



**Seirbhís Phríosúin
na hÉireann**
Irish Prison Service



ANNUAL REPORT 2020

Irish Prison Service
www.irishprisons.ie

CREATING A BETTER ENVIRONMENT



Seirbhís Phríosúin na hÉireann Irish Prison Service

In 2020, due to public health restrictions, Loughan House Community Outreach, identified the need to maintain their partnerships with community groups throughout the pandemic. As part of the Government Community Call initiative, Loughan House worked with the Civil Defence to supply, in a safe manner, nursing homes, local residential and care facilities with a supply of plants and flowers to maintain and enhance their environments for the benefit and wellbeing of the residents who were unable to receive visitors and were confined in their movements during lockdown.

Positive feedback and recognition received from those in need in the community, via social media, phone calls and letters provided a very welcome morale boost and encouragement for staff and prisoners throughout the pandemic.



Creating A Better Environment

Contents	
Director General's Report	2
Overview of Irish Prison Service	5
The Organisation	6
The Prison Estate	22
Statistical Note	30
Strategic Objectives	40
Appendices	56



ANNUAL REPORT 2020



DIRECTOR GENERAL'S REPORT

To: Minister of State,
Hildegarde Naughton T.D,

Dear Minister,

I am pleased to submit to you the Annual Report of the Irish Prison Service for 2020.

2020 has been an extraordinary year. COVID-19 presented a huge challenge to our Service as the spread of the virus within the close confines of a prison could have devastating consequences for those who live and work in that environment. Working together as a team, we aimed to prevent the spread of COVID-19 in our prisons, detect early any possible case and contain any possible outbreak. The response to this crisis has been a whole-of-Service response from management, staff, service providers and prisoners who have all worked together in collaboration. I am pleased to report that no hospitalisations as a result of COVID-19 were required.

Focusing on risks and actions, we introduced a number of measures early in the pandemic utilising learning from previous experience in infectious disease management including Severe Acute Respiratory Syndrome (SARS) and Tuberculosis (TB). Structures at national and local level were developed to ensure a consistent approach to the management of the virus and the consistent implementation of measures across the Prison Estate. This included infection control measures; policy development; communications and stakeholder engagement and innovation.

Throughout 2020 we re-engineered our service delivery and introduced new innovative systems, to provide vital supports, especially in the areas of prisoner health, service provision as well as financial and operational areas such as electronic funds transfer for private prisoner funds, teleservices for prisoners, virtual family visits and virtual service provision. These outstanding initiatives, delivered by our staff, have already produced significant enhancements and offer further potential in how we meet our strategic aims of Support for Staff, Support for Prisoners, Custody and Security and Enhancing Governance, under Creating a Better Environment.



Caron McCaffrey | Director General

During 2020 the Irish Prison Service managed three outbreaks of COVID-19 in Limerick prison (5 October - 14 October), Midlands prison (31 October - 11 November), and Wheatfield prison (30 December 2020 - 22 January 2021).

The Service avoided the situation of serious outbreaks which could have resulted in significant morbidity and mortality, as sadly happened in other jurisdictions.

Prison Numbers

The impact of the COVID-19 pandemic was evident in the reduced numbers committed to prison in 2020. In 2019, we reported a sustained increase in the numbers in prison, a trend that continued into the first quarter of 2020. However, from March 2020, as COVID-19 restrictions were implemented in the community, we began to see a reversal in this trend.

The total number of committals to prison in 2020 was 6,340, a decrease of 29% (-2,599) from 2019. This is largely attributable to a reduction in Court activity throughout 2020. Other public health measures in place from March 2020, including restriction on travel and closure of non-essential retail and hospitality, have led to a reduction in the

prevalence of certain crime types (Crimes Against the Person and Public Order Offences), which ultimately impact on committals to prison.

The decrease in new committals, and a planned, managed programme of Temporary Release from March to May, as a response to managing the risk of an outbreak of COVID19 in prison, resulted in a decline in our numbers in custody. This was essential in ensuring an effective infection control regime. The average number in custody peaked at 4,108 in February 2020, before subsequently declining by 10.3% (-424) to a low of 3,684 in September 2020 and levelling off thereafter.

There was a decrease of 3.7% (-147) in the average number in custody from 2019 to 2020. The average number of females in custody was 148, a 12.9% (-22) decrease on the 2019 average of 170. There was a 3.3% (-125) decrease in the average number of males in custody, from 3,801 in 2019 to 3,676 in 2020.

In 2020, the average number in prison on remand was 738, a 4.4% (+31) increase on 2019. 2020 also saw an increase in the average duration of remand. In December 2020, 11.5% of all remand prisoners had been on remand for a duration of one year or more, compared with 6% in December 2019. Furthermore, the 50.5% of remand prisoners had been in custody for three months or less in December 2020, compared with 65.5% in December 2019.

Inspector of Prisons

In September 2020, the Inspection Framework for Prisons in Ireland was published. This provides for a comprehensive and systemic programme of inspections, with a focus on improvement and prevention and plays a vital role in providing valuable external scrutiny. The Irish Prison Service continued to work closely with the Inspector of Prisons in 2020 in implementing her recommendations.

Civil Service Disciplinary Code

The Civil Service Disciplinary Code came into effect for all Irish Prison Service staff from 1st October 2020, replacing S.I. 289/1996 (Prison (Disciplinary Code for Officers) Rules 1996). The delivery of a high quality prison service requires all staff to adhere to high standards of work performance, conduct and attendance. The Civil Service Disciplinary Code is a key part of the Prison Service modernisation that aims to improve human resource practice in the Prison Service and strengthens the mechanisms

for accountability and performance. The Code sets out the arrangements for dealing with breaches of discipline and also how necessary improvements can be achieved to prevent any recurrence.

Strategic Plan 2019 – 2022

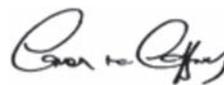
The Irish Prison Service Strategic Plan for 2019 - 2022 sets out our vision for the Service and has been built on five pillars: Staff Support; Prisoner Support; Safe and Secure custody; the Prison Estate; and Governance.

Our Strategy continues to be ambitious and aims to build on recent progress to further enhance supports for staff and for prisoners. We aim to 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.

This Annual Report includes a progress report on the delivery of the Strategic Plan in 2020 and I am pleased to report that, despite difficult and challenging circumstances, considerable work has been completed on implementing the wide range of actions and commitments.

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.

I wish to commend all our prison staff and service providers who have ensured that support for those in custody were maintained and enhanced where possible, during the year, despite the many challenges presented in 2020. This has involved great creativity, innovation and flexibility and I would like to thank them for their contribution to our success in 2020. It also has involved some sacrifice, while rapidly and skilfully learning new ways of working and communicating with one another. The organisation as a whole thanks them for their contribution to the vision of the Irish Prison Service for a safer community through excellence in a Prison Service built on respect for human dignity.



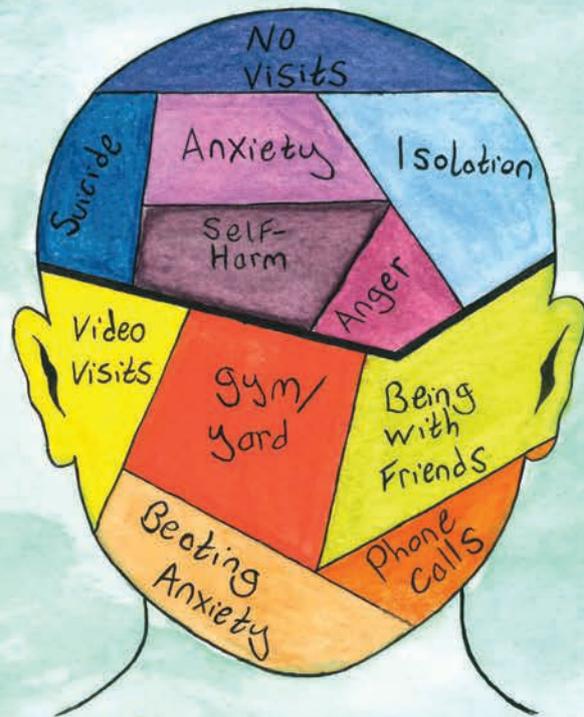
Caron McCaffrey | Director General

LOOKING AFTER YOUR MENTAL HEALTH

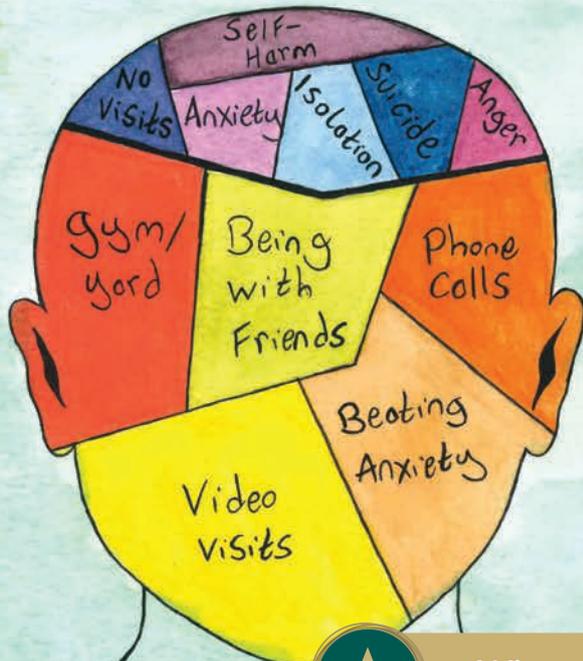


The more
we talk

About our
problems



The smaller
they get



OVERVIEW OF THE IRISH PRISON SERVICE



TEAM WORK

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

INTEGRITY

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

POTENTIAL

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

SAFETY

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

SUPPORT

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



Seirbhís Phríosúin
na hÉireann
Irish Prison Service

THE ORGANISATION

THE ORGANISATION

Political responsibility for the prison system in Ireland is vested in the Minister for Justice. The Irish Prison Service operates as an Office of the Department of Justice and is headed by the 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.

- ▲ Ensuring the health and safety of all those who live and work in our prisons through the implementation of effective infection control measures and supporting policies and procedures at local and national level.

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

Managing COVID-19

The global pandemic of 2020 caused by COVID-19 has severely impacted communities across the globe and the Irish Prison Service and the prison community, like those on the outside, needed to respond to the challenges posed by the disease. COVID-19 posed unique challenges to prison systems across the world. The confined and congregated setting of a prison increased the risk posed to those living and working in prisons. In addition, many prisoners are vulnerable due to age or health complications and COVID-19 presented a very real threat of death or serious illness, as was witnessed in other jurisdictions.

Procedures were developed and implemented to (1) mitigate and manage COVID-19 before infection was detected; (2) contain by managing when infection was detected/suspected; and (3) Outbreak control.

During 2020 there were three outbreaks of Covid-19: Limerick prison (5 October - 14 October); Midlands prison (31 October - 11 November); Wheatfield prison (30 December 2020 - 22 January 2021). No hospitalisations were required.

Upon confirmation of each outbreak situation, the Outbreak Control Team (OCT) was established immediately to work with the prison on containing the outbreak.

The team was led by a Director and comprised of prison management; Healthcare staff; National Infection Control Team; Human Resources; Operations; Press Office, Prison Officer Association representative and Mental Health Representative (Senior Psychologist).

The OCT served to support the prison in ensuring compliance with the centrality of the prison service responses to containing the spread of the virus.

The OCT guided, advised, supported and overseen the coordination of the prison and the central prison service management of these outbreaks.

During each outbreak, the NICT and Healthcare team consulted with HSE Public Health to confirm arrangements for mass testing of prisoners and staff.

The success of the Irish Prison Service (IPS) in managing through the COVID-19 pandemic and

keeping the prisons mostly free of the infection throughout 2020 has been due to the combined efforts of staff and prisoners across the estate, service providers and supported by prisoners' families and the Irish Red Cross Volunteers.

The Service needed to reengineer our prison system to ensure that we continued to balance the interlinked priorities of providing rehabilitative services and ensuring safe and secure custody, in the overall context of ensuring effective infection control and management across the estate.

The Irish Prison Service has maintained both its core custodial and security operations and service provision in line with the restriction levels in place under the National Framework for Living with COVID-19.

Human Rights and COVID-19

From the outset, the Irish Prison Service was guided by the advice of the National Public Health Emergency Team (NPHET), and consistent with the prison specific guidance for the management of COVID-19 issued by the World Health Organisation (WHO) on 15 March 2020, and guidance of the European Committee for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment (CPT). The Irish Prison Service maintained a focus on prisoner welfare in the planning, implementation, monitoring and reporting of all measures introduced in preventing the spread of infectious diseases in prisons as this is both a public health concern and a human rights imperative.

Recognising these challenges, the Director General at an early stage established the Emergency Response Planning Team (ERPT) consisting of senior staff with skills and experience in areas including operational, healthcare, and infection control. The ERPT was tasked with identifying and issuing instruction on the necessary actions with the aim of:

- ▲ Blocking the spread of COVID-19 into a prison setting
- ▲ Early detection of any possible case of COVID-19 in a prisoner or staff member; and
- ▲ Prevention of the spread of COVID-19, should a case be confirmed.

In the first instance, the Minister for Justice approved a number of actions to reduce the number of prisoners in custody in March 2020, to



support a more effective infection control regime, including greater physical distancing and the need for isolation and cocooning. These included the granting of temporary release (TR) (which is already a normal part of prisoner management) to low risk prisoners, who were assessed on a case-by-case basis. As a result the prison population was reduced to less than 3,800 which allowed for the implementation of a range of infection control measures within prisons.

Protecting Prisoners by Preventing the Spread of COVID-19 to the Prison Estate

The response to this crisis has been a whole-of-Service response from management, staff, service providers and prisoners who have all worked together in collaboration. The Irish Prison Service had a representative on the NPHET Vulnerable Persons Sub-Group.

A cascading system of communications allowing for decisions, actions and information to move seamlessly from the Director General, to the ERPT, to local management and to prisoners and staff at the frontline was developed.

Prisoners, through the Red Cross Volunteers, were engaged as communicators in this process to generate and enable buy-in from prisoners. Communication systems were supported by weekly newsletters and an in-cell information TV Channel for prisoners was introduced to a number of locations by year end and was rolled out to all locations in 2021.

A contact tracing system was developed to allow for the early identification of possible cases and allow for their immediate isolation. This was done using local contact tracing teams.

This contact tracing system has been recognised by the World Health Organisation, in a published paper, as a model on best practice and concluded that *a partnership approach with development of prison-led contact tracing teams can provide an effective mechanism for contact tracing of COVID-19 cases within the prison setting.*

<https://academic.oup.com/jpubhealth/advance-article-abstract/doi/10.1093/pubmed/fdaa092/5860596>

COVID-19 and Innovation

A wide range of innovations were introduced to mitigate the impact of the pandemic. Many of these innovations will be retained and will enhance service provision into the future

especially in our healthcare, service provision, financial and operational areas, all of which works towards our Strategic objective of *Creating a Better Environment*. Some innovations include:

1. TeleService for prisoners
2. Virtual family visits and in-reach service provision
3. Video-link and the Courts
4. Electronic funds transfer (EFT) for private prisoner funds
5. In-cell information TV channel 2020
6. Prisoner population management (see page 32 for further details).

Details of these initiatives and other experiences are outlined throughout this Annual Report.

1. Service to Prisoners.

In 2020 a telephone helpline was established in HQ to enable prisoners confined to cell across the estate, to contact a Chaplain, Psychologist or IASIO Resettlement Officer. A separate helpline was established to enable prisoners to contact Merchants Quay Ireland (MQI). A new teleservice was established in December 2020 to enable prisoners confined to cell to call a Chaplain or Psychologist in the prison on an appointment basis.

The Chaplaincy Service is an essential support for the whole prison community including prisoners, prison staff and families of prisoners. TeleChaplaincy was developed in May 2020 and was a collaboration between HQ staff, chaplains, and local prison-based staff. The TeleChaplaincy telephone service provided remote pastoral care to prisoners who were confined due to COVID-19 e.g. prisoners in isolation, in quarantine, or cocooning. The high uptake of TeleChaplaincy by COVID-19 confined prisoners was evident with the number of support calls from prisoners to TeleChaplaincy increasing from a monthly number in May of 180 to 390 calls in November 2020.

TeleChaplaincy provided an invaluable service to prisoners to support their safety and well being, by providing a forum for prisoners to speak with a TeleChaplain where the prisoners own chaplain was precluded from providing such support due to physical distancing, time pressures or other restrictions and demands. Pastoral care for prisoners confined due to COVID continued to be available throughout the pandemic.

