priorities.

### 1. STAFF SUPPORT

We will create a more supporting working environment with a more engaged workforce.

### 2. PRISONER SUPPORT

We will further support the integration of prisoner support services to deliver more effective rehabilitation to prisoners.

### 3. SAFE AND SECURE CUSTODY

We will create a safer and secure custodial setting in our Estate, making prisons a safer place for staff, prisoners and visitors.

### 4. THE PRISON ESTATE

We will invest in 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.

### 5. GOVERNANCE

We will ensure an open, transparent and accountable prison service.



*The speakers at the first Irish Prison Service TEDx event held in Mountjoy in April 2019.*



# IRISH PRISON SERVICE STRATEGIC PLAN 2019-2022

## PROGRESS REPORT 31 DECEMBER 2019

<b>Strategic Priority 1: Staff Support</b>  “We will create a more supporting working environment with a more engaged workforce” through:	<b>Irish Prison Service Strategic Plan 2019 - 2022</b>  Progress report December 2019
<b>1.1 Developing our Organisational capacity.</b>	
<b>1.1.1</b> Reviewing senior management structures and local management structures within prisons.	<b>1.1.1</b> Review ongoing, to be completed in 2020.
<b>1.1.2</b> Strengthening functional management to make sure there is clarity regarding responsibility and accountability.	<b>1.1.2</b> New structure to be piloted in 2020 in three prisons.
<b>1.1.3</b> Widening the HR Teams, developing their skills and aligning Detail Offices to the relevant HR Team.	<b>1.1.3</b> Will form part of the new functional structure arrangements and piloted in 2020.
<b>1.1.4</b> Developing and implementing a suite of audit tools.	<b>1.1.4</b> To be commenced in 2020.
<b>1.1.5</b> Developing and publishing a HR customer charter.	<b>1.1.5</b> To be finalised in 2020.
<b>1.2 Providing a safer working environment for our people.</b>	
<b>1.2.1</b> Acknowledging the challenges of working in prison and providing supports to staff to deal with both critical incident stress and the more routines stresses.	<b>1.2.1</b> Ongoing. Resilience was a module on CPD training in 2019 and is a core element of Recruit Prison Officer training.
<b>1.2.2</b> Promoting and implementing clear Standards of Behaviour and Ethics (Code of Ethics/ Acceptable Behaviour Standards).	<b>1.2.2</b> New code of ethics to be rolled out in Q3 2020.
<b>1.2.3</b> Publishing all HR related Standard Operating Procedures and Governors Orders on the new communication platform.	<b>1.2.3</b> Material for the new communication platform has been collated and is being finalised at present for publishing.
<b>1.2.4</b> Cultivating pride in our uniform.	<b>1.2.4</b> New uniform policy to be rolled out in 2020.

<b>Strategic Priority 1: Staff Support</b>  <b>“We will create a more supporting working environment with a more engaged workforce” through:</b>	<b>Irish Prison Service Strategic Plan 2019 - 2022</b>  <b>Progress report December 2019</b>
<b>1.3 Support our people by creating a culture of inclusivity and wellbeing.</b>	
<b>1.3.1</b> Promoting a work environment that is centred on our values.	<b>1.3.1</b> Ongoing. RPO training centred on the 5 Irish Prison Service values.
<b>1.3.2</b> Developing a new communications platform that is accessible to all staff.	<b>1.3.2</b> Staff Support and Wellbeing Steering Group to be convened in 2020 to coordinate the development of a coherent support and wellbeing structure in the Irish Prison Service.
<b>1.3.3</b> Providing ongoing regular engagements between Human Resources Directorate and Prison Management.	<b>1.3.3</b> The content and format of the HR page has been agreed and is being finalised. HR Governors Meeting were held regularly in 2019.
<b>1.3.4</b> Implementing the Well at Work/ Healthy Ireland Programme (HSE) across the Estate.	<b>1.3.4</b> To be commenced in Q1 2020.
<b>1.4 Attracting and retaining the best people for our organisation.</b>	
<b>1.4.1</b> Reviewing our approach to recruitment and promotion competitions.	<b>1.4.1</b> To be finalised in 2021.
<b>1.4.2</b> Moving to an online application process for promotion competitions.	<b>1.4.2</b> Will roll out following upgrade of CORE HR.
<b>1.4.3</b> Reviewing job specifications, competencies and updating them to make sure they meet our needs.	<b>1.4.3</b> New competency framework for Prison Officer to Chief Officer under development. To be completed in Q1 2020.
<b>1.4.4</b> Exploring the possibility of moving to regional and open recruitment.	<b>1.4.4</b> Pilot regional recruitment commenced for administration grades late 2019.
<b>1.5 Developing our People.</b>	
<b>1.5.1</b> Enhancing Continued Professional Development.	<b>1.5.1</b> CPD delivered to all prisons in 2019, with approx. 869 trained. CPD program under ongoing review
<b>1.5.2</b> Reviewing the current model of Recruit Prison Officer training to ensure it meets our organisational needs.	<b>1.5.2</b> HCCC continuously redeveloped to reflect feedback from prisons. Proposals Under consideration related to Prison Officer recruitment and induction. To be completed in 2021
<b>1.5.3</b> Creating a work environment in which all staff and managers have the competencies required to support of our objectives.	<b>1.5.3</b> Ongoing - A number of modules conducted throughout 2019 on core prison management functions including fire training, time and attendance, and communications.

