

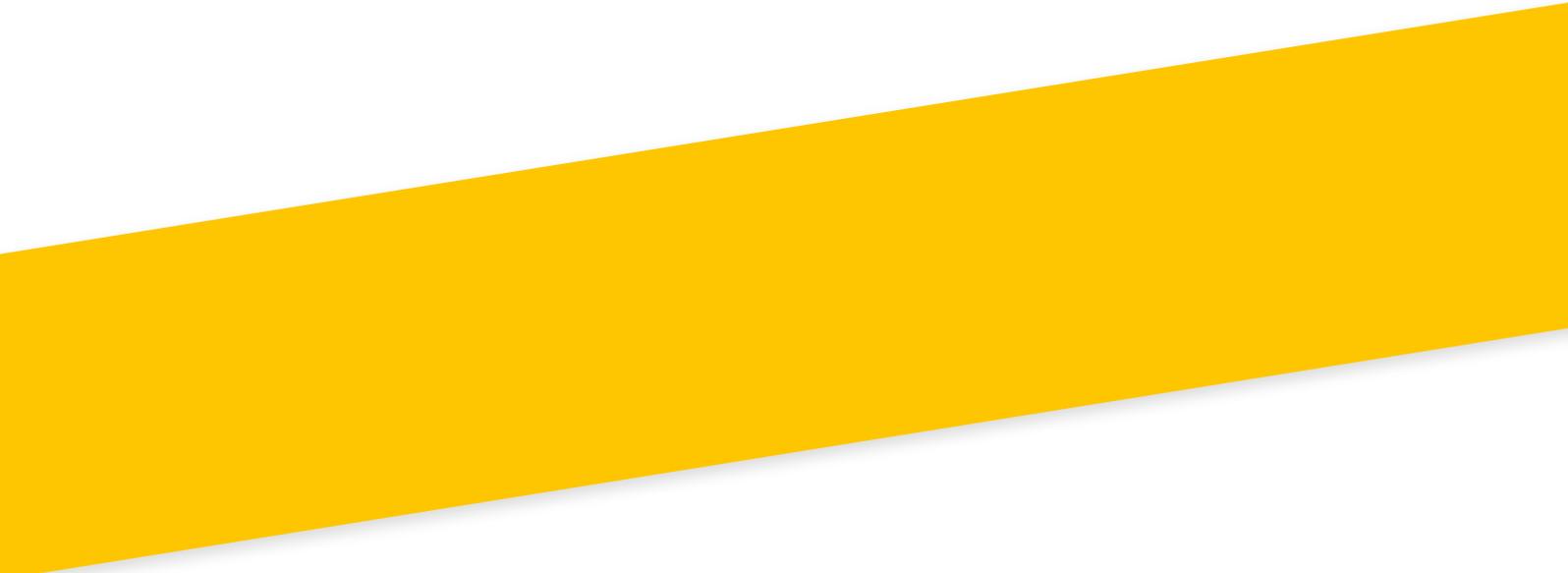


STRATEGIC PLAN

2016 - 2018



IRISH PRISON SERVICE | CREATING A BETTER ENVIRONMENT



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1 INTRODUCTION

1.1 FOREWORD

The Irish Prison Service Strategic Plan 2016 – 2018 sets out the key strategic actions the Service will take, in partnership with our stakeholders, over the next three years. As you can see from our achievements report in Section 3.3 much has been accomplished over the past three years as we set out re-engineer and modernise our prison system. Huge changes have been realised in areas such as sentence management and structured release; rehabilitation and re-integration and incentivising prisoners to participate in same.

In addition, we have continued to modernise the prison estate including the elimination of slopping out during a period when there was sustained pressure on available resources.