2. Virtual Family Visits and In-Reach Service Provision. Restrictions on family visits were introduced in March 2020, followed by the suspension of all physical visits to prisons on 27 March 2020. In response to changing business needs the Irish Prison Service introduced Video Conferencing technological solutions to ensure essential family contact was maintained, and a continued delivery of essential services including Psychology and Psychiatry was provided. A call centre was also developed to assist family members with queries relating to Virtual Family Visits. In July 2020 physical visits were reintroduced, when it was deemed safe to do so, following public health advice and guidelines. Despite the return of physical visits, a large number of prisoners chose to continue with virtual family visits. An average of 1,800 Virtual Family Visits took place across the estate on a weekly basis when physical visits were not available.

3. Courts Video-link. In 2020 a significant increase in the number of prisoners attending for court appearances via video-link was evident, this resulted in reduced movement of prisoners out of the prison setting and also reduced the risk of introducing COVID-19.

The following outlines the number of court physical and video-link appearances in 2020 compared with 2019. Statistics include all court destinations, including those without video-link equipment.

Number of Irish Prison Service appearances at Court	2020	2019
Physical appearances	20,851 (61%)	32,502 (90%)
Video-link appearances	13,417 (39%)	3,783 (10%)

Before COVID-19, the highest one week percentage was 17% for video-link court movements. The week of 20 to 24 April 2020 had the highest percentage of video-link court movements at 68%. The weekly average court video-link appearances increased from pre COVID-19 by 397% from 75 to 298 appearances per week and the weekly average physical appearances in court decreased by 52% from 635 in 2019 to 332 in 2020.

The Civil Law and Criminal Law (Miscellaneous Provisions) Act 2020 introduced reforms in response to pandemic challenges. The Act

expanded the use of video-link in the court setting for both criminal and civil matters and provided for the wider use of video-links between persons in custody and the courts. The Act also addressed the long standing issue with committal warrants for persons already in prison, and removed the need to transport prisoners between one prison and another, merely to execute these warrants.

4. Electronic Private Prisoner Funds. Prisoners receive a daily gratuity which, along with private funds provided to them by family and friends, they use to purchase items from the prison shop such as confectionery, newspapers, magazines and toiletries. Up until March 2020, family and friends brought cash into prison during visits to be lodged into private prisoner funds held on the Prisoner Account Management System (PAMS).

With the COVID-19 pandemic in March 2020 and the resulting cancellation of visits on 27 March, this was not possible. However, it was important for prisoners that access to private funds was maintained. By the 30 March 2020, an electronic funds transfer (EFT) process was introduced, allowing prisoners' families and friends to continue to lodge private funds to prisoners electronically.

In May 2020, the An Post Bill Pay Service was expanded, allowing a prisoner's family to transfer money (via cash or debit card) at the counter in any one of An Post's 950 post offices to their relative in prison. The BillPay Card can also be used online to transfer funds via www.mybills.ie. This enabled prisoners families who were less comfortable with processing EFTs to still provide private funds to their relative in prison.

The 'Electronic Prisoner Private Funds' initiative has benefits for prisoners and prisoners' families, who no longer have to physically attend a prison, in order to lodge money into their family member's account.

5. In-Cell Information TV Channel. During 2020, an in-cell information channel was established. This is a conduit to communicate messages and specifically targeted, designed content directly to prisoners in their cells. It provides for instant universal messaging where an essential or urgent message can be broadcast from a single central source to every in-cell television across the Estate in real time.



It provides for prisoners to access up to date, relevant, information from a diverse range of prisoner services (Healthcare, Psychology, Education, Chaplaincy, Red Cross, IASIO, MQI). It is used to broadcast events such as weekly mass, one-off videos about a particular educational topic, a pre-recorded exercise routine by a gym officer, a video about maintaining well-being or an instructional video about using the video phone. During 2020, it was used to deliver a Question and Answer session with a prison healthcare worker around the topic of vaccinations and an overdose prevention video made by the Red Cross prisoner volunteers.

A peer to peer promotional video on Gaisce has also been produced. It is intended to explore the in-cell tv channel and the potential it offers during 2021.

The Joint IPS/ETBI Prison Education Strategy 2019-2021 continued to be implemented in 2020

Participation in prison education continued, despite the impact of COVID-19 on closing Education Centres from March to July 2020 (in line with school closures in the community).

Educational material, including, arts, library books, writing materials and printed workbooks were co-ordinated and delivered to prison cells. This required collaboration between teachers, library staff, suppliers, prison officers, Red Cross volunteers and HQ administration staff. Teachers created PowerPoint presentations and audio files for the new In-cell TV channel. Teachers completed the calculated grades process, for students in custody who were registered for Leaving Certificate subjects, and students were facilitated to sit Leaving Certificate exams in November 2020. Those completing Open University and QQI assignments were supported to successfully complete courses during the year.

During 2020, prison teachers played an important role in supporting Red Cross Volunteers to develop regular prisoner newsletters. These newsletters (in English and translated versions) were created and delivered to every cell, including information on all the prison services, including Healthcare, Chaplaincy and Psychology so that people in custody were kept informed during COVID-19 changes. Feedback from Prisoner Focus Groups asked for education material and activities for their cells such as crosswords and quiz books and these were provided. In addition,

distraction booklets were created with input from Psychology, Education and Healthcare and included mindfulness, sleep techniques, jokes and helpful tips to help people to cope. Living In-Cell (for those isolating in-cell and those cocooning) and Pre-Release booklets (for those close to release to advise them of changes in community) were created and updated as the restrictions changed. Initiatives in the community such as the freepost An Post postcards were dropped to every cell. Those in custody could write a postcard, which were posted after being checked by the prison Censor's Office. Gaisce participants were supported so that they could achieve their awards. Return-to-work risk assessments were completed and measures implemented to enable the successful and safe re-opening of the Education Centres at the end of August 2020.

Budget

The annual budget for the Irish Prison Service for 2020 was €408.09 million of which salaries, wages and allowances accounted for €270.60 million or 66.3% of the gross budget with a capital budget of €47.52 million and a budget for goods/services of €89.97 million. These budget figures include an increased allocation of €15.66 million under the Supplementary Estimate process and under the Government Stimulus package. 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 operated within the voted funds in 2020. 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.

The **average annual cost of an available, staffed prison space** during the calendar year 2020 was **€80,445**, a 6.7% increase on the 2019 cost of €75,349. 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 increase on the 2019 figures is due to a number of extraordinary, once off factors leading to additional significant costs during 2020. These costs, totalling €16.7M, have had a once off impact on the above calculations, and were in respect of an additional pay period for prison officers due to the timing of payroll payment



runs, COVID pandemic related costs and once off approved Stimulus costs. If these extraordinary, once off expenditure items were to be removed from the calculations above, the cost per available, staffed prison space for 2020 would reduce from €80,445, as above, to €76,632, an increase of €1,283 on the 2019 figure. A more detailed breakdown is available on www.irishprisons.ie.

Expenditure of approximately €7 million was incurred in 2020 as a result of the pandemic for items such as;

- ▲ Staff Costs
- ▲ Medical PPE
- ▲ Virus Detection Measures
- ▲ Deep Cleaning & Infection Control
- ▲ Industrial Cleaning
- ▲ Bedding, Laundry and Catering Contingencies
- ▲ ICT for improved prisoner services and remote working for staff.

The Irish Prison Service engaged with 1,300 suppliers during 2020, with many of these relating to the supply of low value goods and services. Formal contracts and Framework Drawdown arrangements are in place with approximately 200 suppliers for contract values exceeding €25,000.

Staff

At the end of 2020, there were, 3,455.38 (fulltime equivalent) staff in the Irish Prison Service including civilian grades and headquarters staff. 101 Recruit Prison Officers and 33 Prison Clerical Officers joined the Irish Prison Service.

Specifically in relation to COVID-19 the Irish Prison Service College (IPSC) facilitated and/or delivered training such as donning and doffing of PPE training, Contract Tracing, WTO Specialised cleaning, Prison Officer Surgery Assist training, Family Video Link training, COVID-19 swab testing. 293 Officers completed CPD training and a further 61 staff received a modified version of CPD.

116 staff were promoted in 2020, of which 90 were male and 26 were female. 100 members of staff retired in 2020 of which 79 were male and 21 were female.

S. I. 261/2020 Prison (Disciplinary Code for Officers) Revocation Rules 2020 was enacted and the Civil Service Disciplinary Code came into

effect from 1 October 2020. The purpose of the Code is to set out the arrangements for dealing with disciplinary matters. All staff have been made aware that if there is a failure to adhere to the required standards of conduct, work performance and/or attendance, the disciplinary procedures will apply. The procedure is initiated where a concern arises about the conduct, work performance, and/or attendance of staff and provides a fair and efficient process for dealing with any such concern.

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) (2020); 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 International Protection Act 2015.

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 Inspection Framework for Prisons and endeavors to implement the Inspector of Prisons recommendations.

Irish Prison Service Risk Management and Governance Structure

The Irish Prison Service Risk Management Policy and reporting framework underwent considerable review throughout 2020 through workshops incorporating all Directorates. Senior management continued to review and identify key risks and contribute to the Corporate Risk Register on a quarterly basis. A dedicated Risk & Compliance Manager was appointed in October 2020 to support continued development of risk management in the Irish Prison Service.

COVID-19 emerged as a significant and evolving risk. A focused, cross divisional approach was taken by the Prison Service, with controls being put in place and adapted to respond to the changing demands of the pandemic.

In 2020, the Department of Justice and Irish Prison Service put in place the Oversight Agreement 2020 - 2022, which sets out the broad corporate governance framework within which the Irish Prison Service operates. It defines key roles and responsibilities with a view to ensuring the development, delivery and effective administration of prison services as an integral part of the criminal justice system.

The Irish Prison Service's compliance with the requirements of the Agreement was monitored through quarterly governance meetings between Senior Management of the Irish Prison Service and the Department of Justice.

Work is ongoing by the Department of Justice and the Irish Prison Service to design an enhanced governance framework for the Prison Service which will strengthen governance, compliance and accountability. Governance is 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 Council of Europe Committee for the Prevention of Torture and Inhumane and Degrading Treatment and the Comptroller and Auditor General.

Data and analytical capabilities

Data is a key enabler and information tool for improved efficiencies, policy making and allocation of resources. We continue to develop our analytical capabilities to maximise the use of data to generate official statistics and strengthen our evidence base.

This allows us to gather, interrogate and transparently examine data and research to explore policy options and evaluate outcomes.

Irish Prison Service Strategic Plan 2019 - 2022

The Irish Prison Service Strategic Plan 2019 - 2022 is a plan for service improvement and development. It sets out how we 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 January 2020 to December 2020.

Strategy for the Department of Justice

As a key element of the criminal justice system, the Irish Prison Service continued throughout 2020 to support the Department in the implementation of its relevant key strategic and priority actions and fed into the development of its new Statement of Strategy *A safe, fair and inclusive Ireland 2021 - 2023*.

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, and 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. It is also committed to addressing challenges, adopting quickly and collaborating to realise reform and renewal.

Programme for Government: Our Shared Future

The Irish Prison Service supports the *Programme for Government: Our Shared Future*, and commit to working with the Department and Agencies especially regarding the mental health and addiction challenges of those imprisoned, and primary care support on release.

Protected Disclosures

The Irish Prison Service has a Protected Disclosures Policy in place. 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 (IAW) Programme Membership and the IAW Pledge with Transparency International Ireland (TII). Staff are made aware of the TII Speak Up Helpline 1800 844 866 for independent guidance on reporting a concern or making a protected disclosure.

- 2 Appointed a dedicated Protected Disclosure Manager for the Irish Prison Service and a dedicated confidential email address speakup@irishprisons.ie and a Post Box Number has been set up.
- 3 Provided for enhanced independent external assessment and investigation. All assessments, investigations and reviews of protected disclosures made under the revised policy are conducted by external service providers.

Staff are made aware that free and confidential advice is available from TII's Speak Up helpline and the Speak Up Safely Video is displayed. The Speak Up Safely Guide is also available for download from the staff intranet. Information about the IAW Programme is included as part of staff induction.

The Irish Prison Service participates in the Department of Public Expenditure and Reform Protected Disclosure Network.

Protected Disclosures at end December 2020

During 2020, nine disclosures were received for examination under the Irish Prison Service Protected Disclosures Policy of which two were transferred to be managed by the Department of Justice. Three of these cases were submitted for investigation to the external investigator.

Seven investigations were concluded by the external investigator in 2020. Two relate to allegations received in 2018, four from 2019 and one was for a disclosure received in 2020. Of these seven, three were not upheld and four were partly upheld. Two of the four that were partly upheld are currently subject to external review examinations.

The results and recommendations of these finalised investigations were communicated to the relevant Director, the Director General and the Head of Internal Audit of the Department of Justice for follow up action where appropriate.

The below summary table for 2020 disclosures does not refer to disclosures directly received by the Department of Justice.

9	Total number of allegations received for examination in 2020 under Irish Prison Service Protected Disclosures policy.
---	---



The nine Protected Disclosures received in 2020 were dealt with as follows:

	Action taken in response to Protected Disclosures which does not enable the identification of persons involved
2	Allegations received were transferred to Department of Justice
3	Anonymous allegations dealt with by prison management and/or sent to An Garda Síochána, Inspector of Prisons, as more appropriate investigative bodies
1	Allegation assessed as not being a Protected Disclosure, examined and resolved by the Irish Prison Service
3	Disclosures were assessed and put forward for investigation by external independent investigator.

Information Requests 2020

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 2020
Granted	149
Part-Granted	192
Refused	41
Withdrawn	22
Under consideration at year-end	84
Total Received	488
Type of requests:	
Media	123
Business Interest Groups	9
Staff	49
Prisoner	284
Member of Public	23
Total	488

Data Subject Access Requests	Year 2020
Received	855
Completed	759
Under consideration at year-end	96

Summary of information requests for 2020	Number
FOI	488
Data Protection	855
Dáil Parliamentary Questions*	102

*This includes contributions.

Data Protection Compliance

The Irish Prison Service continued to promote staff awareness of their obligations under data protection legislation in 2020.

In May 2020, the staff obligation note was re-issued to all staff which reminds staff of their responsibilities when dealing with personal data and what constitutes a data breach. Training and refreshed training on data protection legislation and responsibilities commenced in March 2020 and will continue into 2021. Throughout 2020, the Data Protection Unit engaged with the Data Protection Commission regarding breach notifications, complaints and investigations.

Energy Consumption and Energy Costs

The Irish Prison Service energy spend was €5.8 million in 2020 representing a 6% increase on 2019 spend. The Annual Tonnes CO2 energy usage fell by approximately 12% from 23,168 in 2019 to 20,417 in 2020. The table below provides a breakdown of the energy costs and consumption by fuel type for 2020.

All public sector organisations have a target 30% reduction in absolute carbon by 2030. The Irish Prison Service has recently embarked on an LED light fitting replacement project across the prison estate which will produce additional savings in 2021 and beyond. Other initiatives taken during the year include the installation of PV solar panels at Shelton Abbey Open Centre.

Annual Energy Consumption and Energy Costs 2020

Fuel	kWh	% use	€	% €	Tonnes CO2
Electricity	26,495,140	32%	3,533,183	61%	8,598
Natural Gas	47,770,499	57%	1,910,193	33%	9,779
Heating Oil	3,551,172	4%	169,689	3%	937
LPG	4,814,415	6%	176,171	3%	1,104
Wood Pellets	710,592	1%	37,313	1%	0
Total	83,341,818	100%	5,826,548	100%	20,417

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. In keeping with the “assess, address, report” principles of the Duty, an assessment was made across the various functional areas of the organisation and an action plan was compiled.

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. In the Irish Prison Service Strategic Plan 2019-2022 we outline 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 and trust and we 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 allegations of discrimination, bullying and harassment. In 2020

the Irish Prison Service engaged with the Dublin Rape Crisis Centre to assist us as an organisation in appropriately addressing sexual harassment and sexual assault of staff in the workplace, to ensure the systems we have in place adequately and appropriately support staff. A training workshop was held for senior HQ and prison management to raise awareness. In February and March 2020, Human Resource Governors, Staff Support Officers, Employee Assistance Officers and some Headquarters staff attended workshops to equip them with the tools necessary to support staff affected by sexual harassment or assault. Due to COVID-19 restrictions, workshops for other grades were postponed. During the year all staff were provided with details of **online training courses in the areas of Human Rights, Equality, Diversity, Privacy and Inclusion**.