<b>Strategic Priority 1: Staff Support</b>  “We will create a more supporting working environment with a more engaged workforce” through:	<b>Irish Prison Service Strategic Plan 2019 - 2022</b>  Progress report December 2019
<b>1.6 Having high standards of leadership and management.</b>	
<b>1.6.1</b> Establishing a dedicated Leadership and Management Section.	<b>1.6.1</b> New structures developed for a Prison Management and Admin Support Team. To be completed in Q2 2020.
<b>1.6.2</b> Developing best practice in decision making through a Decision Making Model.	<b>1.6.2</b> Rolled out in 2019.
<b>1.6.3</b> Further developing the HR matrix to assist prisons in evaluating and enhancing their performance.	<b>1.6.3</b> To be completed in Q2 2020.
<b>1.6.4</b> Ensuring that there is accountability at all levels of our organisation through performance Agreements.	<b>1.6.4</b> Ongoing – functional structures being developed.



Strategic Priority 2: Prisoner Support “We will further support the integration of prisoner support services to deliver more effective rehabilitation to prisoners” through:	Irish Prison Service Strategic Plan 2019 – 2022 Progress Report December 2019
<b>2.1 Improving Health Care.</b>	
<b>2.1.1</b> In conjunction with the HSE, provide appropriate forensic psychiatric services in all closed prisons and explore the number of admissions to the CMH.	<b>2.1.1</b> Awaiting the establishment of an interdepartmental (Task Force) to examine options for enhanced in-reach psychiatric service delivery. To commence 2020. For completion 2020-22.
<b>2.1.2</b> Strengthen primary care provision, develop clinical governance arrangements and continue development of Prisoner Healthcare Management System (PHMS).	<b>2.1.2</b> New draft contract for prison doctors finalised. PHMS development ongoing. To commence 2020. Ongoing developments in clinical governance including best practice prescribing.
<b>2.1.3</b> Enhancing and developing infection control policies and procedures.	<b>2.1.3</b> National & Local (prison based) infrastructure now in place. Infection Control Policy and TB SOP completed.
<b>2.1.4</b> Commence a Review of Prison Healthcare (HNA).	<b>2.1.4</b> HNA review commenced (November 2019). For completion 2020.
<b>2.1.5</b> Implement recommendations of the independent Drug & Alcohol Report and develop a contemporary Drug & Alcohol Policy.	<b>2.1.5</b> Implementation ongoing. For completion 2020.
<b>2.2 Enhancing Psychological Wellbeing.</b>	
<b>2.2.1</b> Continuing to implement key recommendations from the Porporino New Connections report (2015).	<b>2.2.1</b> Psychology resourcing enhancement in place. Policy documents completely overhauled.
<b>2.2.2</b> Establishing a multi-disciplinary model of mental healthcare in prisons in conjunction with NFMHS and allied services.	<b>2.2.2</b> Awaiting establishment of interdepartmental (Task Force). For completion 2020-22.
<b>2.2.3</b> Continuing to provide psychologically informed input to the Irish Prison Service College and ensuring psychology staff are supported to maximise potential as clinicians.	<b>2.2.3</b> Psychology input into Irish Prison Service College ongoing. Psychology training budget in place. Ongoing in 2020.
<b>2.2.4</b> Continuing to build on best practice offence - specific interventions and developing a best fit model of trauma informed correctional care (TICC).	<b>2.2.4</b> For completion over the lifetime of the strategy.
<b>2.2.5</b> Developing interventions for prisoners who deny sexual violence.	<b>2.2.5</b> Funding not available to progress in 2020. Funding Proposal will form part of the Capital Estimate Process for 2021.
<b>2.2.6</b> Enhancing the psychology case tracking system (PCTS).	<b>2.2.6</b> Funding not available to progress in 2020.

<b>Strategic Priority 2: Prisoner Support</b>  “We will further support the integration of prisoner support services to deliver more effective rehabilitation to prisoners” through:	<b>Irish Prison Service Strategic Plan 2019 – 2022</b>  <b>Progress Report December 2019</b>
<b>2.3 Increasing Rehabilitation Support.</b>	
<b>2.3.1</b> Progressing the delivery of the Irish Prison Service and Probation Service Strategic Plan 2018-2020.	<b>2.3.1</b> Actions are being progressed. Subject to oversight by Joint Probation Service/Irish Prison Service Group. Ongoing in 2020.
<b>2.3.2</b> Better resourcing and managing the Integrated Sentence Management process and maximising opportunities to access constructive activities, prisoner support services and suitable facilities.	<b>2.3.2</b> Regime Management Plans developed, Review of Work Training commenced and additional Chaplain post approved. Competition commenced to fill vacant ISM posts in early 2020.
<b>2.3.3</b> Delivering catering, cleaning, laundry and environmental waste management in all prisons to national standards.	<b>2.3.3</b> Progress on standards reviewed and updated, new audit programmes introduced, new training methods introduced for staff and prisoners. Further work to be completed in 2021
<b>2.3.4</b> Continuing to develop and review the application of the Incentivised Regimes Policy.	<b>2.3.4</b> Formal Joint Review advanced for completion and implementation across 2020.
<b>2.3.5</b> Implementing a Joint Education Strategy with the ETBs, and further developing library services.	<b>2.3.5</b> In September 2019 the Minister for Justice and Equality, Charles Flanagan TD, launched the new Irish Prison Service/ Educational Training Boards Ireland Joint Prison Education Strategy 2019 - 2022. The joint Irish Prison Service and ETB mission emphasises 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. The joint strategy for prison education sets out the agreed supports for providing a broadly-based prison education service, making effective use of digital systems for teaching and learning, and integration with other prison services and with the library service. Action plan for completion 2020 – 2022.
<b>2.4 Resettlement and Integration.</b>	
<b>2.4.1</b> In collaboration with the Probation Service continuing to enhance programmes for structured release.	<b>2.4.1</b> Ongoing in 2020.
<b>2.4.2</b> Continuing to build effective partnerships with statutory and non-statutory agencies.	<b>2.4.2</b> Ongoing in 2020.
<b>2.4.3</b> Continuing to work with Housing Authorities to improve case management of offenders at risk of homelessness on release.	<b>2.4.3</b> Work being finalised on criminal justice specific Housing First initiative. Ongoing in 2020. Invested further resources to expand the Resettlement Service.
<b>2.4.4</b> Proactively engaging with employers and social enterprises to provide employment to ex- offenders.	<b>2.4.4</b> Funding provided through Kickstart programme for social enterprise initiative in May 2019. Ongoing in 2020.