While that cycle of reform has been largely completed our reform project continues. Over the lifetime of this strategy we will build on the successes of the past 3 years and continue to create a better environment throughout our Service by developing and progressing our four key actions; Staff Support, Prisoner Support, Victim Support and Enhancing Organisational Capacity. In building this Strategy we have been cognisant of the recommendations for cultural change set out by the Inspector of Prison in his Report “Culture and Organisation in the Irish Prison Service – A Road Map for the Future”. To support this cultural change our Strategy has been underpinned by the adoption of 5 new organisational values namely Team Work, Integrity, Potential, Safety and Support. These values will foster and support the courage to make a difference in all we do.

We will ensure that these values inform the implementation of this Strategic Plan and will ensure that the Irish Prison Service is:

- An open, inclusive, diverse and proud organisation which focuses on teamwork and collaboration and encourages supportive and positive relationships.
- An ethical and accountable organisation where the highest standards are expected, promoted and adhered to and which is open to external scrutiny and adheres to human rights.
- A competent organisation where staff are equipped with the necessary skills and competencies to reach their potential, behave appropriately and have a clear understanding of their role in the organisation.
- A supportive organisation which promotes the safety and the physical and mental health of all staff, where staff are valued and recognised and there is a focus on “those that do” rather than “those that don’t”.
- A rehabilitative organisation which supports positive change, improved resettlement and reintegration opportunities for prisoners through targeted action and interagency collaboration and support.
- A more aware organisation where the rights and needs of the citizen, especially victims, are always supported, recognised and listened to.

This is our Strategic Plan for the next three years. Through the delivery of this Strategic Plan and by working together we, the Irish Prison Service and all its staff and partners, will deliver on our mission of “Providing safe and secure custody, dignity of care and rehabilitation to prisoners for safer communities”.



Michael Donnellan | **Director General**

1.2 STATUTORY FRAMEWORK

The Prison Service operates within a statutory framework comprising:

- the Prisons Acts, including the Prisons Act, 2007;
- relevant provisions in other statutes such as the Prisons (Visiting Committees) Act, 1925, the Criminal Justice Act, 1960, the Criminal Justice (Miscellaneous Provisions) Act, 1997, the Criminal Justice Act, 2007, other criminal justice acts and the Transfer of Sentenced Persons Acts, 1995 and 1997;
- the Prison Rules, 2007, including the Prison Rules Amendment (2014); and.
- the European Convention on Human Rights Act 2003.

For persons held on immigration related matters the main legislative provisions are the Immigration Acts 1999, 2003 and 2004, their associated regulations, the Illegal Immigrants Trafficking Act 2000 and the Refugee Act 1996.

The Prison Service also takes due account of various international human rights treaties, declarations, standards and recommendations, including:

- the Universal Declaration of Human Rights;
- the European Convention on Human Rights;
- the United Nations Standard Minimum Rules for the Treatment of Prisoners;
- the European Prison Rules 2006;
- the United Nations Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment;
- the United Nations Covenant on Civil and Political Rights; and
- the European Convention for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment.

The Prison Service also takes due account of the Reports of the Inspector of Prisons and endeavours to implement the Inspector's recommendations.

1.3 ORGANISATION STRUCTURE

Political responsibility for the prison system in Ireland is vested in the Minister for Justice and Equality. The Irish Prison Service operates as an executive agency within the Department of Justice and Equality. It is headed by the Director General supported by the Executive Management Team. The Director General also is a member of the Department of Justice and Equality Management Board which is responsible for the Department's governance.



1.4 SECTION 42 OF THE IRISH HUMAN RIGHTS & EQUALITY ACT, 2014

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

As a responsible organisation of the State we operate within the parameters set out in Irish, European and international human rights law. We promote equality and human rights through our policies and practices. This promotion of human rights through our day to day operations forms part of our broader objective to be a values driven organisation.