The concepts of humane treatment and awareness of international human rights instruments are embedded through 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. Technical skills are underpinned by a belief in the dignity and humanity of everyone involved in prisons. 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 College delivers **training on disability awareness** to Irish Prison Service staff as part of recruit training and continuous professional development. The classes include Human Rights in a Custodial Environment, **Equality and Diversity Awareness, Mental Health Awareness Training, Working with Older Prisoners, Learning styles and learning difficulties, Effects of Addiction**, and the health needs of groups including the health of incarcerated **women, juveniles, Travellers, older prisoners** and the **chronically ill**.

The Irish Prison Service liaised with advocacy groups in relation to issues that affect **LGBTIQ+** inmates in their day to day prison life.



Policies, standard operating procedures and targeted training for staff are being developed in these areas including searching, accommodation and the provision of informational and recreational literature.

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 ensure appropriate action is taken to address them.

The Irish Prison Service is aware of the varying needs of **prisoners with disabilities, including physical, sensory, psychological and intellectual**. A full assessment of all persons committed to prison takes place by a team led by the Prison Doctor. Depending on the findings or the declared needs, the team may refer the inmate onwards to occupational therapy, psychological or educational resources for further assessment.

All physical and psychological issues are dealt with as part of a care pathway as devised by this team.

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

We are aware of and understand the special role we have on behalf of society in respecting the dignity of the prisoners in our care. Through strong leadership by our management teams we ensure that all our staff are mindful of this responsibility.

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

persons or property, do so in a manner that recognises the inherent dignity of the person and their property.

We are committed to working with the various national and international bodies involved in the inspection and monitoring of prisons and places of detention. We expect staff and management to keep accurate records, to secure all relevant evidence and to cooperate fully with national and international accountability bodies. This is an important process for us and such inspections are valuable and critically important mechanisms.

Testimonial from a student in custody to an Art teacher in Cork Prison: *"Thank you for teaching me... for your professionalism and helping me, it kept me level headed."*

PUBLIC SECTOR DUTY ACTION PLAN

(IRISH PRISON SERVICE STRATEGY 2019 - 2022 STRATEGIC OBJECTIVE 5.6)

Public Sector Duty Action Plan 2020				
Action	Timeframe	Indicators	Other actors	Update at December 2020
Awareness Raising and Training Package on the impact of sexual assault and sexual harassment	Q1, Q2, Q3, Q4	Courses delivered, Staff	Dublin Rape Crisis Centre, IPSTC, HR Directorate, Employment Assistance Officer, Prison Officers Association	Courses delivered to HR Governors & SSOs. Further delivery was impacted by COVID-19.
Development of policies to cover 9 grounds of discrimination	Ongoing	Policies developed	HR, C&R, Operations and Corporate Services Directorates, Institutions	Review post introduction of policy database on PRISM, in association with relevant directorates. Review of search procedures being conducted by IPSC.
Review areas for positive action to improve diversity and inclusion	Ongoing	Policies, guidelines, rules reviewed. Improvements in inclusion and diversity of staff.	Directorates, Institutions	Ongoing liaison with HR and Irish Prison Service College.
Liaise with Departments, colleagues, NGOs, prisoner representatives to ascertain priorities	Ongoing	Meetings, conferences, working groups attended	All Directorates and Institutions, NGOs, stakeholders.	Liaised with Dublin Rape Crisis Centre, Dóchas Focus Group, Equality Division of Department, other stakeholders regarding gender, LGBTIQ+, Traveler, Roma and disability issues.
Reflect on and implement where possible recommendations from organisations such as Inspector of Prisons, CPT, IPRT, NGOs	Ongoing	Recommendations actioned	Organisations such as Inspector of Prisons, CPT, IPRT, NGOs. Directorates, Institutions	Consider Reports and liaise with relevant Directorates re. recommendations made.
Raise awareness of matters relevant to Equality, Diversity & Inclusion	Ongoing	Awareness enhanced	All Directorates and Institutions, NGOs, stakeholders.	All staff notified of online training courses in the area of Human Rights, Equality, Diversity, Privacy and Inclusion. Professional Diploma in this area completed by DENI Lead. Liaising with Irish Prison Service College and other parties re. possible additions to training and development modules for staff.

Psychological Services

The Irish Prison Service Psychology Service provides an integrated service to people in custody. Specifically, this means that the Service is responsible for the provision of both mental health as well as criminogenic need (offence focused) assessment as well as interventions for people in custody. Psychologists use evidence informed talking therapies to intervene. This is different to the role of Healthcare and Inreach Psychiatry who prescribe medication, albeit all three services work closely together. The Service works primarily through a layered care model, providing primary, secondary and tertiary care assessment and intervention. The Service is built upon the principles of strengths-based and recovery approaches in conjunction with a Risk, Needs, and Responsivity framework.

The Psychology Service has witnessed transformation since it was reviewed by Dr Frank Porporino in 2015. Significant progress has been made within the Service in relation to supporting:

- ▲ Early sentence management
- ▲ Primary care mental health interventions
- ▲ Providing a variety of individual and group based programmes to meet the various needs and motivation of people in custody
- ▲ A continued focus on reaching the target of 1

Psychologist to 150 people in custody (New Connections Report 2015). The average ratio in 2020 is 1:220.

- ▲ A focus on specialist groups e.g.:
 - ▲ Young people
 - ▲ People serving life sentences
 - ▲ People convicted of violence and sexual violence.

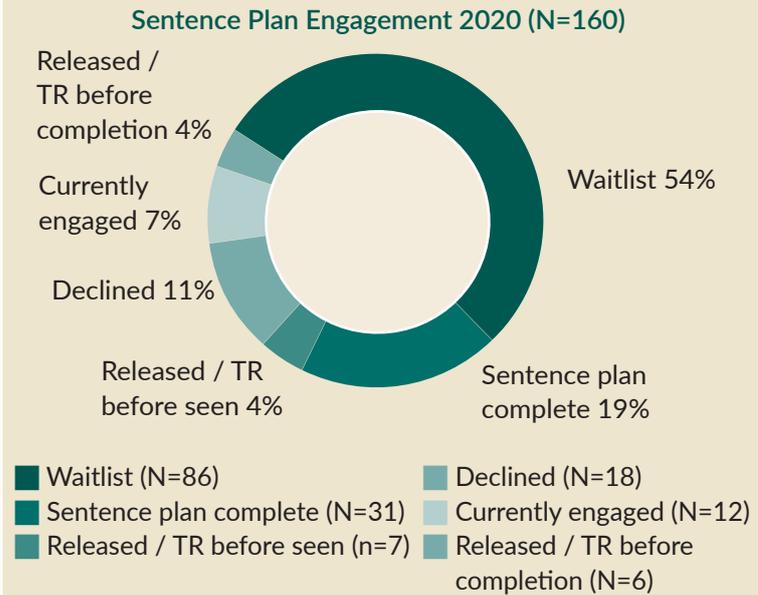
Like all other Services, the Irish Prison Service Psychology Service was impacted by the COVID-19 pandemic in terms of access to clients. However, similar to its counterparts in the community, the Psychology Service provided emergency Psychological First Aid (PFA) through tele and video – phone to people in custody. The Psychology Service received 702 referrals for PFA in 2020.

The Psychology Service has an ‘open referral’ policy meaning the service accepts referrals from all sources. The Service also operates a proactive referral system for specialist groups. In 2020 the Psychology Service received 809 (58%) open referrals and 588 (42%) proactive referrals; a total of 1,397 referrals. The following provides a very brief overview of a number of initiatives provided by the Service (a more in depth report is available on the Psychology Service section of www.irishprisons.ie).

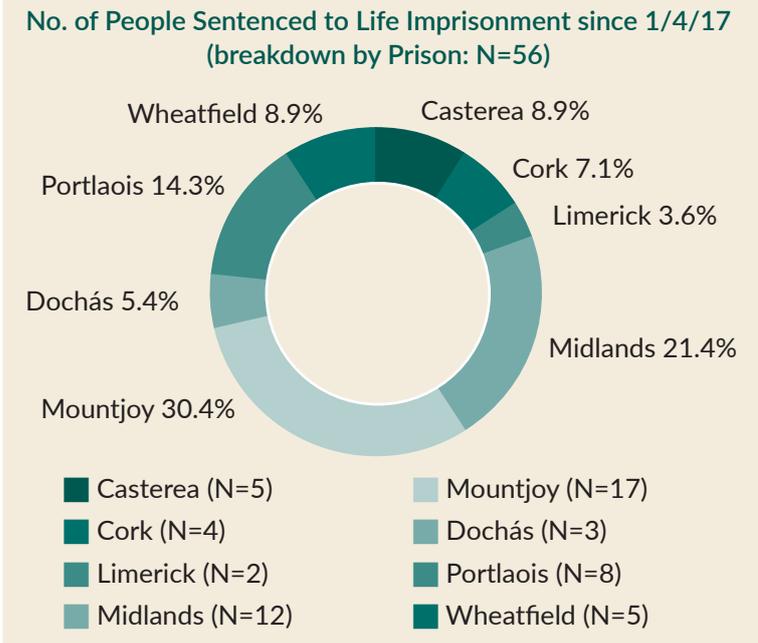
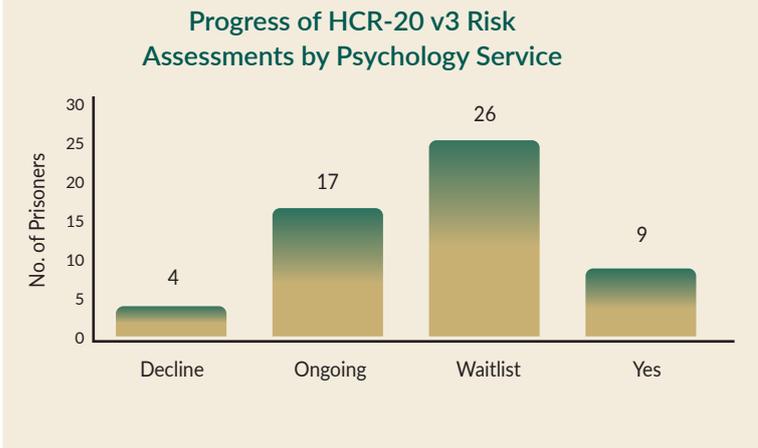
Initiative	Outcome Data																																					
<p>Primary Care Mental Health: Following recruitment of Assistant Psychologists to the Psychology Service in 2016, there has been an increased focus on Primary Care Mental Health Interventions (similar to that in the Health Service Executive, UK National Health Service and Improving Access to Psychological Therapies for Offenders in HMPPS, UK). This work focuses primarily on mood disorders and other primary care mental health needs.</p>	<p style="text-align: center;">Burn's Anxiety Overall Mean Inventory Score Overall Mean Scores for 1:1 intervention (Burns Inventory; 1/1/20 - 31/12/20)</p> <table border="1"> <caption>Burn's Anxiety Overall Mean Inventory Score</caption> <thead> <tr> <th>Intervention Stage</th> <th>Score</th> <th>Severity</th> </tr> </thead> <tbody> <tr> <td>Pre-Intervention</td> <td>32.39</td> <td>Severe</td> </tr> <tr> <td>Post-Intervention</td> <td>22.32</td> <td>Moderate</td> </tr> </tbody> </table> <p style="text-align: center;">Primary Care Mean CORE-OM Scores for Males in Custody (10/06/19 to 31/12/20)</p> <table border="1"> <caption>Primary Care Mean CORE-OM Scores for Males in Custody</caption> <thead> <tr> <th>Category</th> <th>Clinical Cut-Off</th> <th>Pre-Intervention</th> <th>Post-Intervention</th> </tr> </thead> <tbody> <tr> <td>Welbeing</td> <td>1.37</td> <td>1.60</td> <td>1.16</td> </tr> <tr> <td>Problem/Symptoms</td> <td>1.44</td> <td>2.00</td> <td>1.58</td> </tr> <tr> <td>Functioning</td> <td>1.29</td> <td>1.55</td> <td>1.11</td> </tr> <tr> <td>Risk</td> <td>0.43</td> <td>0.35</td> <td>0.01</td> </tr> <tr> <td>Total Distress</td> <td>1.19</td> <td>1.49</td> <td>1.09</td> </tr> <tr> <td>Total Distress-Risk</td> <td>1.36</td> <td>1.73</td> <td>1.32</td> </tr> </tbody> </table>	Intervention Stage	Score	Severity	Pre-Intervention	32.39	Severe	Post-Intervention	22.32	Moderate	Category	Clinical Cut-Off	Pre-Intervention	Post-Intervention	Welbeing	1.37	1.60	1.16	Problem/Symptoms	1.44	2.00	1.58	Functioning	1.29	1.55	1.11	Risk	0.43	0.35	0.01	Total Distress	1.19	1.49	1.09	Total Distress-Risk	1.36	1.73	1.32
Intervention Stage	Score	Severity																																				
Pre-Intervention	32.39	Severe																																				
Post-Intervention	22.32	Moderate																																				
Category	Clinical Cut-Off	Pre-Intervention	Post-Intervention																																			
Welbeing	1.37	1.60	1.16																																			
Problem/Symptoms	1.44	2.00	1.58																																			
Functioning	1.29	1.55	1.11																																			
Risk	0.43	0.35	0.01																																			
Total Distress	1.19	1.49	1.09																																			
Total Distress-Risk	1.36	1.73	1.32																																			

Initiative | **Outcome Data**

Young people in custody: The Irish Prison Service Psychology Service provide early engagement, psychological assessment, formulation and individualised sentence plans with 18 – 24 year olds who are serving a sentence of one year or more who do not have post release supervision orders. A specific focus on young people for early engagement and sentence planning is highlighted both nationally and internationally (e.g. JCFJ, 2016).



People Serving Life Sentences: The Irish Prison Service have implemented a new model of engagement with people serving life sentences following a review of the management of life sentences. The model includes various initiatives by the Irish Prison Service Psychology Service, the Probation Service and other members of the prison based multi-disciplinary team. Key features of the model (i.e., early assessment, individual sentence plans, active engagement with services, regular reviews, and progressive movement) reflect the recommendations made by the review and international human rights standards (e.g., Council of Europe, 2003). The model was implemented on 1st April 2017 and since then, 56 people have been committed on life sentences who meet criteria.





Seirbhís Phríosúin
na hÉireann
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 2020



WHEATFIELD PRISON



Wheatfield Prison
Acting Governor I
Maria Connolly

Wheatfield Prison

Cloverhill Road
Clondalkin
Dublin 22
D22 Y2VS

Operational Capacity: 610 at year end

Wheatfield Prison is a closed, medium security prison for adult males.

Prisoner Population: The daily average number in custody in 2020 was 505.

CLOVERHILL PRISON



Cloverhill Prison
Acting Governor I
Anthony Harris



Cloverhill Prison
Governor 1
Frances Daly

Cloverhill Road
Clondalkin
Dublin 22 D22 WC84



Acting Governor III
Martin Galgey

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 2020 was 362.



MIDLANDS PRISON



Midlands Prison
Acting Governor I
Patrick Dawson

Dublin Road
Portlaoise
Co. Laois R32 F796



Governor III
Anthony Shally

Operational Capacity: 875 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 2020 was 814.

PORTLAOISE PRISON



Portlaoise Prison
Governor I
Ultan Moran

Dublin Road
Portlaoise
Co. Laois R32 KN97



Governor III
Theresa Beirne

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 2020 was 225.



MOUNTJOY PRISON



Campus Governor
Martin O'Neill

Mountjoy Prison

North Circular Road
Dublin 7 D07 YC97



*Mountjoy Prison
Governor I*
Edward Mullins

Mountjoy Female (Dóchas Centre)

North Circular Road
Dublin 7 D07 YC97



Governor III
Geraldine Carrick



Governor III
Raymond Murtagh

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 2020 was 667.

Operational Capacity: 146 at year end

Mountjoy Female (Dóchas 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 2020 was 120.

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 2020 was 130.



**Governor
Desmond O'Shea**

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 2020 was 297.



**Governor
David Conroy**

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 2020 was 271.



**Acting Governor
Peter O'Brien**



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 2020 was 206 males and 28 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 2020 was 105.



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 2020 was 93.



Governor
Joseph Donohue



IRISH PRISON SERVICE SUPPORT UNITS



Operational Support Group

Governor: Lorraine McCarthy

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.



Seirbhís Phríosúin
na hÉireann
Irish Prison Service

STATISTICAL NOTE

OVERVIEW 2020 STATISTICS

'2020 has been a year like no other, with the onset of COVID-19 having severely impacted on committals to prison. This is largely attributable to the reduction in Court activity. Other public health measures, such as restrictions on travel and closure of non-essential retail and hospitality have led to a reduction in certain crime types (Crimes Against the Person i.e. Burglary and Theft Offences, and also Public Order Offences), which ultimately impact on committals to prison¹.