<b>Strategic Priority 3: Safe and Secure Custody</b>		<b>Irish Prison Service Strategic Plan 2019 – 2022</b>	
<b>“We will create a more safe and secure custodial setting in our Estate making prisons a safer place for staff, prisoners and visitors” through:</b>		<b>Progress Report December 2019</b>	
<b>3.1 Creating a more modern, technology driven, prison estate.</b>			
<b>3.1.1</b> Tackling the increasing threats posed by drone incursions into prisons.		<b>3.1.1</b> Drone deterrent pilot in place. Analysis of results ongoing.	
<b>3.1.2</b> Investing in front of house security measures to prevent contraband smuggling.		<b>3.1.2</b> Scanners purchased and X-Ray machines have been updated in a number of prisons.	
<b>3.1.3</b> Investing in equipment to assist in the search and retrieval of contraband.		<b>3.1.3</b> Operations have invested in additional swabbing machines in the efforts to reduce trafficking of drugs via prisoner property and by post.	
<b>3.2 Contributing to safer communities through prisoners progression and tackling over-crowding and over-capacity.</b>			
<b>3.2.1</b> Conducting a full cell audit within the Estate to identify additional bed capacity.		<b>3.2.1</b> Audit complete - assessment of capacity ongoing. In 2019, the bed capacity of Mountjoy Female (Dochás Centre) was increased (+41) from 105 to 146 beds.	
<b>3.2.2</b> Reviewing our policies in relation to the Open Centres and structured temporary release.		<b>3.2.2</b> Ongoing. There were 206 releases on Community Return in 2019. There has been a significant increase in the numbers availing of the scheme since the revision of the eligibility criteria. Compliance rates have remained consistent since the introduction of the scheme up to date statistics indicate a compliance rate of 89%. The total number of Community Support releases in 2019 was 599. Revised procedures were also implemented during the year to improve transparency and to ensure new committals had the full assessment process completed within a two week timeframe.	
<b>3.2.3</b> Continuing to liaise with partners and service providers in the area of sentence management.		<b>3.2.3</b> Ongoing. We continued to grant fund a number of Community Based Organisations to assist in the process of providing supports on release to prisoners.	



Strategic Priority 3: Safe and Secure Custody		Irish Prison Service Strategic Plan 2019 – 2022	
“We will create a more safe and secure custodial setting in our Estate making prisons a safer place for staff, prisoners and visitors” through:		Progress Report December 2019	
<b>3.3 Introducing a fair, transparent and more streamlined prisoner complaint system</b>			
<b>3.3.1</b> Implementing the recommendations of the Inspector of Prisons audit of the current complaint system.	<b>3.3.1</b> New I.T. system being developed and in final stages. Appeal to HQ Complaint Section central to new process. New IPS Complain Section fully staffed in Operations Directorate.		
<b>3.3.2</b> Amending the Prison Rules 2007, to give effect to those recommendations for a fairer, more user friendly system.	<b>3.3.2</b> Statutory Instrument being developed with Department of Justice and Equality. Awaiting ministerial sign of new Statutory Instrument for changes in prison rules. Training Plan in place for senior managers and prison Liaisons.		
<b>3.3.3</b> Introducing a system of Internal Review and External Independent Appeal with final determination being made by the Ombudsman.	<b>3.3.3</b> Awaiting Statutory Instrument and final development of IT system. Internal review will be available. External appeal not an option at this point as Ombudsman involvement is dependent on resources being allocated.		
<b>3.4 Contributing to public safety and a safer working environment.</b>			
<b>3.4.1</b> Continuing to implement recommendations of the State Claims Agency Report - Review on Assaults on Operational Prison Staff by Prisoners.	<b>3.4.1</b> Ongoing 24 of the 39 recommendations have been implemented. Remaining recommendations will be progressed in 2020.		
<b>3.4.2</b> Investing in standardised personal protective equipment (PPE) for staff on Escorts and other staff.	<b>3.4.2</b> Investment in PPE ongoing.		
<b>3.4.3</b> Investing in our CCTV systems.	<b>3.4.3</b> Rollout of new CCTV system ongoing – CCTV policy has also been updated.		
<b>3.5 Victim Support.</b>			
<b>3.5.1</b> We will engage openly and meaningfully with registered victims of crime, in line with the Criminal Justice (Victims of Crime) Act 2017, recognising their concerns and right to be understood and treated with respect and dignity.	<b>3.5.1</b> Appointment of a dedicated full time Victim Liaison Officer in 2019. Engagement with other agencies ongoing.		