This is equally applicable to how we interact with our staff and we are committed to creating a better work environment for staff that promotes positive engagement, open communication, fairness, equality and respect. Our approach is underlined by our core organisational values of Teamwork, Integrity, Positivity, Safety and Support. We value and trust our staff and we treat them in a respectful manner. Equally, we expect our staff to behave in a fair and respectful manner to all who work, reside or visit our institutions. We support staff diversity and take appropriate action against discrimination, bullying and harassment. We ensure that our recruitment and promotions competitions are fair, equitable and open. We promote equality of opportunity for all.

We support our staff to maintain good physical and mental health thorough the provision of health programs such as health screening and wellness programs.

The concept of humane treatment and awareness of international human rights instruments are embedded through all elements of Irish Prison Service training programmes. Awareness of international instruments, as well as an appreciation of the ethical context within which prisons must be administered form part of the training. All technical skills are underpinned by a belief in the dignity and humanity of everyone involved in prisons. All training programmes emphasise the need to treat prisoners as individuals with humanity and respect and to act within the law at all times. We have worked and will continue to work with the Irish Human Rights and Equality Commission to develop bespoke human rights training for prison staff.

We strive to ensure that conditions of detention for all prisoners, either physical or regime, conform to international standards including those instruments set out by the United Nations as a minimum. Where possible, we strive to exceed these standards and become a global leader in penal practice. Where deficiencies are identified we ensure appropriate action is taken to address same. We are continuing to implement a comprehensive capital programme of works to modernise and improve the physical conditions of our prison estate including reducing overcrowding and eliminating “slopping out”. We continue to build on the many positive developments made in this regard in recent years.

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

We are committed to reducing the use of solitary confinement to only extreme cases and where absolutely necessary for security, safety or good order reasons and for the shortest possible time. We ensure that in such cases prison management has in place an individual management plan for each prisoner and access to appropriate services is provided as far as possible and that the mental health of the prisoner is regularly reviewed.

We ensure that we provide prisoners with access to the same quality and range of healthcare services as that available to those entitled to General Medical Scheme (GMS) health services in the community. Prison Service healthcare is committed to treating all prisoners with dignity accepting that, notwithstanding the limitations on personal autonomy imposed by imprisonment, they should be directly involved in their health care. The appropriate confidentiality of medical treatment and information will be maintained except where in the opinion of medical staff, and the advice of other prison staff, the prisoner requires an escort on grounds of security.

One of the core values of the Irish Prison Service is to endeavour to help prisoners, where possible and appropriate, to maintain and develop positive relationships with their families. Every effort is made to ensure that prisoners are located as close to their home as possible to facilitate visits from family and friends. We ensure that these visits take place in an environment which maximises the engagement between the prisoner and visitor and that conditions for visits, as well as decisions regarding the denial of visits, are sensitive to the needs of children. We ensure that staff are aware of the need to treat prison visitors with dignity and respect and we are committed to enhancing the prison visit taking account of all appropriate security considerations.

We are aware of and understand the special role we have on behalf of society in respecting the dignity of the prisoners in our care. Through strong leadership by our management teams we ensure that all our staff are mindful of this responsibility. We recognise that this standard is not always met and therefore prisoners have a right to make complaints/requests to prison management and to independent bodies. We know that prisoners are in a vulnerable position and they must have access to a credible and independent complaints system that deals with genuine complaints in an open, transparent and independent way and provides appropriate redress. If a prisoners complaint is against a person including staff members we will ensure that due process is afforded to all persons under investigation and uphold the rights of all.



We operate a fair and open prison discipline system in line with legislation set out in the Prison Rules 2007 and the Prisons Act 2007. We ensure that the imposition of disciplinary sanctions are imposed in a consistent and fair manner across all prisons. We have introduced guidelines for prison management in this regard. We ensure that sanctions imposed for breaches of prison discipline are proportionate to the incident and we ensure that contact with immediate family members is not removed as a form of punishment under any circumstances.