From 2019 to 2020, committals under sentence decreased in all areas except life sentences. The number of people receiving a life sentence increased by 33.3% (+3) over the period.

People receiving a sentence of less than 3 months declined by 48.7% (-756) from 2019 to 2020.

After some years of decline following the introduction of the Fines (Payment and Recovery) Act 2014, which commenced in January 2016, there had been an almost doubling of the number of committals for the non-payment of court ordered fines, from 455 in 2018 to 861 in 2019. This has reduced to 285 in 2020. Of this, 76.8% were male and 23.2% were female.

Overall committals during 2020

There were 6,340 committals to prison in 2020, a 29% (-2,599) decrease on the number of committals in 2019 (8,939).

5,263 persons were sent to prison in 2020 compared with 7,170 in 2019, a decrease of 26.6% (-1,907). Of those persons committed, 89.4% were male and 10.6% were female.

Total Sentenced during 2020

- ▲ There was a decrease of 1,887 or 33.2% in the total sentenced during 2020 from 5,690 in 2019 to 3,803 in 2020. Of the 3,803 who were sentenced, 690 prisoners were committed in a previous year and subsequently convicted in 2020.

When Fine Defaulters are excluded from these figures:

- ▲ Numbers under sentence have **decreased by 827** or 17.1%, from 4,829 in 2019, to 3,518 in 2020.
- ▲ The number who received a sentence of less than 3 months has **decreased** by 107 or 15.4%, from 693 in 2019 to 511 in 2020.
- ▲ The number who received a sentence of 3 to less than 6 months has **decreased** by 468 or 29.1% from 1,607 in 2019 to 1,023 in 2020.
- ▲ The number who received a sentence of 6 to <12 months has **decreased** by 217 or 18.8% from 1,153 in 2019 to 778 in 2020.
- ▲ The number who received a sentence of 1 to <2 years has **decreased** by 16 or 4.0% from 402 in 2019 to 352 in 2020.
- ▲ The number who received a sentence of 2 to <3 years has **decreased** by 18 or 5.3% from 339 in 2019 to 320 in 2020.
- ▲ The number who received a sentence of 3 to <5 years has **decreased** by 5 or 1.2% from 401 in 2019 to 337 in 2020.
- ▲ The number who received a sentence of 5 to <10 years has **decreased** by 19 or 10.1% from 188 in 2019 to 164 in 2020.
- ▲ The number who received a sentence of 10 years plus has **decreased** by 12 or 32.4% from 37 in 2019 to 21 in 2020.
- ▲ The number who received a Life sentence has **increased** by 3 or 33.3% from 9 in 2019 to 12 in 2020.

Persons detained under Immigration Laws

In 2020, there were 247 committals in respect of immigration issues involving 245 detainees. This represents a 49.6% (-243) decrease in such committals on the previous year.

¹ <https://www.garda.ie/en/about-us/our-departments/office-of-corporate-communications/press-releases/2020/june/significant-reduction-in-crime-trends-during-covid-19-pandemic-%E2%80%93-march-april-may-2020.html>



Daily average number of prisoners in custody

The overall daily average number of prisoners in custody in 2020 was 3,824 compared to 3,971 in 2019, a decrease of 3.7% (-147). The daily average number of female offenders in custody was 148, a 12.9% (-22) decrease on the 2019 average of 170. There was a 3.3% (-125) decrease in the daily average number of male offenders in custody, from 3,801 in 2019 to 3,676 in 2020.

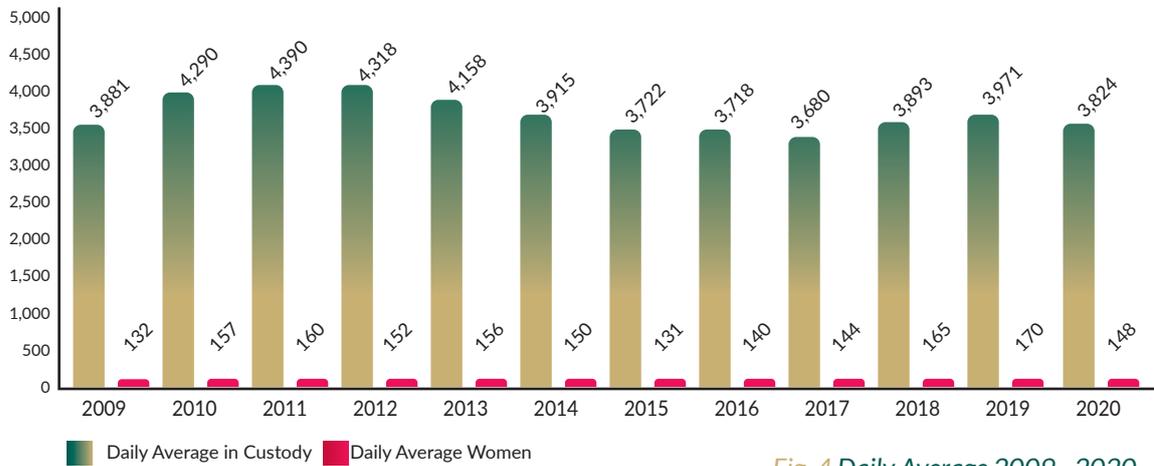


Fig. 4 Daily Average 2009 - 2020

Managing the Prison Population during COVID-19

The management of the number of people in custody is essential under normal circumstances to ensure the safety of both prisoners and staff. Prisons are a very high risk and high impact environment and it was against this background that the Minister approved a number of measures to be implemented in a safe manner to limit the potential for transmission of Covid-19 within prisons and help contain infection should an outbreak occur. This included

- ▲ Amendment of the criteria for considering Temporary Release (TR);
- ▲ Amendment of the administrative arrangements for prisoners granted TR;

A key facet of the approach to this emergency was the granting of Temporary Release (TR) for prisoners serving up to 12 months in prison. This important measure took effect on 16th March and only applied to sentenced prisoners considered to have no or low risk to our communities.

As a result the Irish Prison Service achieved a controlled reduction of the prison population from 4,235 on 10th March 2020 to less than 3,700 by mid-June, a reduction of over 500 prisoners or 14%.

Prisoners granted temporary release were assessed on a case-by-case basis. The primary factor in the consideration of any prisoner for early release was public safety.

To achieve this reduction the Service engaged with a number of key stakeholders, including An Garda Síochána, the Department of Justice, the Probation Service, the Department of Housing and the Dublin Regional Homeless Executive, (relating to release of homeless prisoners) and resettlement services.

The population management strategy has allowed all prisons to implement Covid-19 infection control measures including:

- ▲ Quarantining of all new committals;
- ▲ Facilitating the testing of all new committals to the prisons, which allow for the prisoner to exit quarantine and enter the general prison population at an earlier stage, provided test results are negative;
- ▲ Isolation of a suspected case or a prisoner with symptoms to prevent the risk of transmission of infection;
- ▲ Between March to June 2020, in accordance with Government guidelines, the provision of cocooned accommodation for vulnerable prisoners which included older prisoners and those with certain under-lying medical conditions.

Impact of COVID-19 on numbers in custody

Immediately prior to the onset of Covid-19, the daily average in custody was on an upward trajectory, and this trend reversed from March 2020 onwards.

The daily average number in custody peaked at **4,108** in February 2020, before subsequently declining by **10.3%** (-424) to a low of **3,684** in September 2020. This reflects an overall reduction in new committals due to the COVID-19 pandemic. From April to December 2020, the daily average number in custody has not exceeded 3,791.

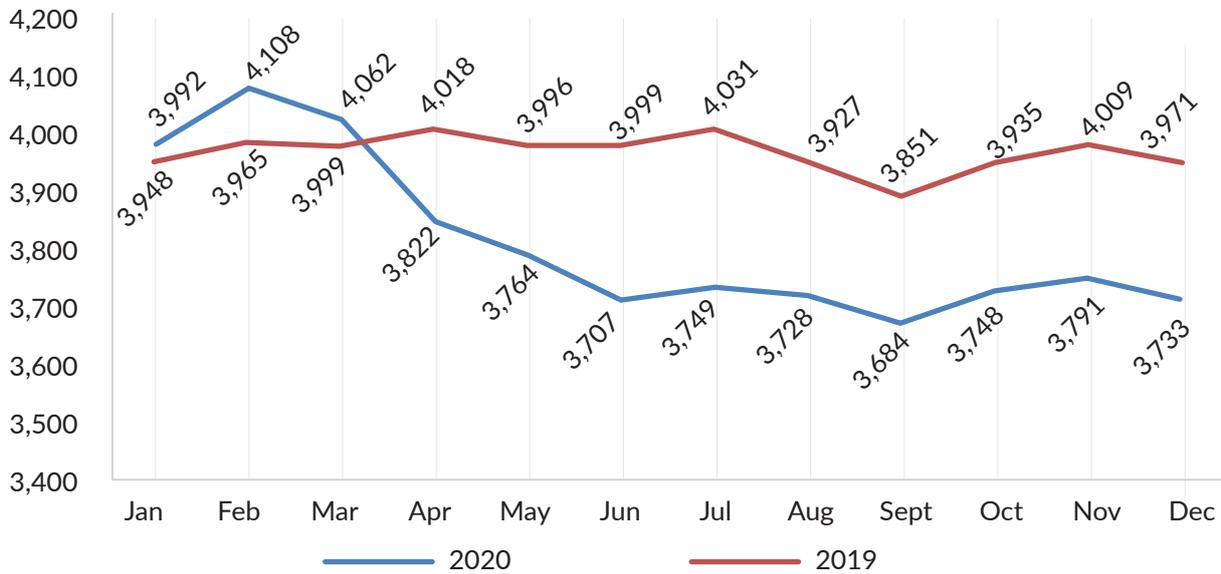


Fig. 5 Daily average in custody, 2019 & 2020

Daily Average on Temporary Release

There was a noticeable difference in the daily average number on Temporary Release in early 2019 as compared with early 2020. The daily average number on Temporary Release peaked in

April 2020 at 551, from a base of 314 in January 2020. This was an increase of **75%** (or 237 persons). The short, sharp increase in Temporary Release figures from January 2020 to April 2020 is attributable to measures put in place in response to the Covid-19 pandemic.

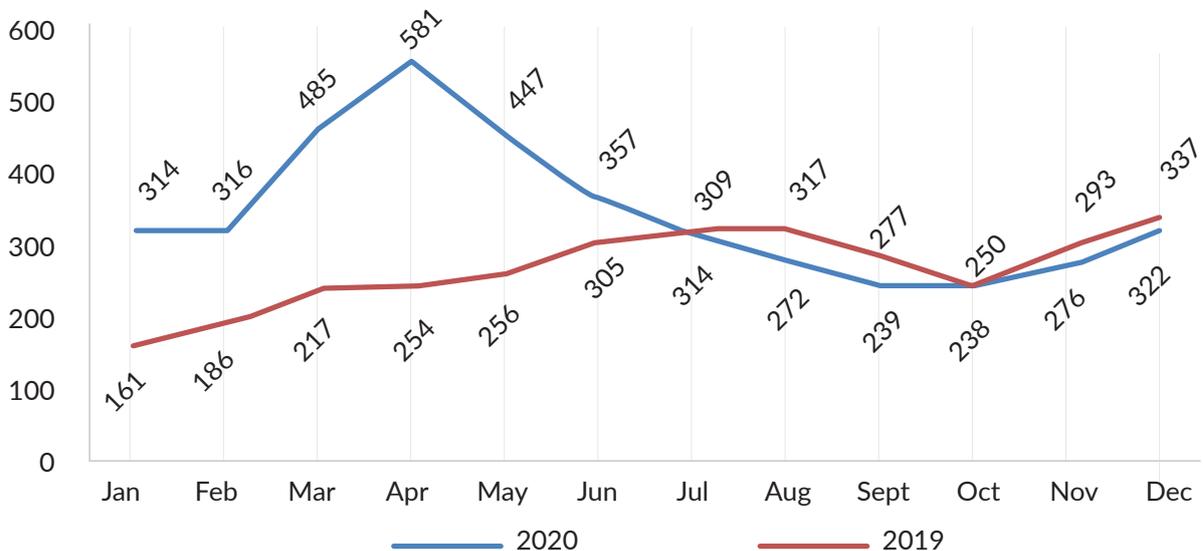


Fig. 6 Daily average on Temporary Release, 2019 & 2020

COMMITTALS TO PRISON 2020 OVERVIEW



6,340

Overall Committals to Prison in 2020



-29%

Decrease in Overall Committals from 2019 to 2020



5,263

No. of Persons Committed to Prison in 2020



-26.6%

Decrease in Persons Committed from 2019 to 2020



78%

of Sentence committals were for 12 months or less

COMMITTAL STATUS

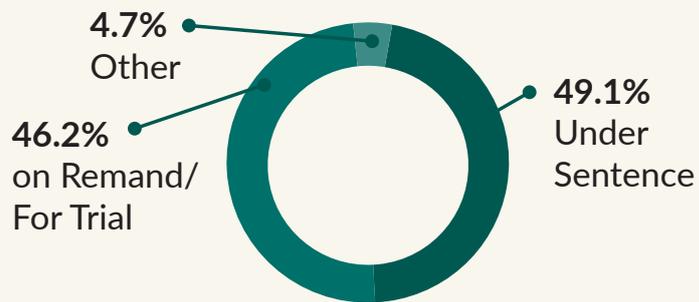


Fig. 7 Committal Status broken down by type

GENDER



Fig 8 Committal to Prison 2020, broken down by gender

AGE GROUP



SENTENCE LENGTH

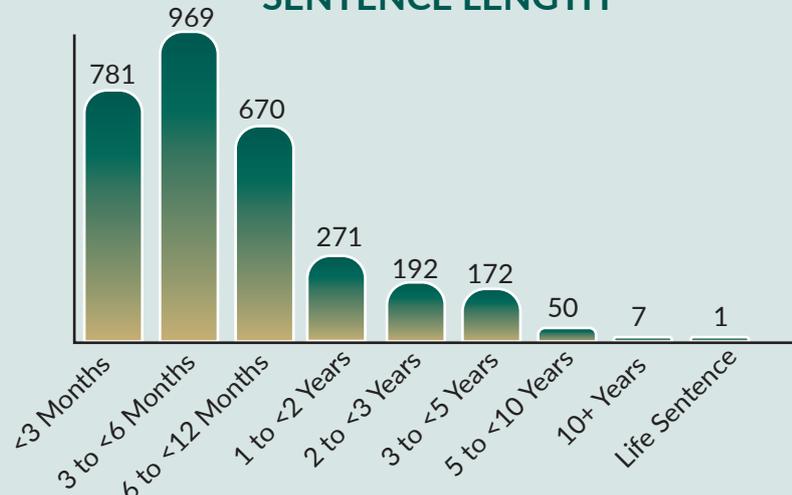


Fig. 9 Sentenced Committals during 2020, broken down by Sentence Length

COMMITTALS TO PRISON IN 2020

Total Number of Committals to Prison in 2020

There were 6,340 committals to prison in 2020.

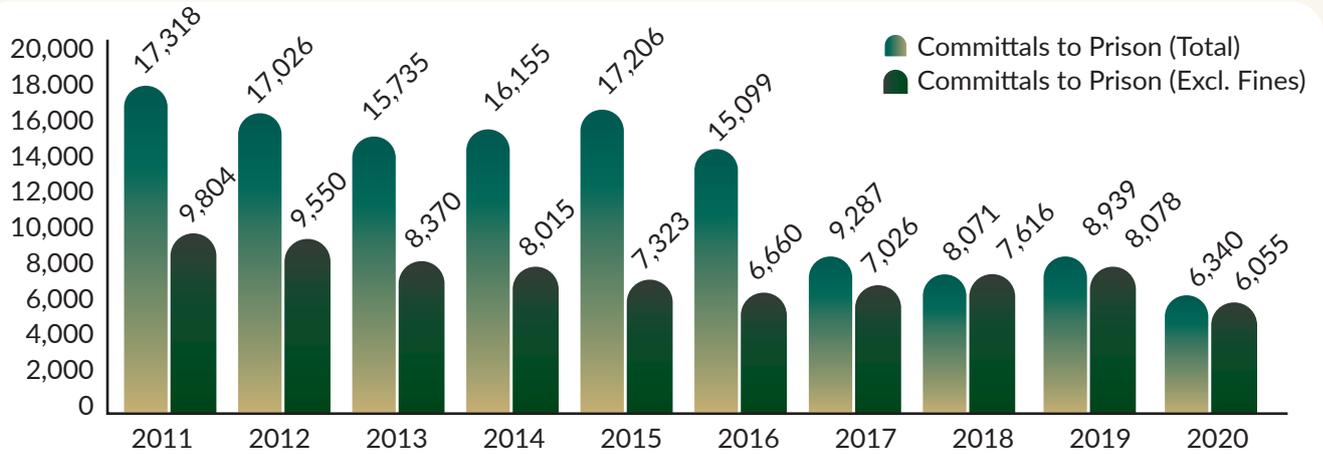


Fig. 10 Committals 2011 to 2020

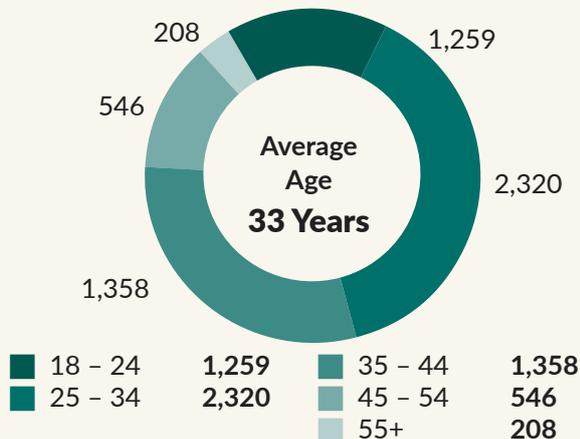
Number of persons committed to prison in 2020

A total of 5,263 persons accounted for the 6,340 committals. This figure relates to persons newly committed to prison (i.e. not already on remand or serving another sentence).