Strategic Priority 4: The Prison Estate	Irish Prison Service Strategic Plan 2019 – 2022	
“We will invest in 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” through:	Progress Report December 2019	
<b>4.1 Delivering the Limerick Prison redevelopment design &amp; build project which includes;</b>	<b>4.1 Expenditure in 2019 €12.6M</b>	
4.1.1 A new B Wing Cell Block for male prisoners including staff facilities, kitchen, laundry, delivery facilities and a waste management facility.	4.1 Expenditure in 2019 €12.6M  Contract for construction awarded in early 2019 with contractor mobilised and on site and works progressing in line with programme at year end. Probation Service Building on schedule for Q1 2020 completion and subsequent handover to OPW.	
4.1.2 A new stand-alone female prison.		
4.1.3 A new gatehouse and offices, Escort Corps (PSEC) and Operation Support Group (OSG) offices, visits and reception facilities.		
4.1.4 New secure vehicle gatelock.		
4.1.5 External works comprising, ancillary services, landscaping and recreation facilities.		
4.1.6 New Probation Service offices.		
4.2 Repurposing the Mountjoy Training Unit as an Older Persons Unit.	4.2 Expenditure €1.3M Recommissioning/Repurposing of facility to be used as accommodation for older prisoners to relieve overcrowding within prison system. Scheduled completion early 2020.	
4.3 Maximising capacity and services within the Prison Estate.	4.3 Expenditure €1.3M Includes costs related to increased capacity initiative/Irish Prison Service College/Castlerea Equine Facility/Mountjoy Prison Museum and Castlerea In reach area.	
4.4 Improving security & safety measures.	4.4 Expenditure €7.0M Includes windows replacement programme at Midlands/Limerick & Cloverhill/Refurbishment works in Military Compound Portlaoise/Anti Escape Measures/Health & Safety Works and investment in CCTV & Security Equipment all at various locations.	
4.5 Improving buildings fabric, facilities & equipment.	4.5 Expenditure €2.6M Includes works at E Block Portlaoise/ Retentions on various projects/Roof Repairs/ Building Management Systems and Plant Room refurbishments at various locations.	
4.6 Developing ICT facilities and systems.	4.6 Expenditure €2.3M Investment in various ICT infrastructure & systems/ Computer Hardware/Data Security & Upgrades.	
4.7 Enhancing the quality of our fleet.	4.7 Expenditure €1.2M Investment to update and upgrade Cellular Fleet.	

Strategic Priority 5: Governance	Irish Prison Service Strategic Plan 2019 – 2022
"We will ensure an open, transparent and accountable prison service" through:	Progress Report December 2019
<b>5.1 Enhancing Organisation Governance Structure in line with the Code of Practice for the Governance of State Bodies.</b>	
<p><b>5.1.1.</b> Continuing to strengthen internal governance and risk management, information and security systems.</p> <p><b>5.1.2</b> Establishing an Internal Audit Unit.</p> <p><b>5.1.3</b> Developing internal process of compliance and risk management.</p> <p><b>5.1.4</b> Develop external oversight governance framework/ infrastructure.</p>	<p><b>5.1.</b> A specialist in Risk Management was engaged to review the current risk management framework and establish a framework reflective of the environment in which the service is operating. The project continues in to 2020 and involves the establishment of a new Risk Management Framework, which will enhance how risks are reported; the systems used to support record, report and manage risk and how risk is embedded in to business management at a strategic and operational level.</p> <p>An Internal Audit Unit Manager was seconded to the Irish Prison Service from the Department to focus on delivery of the Irish Prison Service's internal audit work programme and develop the capacity for the establishment of an Internal Audit Unit. Performance management agreement in place with the Department.</p>
<p><b>5.2</b> Further developing functional structure governance in prisons.</p>	<p><b>5.2</b> Job descriptions being developed for staff. To support the move to a functional structure at prison level, specific roles and responsibilities were drafted for implementation in the prisons throughout 2020. New structure to be piloted in 2020 in three prisons.</p>
<b>5.3 Developing internal structures to facilitate a planned approach to policy development.</b>	
<p><b>5.3.1</b> Developing an annual policy implementation plan.</p> <p><b>5.3.2</b> Examining and assessing potential for ICT to enhance organisation capacity.</p> <p><b>5.3.3</b> Publication of standards in an easy accessible manner.</p>	<p><b>5.3</b> ICT strategy being developed Policy document centre being reviewed.</p>



Strategic Priority 5: Governance “We will ensure an open, transparent and accountable prison service” through:	Irish Prison Service Strategic Plan 2019 – 2022 Progress Report December 2019
<b>5.4 Continuing to develop evidence based decision making.</b>	
<p><b>5.4.1</b> Developing enhanced data analytics and data management.</p> <p><b>5.4.2</b> Rolling out an electronic document and record management system across the Service.</p>	<p><b>5.4</b> IGEEES data analyst in place. Data analytics phase 1 complete. During 2019 the Irish Prison Service completed an initial pilot assignment on development of an operational reporting and analysis capability, both within the Irish Prison Service and at prisons level.</p> <p>The initial assignment incorporated data from a number of source systems including the Prisoner Information Management System ('PIMS'); the Prison Education Management System ('PEMS'); the HR Management System ('HRMS') and the National Incident Management System ('NIMS').</p> <p>The output of this initial engagement included a successful development and demonstration of the pilot and delivered a number of reporting dashboards which support operations both at prisons operational level and central services support levels. Work to enhance and imbed data analytics and data management continues in 2020, to support improved governance and accountability.</p>
<b>5.5 Creating a work environment that is centered on open, two-way communications to build unity in our Service.</b>	
<p><b>5.5.1</b> Continuing to build internal capacity to sustain, improve and communicate our performance.</p> <p><b>5.5.2</b> Continuing to build and enhance our communications structures in our prisons and developing our communications and learning capabilities through the use of multimedia technologies.</p>	<p><b>5.5.1</b> Stakeholder analysis taking place to commence building capacity and structures for effective communications.</p> <p><b>5.5.2</b> Information portals were developed in 2019 to support communications strategies in a number of areas including staff support, infection control and monitoring of prisoners. A new Intranet is being progressed and will be launch in 2020.</p>
<p><b>5.6</b> Continuing to meet our obligations under the Public Sector Duty.</p>	<p><b>5.6</b> The Irish Prison Service appointed an Equality, Inclusion and Diversity Lead as a dedicated resource to focus on tasks to meet our obligations under the Public Sector Duty.</p> <p>Maintaining a relationship with children is significant for the parent in custody. The Investing in Children Award, overseen and sanctioned by Investing in Children CIC UK (England and Wales), was granted to Limerick prison in 2019 after a comprehensive exploration on behalf of the awarding body to ensure that Children were and are central. It involved working with Tusla and receiving feedback on building relationships between parent / family members in custody and their children.</p>

# MONITORING OF PRISONERS DURING PERIODS OF LOCK-UP



Monitoring of prisoners during periods of lock-up is a key responsibility which falls to frontline prison staff.