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

The Irish Prison Service is aware of its responsibility to uphold the human rights of all persons living, working or visiting our institutions. We are committed to working with the various national and international bodies involved in the inspection and monitoring of prisons and places of detention. We expect staff and management to keep accurate records, to secure all relevant evidence to cooperate fully with national and international accountability bodies. This is an important process for us and such inspections are valuable and critically important mechanisms.

We are proud of our record of protecting and promoting human rights but we equally accept that we have challenges and problems that we need to face. We are committed to ongoing improvement in the protection and promotion of human rights and we will continue to enhance our Service.

2 MISSIONS & VALUES





OUR MISSION

Providing safe and secure custody, dignity of care and rehabilitation to prisoners for safer communities.



OUR VISION

A safer community through excellence in a prison service built on respect for human dignity.



OUR VALUES



TEAM WORK | 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

3 OPERATING ENVIRONMENT

3.1 CHALLENGES AND OPPORTUNITIES

The main challenges and opportunities identified by the Irish Prison Service in delivering our strategic actions are outlined below.

3.1.1 Prison Numbers

Over the lifetime of our previous strategy the average number of prisoners in custody in Ireland has fallen from 4,318 during 2012 to 3,722 during 2015, a decrease of over 13.8%. The total number of committals to prison has remained relatively static during the same period, from 17,026 in 2012 to 17,206 in 2015. During this period the number of prisoners on temporary release fell dramatically from 905 on 7 March 2012 to 429 on 7 December 2015.

Historically high prisoner numbers had placed enormous strain on the prison system across the board from accommodation to the provision of services including work training/education, healthcare and drug treatment services. However, the reduction in the number of prisoners in custody and the expected reduction in committals once the Fines Act has had time to affect committals has allowed the Prison Service to refocus. This Strategy aims to move away from a reactionary process of dealing with overcrowding and the associated problems towards a more proactive approach investing in staff, building our organisational capacity, improving accountability and providing improved conditions, facilities, services and programmes to prisoners which will assist them on their road to desistance.

3.1.2 Prisoner Accommodation

The Irish Prison Service will continue to progress and deliver on its plan to eliminate the practice of slopping out, while simultaneously providing improved accommodation and Education/Work Training facilities for prisoners. Visiting facilities to maintain and improve family links, which play a vital role in a prisoner's rehabilitation, will also continue to be improved. These advances will lead to an enhanced living environment for prisoners and working environment for staff across the prison Estate.

With the construction of a new prison in Cork which opened on 12 February 2016 and the refurbishment of Mountjoy, which is scheduled to be complete this year, 98% of prisoners now have access to in-cell sanitation.

Over the lifetime of this Strategy the Irish Prison Service will progress plans in Limerick for a new cell block, a new female prison unit and will progress plans for the construction of a new maximum security unit at Portlaoise Prison to replace the existing outdated "E" block which is used to house high security prisoners.

Taken in tandem with the Limerick development described above, this new development will result in the final elimination of the practice of "slopping out" across the entire of the prison estate.

3.1.3 Other Projects:

The Irish Prison Service intends to commence a significant refurbishment of 2 units at Wheatfield Place of Detention, to replace the bulk of windows in the Midlands prison, to upgrade the fire safety systems at Cloverhill prison, to progress a master plan for the future development of the Castlerea prison site and to dedicate approximately €7million for the major enhancement of the CCTV system across the prison estate.

3.1.4 Resources

The number of staff working in the Service decreased from 3,433 in December 2012 to 3,308 in December 2015. Our ability to provide safe, secure and humane custody to the prisoner population during this period demonstrates that we are a resilient Service with a dedicated and talented workforce. The focus of the Prison Service will continue to be on implementing long term change and reform in the Service with a view to ensuring that we maintain a modern prison service for all those involved in the delivery of prison services. The annual operating budget for the Irish Prison Service for 2016 is €332.1 million of which salaries, wages and allowances account for 236.7 million or 71% of gross expenditure. The capital envelope for 2016 is €28.33 million.