The total of 6,340 committals comprised of:

- ▲ 3,113 under sentence,
- ▲ 2,927 on remand,
- ▲ 43 for European Arrest Warrant extradition,
- ▲ 247 under immigration law and
- ▲ 10 for indefinite contempt of court.

AGE OF MALE PERSONS COMMITTED



AGE OF FEMALE PERSONS COMMITTED

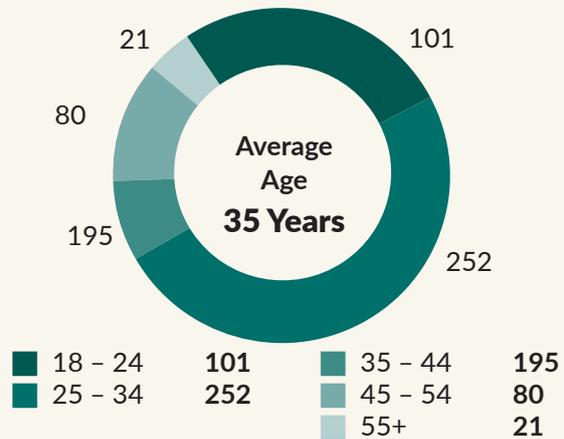


Fig. 11 Age Profile of Persons Committed in 2020, broken down by Gender

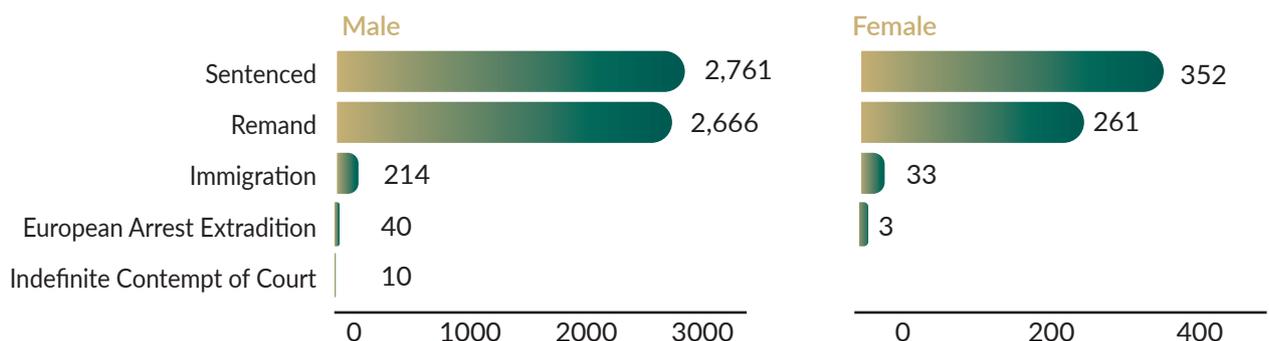


Fig. 12 Committal Type broken down by Gender



County and Country of Origin of Persons Committed to Prison in 2020

Over one third (32% or 1,692) of all persons committed to prison declared Dublin as their county of residence. Cork was the second most commonly declared county of residence (9.8% or 515), followed by Limerick (6.9% or 365) and Galway (3.5%). People who declared they had no fixed abode accounted for 7.1% (375) of all committals in 2020.

The vast majority (4,041 or 76.8%) of persons committed to prison in 2020 were Irish nationals. Other European Union nationals (excluding Irish)

accounted for 12.1% (637) of persons committed. British accounted for 1.8% (94). Other European nationals (excluding European Union nationals) accounted for 1.3% (67) of persons committed. African nationals accounted for 3.4% (181) of persons committed, Asian nationals for 2.1% (111), and South American nationals for 1.5% (78) of persons committed. Other nationals, including those from Middle East, North American and Oceania, accounted for 1.0% (54) of persons committed.

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

Total Sentenced during 2020

There were 3,113 committals under sentence in 2020. When an additional 690 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 2020 was 3,803.

There was a 33.2% decrease (1,887) in the total number sentenced in 2020 compared with 2019 (5,690).



*Includes the 690 prisoners who were on remand at the start of the year and who were subsequently convicted

Fig. 13 Total Sentenced during 2020

Under Sentence by Age Group

Age Group	Total	%
18 - <25	778	20.5
25 - <35	1561	41.0
35 - <45	940	24.7
45 - <54	371	9.8
55 +	153	4.0
Total	3,803	100.0

Fig. 14 Total Sentenced during 2020 by Age Group

Total Sentenced during 2020 broken down by Offence Group

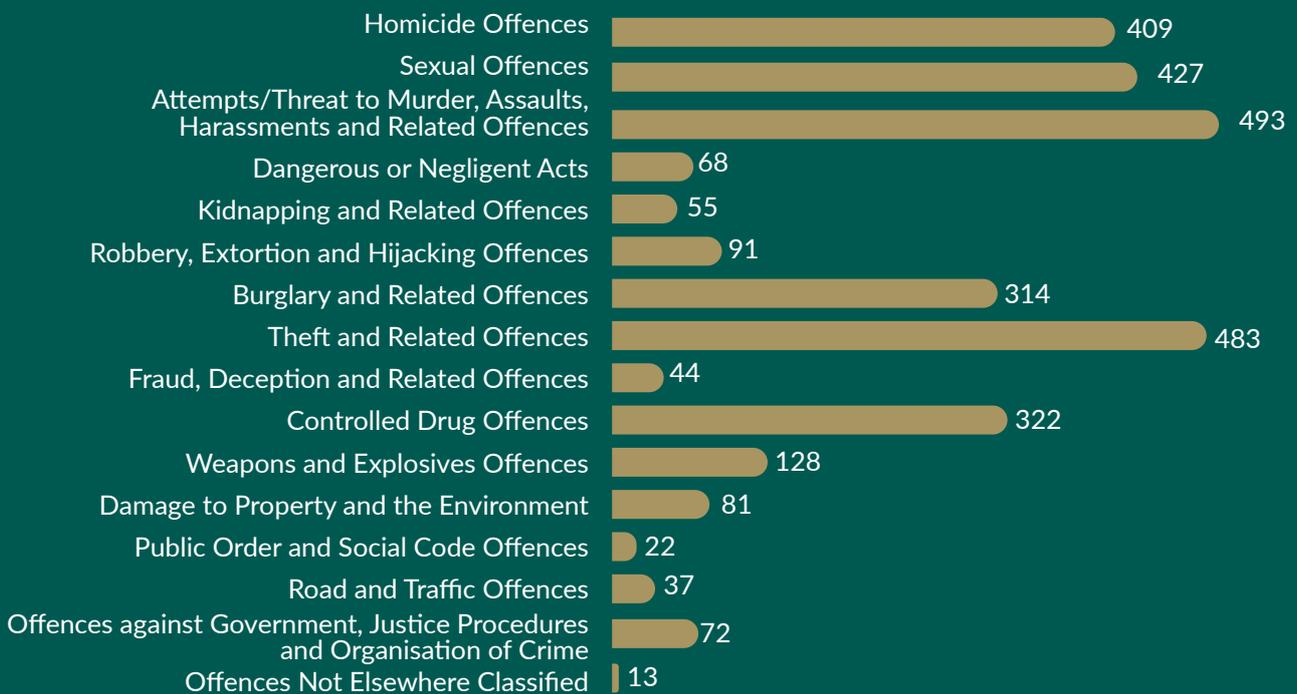
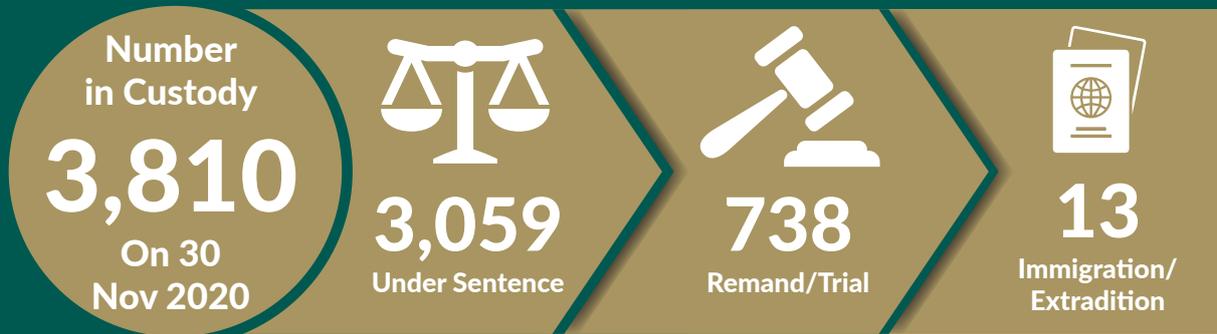
Offence Group	Female	Male	Total
GP01 Homicide Offences	3	24	27
GP02 Sexual Offences	1	117	118
GP03 Attempts/Threat to Murder, Assaults, Harassments and Related Offences	39	458	497
GP04 Dangerous or Negligent Acts	7	103	110
GP05 Kidnapping and Related Offences	0	19	19
GP06 Robbery, Extortion and Hijacking Offences	6	54	60
GP07 Burglary and Related Offences	10	251	261
GP08 Theft and Related Offences	126	590	716
GP09 Fraud, Deception and Related Offences	6	69	75
GP10 Controlled Drug Offences	14	311	325
GP11 Weapons and Explosives Offences	7	162	169
GP12 Damage to Property and the Environment	10	203	213
GP13 Public Order and Social Code Offences	23	210	233
GP14 Road and Traffic Offences	33	351	384
GP15 Offences against Government, Justice Procedures and Organisation of Crime	95	457	552
GP16 Offences Not Elsewhere Classified	8	36	44
Total	388	3,415	3,803

Fig. 15 Total Sentenced during 2020 by Offence Group

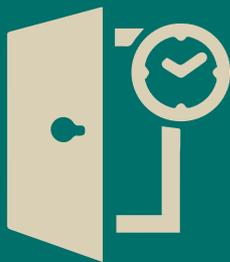


Castlerea High Support Unit 2020 - the painting, by a prisoner, is based on an image of Glenade Lake, Co. Leitrim.

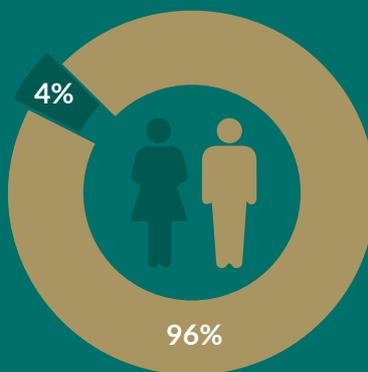
SNAPSHOT OF PRISON POPULATION ON 30 NOVEMBER 2020



291



**On
Temporary
Release**



Male / Female

37

**Average Age
of Person in
Custody**



SNAPSHOT 30 NOVEMBER 2020 - KEY POINTS

▲ The total number of persons in custody was 3,810 on 30 November 2020.

▲ Of the 3,059 sentenced prisoners, 360 prisoners (11.8%) were serving life sentences and another 251 (8.2%) were serving determinate sentences of 10 years or more.

▲ 24 offenders were serving sentences of less than 3 months representing 0.8% of sentenced prisoners.

Temporary Release

▲ There were 291 prisoners on temporary release on 30th November 2020. Of these 291 prisoners, 134 were on the Community Return Programme and 41 were on temporary release to the Community Support Scheme.

▲ Three prisoners were on structured temporary release from an open centre, 29 were on temporary release serving less than 3 months for non-fine offences, and

▲ 84 were on other temporary release including under the supervision of the Probation Service.

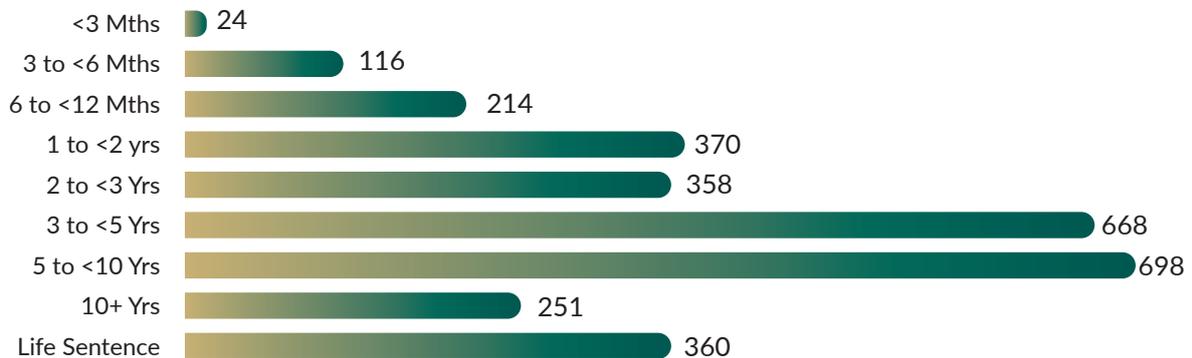


Fig. 16 Sentence length of Prisoners in Custody under Sentence on 30 November 2020

Males Under Sentence

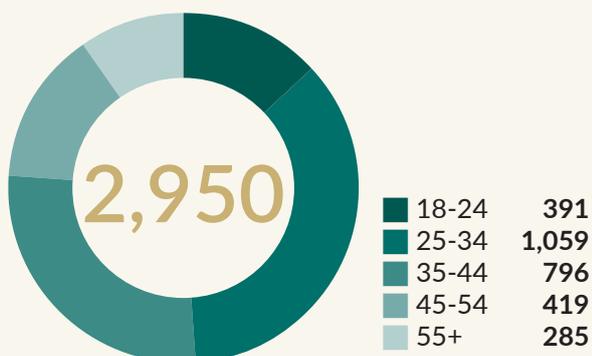


Fig. 17 Male Prisoner Population Under Sentence on 30th November 2020, broken down by Age Group

Females Under Sentence

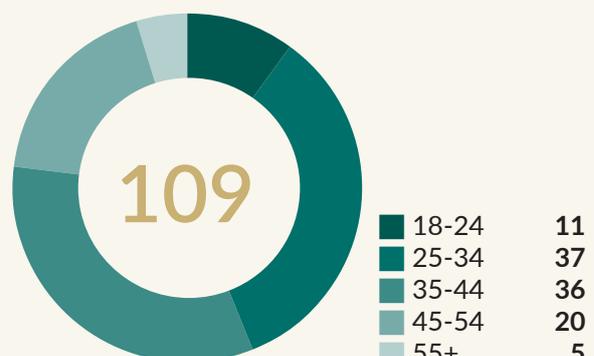
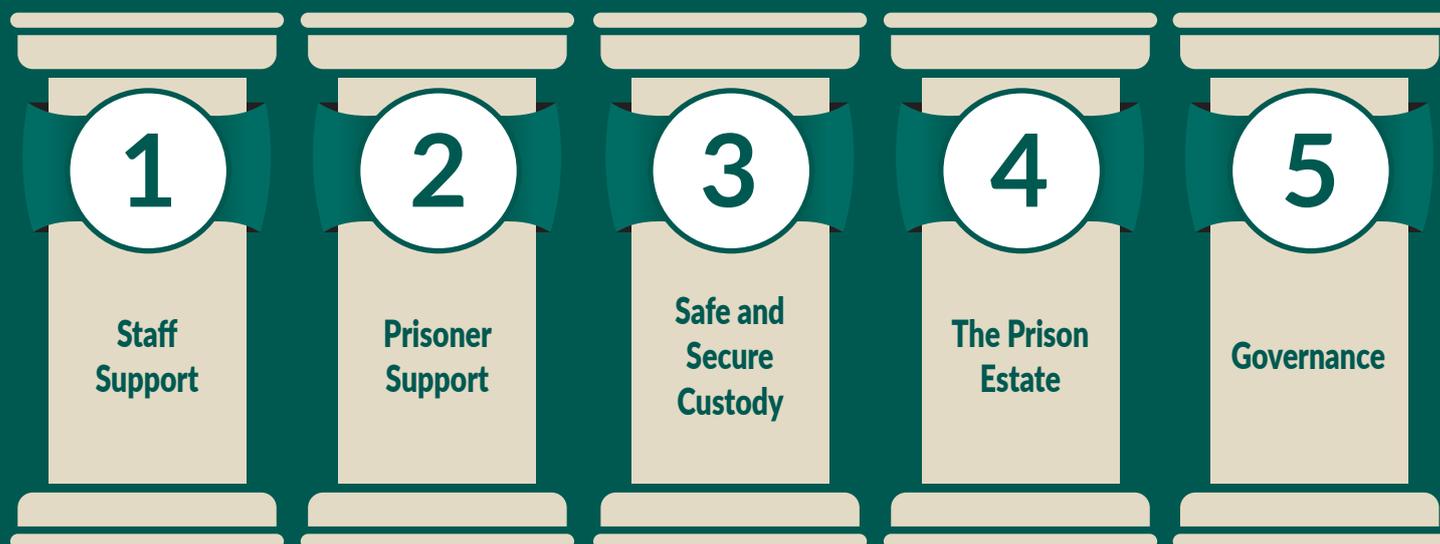


Fig. 18 Female Prisoner Population Under Sentence on 30th November 2020, broken down by Age Group

OUR FIVE STRATEGIC PILLARS

2019 TO 2022



Seirbhís Phríosúin
na hÉireann
Irish Prison Service

STRATEGIC OBJECTIVES

STRATEGIC OBJECTIVES

The Irish Prison Service Strategic Plan 2019 - 2022 is a plan for service improvement and development.