Prisoners on special monitoring/ observations in Special Observations Cells or in their own cell for Healthcare Special Monitoring must be monitored every 15 minutes. Prisoners on Security Special Monitoring must be monitored every hour or as per PIMS List.

All staff should familiarise themselves with the Standard Operating Procedures on the Monitoring of Prisoners.



## OUR MISSION

PROVIDING SAFE AND SECURE CUSTODY,  
DIGNITY OF CARE AND REHABILITATION TO  
PRISONERS FOR SAFER COMMUNITIES.



**YOU ARE RESPONSIBLE**





'Our Crew  
Are The Best' designed  
and constructed by trainees  
at the PACE Santry metal and  
wood training centre. PACE  
provides training and education  
services on a pre- and post-  
release basis for men and  
women prisoners, ex-prisoners  
and ex-offenders.



The Irish Prison Service Innovation and Excellence Awards recognise actions by staff to introduce new initiatives for the benefit of the Service. These awards are designed to reward creativity, ingenuity that has been proven to aid the management of the Service, the management of prisons or the management of offenders.



IRISH PRISON SERVICE

# APPENDICES



# APPENDIX I

## Update on Year 2 of the Joint Irish Prison Service and Probation Service Strategic Plan 2018 - 2020

No.	Strategic Objective	Strategic Outcomes 2019
1	<p><b>Improved Sentence Management</b></p> <p>We will continue to work collaboratively to improve formation and delivery of coherent multidisciplinary sentence plans and supports for individuals from committal to post-release</p>	<ul style="list-style-type: none"> <li>▲ Irish Prison Service Psychology, the Probation Service, and Education and Training Boards (ETB) continue to deliver offence focused programmes in our prisons.</li> <li>▲ Prisoners continue to be released into the community in a structured manner with appropriate supports, providing payback to the community.</li> <li>▲ Eligibility criteria for the Community Return Scheme extended, August 2019. A total of 206 offenders participated in the scheme in 2019.</li> <li>▲ 140 prolific offenders successfully managed under the Joint Agency Response to Crime (J-JARC initiative).</li> <li>▲ Funding secured to implement a collaborative criminal justice specific Housing First initiative between the Probation Service, Irish Prison Service and DRHE. Initiative expected to be operational early 2020.</li> </ul>
2	<p><b>Maximise joint working between the Irish Prison Service and Probation Service</b></p> <p>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.</p>	<ul style="list-style-type: none"> <li>▲ A Memorandum of Understanding, detailing how both organisations would deliver on our joint commitments was agreed and signed by the heads of both organisations, November 2019.</li> <li>▲ A new system of electronic referrals between services in prisons is now operational, with enhancements to the IT systems to capture relevant prisoner engagement data, to better inform sentence planning and progression.</li> <li>▲ The Building Better Lives Programme continues to be jointly delivered between the Probation and Psychology Services.</li> </ul>
3	<p><b>Develop a range of responses for female offenders to afford them more opportunity and help realise their potential.</b></p> <p>We will work together to build on existing gender informed practice, expand options and focus on effective through care and resettlement into communities.</p>	<ul style="list-style-type: none"> <li>▲ The Outlook Women's Programme: A new facility to provide accommodation and supportive services for women leaving custody or who are on Probation supervision in the community, opened May 2019, catering for up to eight women at any one time.</li> <li>▲ A continual partnership approach with De Paul Ireland is ongoing. The 15 bedded unit in Tus Nua at the Abigail Centre is well utilised with high occupancy levels through the year.</li> <li>▲ Opportunities for women continue to be promoted through programmes including BRIO (Building Recovery Inwards &amp; Outwards) a peer led recovery programme delivered by the Seasamhacht Abaltacht Obair Leann (SAOL) women's project. BRIO continues to deliver programmes both in the community and the Dóchas centre, supporting the women's recovery and progression.</li> </ul>

No.	Strategic Objective	Strategic Outcomes 2019
4	<p><b>Enhance engagement with victims of crime</b></p> <p>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.</p>	<ul style="list-style-type: none"> <li>▲ Joint Protocol operational since 2017 was further reviewed to take into account the requirements of the EU Directive. Arrangements between both organisations continues to work well.</li> <li>▲ Regular contact is maintained between the Probation Service Restorative Justice and Victim Service Unit and the Irish prison Service Victim Liaison Unit.</li> </ul>
5	<p><b>Developing innovative responses for specific groups of offenders</b></p> <p>We will continue to engage with specific cohorts in custody, ensuring that initiatives are based on best national and international evidence based best practice</p>	<ul style="list-style-type: none"> <li>▲ Service agreement in place with Integrated Sentence Managers, the Probation Service and the Psychology Service in the engagement of 18-24 year olds, continues to be implemented in prisons.</li> <li>▲ The National Violence Reduction Unit continues to operate to meet the complex needs of high risk violent and disruptive prisoners and is jointly led by Operations and Psychology, the Probation Service attends regular Steering Committee meetings.</li> <li>▲ The Traveller in Prison Initiative continues to be jointly funded by the Irish Prison Service and Probation Service to support the development of services for travellers in prison.</li> <li>▲ Regular meetings between IPS Psychology Service and Prison-based Probation Officers to review the model of working with life sentence prisoners continues.</li> <li>▲ Training &amp; Employment and the Resettlement Services extended to support prisoners serving between 3 and 12 month sentences.</li> </ul>
6	<p><b>Enhancing the Employability of Offenders</b></p> <p>We will work together in order to increase the number of ex-offenders who secure sustained employment.</p>	<ul style="list-style-type: none"> <li>▲ Funding in excess of €250,000 secured under Kickstart Seed Fund Programme, Dormant Accounts Disbursement Scheme, was distributed to 14 Social Enterprises in 2019, to support the development of social enterprises operating within the criminal justice sector.</li> <li>▲ New case management system, operational by the Irish Association for Social Integration Opportunities (IASIO), with a greater focus on employer engagement working well.</li> <li>▲ Implementation of Social Enterprise Strategy has been progressed with regular Steering Group meetings held.</li> <li>▲ A joint inter-agency protocol between Department of Social Protection &amp; Employment Affairs, IASIO, the Irish Prison Service and the Probation Service was agreed in December 2019, to enhance the delivery of employment supports to those subject to supervision and / or upon release from prison.</li> </ul>