3.1.4 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 the Integrated Reform Plan for the Justice and Equality Sector.

Flowing from the Civil Service Renewal Plan, the Irish Prison Service is committed to operating as a single, unified organisation, one which is agile and responsive to the changing needs within the Service, an organisation which is continuously learning and improving by being more open to challenging itself and welcoming of external ideas.

3.1.5 Strategy for the Department of Justice and Equality

As an executive agency of the Department of Justice and Equality, and as a key element of the criminal justice system, the Irish Prison Service will continue to support the Department in delivering on the goals contained in its Strategy Statement; to build an organisation that meets the visions set out in the Civil Service Renewal Plan and in the Report of the Independent Review Group on the Department of Justice and Equality (Toland Report).

3.1.6 Inspector of Prisons

The Irish Prison Service will continue to work with the Inspector of Prisons to bring about the changes needed within the Service as highlighted in the Inspectors report "Culture and Organisation in the Irish Prison Service – A Road Map for the Future" which will enhance the lives of everyone in Irish prisons – staff and prisoners alike.

3.2 ORGANISATIONS WE WORK WITH TO ACHIEVE OUR GOALS

The Irish Prison Service works in partnership with a wide range of Departments, Agencies and Bodies in delivering on its mission and on cross-departmental issues. Over the lifetime of this Strategy we aim to further enhance our communication, co-operation and collaboration and will work to strengthen the relationships which have already been developed with stakeholders.

The Irish Prison Service also works in close co-operation with a range of service providers in the third sector primarily in relation to the resettlement of prisoners into the community.

Over the lifetime of this plan, we will also seek to expand the number of organisations with whom we cooperate, particularly in the community and non-statutory sector.

DEPARTMENT OF JUSTICE AND EQUALITY Inspector of Prisons
 Probation Department of Children and Youth Affairs IASIO
 Service National University of Ireland Maynooth PAROLE BOARD
AN GARDA SÍOCHÁNA COURT
 IRISH PENAL Association of Higher Civil and Public Servants
 REFORM TRUST Health Service Executive
Roscommon Education and Training Board OMBUDSMAN FOR CHILDREN
Department of Education and Skills Mountjoy Campus
 Department of Health Civil and Public Service Union IMPACT
CORK EDUCATION AND TRAINING BOARD Wicklow Education and Training Board
 Portlaoise AND TRAINING BOARD Wicklow Education and Training Board
 Campus Limerick Education and Training Board
 City of Dublin Education and Training Board
 Department of Education and Skills LIMERICK
 Laois Offaly Education and Training Board CHILDHOOD DEVELOPMENT INITIATIVE PRISON
 Visiting Committee Group Loughan House University College Dublin
 Irish Medical The Dochas Organisation CENTRE Public Service
 University College Cork Executive Union
 West Dublin Campus Prison Officers Association
 COSC, Victims of Crime IRISH RED CROSS Merchants Quay Ireland

3.3 ACHIEVEMENTS 2012 – 2015

Over the past three years the management and staff of the Irish Prison Service, in conjunction with our partners, have worked to reform and modernise the prison system. Through delivering on our key strategic aims much has been achieved in areas such as reducing overcrowding and enhancing sentence management and prisoner progression; infrastructural development and prison modernisation. Our main achievements include:

- We ensured the successful reduction of chronic overcrowding, especially in Mountjoy, by aligning the bed capacity of 9 prisons with the Inspector of Prisons recommended figures.
- We developed and co-ordinated joint working with the Probation Service to improve outcomes for prisoners by enhancing prisoner based offender programmes and through-care arrangements and by developing joint structured programmes such as Community Support and Community Return Scheme.
- We implemented enhanced sentence planning including Integrated Sentence Management and rolled out the National Incentivised Regimes policy. We developed a National Flow plan for sentence management and prisoner progression.
- We are fulfilling the Programme for Government commitment to end the practice of sending children to St. Patrick's Institution. The C & D wing in St. Patrick's Institution are closed. The Prison Bill was published in December 2015 to facilitate St. Patrick's Institution closure.
- "An Effective Response to Women who Offend" corporate interagency strategy with the Probation Service was implemented and we introduced step down facility centred interventions for women.
- We established the Professional Standards and Legal Unit. There is now a co-ordinated system to review, collate and ensure standard policies operate in all prisons. We implemented an enhanced FOI framework, and protected disclosures policy.
- We advanced substantial legislative consolidation, to include the Fines (Payment and Recovery Act) 2014 which will lead to a reduction in the number of committals to prison on short sentences for non-payment of fines.
- We provided in-cell sanitation throughout the prison estate, slopping out is eliminated across the entire prison estate except for Portlaoise E Wing and Limerick A wing where plans are at advanced stage.
- We replaced outdated accommodation and facilities and oversaw completion of a number of capital projects. The new Cork Prison opened in February 2016. Modernisation of accommodation wings in Mountjoy are complete. Significant redevelopment project for Limerick is being planned to commence in 2017. Planning is underway for the provision of a replacement for E block and a new military compound at Portlaoise.
- We delivered sustainable public service pay and pensions savings by actively managing the Employment Control Framework, by implementing the Croke Park Agreement, by negotiating and implementing the Haddington Road Agreement.

4 OUR STRATEGIC ACTIONS



STAFF SUPPORT

We will promote open, respectful, competent, supportive, fair and inclusive behaviour at all levels of the organisation to ensure our staff feel engaged, supported, valued and appreciated



PRISONER SUPPORT

We will place renewed emphasis on prisoner rehabilitation by further developing and re-engineering services designed to address the factors that contribute to offending. Through the more effective management of sentences we will encourage and support prisoners to live law abiding and purposeful lives. We will build on the success of the enhanced collaborative arrangements with the Probation Service and foster enhanced formal links with other key statutory and community services to facilitate the effective and safe transition of prisoners from custody to community. We will ensure that prisoners are detained in accordance with the law, including our international Human Rights Law obligations and in compliance with the Prison Rules 2007 and other statutory provisions. We will maximise safe and secure custody through the maintenance of good order and discipline



VICTIM SUPPORT

We will engage openly and meaningfully with registered victims of crime, in line with the EU Victims Directive, recognising their concerns and right to be understood and treated with respect and dignity



ENHANCING ORGANISATION CAPACITY

In order to achieve this Strategic Plan objectives the Irish Prison Service must have the necessary organisational capability and capacity to do so. We will ensure that the Irish Prison Service has the systems, structures, processes, procedures and culture in place to support a just, proportionate and humane penal system which will contribute to the overall goal of reducing offending

Through delivering our strategic actions we will create a better environment for all



STAFF SUPPORT

We will promote open, respectful, competent, supportive, fair and inclusive behaviour at all levels of the organisation to ensure our staff feel engaged, supported, valued and appreciated

GOAL

1.1 We will create a work environment that is centred on open, two-way communications to build unity in our Service

ACTIONS	OUTCOMES
<p>We will develop and implement an Employee Engagement Programme to ensure all staff are involved in our organisation's development. This programme will form part of a new comprehensive Communications Plan, which will include new structures for communication to ensure all staff can participate in the shaping of policy and strategy at local and national level</p> <p>We will give our staff a voice through:</p> <ul style="list-style-type: none"> • Increased management briefings and team meetings. • the introduction of Senior Management establishment visits and forums • Enhanced ICT including redeveloped Intranet, Electronic Notice boards 	<p>An inclusive organisational culture that supports the organisations values</p> <p>Relationships at all levels that are more collaborative and inclusive</p>
<p>We will endeavour to assign a staff member in each location with responsibility for coordinating communications.</p>	<p>A positive attitude and pride and belief in our organisation</p>
<p>We will explore options for the introduction of work place forums in all locations.</p>	<p>Motivation to work together as one organisation</p>