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

While the global pandemic, caused by Covid-19, posed a serious challenge to the Irish Prison Service, significant implementation of the actions set out in the Strategic Plan continued to be achieved. A full progress report on the implementation of the actions is set out in this annual report from page 44.

The review of local management structures was completed in 2020 which has paved the way for the introduction of the new Functional Structure at prison level. This new structure will be piloted in a number of prisons in 2021. Developing our staff and enhancing staff capability remains a priority for the organisation and a new staff wellbeing steering group was established and has met on a number of occasions in 2020.

Staff recruitment continued in 2020 with 105 new Recruit Prisons officers joining the Service.

The transition of prison staff from the old Disciplinary Code for Prison Officers to the general Civil Service Code of Discipline was a significant achievement and will strengthen the mechanisms for accountability for all parties involved in the process.

We continued our efforts to enhance and improve services for prisoners in 2020. The appointment of a new full time Head Chaplain was an important development to support Chaplains across the Service. Significant work was completed on the recruitment of new prison doctors with posts to be filled in early 2021. Despite the restrictions, the Health Needs Assessment continued and the Report will be completed in Q2 2021.

The first Criminal Justice Housing First Initiative was delivered in 2020 as part of our ongoing improvements to resettlement opportunities to provide accommodation and associated wrap around services for vulnerable people leaving the prison system.

Our Psychology Service has commenced a review

of the provision of treatment for sex offenders, which will see a new approach to the provision of interventions to address the level of risk posed by this cohort of offenders.

We have continued to enhance the safety and security of prisons with the addition of new drug detection technology, anti-drone measures and the upgrade of CCTV systems.

Despite some delays experienced due to the closure of construction sites we saw significant progress being achieved on the construction of new accommodation and facilities in Limerick Prison. It is expected that the new facility will be ready for use in Mid-2022.

We have also continued our work on enhancing governance and accountability in the Irish Prison Service. A new Risk, Assurance and Compliance function was established to build on our existing risk management structures. A Risk and Compliance Manager has been recruited who will oversee the roll out of a new Risk Management Framework in 2021.

Through the delivery of our Strategic Objectives we aim to be a world leader in the delivery of progressive penal strategy, policy and prison regimes and services.

The Strategy aims to achieve the following outcomes:

- ▲ The creation of a more supporting, working environment
- ▲ Enhanced services for staff and positive physical and mental health of all employees
- ▲ 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



- ▲ A fairer, simpler Prisoner Complaints System
- ▲ Enhanced Organisation Governance Structures by continuing to strengthen internal governance and risk management, information and security systems

Our annual reports 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 2020 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.

2020 CIVIL SERVICE EXCELLENCE AND INNOVATION RECOGNITION AWARDS

The Irish Prison Service was recognised by the *Civil Service Innovation and Excellent Staff Recognition and Excellence Awards* in December 2020 for our combined efforts to keep COVID-19 out of our prisons. In notifying our staff of the national recognition, the Director General thanked everyone for their hard work and dedication, to take pride in our accomplishments and to redouble our efforts to work together which was so fundamental to that effort.

The Irish Prison Service COVID-19 strategy was based on three key objectives; to prevent the spread of Covid-19 to prisons, detect any possible case as early as possible and to contain any possible outbreak should it occur. The response to the crisis has been built on a whole



of Service response from management, staff, service providers and prisoners who have all worked in collaboration.

The Award recognised the immense measures that the organisation introduced and implemented across all aspects of prison life. To stabilise life in prison for those in custody, by maintaining contacts for them with their families and support structures through innovation and excellence on one hand and reliance on our core public service values on the other, required an extraordinary solidarity, determination and resilience from everyone in the organisation.

IRISH PRISON SERVICE STRATEGIC PLAN 2019-2022

PROGRESS REPORT 31 DECEMBER 2020

Strategic Priority 1: Staff Support “We will create a more supporting working environment with a more engaged workforce” through:	Irish Prison Service Strategic Plan 2019 - 2022 Progress report December 2020
<p>1.1 Developing our Organisational capacity.</p> <p>1.1.1 Reviewing senior management structures and local management structures within prisons.</p> <p>1.1.2 Strengthening functional management to make sure there is clarity regarding responsibility and accountability.</p> <p>1.1.3 Widening the HR Teams, developing their skills and aligning Detail Offices to the relevant HR Team.</p> <p>1.1.4 Developing and implementing a suite of audit tools.</p>	<p>1.1.1 Review of local management structures completed in Q4 2020. Process commenced to identify prisons to participate in first wave for roll out of functional structure.</p> <p>1.1.2 Rollout of new structured deferred due to COVID-19, to be piloted in 2021 in three prisons, budget dependent.</p> <p>1.1.3 Will form part of the new functional structure arrangements to be piloted in 2021.</p> <p>1.1.4 Phase 1 complete. Suite of audit metrics completed in Q4 2020. To be implemented in conjunction with the rollout of the functional structure during the course of 2021.</p>
<p>1.2 Providing a safer working environment for our people.</p> <p>1.2.1 Acknowledging the challenges of working in prison and providing supports to staff to deal with both critical incident stress and the more routines stresses.</p> <p>1.2.2 Promoting and implementing clear Standards of Behaviour and Ethics (Code of Ethics/ Acceptable Behaviour Standards).</p> <p>1.2.3 Publishing all HR related Standard Operating Procedures and Governors Orders on the new communication platform.</p> <p>1.2.4 Cultivating pride in our uniform.</p>	<p>1.2.1 Complete and ongoing. Resilience remains a core element of RPO and CPD training.</p> <p>1.2.2 A draft Code of Ethics is well advanced and is being reviewed by a Working Group, with a view to sign-off and publication in 2021. S. I. 261/2020 Prison (Disciplinary Code for Officers Revocation Rules 2020 was enacted and the Civil Service Disciplinary Code came into effect from 1 October 2020.</p> <p>1.2.3 Complete and ongoing. PRISM launched with HR Page in December.</p> <p>1.2.4 Rollout of new uniform deferred due to infection control requirements. New supplier identified for PPE. Government of Ireland, Visual Identity guidelines programme initiated.</p>



Strategic Priority 1: Staff Support		Irish Prison Service Strategic Plan 2019 - 2022	
“We will create a more supporting working environment with a more engaged workforce” through:		Progress report December 2020	
1.3 Support our people by creating a culture of inclusivity and wellbeing.			
1.3.1 Promoting a work environment that is centred on our values.		1.3.1 RPO training centred on the five Irish Prison Service values has continued despite the challenges posed by the coronavirus pandemic. A total of 101 Recruit Prison Officers commenced service in 2020. Full programme of RPO training in place for 2021.	
1.3.2 Developing a new communications platform that is accessible to all staff.		1.3.2 Complete. PRISM launched in December with details relevant to all Irish Prison Service staff.	
1.3.3 Providing ongoing regular engagements between Human Resources Directorate and Prison Management.		1.3.3 In place. HR Governor Meetings held regularly. HR Workforce Planning link in directly with Detail Offices.	
1.3.4 Implementing the Well at Work/ Healthy Ireland Programme (HSE) across the Estate.		1.3.4 Wellbeing Steering Group met twice in 2020. On-going engagement with the HSE on Healthy Ireland Programme.	
1.4 Attracting and retaining the best people for our organisation.			
1.4.1 Reviewing our approach to recruitment and promotion competitions.		1.4.1 Review to be finalised in 2021.	
1.4.2 Moving to an online application process for promotion competitions.		1.4.2 Online process roll out following completion of upgrade of CORE HRMS in Q2 2021..	
1.4.3 Reviewing job specifications, competencies and updating them to make sure they meet our needs.		1.4.3 New competency framework for Prison Officer to Governor I being reviewed and finalised. To be completed in 2021.	
1.4.4 Exploring the possibility of moving to regional and open recruitment.		1.4.4 Phase 1 complete. Successful regional recruitment for administration grades. Regional Recruitment for prison grades to commence mid 2021.	



*1st and 2nd Pipe Masters,
Irish Prison Service
Pipe Band*



<p>Strategic Priority 1: Staff Support</p> <p>“We will create a more supporting working environment with a more engaged workforce” through:</p>	<p>Irish Prison Service Strategic Plan 2019 - 2022</p> <p>Progress report December 2020</p>
<p>1.5 Developing our People.</p> <p>1.5.1 Enhancing Continued Professional Development.</p> <p>1.5.2 Reviewing the current model of Recruit Prison Officer training to ensure it meets our organisational needs.</p> <p>1.5.3 Creating a work environment in which all staff and managers have the competencies required to support of our objectives.</p>	<p>1.5.1 CPD was severely curtailed due the pandemic and as a result of the cancellation of most of the scheduled dates. A total of 293 staff received training under the CPD programme.</p> <p>1.5.2. Due to continued monitoring and evaluation of the HCCC, in 2020 the Psychology inputs into RPO training were redesigned taking into consideration the principles of Trauma Informed Care. We have also embedded the principles of Restorative Practices (RP) into our RPO training. A new RP module has been devised by Irish Prison Service Tutors and is delivered as part of the syllabus. In addition, all HCCC modules, in Semester 1, are delivered in a manner which reflects and utilises RP language and principles.</p> <p>1.5.3. Training was curtailed in 2020, however training, both face to face and on-line, was delivered to Prison Managers. Subjects included Civil Service Disciplinary Code, and Complaints Investigations Training.</p>
<p>1.6 Having high standards of leadership and management.</p> <p>1.6.1 Establishing a dedicated Leadership and Management Section.</p> <p>1.6.2 Developing best practice in decision making through a Decision Making Model.</p> <p>1.6.3 Further developing the HR matrix to assist prisons in evaluating and enhancing their performance.</p> <p>1.6.4 Ensuring that there is accountability at all levels of our organisation through performance Agreements.</p>	<p>1.6.1 Prison Management and Administration Support Team in place.</p> <ul style="list-style-type: none"> - Providing structured training to managers and administrators, - Providing individual support and coaching to newly promoted Governors and administrators in relation to their assigned area of functional responsibility, - Responding to queries and urgent requests for support through a helpdesk. <p>1.6.2 Completed. Rolled out in 2019.</p> <p>1.6.3 Suite of audit metrics completed in Q4 2020.</p> <p>1.6.4 ESMA Agreed with NSSO including service management meetings. In 2020 the Irish Prison Service commenced the design of an operational dashboard which identifies performance measures and metrics that in turns supports risk management, reporting and accountability across all of the prisons and supporting directorates in HQ. These measures will underpin and support performance agreements once implemented in the prisons.</p>



Strategic Priority 2: Prisoner Support

Irish Prison Service Strategic Plan 2019 – 2022

“We will further support the integration of prisoner support services to deliver more effective rehabilitation to prisoners” through:

Progress Report December 2020

2.1 Improving Health Care.

2.1.1 In conjunction with the HSE, provide appropriate forensic psychiatric services in all closed prisons and explore the number of admissions to the CMH.

2.1.1 Awaiting the establishment of an interdepartmental Task Force in 2021 to examine options for enhanced in-reach psychiatric service delivery.

2.1.2 Strengthen primary care provision, develop clinical governance arrangements and continue development of Prisoner Healthcare Management System (PHMS).

2.1.2 Interviews for permanent prison doctors have been completed and posts will be filled in 2021. PHMS development ongoing. To continue in 2021. Ongoing developments in clinical governance including best practice prescribing continuing in 2021.

2.1.3 Enhancing and developing infection control policies and procedures.

2.1.3 National & Local (prison based) infrastructure in place. Infection control Policy and TB SOP completed. COVID-19 infection control measures in place.

2.1.4 Commence a Review of Prison Healthcare (Health Needs Assessment).

2.1.4 HNA review commenced (November 2019). For completion Q2 2021.

2.1.5 Implement recommendations of the independent Drug & Alcohol Report and develop a contemporary Drug & Alcohol Policy.

2.1.5 Implementation ongoing into 2021.



The Irish Prison Service won the NIMS Leader Award in the 2020 State Claims Agency Enterprise Risk Network Recognition Awards. These awards acknowledge the leaders in enterprise risk management in the State sector and recognise the ongoing process of continuous improvement and progress in the management of risk within the SCA’s Delegated State Authorities (DSAs)

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 2020
2.2 Enhancing Psychological Wellbeing.	
2.2.1 Continuing to implement key recommendations from the Porporino New Connections report (2015).	2.2.1 Psychology resourcing an ongoing priority in order to achieve international benchmark of 1 Psychologist to 150 people in custody. Funding agreed for one additional Staff Grade Psychologist in 2020.
2.2.2 Establishing a multi-disciplinary model of mental healthcare in prisons in conjunction with NFMHS and allied services.	2.2.2 Awaiting establishment on interdepartmental Task Force. For completion over 2021-2022. Head of Psychology Service to scope Irish Prison Service Mental Health Needs Analysis as recommended by New Connections Report (Porporino, 2015) and ‘Sharing the Vision’ Policy Document.
2.2.3 Continuing to provide psychologically informed input to the Irish Prison Service College and ensuring psychology staff are supported to maximise potential as clinicians.	2.2.3 Psychology input to IPSC ongoing. Updates to training complete (focus on understanding of trauma informed care).
2.2.4 Continuing to build on best practice offence - specific interventions and developing a best fit model of trauma informed correctional care (TICC).	2.2.4 For completion over 2020-22.
2.2.5 Developing interventions for prisoners who deny sexual violence.	2.2.5 Delivery of programme for people convicted of sexual violence has been revised in line with best international practice, led by Principal Psychologist.
2.2.6 Enhancing the psychology case tracking system (PCTS).	2.2.6 Funding not available to progress in 2020.

Gaisce – The President’s National Award is a self-development programme for people under 26 years of age. For many years the Irish Prison Service has made participation in the Gaisce Awards scheme available to prisoners while they are in custody. They achieve the same awards in prisons as people achieve outside of prison in the community. During the past couple of years, with the support of the Director General, there has been extra emphasis, promotion and support of Gaisce in prisons, resulting in increased participation and awards achieved in prisons. This is a a Bronze Gaisce Award winner in custody testimonial.

What are you most proud of in your award?

“Being able to help others and also working as a team. Proud of myself for going through this in COVID-19. It’s been a tough time for everyone.”

Would you recommend Gaisce to others?

“Yes it has been a great opportunity for a better life and great for different achievements. I want to have a good future and be somebody.”