No.	Strategic Objective	Strategic Outcomes 2019
7	<p><b>Engaging service users.</b></p> <p>We will work in partnership with service user organisations to provide opportunities for peer led improvements to our service delivery</p>	<ul style="list-style-type: none"> <li>▲ The Irish Prison Service and Probation Service have continued to work with the Red Cross allowing stakeholders to maximise the potential of the CBHFA programme within an appropriate governance structure.</li> <li>▲ The Prison to Community initiative, facilitating programmes in three Probation Service community locations continued.</li> <li>▲ Co-facilitated programmes within the Dóchas Centre for service users under the BRIO Programme continued to be delivered.</li> <li>▲ On-going joint funding to community based organisations, e.g. Care After Prison, has enabled peer mentoring programmes to continue, providing support, advocacy and reparative opportunities for participants .</li> </ul>
8	<p><b>Promoting research and evaluation.</b></p> <p>We will continue to promote research and evaluation to ensure evidence informed practice in our joint work.</p>	<ul style="list-style-type: none"> <li>▲ Research commenced in relation to models of working with life sentenced prisoners.</li> <li>▲ Research is on-going in relation to violent disruptive offenders and sexual offender treatment programmes.</li> </ul>
9	<p><b>Improve the provision of Drug &amp; Alcohol Services in Prison and the Community.</b></p> <p>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</p>	<ul style="list-style-type: none"> <li>▲ As part of the joint response to “Review of Drug &amp; Alcohol Treatment Services for Adult Offenders and in the Community 2016” the Irish Prison Service and Probation Service continue to work in tandem with developments on national basis with the Health Service Executive.</li> </ul>

## APPENDIX II

### Persons in custody under sentence on 30 November 2019 - 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
GP01 Homicide Offences	0	0	0	4	1	10	38	13	346	412
GP02 Sexual Offences	0	1	7	31	34	75	171	119	11	449
GP03 Attempts/Threat to Murder	1	11	28	90	78	120	96	12	2	438
GP04 Dangerous Negligent Acts	1	8	10	12	12	19	10	1	0	73
GP05 Kidnapping and Related Offences	0	0	2	0	4	7	23	12	0	48
GP06 Robbery, Extortion and Hijacking Offences	0	0	2	8	8	45	24	2	0	89
GP07 Burglary and Related Offences	0	4	35	66	39	80	70	14	0	308
GP08 Theft and Related Offences	9	38	111	109	72	146	85	12	0	582
GP09 Fraud, Deception and Related Offences	2	3	5	9	6	13	4	0	0	42
GP10 Controlled Drug Offences	4	6	25	50	54	88	97	34	0	358
GP11 Weapons and Explosives Offences	0	2	11	9	11	12	49	19	0	113
GP12 Damage to Property and the Environment	1	11	16	17	11	15	20	1	0	92
GP13 Public Order and Social Code Offences	7	9	8	7	1	4	0	0	0	36
GP14 Road and Traffic Offences	0	34	24	7	0	0	0	0	0	65
GP15 Offences against Government, Justice Procedures and Organisation of Crime	1	13	25	29	4	13	7	2	0	94
GP16 Offences Not Elsewhere Classified	1	0	1	1	1	4	1	0	0	9
<b>Total</b>	<b>27</b>	<b>140</b>	<b>310</b>	<b>449</b>	<b>336</b>	<b>651</b>	<b>695</b>	<b>241</b>	<b>359</b>	<b>3,208</b>



## APPENDIX III

### Daily average number of prisoners per Institution 2019

Institution	Bed Capacity at Year end	In Custody	On Temporary Release	On Remand/Trial
Arbour Hill	138	135	0	1
Castlerea	340	306	12	62
Cloverhill	431	400	2	326
Cork	296	291	39	59
Limerick (F)	28	36	15	7
Limerick (M)	210	215	29	78
Loughan House	140	106	2	0
Midlands	845	840	19	74
Mountjoy (F)	146	134	34	36
Mountjoy (M)	755	684	74	38
Portlaoise	291	232	3	8
Shelton Abbey	115	102	7	0
Wheatfield	550	490	27	18
<b>Total</b>	<b>4,285</b>	<b>3,971</b>	<b>264</b>	<b>707</b>

## APPENDIX IV

### Committals to prison 2003 to 2019

Year	In Custody	% Change from Previous Year	Persons	% Change from Previous Year	Male	Female
2019	8,939	10.7	7,170	10.5	6,276	894
2018	8,071	-13.1	6,490	-13.3	5,725	765
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	8,686	-1.5	7,780	906
2004	10,657	-9.5	8,820	-10.1	7,914	906
2003	11,775	N/A	9,814	N/A	8,669	1,145