GOAL

1.2 We will create a work environment that is centred on dignity and respect with clear standards of behaviour and ethics in place for staff, management & the organisation

ACTIONS

We will promote the Council of Europe Code of Ethics for Prison Staff and introduce an Acceptable Behaviour Standard. This will set out what is expected of each individual in relation to behaviour, what individuals have a right to expect in relation to the behaviours of others and the mechanisms to quickly and effectively resolve behavioural issues

We will further enhance the organisations capacity for acceptable behaviour in the workplace through the provision of training for managers, the introduction of enhanced mediation services and the provision of conflict coaching for Staff Support Officers.

We will appoint Dignity at Work Advisors in all prisons to provide advice and support regarding acceptable behaviour

OUTCOMES

Guidance for staff in how prisons should be managed, how prisoners should be treated and how prison personnel should behave to achieve a culture where respect and decency are to the forefront

An environment where ethical standards are promoted and adhered to, and unacceptable behaviour is not tolerated.
Trained dedicated personnel to assist in dealing with conflict and dispute resolution situations

Greater accountability

GOAL

1.3 We will create a work environment in which all staff and managers have the competencies required to support the achievement of the organisation's objectives

ACTIONS

We will introduce a Competency Framework which will be used to guide & inform recruitment, training, performance management & promotion practices

We will restructure and enhance the Irish Prison Service College role in line with Inspector of Prisons Report on Organisational Culture through:

- the recruitment of highly experienced operational staff into the College;
- the recruitment of an experienced Senior Psychologist into the Irish Prison Service College; and
- the external recruitment of specialised posts including an Organisational Psychologist, a Health & Safety Trainer and a Legal and Professional Standards Trainer

We will roll out a more structured approach to the design, scheduling and delivery of training to operational staff

We will roll out a more structured approach to the design, scheduling and delivery of training to operational staff

OUTCOMES

All staff are confident and competent to perform safely and effectively in their roles

Competencies for all staff will be clearly articulated

The range of appropriate behaviours which managers will use to evaluate staff in the completion of tasks and the achievement of objectives are clearly articulated.

Training and education delivered to staff is effective, relevant, practical and grounded in contemporary theory and best international practice, and tailored to individual grades and roles

Leadership competencies are enhanced throughout the organisation

Staff are exposed to external learning and development opportunities which challenges their ideas, develops critical thinking and facilitates the achievement of organisational objectives.

ACTIONS	OUTCOMES
<p>We will design and deliver training packages grounded in psychological approaches to enhance staff competency and confidence in dealing with female prisoners, members of the travelling community, older prisoners, younger prisoners, violent prisoners, prisoners with mental health difficulties, those convicted of sexual offences, etc.</p>	<p>Prisoners receive a better standard of care through more effective management of resources.</p> <p>Prisoners receive an improved standard of care as a result of more clearly articulated skills, knowledge, engagement, performance management and training of prison staff</p> <p>Interventions provided by the Psychology Service are reinforced by the behaviours and actions of operational staff</p>
<p>We will provide ongoing Continuous Professional Development programmes and mentoring to staff</p>	<p>Accredited professional induction training to Recruit Prison Officers which is grounded in contemporary theory and best international practice</p> <p>A safer work environment</p> <p>Improved compliance levels</p>
<p>We will provide opportunities for staff to avail of external learning and development opportunities</p>	<p>Staff provided with the appropriate time to engage in training</p>
<p>We will provide professional induction training to Recruit Prison Officers</p>	<p>An ethos of training and development will be created</p>