<p>Strategic Priority 2: Prisoner Support</p> <p>“We will further support the integration of prisoner support services to deliver more effective rehabilitation to prisoners” through:</p>	<p>Irish Prison Service Strategic Plan 2019 – 2022</p> <p>Progress Report December 2020</p>
<p>2.3 Increasing Rehabilitation Support.</p> <p>2.3.1 Progressing the delivery of the Irish Prison Service and Probation Service Strategic Plan 2018-2020.</p> <p>2.3.2 Better resourcing and managing the Integrated Sentence Management process and maximising opportunities to access constructive activities, prisoner support services and suitable facilities.</p> <p>2.3.3 Delivering catering, cleaning, laundry and environmental waste management in all prisons to national standards.</p> <p>2.3.4 Continuing to develop and review the application of the Incentivised Regimes Policy.</p> <p>2.3.5 Implementing a Joint Education Strategy with the ETBs, and further developing library services.</p>	<p>2.3.1 Irish Prison Service and Probation Service Strategic Plan Actions are being progressed, subject to oversight by Joint PS/IPS Group. Implementation of agreed actions was ongoing in 2020. Progress report is provided at appendix 1.</p> <p>2.3.2 No funding secured for new Integrated Sentence Management (ISM) posts in 2020. Vacant ISM posts to be filled early 2021.</p> <p>2.3.3 For completion in 2021.</p> <p>2.3.4 In place. Incentivised Regimes Policy review completed in 2020.</p> <p>2.3.5 All seven strategic actions are being implemented in partnership with the ETBs and other partners over the 2020 - 2022 period.</p>
<p>2.4 Resettlement and Integration.</p> <p>2.4.1 In collaboration with the Probation Service continuing to enhance programmes for structured release.</p> <p>2.4.2 Continuing to build effective partnerships with statutory and non-statutory agencies.</p> <p>2.4.3 Continuing to work with Housing Authorities to improve case management of offenders at risk of homelessness on release.</p> <p>2.4.4 Proactively engaging with employers and social enterprises to provide employment to ex- offenders.</p>	<p>2.4.1 Programmes for structured release ongoing in 2020.</p> <p>2.4.2 Partnerships with statutory and non-statutory agencies ongoing in 2020.</p> <p>2.4.3 Criminal justice specific Housing First initiative introduced in 2020.</p> <p>2.4.4 Funding provided through Kickstart programme for social enterprise initiative in 2020. The Minister for Justice Helen McEntee TD launched the Working to Change Social Enterprise and Employment strategy on 20th November 2020. The strategy sets out a range of strategic actions that will increase access to employment options for people with criminal convictions in Ireland, by meaningfully engaging with stakeholders across a range of sectors, including social enterprises.</p>

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 2020	
3.1 Creating a more modern, technology driven, prison estate.			
3.1.1 Tackling the increasing threats posed by drone incursions into prisons.		3.1.1 Drone deterrent system in place in a number of prisons.	
3.1.2 Investing in front of house security measures to prevent contraband smuggling.		3.1.2 X-Ray machines have been updated in a number of prisons.	
3.1.3 Investing in equipment to assist in the search and retrieval of contraband.		3.1.3 Continuous investment ongoing in equipment.	
3.2 Contributing to safer communities through prisoners progression and tackling over-crowding and over-capacity.			
3.2.1 Conducting a full cell audit within the Estate to identify additional bed capacity.		3.2.1 Cell audit complete 2019.	
3.2.2 Reviewing our policies in relation to the Open Centres and structured temporary release.		3.2.2 Ongoing. There were 287 releases on Community Return in 2020. Compliance rates have remained consistent since the introduction of the scheme and up to date statistics indicate a compliance rate of 89%. The total number of Community Support releases in 2020 was 280. Open Centre policy review complete.	
3.2.3 Continuing to liaise with partners and service providers in the area of sentence management.		3.2.3 Ongoing. We continued to grant fund a number of Community Based Organisations to assist in the process of providing supports on release to service providers.	
3.3 Introducing a fair, transparent and more streamlined prisoner complaint system			
3.3.1 Implementing the recommendations of the Inspector of Prisons audit of the current complaint system.		3.3.1 Recommendation implementation ongoing.	
3.3.2 Amending the Prison Rules 2007, to give effect to those recommendations for a fairer, more user friendly system.		3.3.2 S.I. being developed with Department of Justice.	
3.3.3 Introducing a system of Internal Review and External Independent Appeal with final determination being made by the Ombudsman.		3.3.3 Awaiting S.I. and final development of IT system. Internal review to be made available. External appeal under review, Ombudsman involvement is dependent on resources being allocated.	



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 2020

3.4 Contributing to public safety and a safer working environment.

3.4.1 Continuing to implement recommendations of the State Claims Agency Report - Review on Assaults on Operational Prison Staff by Prisoners.

3.4.1 30 of the 39 recommendations were implemented by end of 2020.

3.4.2 Investing in standardised personal protective equipment (PPE) for staff on Escorts and other staff.

3.4.2 Continuous investment in PPE for staff.

3.4.3 Investing in our CCTV systems.

3.4.3 Rollout of new CCTV system ongoing – CCTV policy has also been updated.

3.5 Victim Support.

3.5.1 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.

3.5.1 Appointment of a dedicated Victim Liaison Officer took place in 2019. Engagement with other agencies ongoing in accordance with Prison Service Victims Charter.



Infection Control Measures - Portlaoise Prison

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 2020	
4.1 Delivering the Limerick Prison redevelopment design & build project which includes;			
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 €21.8M	
4.1.2 A new stand-alone female prison.			Limerick Prison Works substantially progressed but delayed due to COVID-19 Pandemic.
4.1.3 A new gatehouse and offices, Escort Corps (PSEC) and Operation Support Group (OSG) offices, visits and reception facilities.			Probation Service Building completed.
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 €0.6M	Completed but reopening paused due to Pandemic risk.
4.3 Maximising capacity and services within the Prison Estate.		4.3 Expenditure €0.5M	Includes costs related to increased capacity initiative/Irish Prison Service College/Castlerea Equine facility.
4.4 Improving security & safety measures.		4.4 Expenditure €6.5M	Includes windows replacement programme at Midlands, Security Works at Limerick, Anti Escape measures, Infection Control, investment in CCTV and Security equipment at a number of different prisons, Health & Safety Works.
4.5 Improving buildings fabric, facilities & equipment.		4.5 Expenditure €9M	Includes works at Castlerea, Cloverhill, Shelton Abbey, Loughan House, E Block Portlaoise, Midlands, Retentions, Roof Repairs, Fire Safety Upgrades, Equipment & Carbon Abatement at a number of different locations.
4.6 Developing ICT facilities and systems.		4.6 Expenditure €3.9M	Investment in a number of ICT Infrastructure & Systems, Computer Hardware, Data Security & Upgrades, Prisoner Services, Remote Working ICT facilities.
4.7 Enhancing the quality of our fleet.		4.7 Expenditure €0.5M	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 2020	
5.1 Enhancing Organisation Governance Structure in line with the Code of Practice for the Governance of State Bodies.			
5.1.1. Continuing to strengthen internal governance and risk management, information and security systems.		5.1.1	A Risk, Assurance & Compliance function was established to further build on the foundations of risk management. A Risk and Compliance Manager was recruited and commenced working with the Irish Prison Service in October 2020. A new Risk Management Framework is due to be implemented in 2021.
5.1.2 Establishing an Internal Audit Unit.		5.1.2	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.
5.1.3 Developing internal process of compliance and risk management.		5.1.3	Internal processes to support compliance and risk management commenced through the initiation of an assurance mapping project which is ongoing and completing a risk management framework review. This will enhance how assurance is provided, 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.
5.1.4 Develop external oversight governance framework/ infrastructure.		5.1.4	Oversight agreement completed and in place.
5.2 Further developing functional structure governance in prisons.		5.2	Job descriptions developed for staff to support the move to a functional structure at prison level.
5.3 Developing internal structures to facilitate a planned approach to policy development.			
5.3.1 Developing an annual policy implementation plan.		5.3.1	New Policy Library in place as part of Phase 1 of PRISM. Enhanced capability to manage life cycle of policy documents with Red Amber Green system and as shared platform with prisons and business centres.
5.3.2 Examining and assessing potential for ICT to enhance organisation capacity.		5.3.2	Complete. The ICT Delivery Plan 2020-2022 was finalised, with the overarching aim to support the delivery of the Irish Prison Service mission by maintaining existing ICT systems and further developing innovative ICT solutions in response to identified business needs.
5.3.3 Publication of standards in an easy accessible manner.		5.3.3	Phase 2 completed to develop the Policy Library which involves the collation of Governors’ Orders and all Local Standard Operating Procedures to National Policy Documents. Policy documents are hyperlinked and new numbering system allows greater integration of related policy documents. DPER circulars and related documents linked with Irish Prison Service Policy and SOPs for publication on staff intranet.

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 2020	
5.4 Continuing to develop evidence based decision making.			
5.4.1 Developing enhanced data analytics and data management.	5.4.1 Data analytics phase 2 complete, with development of an operational reporting and analysis capability, Dashboards to support data driven decision making were developed for a number of source systems.		
5.4.2 Rolling out an electronic document and record management system across the Service.	Operational Scorecard Phase 1 initiated for improving performance and drive decisions and actions to assist management in identifying focus areas that require action. Data discovery and classification exercise of unstructured data stored on file shares across the Irish Prison Service initiated, which details the sensitivity and location of files stored across the Irish Prison Service.		
5.5 Creating a work environment that is centered on open, two-way communications to build unity in our Service.			
5.5.1 Continuing to build internal capacity to sustain, improve and communicate our performance..	5.5.1 The roll out of a new internal Intranet system “PRISM” was completed in 2020 providing a new comprehensive system to support staff through the publication and sharing of information and updates on significant developments within the Service. The new system allows for the real-time sharing of information and includes regular update on policy development, online awareness programmes and bespoke spotlight features on important issue including staff wellbeing. A new Policy Library is included within the new PRISM system which enables greater ability to co-ordinate, monitor and demonstrate compliance with legislation and Departmental Circulars, Policy documents reference legislation and circulars and provide documentation to investigations, or litigation cases from a central managed source. Enhanced reporting tools allow all integrated documents to be included in reports to relevant oversight bodies.		



<p>Strategic Priority 5: Governance</p> <p>“We will ensure an open, transparent and accountable prison service” through:</p>	<p>Irish Prison Service Strategic Plan 2019 – 2022</p> <p>Progress Report December 2020</p>
<p>5.5.2 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>5.5.2 An enhanced communication system was implemented in 2020 to provide more effective communications within the Service, especially during the Covid-19 pandemic. A new prison liaisons group has been established to support the cascading of information from senior management to all areas of the Service. The Service has enhanced its use of online communications including social media, providing regular updates in relation to important or significant developments both internally and externally. New innovative methods of communications were rolled out including enhanced use of video link technology for virtual meetings, enhanced use of staff electronic noticeboards including video messaging and the development of a new In-cell TV Channel which supports enhanced communications between staff, service providers and prisoners. The Service has also enhanced traditional communications tools including the publication of regular newsletters for both staff and prisoners. These new systems of communications will be embedded in our communications structures going forward.</p>
<p>5.6 Continuing to meet our obligations under the Public Sector Duty.</p>	<p>5.6 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. An Action Plan is in place. During 2020 an awareness raising programme on sexual assault and sexual harassment was developed and roll out commenced. Delivery of the course was paused during COVID-19. Other online awareness-raising courses in the areas of human rights including privacy, equality and inclusion were provided to staff. Ongoing reviews of policies and actions on recommendations contained in national strategies.</p>
<p>5.7 Exploring and examining mechanisms for incorporating restorative justice principles throughout the Irish Prison Service</p>	
<p>5.7.1 Include restorative justice principles in the training of staff including new recruits</p>	<p>5.7.1 We have embedded the principles of Restorative Practices (RP) into our RPO training. A new RP module has been devised by IPSC Tutors at is delivered as part of the syllabus. In addition, all HCCC modules, in Semester 1, are delivered in a manner which reflects and utilises RP language and principles.</p>



Wagon and Ship's Wheel

The Wagon and Ship's Wheel are examples of craftwork displayed at the UNLOCK exhibition of creative arts by people in custody, at the Dunamais Arts Centre Portlaoise, in January and February 2020. The wagon is an example of the traditional, craft of model making using matchsticks at Castlerea Prison. The Ship's Wheel, a symbol associated with sea faring families, featuring wood and metal turning techniques using pine and brass was made at the Education Centre at Midlands Prison.



Seirbhís Phríosúin na hÉireann
IRISH PRISON SERVICE



Seirbhís Phríosúin
na hÉireann
Irish Prison Service

APPENDICES

APPENDIX I

JOINT IRISH PRISON SERVICE / PROBATION SERVICE STRATEGY

Update on Year 3 of the Joint Irish Prison Service & Probation Service Strategic Plan 2018-2020

Throughout the year both organisations continued to work and measure performance against the strategic goals outlined in the *Joint Irish Prison Service Strategy 2018-2020*. Owing to the impact of COVID 19 on the overall operation of both organisations it was agreed to extend the Joint Strategy into 2021. The following outlines progress in some of the key areas for 2020.

No.	Strategic Objective	Strategic Outcomes 2020
1	<p>Improved Sentence Management</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"> ▲ Both the Community Return and Community Support Scheme continued, releasing people into the community in a structured manner with appropriate supports. 287 prisoners were released under the Community Return Scheme and 280 under the Community Support Scheme in 2020. ▲ 140 prolific offenders are successfully managed under the Joint Agency Response to Crime (J-ARC initiative). ▲ The Criminal Justice Housing First Project, a partnership initiative between the Irish Prison Service, the Probation Service and the Dublin Region Homeless Executive to address homelessness for offenders commenced, October 2020.
2	<p>Maximise joint working between the Irish Prison Service and Probation Service</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"> ▲ The Memorandum of Understanding, detailing on how both organisations can deliver on our joint commitments, continues to be implemented. ▲ An electronic system for case management of shared clients is operational, providing a central point of information to better inform offender management. ▲ Significant developments in the use of ICT, including video technology, to improve Probation Officer access for the purpose of court reports, Parole Board assessments and pre-release preparation, driven by the Covid pandemic. ▲ Delivery of planned group work interventions have been interrupted due to COVID-19 restrictions. The use of ICT solutions have been maximised to deliver interventions in more innovative ways where circumstances have permitted.
3	<p>Develop a range of responses for female offenders to afford them more opportunity and help realise their potential</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"> ▲ The Outlook Women’s Programme, established 2019, providing accommodation and support services for female offenders operating at full capacity, while Tus Nua at the Abigail Centre also continues to provide support to women with a range of complex needs, leaving custody or on probation supervision. ▲ A gender-informed training programme, Working with Women in Custody, has been developed and commenced for some staff working with female offenders. Further training, delayed by COVID-19 restrictions, is planned for 2021.



No.	Strategic Objective	Strategic Outcomes 2020
4	<p>Enhance engagement with victims of crime 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"> ▲ The joint protocol is operating well between both organisations with regular contact being maintained between the Probation Service Restorative Justice and Victim Service Unit and the Irish Prison Service Victim Liaison Unit.
5	<p>Developing innovative responses for specific groups of offenders We will continue to engage with specific cohorts in custody, ensuring that initiatives are based on best national and international evidence based best practice.</p>	<ul style="list-style-type: none"> ▲ The National Violence Reduction Unit (Midlands Prison), a dedicated approach to address the complex needs of high-risk violent and disruptive prisoners, led by the Irish Prison Service Psychology Service in partnership with the Probation Service and Operations Directorate of the Irish Prison Service continues to support the joint management of these critical cases. ▲ A Pre-Release SORAM (Sex Offender Risk Assessment & Management) Working Group, comprising Irish Prison Service, Probation Service and other relevant stakeholders established to develop relevant operational procedures.
6	<p>Enhancing the Employability of Offenders We will work together in order to increase the number of ex-offenders who secure sustained employment.</p>	<ul style="list-style-type: none"> ▲ The Irish Prison Service and Probation Service led the development of the Department of Justice Social Enterprise and Employment Strategy Working to Change 2021-2023, launched November 2020. The strategy sets ambitious targets to improve opportunities for sustained employments for people with experience of the criminal justice sector. ▲ A Project Manager co-funded by both organisations is in place to drive the implementation of the <i>Working to Change Strategy</i>. ▲ The second round of funding, €1.15m Kickstart Seed Fund Programme was distributed to 27 Social Enterprises to support the development of social enterprises working with offenders and former offenders.
7	<p>Engaging service users 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"> ▲ The Irish Prison Service, Probation Service and Red Cross initiative delivering peer-led interventions was instrumental in the success of managing the COVID-19 pandemic across the prison estate. ▲ Both Irish Prison Service and Probation Service continue to joint-fund a range of community based organisations that provide peer mentoring, support, advocacy and reparative opportunities for participants.
8	<p>Promoting research and evaluation We will continue to promote research and evaluation to ensure evidence informed practice in our joint work.</p>	<ul style="list-style-type: none"> ▲ Research projects continued into models of working with life-sentenced and violent prisoners as well as best practice intervention models for working with females in custody and the wider criminal justice system.
9	<p>Improve the provision of Drug & Alcohol Services in Prison and the Community We will work together to increase equity of access, choice and person-centred treatment and intervention options. Co-ordination of Services will enhance clear treatment pathways. The experience of prison will be seen as an opportunity to address addictions with a focus on outcomes.</p>	<ul style="list-style-type: none"> ▲ The Irish Prison Service and the Probation Service continue to work and contribute to the National Oversight Committee for the <i>National Reducing Harm Supporting Recovery Strategy</i>. Both organisation remain committed to further enhance cross-sectoral collaboration to support the care planning process from custody to community, aligned with the broader national rehabilitation framework.