## APPENDIX V

**Committals under Sentence 2019 (including those who were already in custody at the start of the year) - classified by sentence length and offence group**

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 Sentence	Total
GP01 Homicide Offences	1	0	0	4	2	5	15	0	9	36
GP02 Sexual Offences	0	8	15	34	24	41	48	16	0	186
GP03 Attempts/Threat to Murder, Assaults, Harassments and Related Offences	35	116	87	100	79	70	16	2	0	505
GP04 Dangerous or Negligent Acts	18	80	21	7	9	11	3	0	0	149
GP05 Kidnapping and Related Offences	0	0	2	1	3	2	9	2	0	19
GP06 Robbery, Extortion and Hijacking Offences	1	1	15	7	14	21	6	0	0	65
GP07 Burglary and Related Offences	12	42	139	46	41	46	10	1	0	337
GP08 Theft and Related Offences	147	295	374	73	65	104	17	2	0	1,077
GP09 Fraud, Deception and Related Offences	13	37	31	14	9	8	2	0	0	114
GP10 Controlled Drug Offences	40	113	109	68	53	59	39	4	0	485
GP11 Weapons and Explosives Offences	12	38	60	9	15	6	14	8	0	162
GP12 Damage to Property and the Environment	29	101	77	19	19	17	6	1	0	269
GP13 Public Order and Social Code Offences	213	112	26	6	2	1	0	0	0	360
GP14 Road and Traffic Offences	106	489	66	1	0	0	0	0	0	662
GP15 Offences against Government, Justice Procedures and Organisation of Crime	899	167	126	9	3	4	2	1	0	1,211
GP16 Offences Not Elsewhere Classified	26	10	5	4	1	6	1	0	0	53
<b>Total</b>	<b>1,552</b>	<b>1,609</b>	<b>1,153</b>	<b>402</b>	<b>339</b>	<b>401</b>	<b>188</b>	<b>37</b>	<b>9</b>	<b>5,690</b>

## APPENDIX VI

### Committals under sentence, broken down by sentence length and year

	<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 Sentence	Total
2019	1,552	1,609	1,153	402	339	401	188	37	9	5,690
2018	1,070	1,494	995	336	338	342	183	33	21	4,812
2017	2,704	1,312	884	346	299	276	167	27	22	6,037
2016	8,820	1,137	1,039	295	290	344	183	39	16	12,163
2015	10,229	1,273	1,028	423	432	362	185	36	19	13,987
2014	9,361	1,249	986	350	343	346	165	28	25	12,853
2013	8,663	1,422	1,097	348	335	398	173	31	22	12,489
2012	8,837	1,734	1,273	461	447	494	227	31	22	13,526
2011	8,070	1,786	1,358	636	380	472	227	39	22	12,990
% Change '18 to '19	45	8	16	20	0	17	3	12	-57	18

## APPENDIX VII

### Committals Under sentence (excluding fines) 2011 – 2019

	<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 Sentence	Total
2019	693	1,608	1,153	402	339	401	188	37	9	4,830
2018	618	1,491	995	336	338	342	183	33	21	4,357
2017	460	1,295	884	346	299	276	167	27	22	3,776
2016	468	1,050	1,039	295	290	344	183	39	16	3,724
2015	484	1,138	1,026	422	432	362	185	36	19	4,104
2014	540	1,091	986	350	343	346	165	28	25	3,874
2013	723	1,241	1,097	348	335	398	173	31	22	4,368
2012	780	1,487	1,273	461	447	494	227	31	22	5,222
2011	846	1,496	1,358	636	380	472	227	39	22	5,476
% Change '18 to '19	12	8	16	20	0	17	3	12	-57	11



## APPENDIX VIII

### Number of Committals per Month in 2019

Month	Number of Committals
January	873
February	776
March	777
April	735
May	798
June	738
July	834
August	395
September	699
October	863
November	828
December	623
<b>Total</b>	<b>8,939</b>

## APPENDIX IX STATEMENT ON THE IRISH PRISON SERVICE SYSTEM OF INTERNAL CONTROLS

I confirm that the Irish Prison Service ensures an effective system of internal control is maintained and operated. This responsibility takes account of the requirements of the relevant provisions of the Code of Practice for the Governance of State Bodies and is in compliance with these.

I confirm that the 2019 Irish Prison Service Annual Report and Comprehensive Report has been submitted to the Minister for Justice and Equality.

Any system of internal financial control can provide only reasonable and not absolute assurance that assets are safeguarded, transactions authorised and properly recorded, and that material errors or irregularities are either prevented or would be detected in a timely manner. Maintaining the system of internal financial controls is a continuous process and the system and its effectiveness are kept under ongoing review.

A system of internal control, which accords with guidance issued by the Department of Public Expenditure and Reform, has been in place in the Irish Prison Service for the year ended 31 December 2019 and up to the date of approval of the financial statements.

### Financial control environment

A control environment containing the following elements is in place:

- ▲ Financial responsibilities have been assigned at management level with corresponding accountability.
- ▲ Reporting arrangements have been established at all levels where responsibility for financial management has been assigned.
- ▲ Formal procedures have been established for reporting significant control failures and ensuring appropriate corrective action.
- ▲ There is an Audit Committee to advise the Secretary General and the Department Management Board in discharging responsibilities for the internal financial control system.