APPENDIX II

Persons in custody under sentence on 30 November 2020 - 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	2	3	10	36	10	348	409
GP02 Sexual Offences	0	1	5	23	19	71	170	128	10	427
GP03 Attempts/Threat to Murder, Assaults, Harassments and Related Offences	4	18	40	75	98	149	88	19	2	493
GP04 Dangerous or Negligent Acts	0	0	12	11	14	14	16	1	0	68
GP05 Kidnapping and Related Offences	0	0	0	2	5	11	24	13	0	55
GP06 Robbery, Extortion and Hijacking Offences	0	0	3	10	15	37	25	1	0	91
GP07 Burglary and Related Offences	0	4	20	49	48	101	77	15	0	314
GP08 Theft and Related Offences	5	40	54	86	69	134	83	12	0	483
GP09 Fraud, Deception and Related Offences	0	6	3	4	11	13	7	0	0	44
GP10 Controlled Drug Offences	4	7	13	47	52	82	89	28	0	322
GP11 Weapons and Explosives Offences	0	6	15	14	5	14	54	20	0	128
GP12 Damage to Property and the Environment	1	6	15	17	7	16	18	1	0	81
GP13 Public Order and Social Code Offences	2	8	2	6	2	2	0	0	0	22
GP14 Road and Traffic Offences	1	10	13	10	2	0	1	0	0	37
GP15 Offences against Government, Justice Procedures and Organisation of Crime	7	10	19	13	3	10	7	3	0	72
GP16 Offences Not Elsewhere Classified	0	0	0	1	5	4	3	0	0	13
Total	24	116	214	370	358	668	698	251	360	3,059



APPENDIX III

Daily average number of prisoners per Institution 2020

Institution	Bed Capacity at Year end	In Custody	On Temporary Release	On Remand/Trial
Arbour Hill Prison	138	130	0	1
Castlerea Prison	340	297	14	57
Cloverhill Remand Prison	431	362	4	300
Cork Prison	296	271	55	64
Limerick Female Prison	28	28	19	6
Limerick Male Prison	210	206	34	80
Loughan House	140	105	5	0
Midlands Prison	875	814	29	85
Mountjoy Female Prison	146	120	45	31
Mountjoy Male Prison	755	667	76	43
Portlaoise Prison	291	225	3	11
Shelton Abbey	115	93	7	0
Wheatfield Prison	610	505	50	61
Total	4,375	3,823	341	739

Shelton Abbey/Dogs for the Disabled-Buddy Dog Programme

The Buddy Dog Carer Programme is a partnership between Shelton Abbey and Dogs for the Disabled Charity. Prisoners are given ownership and responsibility for the dogs, their care, handling, training etc. and they see this as them giving something positive back to society.



▲ Moving dogs on to new homes.

A total of 10 dogs were trained in 2020, a fantastic achievement given the lockdown nationally. 85% of applicants for these dogs are children living with a physical disability and the difference that these dogs make in their lives is immense. Dogs with the charity are bred ethically and trained by prisoners to carry out a range of practical tasks to assist children and adults achieve a greater independence and quality of life. The assistance dogs assist with practical everyday tasks to help a person with a disability to live a fuller life and every dog is trained to help with simple everyday tasks such as opening/closing doors, picking up dropped items, emptying the washing machine.

Dogs do not differentiate between the old and the new norms, what they need is stability, routine and structure. Some of the aspects that were reviewed in 2020 were:

- ▲ Having the correct fit of prisoners to manage the Buddy Dog Carer Programme
- ▲ Buddy Dog Handler Training

Bikes for Africa project

Our colleagues in the Army delivered over 400 bicycles for refurbishment by prisoners in custody in Shelton Abbey as part of the School Bikes For Africa project. Rotary Ireland arranged collection of 200 bikes for onward shipment to The Gambia.

Prisoner Peer mediation

2020 saw the successful award of stage 2 Peer Mediation certifications to four prisoners. This is a remarkable outcome for all those involved. This milestone aims to achieve the Irish Prison Service strategic aims in educational

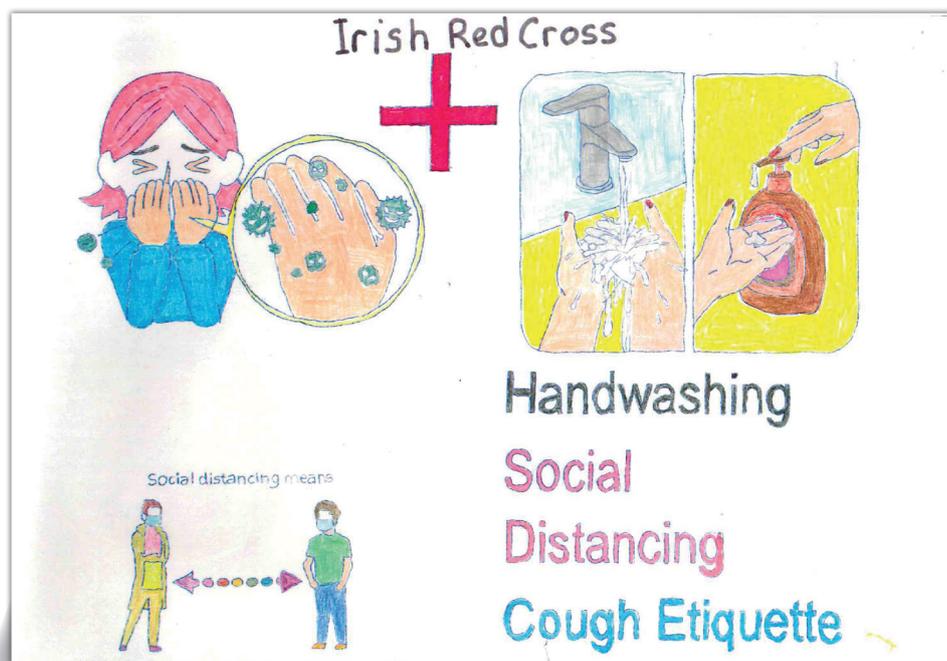


accreditation and violence reduction in prisons. Historically this programme is the result of many years initiatives within Castlerea Prison which focused on the reduction of violence within prisons and, consequently, in the community.

APPENDIX IV

Committals to prison 2003 to 2020

Year	In Custody	% Change from Previous Year	Persons	% Change from Previous Year	Male	Female
2020	6,340	-29.0	5,263	-26.6	4,707	556
2019	8,939	10.8	7,170	10.5	6,276	894
2018	8,071	-13.1	6,490	-13.3	5,724	766
2017	9,287	-38.5	7,484	-40.5	6,403	1,081
2016	15,099	-12.2	12,579	-11.3	10,033	2,546
2015	17,206	6.5	14,182	5.8	11,264	2,918
2014	16,155	2.7	13,408	2.7	10,723	2,685
2013	15,735	-7.6	13,055	-5.8	10,729	2,326
2012	17,026	-1.7	13,860	-0.7	11,709	2,151
2011	17,318	0.8	13,952	1.4	12,050	1,902
2010	17,179	11.4	13,758	11.5	12,057	1,701
2009	15,425	13.8	12,339	12.9	10,880	1,459
2008	13,557	13.6	10,928	12.5	9,703	1,225
2007	11,934	-1.8	9,711	0.1	8,556	1,155
2006	12,157	14.1	9,700	11.7	8,740	960
2005	10,658	0.0	8,686	-1.5	7,780	906
2004	10,657	-9.5	8,820	-10.1	7,914	906
2003	11,775		9,814		8,669	1,145



Winner of prisoner infection control competition



APPENDIX V

Total Sentenced during 2020 - 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	0	0	0	2	2	3	8	0	12	27
GP02 Sexual Offences	2	4	8	25	17	22	30	10	0	118
GP03 Attempts/Threat to Murder, Assaults , Harassments and Related Offences	32	111	92	75	86	79	15	7	0	497
GP04 Dangerous or Negligent Acts	9	50	19	9	10	6	7	0	0	110
GP05 Kidnapping and Related Offences	0	0	0	2	4	5	7	1	0	19
GP06 Robbery, Extortion and Hijacking Offences	3	3	6	14	15	12	7	0	0	60
GP07 Burglary and Related Offences	6	29	77	31	42	48	27	1	0	261
GP08 Theft and Related Offences	104	173	233	67	57	68	14	0	0	716
GP09 Fraud, Deception and Related Offences	7	21	15	10	11	8	3	0	0	75
GP10 Controlled Drug Offences	18	73	55	64	42	50	23	0	0	325
GP11 Weapons and Explosives Offences	15	39	56	15	12	14	17	1	0	169
GP12 Damage to Property and the Environment	23	68	70	20	11	17	4	0	0	213
GP13 Public Order and Social Code Offences	133	70	19	6	4	1	0	0	0	233
GP14 Road and Traffic Offences	83	268	31	2	0	0	0	0	0	384
GP15 Offences against Government, Justice Procedures and Organisation of Crime	339	108	93	5	2	3	1	1	0	552
GP16 Offences Not Elsewhere Classified	22	6	4	5	5	1	1	0	0	44
Total	796	1,023	778	352	320	337	164	21	12	3,803

APPENDIX VI

Total Sentenced by sentence length 2011 - 2020

	<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
Year 2020	796	1,023	778	352	320	337	164	21	12	3,803
Year 2019	1,552	1,609	1,153	402	339	401	188	37	9	5,690
Year 2018	1,070	1,494	995	336	338	342	183	33	21	4,812
Year 2017	2,704	1,312	884	346	299	276	167	27	22	6,037
Year 2016	8,820	1,137	1,039	295	290	344	183	39	16	12,163
Year 2015	10,229	1,273	1,028	423	432	362	185	36	19	13,987
Year 2014	9,361	1,249	986	350	343	346	165	28	25	12,853
Year 2013	8,663	1,422	1,097	348	335	398	173	31	22	12,489
Year 2012	8,837	1,734	1,273	461	447	494	227	31	22	13,526
Year 2011	8,070	1,786	1,358	636	380	472	227	39	22	12,990
% Change '19 to '20	-49	-36	-33	-12	-6	-16	-13	-43	33	-33

APPENDIX VII

Total Sentenced (excluding fines 2011 - 2020)

	<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
Year 2020	511	1,023	778	352	320	337	164	21	12	3,518
Year 2019	693	1,607	1,153	402	339	401	188	37	9	4,829
Year 2018	618	1,491	995	336	338	342	183	33	21	4,357
Year 2017	460	1,295	884	346	299	276	167	27	22	3,776
Year 2016	468	1,050	1,039	295	290	344	183	39	16	3,724
Year 2015	484	1,138	1,026	422	432	362	185	36	19	4,104
Year 2014	540	1,091	986	350	343	346	165	28	25	3,874
Year 2013	723	1,241	1,097	348	335	398	173	31	22	4,368
Year 2012	780	1,487	1,273	461	447	494	227	31	22	5,222
Year 2011	846	1,496	1,358	636	380	472	227	39	22	5,476
% Change '19 to '20	-26	-36	-33	-12	-6	-16	-13	-43	33	-27



APPENDIX VIII

Number of Committals per Month in 2020

Month	Number of Committals
January	749
February	834
March	518
April	357
May	405
June	434
July	588
August	316
September	508
October	589
November	606
December	436
Total	6,340

Community Based Health & First Aid (CBHFA) in Action has been successfully delivered in Irish Prisons since 2009. The programme is a unique approach to raising community health and hygiene awareness and first aid in prison communities through peer to peer education. Prisoners are selected to become community-based health volunteers within the prisons to learn about and coach other on mental and physical health and to develop healthier habits and skillsets.

Since October 2020, the Irish Prison Service and the Irish Red Cross have been piloting a version of the CBHFA programme that sees prisoners' families in the community also take part in the programme. This is the first time that prisoners and their families engage in the CBHFA programme together. The pilot continues into 2021. The Irish Prison Service thanks the Red Cross Volunteers for their contribution in especially assisting the Prison Service in managing COVID-19.





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 2020 Irish Prison Service Annual Report and Comprehensive Report has been submitted to the Minister for Justice.

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 2020 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 Senior Management of the Irish Prison Service and the Department of Justice.
- ▲ There are monthly reviews by the Department of Justice 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 2020 the Irish Prison Service complied with those procedures.

Risk and Control Framework

The Irish Prison Service Risk Management Policy and reporting framework underwent considerable review throughout 2020 through workshops incorporating all Directorates. Senior management continued to review and identify key risks and contribute to the Corporate Risk Register on a quarterly basis. A dedicated Risk & Compliance manager was appointed in October 2020 to support continued development of risk management in the Irish Prison Service.



Covid-19 emerged as a significant and evolving risk throughout 2020. A focused, cross divisional approach was taken by the Prison Service, with controls being put in place and adapted to respond to the changing demands of the pandemic.

A Risk, Assurance & Compliance function has been established which will further build on the foundations of risk management. A new framework is being developed and 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 Department of Justice 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. An agreed implementation tracker of progress on audit recommendations is updated regularly and presented to the Audit Committee. In late 2019 the Department seconded an Internal Audit Manager to the Irish Prison Service to develop an internal audit capacity and a related annual action plan. The Internal Audit team meets with the Director of Corporate Services and Irish Prison Service Risk and Assurance managers on a monthly basis. The Irish Prison Service is currently carrying out an assurance mapping exercise to document and assess the assurance and compliance activities across key activities and risks in the service.

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 2020 that require disclosure in the Financial Statements.

Caron McCaffrey | Director General

IRISH PRISON SERVICE CONTACT INFORMATION

Arbour Hill Prison Arbour Hill, Dublin 7 D07 YV40	Tel: 01 4724000 Fax: 01 4724082	Loughan House Open Centre Blacklion, Co. Cavan F91 NY76	Tel: 071 9836021 Fax: 071 9853234
Castlerea Prison Harristown, Castlerea, Co. Roscommon F45 X330	Tel: 094 9625213 Fax: 094 9625226	Midlands Prison Dublin Road, Portlaoise, Co. Laois R32 F796	Tel: 057 8672110 / 057 8672100 Fax: 057 8672199
Cloverhill Prison Cloverhill Road, Clondalkin, Dublin 22 D22 WC84	Tel: 01 6304530 / 01 6304531 Fax: 01 6304580	Mountjoy Prison North Circular Road, Dublin 7 D07 YC97	Tel: 01 8062800 Fax: 01 8062824
Cork Prison Rathmore Road, Cork City, Cork T23 Y642	Tel: 021 2388000 Fax: 021 2387240	Portlaoise Prison Dublin Road, Portlaoise, Co. Laois R32 KN97	Tel: 057 8621318 Fax: 057 8620997
Dóchas Centre North Circular Road, Dublin 7 D07 YC97	Tel: 01 8858987 Fax: 01 8062824	Shelton Abbey Open Centre Arklow, Co. Wicklow Y14 T638	Tel: 040 242300 Fax: 040 242350
Limerick Prison Mulgrave Street, Limerick V94 P8N1	Tel: 061 204700 Fax: 061 415116	Wheatfield Prison Cloverhill Road, Clondalkin, Dublin 22 D22 Y2V5	Tel: 01 7789400 Fax: 01 7789430

PRISON SUPPORT UNITS

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

Irish Prison Service Headquarters, IDA Business Park, Ballinalee Road, Longford N39 A308
Tel: 043 333 5100 Fax: 043 333 5371 E-mail: info@irishprisons.ie Web: www.irishprisons.ie



Seirbhís Phríosúin
na hÉireann
Irish Prison Service

CREATING A BETTER ENVIRONMENT

Irish Prison Service Headquarters, IDA Business Park, Ballinalee Road, Longford, Co. Longford N39 A308
T | 043 333 5100 F | 043 333 5371 E | info@irishprisons.ie