### Administrative controls and management reporting

A framework of administrative procedures and regular management reporting is in place including segregation of duties and a system of delegation and accountability and, in particular that:

- ▲ There is an appropriate budgeting system with an annual budget which is kept under quarterly review by the Executive Management Team (EMT) of the Irish Prison Service and also senior management in the Department
- ▲ There are monthly reviews by the Department of Justice and Equality Financial Management Committee of Irish Prison Service periodic and annual financial reports which indicate financial performance against forecasts
- ▲ A risk management system operates within the Irish Prison Service
- ▲ There are systems aimed at ensuring the security of the ICT systems
- ▲ There are appropriate capital investment control guidelines and formal project management disciplines in operation.

## Procurement

I confirm that the Irish Prison Service has procedures in place to ensure compliance with current procurement rules and guidelines and that during the year 2019 the Irish Prison Service complied with those procedures.

## Risk and Control Framework

The Irish Prison Service has a risk management policy and reporting framework which falls under, and is aligned with, the overarching Departmental policy. The Irish Prison Service also has a corporate risk register which the Executive Management Team reviews and updates.

The risk register details the controls and actions needed to mitigate risks and assigns responsibility for operation of controls to specific staff. Formal procedures have been established for monitoring control processes and control deficiencies are communicated to those responsible for taking corrective action and to management and the Risk Committee, where relevant, in a timely way.

In late 2019, I engaged an external risk management specialist to work with the Irish Prison Service to help develop a revised risk management framework which is more robust and reflective of the environment in which the Service is operating. The project has continued into 2020 and the new framework being developed will enhance how risks are reported, the systems used to support record, report and manage risk, and how risk is embedded into business management at the strategic and operational levels.

I confirm that a control environment containing the following elements is in place:

- ▲ procedures for all key business processes have been documented,
- ▲ financial responsibilities have been assigned at management level with corresponding accountability,
- ▲ there is an appropriate budgeting system with an annual budget which is kept under review by senior management,
- ▲ there are systems aimed at ensuring the security of the information and communication technology systems.

## Review of Effectiveness

I confirm that the Irish Prison Service has procedures to monitor the effectiveness of its risk management and control procedures. The Irish Prison Service's monitoring and review of the effectiveness of the system of internal financial control is informed by the work of the internal and external auditors and the senior management within the Irish Prison Service responsible for the development and maintenance of the internal financial control framework.

## Internal Audit and Audit Committee

The Irish Prison Service reports on all audit matters to the Internal Audit Unit in the Department of Justice and Equality. The Department has an internal audit function with appropriately trained personnel, which operates in accordance with an approved written charter. Its work is informed by analysis of the financial and management risks. The annual internal audit plans are approved by the Audit Committee and take account of this analysis. These plans aim to cover the key controls on a rolling basis over a reasonable period. The internal audit function is reviewed periodically by the Audit Committee.

During 2019 the Internal Audit Unit of the Department of Justice and Equality carried out audits on financial and other controls in the Irish Prison Service, in line with its annual programme of audits.

I have put procedures in place to ensure the reports of the Internal Audit function are followed up. In late 2019 the Department seconded an Internal Audit Manager to the Irish Prison Service to develop internal audit capacity and related annual action plan.

### **DPER Public Spending Code**

I confirm that the appropriate requirements of the Department of Public Expenditure and Reform's Public Spending Code are being complied with.

### **Internal Control Issues**

No weaknesses in internal control were identified in relation to 2019 that require disclosure in the Financial Statements.

**Caron Mc Caffrey**  
**Director General**

**30 April 2020**



## IRISH PRISON SERVICE CONTACT INFORMATION

<b>Arbour Hill Prison</b> Arbour Hill, Dublin 7 D07 YV40	Tel: 01 4724000 Fax: 01 4724082	<b>Loughan House</b> Open Centre Blacklion, Co. Cavan F91 NY76	Tel: 071 9836021 Fax: 071 9853234
<b>Castlerea Prison</b> Harristown, Castlerea, Co. Roscommon F45 X330	Tel: 094 96 25213 Fax: 094 96 25226	<b>Midlands Prison</b> Dublin Road, Portlaoise, Co. Laois R32 F796	Tel: 057 8672110 / 057 8672100 Fax: 057 8672199
<b>Cloverhill Prison</b> Cloverhill Road, Clondalkin, Dublin 22 D22 WC84	Tel: 01 6304530 / 01 6304531 Fax: 01 6304580	<b>Mountjoy Prison</b> North Circular Road, Dublin 7 D07 YC97	Tel: 01 8062800 Fax: 01 8062824
<b>Cork Prison</b> Rathmore Road, Cork City, Cork T23 Y642	Tel: 021 2388000 Fax: 021 2387240	<b>Portlaoise Prison</b> Dublin Road, Portlaoise, Co. Laois R32 KN97	Tel: 057 8621318 Fax: 057 8620997
<b>Dóchas Centre</b> North Circular Road, Dublin 7 D07 YC97	Tel: 01 8858987 Fax: 01 8062824	<b>Shelton Abbey</b> Open Centre Arklow, Co. Wicklow Y14 T638	Tel: 0402 42300 Fax: 0402 42350
<b>Limerick Prison</b> Mulgrave Street, Limerick V94 P8N1	Tel: 061 204700 Fax: 061 415116	<b>Wheatfield Prison</b> Cloverhill Road, Clondalkin, Dublin 22 D22 Y2V5	Tel: 01 7789400 Fax: 01 7789430

## PRISON SUPPORT UNITS

<b>Building Services Division</b>	Unit 2, Airways Industrial Estate, Santry, Dublin 17 D17 HW53	<b>Operational Support Group</b>	Árd na Gaoithe, Arbour Hill, Dublin 7 D07 YV40
<b>Prison Service College</b>	Stack House, Dublin Road, Portlaoise, Co. Laois R32 NX53	<b>Prison Service Escort Corps</b>	Cloverhill Prison, Cloverhill Road, Dublin 22 D22 WC84

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