GOAL

1.4 We will create a supportive work environment that protects and promotes the wellbeing of all staff

ACTIONS	OUTCOMES
<p>In line with the 'Healthy Ireland' framework for improved health and wellbeing 2013 - 2025 we will introduce a Well Being at Work Policy and framework to promote the wellbeing of staff specifically:</p>	<p>Promote the positive physical and mental health of all employees, improve workplace morale and productivity and reduce absenteeism</p>
<p>We will identify workplace programmes to deliver interventions to raise awareness and enhance support for mental, emotional and physical health</p>	<p>Initiatives developed to improve the working environment and promote the active participation of employees in health activities</p>
<p>We will develop awareness regarding stress management and resilience techniques</p>	<p>Proactive approach focusing on preventative measures to avoid injury and illness</p>
<p>We will Introduce Critical Incident Stress Management Programme for all staff and enhance the supports currently available</p>	
<p>We will provide a budget for enhanced staff facilities and engage with staff to identify priorities.</p>	
<p>We will stimulate creativity and reward innovation and professionalism through an enhanced Staff Recognition Scheme for all employees</p>	<p>Creation of a culture of recognition and focus on "those that do" rather than "those that don't"</p>
<p>We will foster an effective Internal Customer Service ethos through the development and implementation of standards of internal service provision to staff. These standards will cover, inter alia:-</p> <ul style="list-style-type: none"> • Timeliness and Courtesy, • Information Provision and Access, • Personal Development and Support, • Consultation and Evaluation of Standards 	<p>Build a work environment based on positivity, professionalism and innovation greater openness and Transparency for staff</p> <p>Greater efficiency</p> <p>Enhanced delivery of services for staff</p>

GOAL

1.5 We will create a work environment which is fair and inclusive where all staff receive equal treatment & enjoy the same rights

ACTIONS

We will introduce meaningful and relevant initiatives aimed at promoting and supporting fair and inclusive behaviour including the development and implementation of a strategy to address the findings of the Equality and Diversity Survey

OUTCOMES

All staff experience the IPS as an inclusive organisation that accepts and values diversity

Improved practices in the area of Equality and Diversity



GOAL

1.6 We will create a safer working environment for staff by ensuring that the necessary steps are taken to ensure the health, safety and wellbeing of all working within our prisons

ACTIONS

We will implement the recommendations contained in the State Claims Agency Review of Assaults on Prison Staff by Prisoners

We will develop and provide a multidisciplinary risk management approach to deal with violent, highly disruptive and high risk prisoners

We will examine proposals to remove the most significantly disruptive, challenging, and dangerous prisoners from general population, and manage them in a small and highly supervised unit

We will manage the risks associated with each individual placed in the unit and try to reduce the risk of harm to others to enable a return to normal or a more appropriate location as risk reduces

We will explore and where feasible invest in new technologies in order to increase the level of safe and secure custody in our estate through combatting the smuggling of contraband into our prisons including exploring new screening and detection equipment in order to improve the prevention and detection of contraband

We will enhance safety and security through the standardisation of our approach to escorting prisoners with a key focus on procedures and equipment

We will enhance compliance with road safety and health and safety legislation and maintain a fleet of vehicles which are fit for purpose thereby enabling the safe and secure movement of prisoners

OUTCOMES

A safer more secure prison environment

Increased public safety

More effective management of violent, highly disruptive and high risk prisoners

Increased safety within prisons through greater detection of drugs and weapons

Safer environment for staff

Increased public safety

ACTIONS	OUTCOMES
<p>We will ensure that the unique health and safety risks of operating in the Irish Prison Service are clearly identified, understood and mitigated by the implementation of appropriate control measures. Specifically we will:</p> <ul style="list-style-type: none"> • recruit an external Health and Safety Trainer to support the planning, design, coordination and evaluation of all health and safety training in the Irish Prison Service • maintain our occupational health and safety management system and ensure that the policies and procedures set out therein will be implemented, operated, checked, audited and reviewed in accordance with the objective of ensuring continual improvement • include training on the IPS Health and Safety Management System in all induction and career development courses • deliver refresher training to all staff on the IPS Health and Safety Management System every 3 years • Provide bespoke training to staff working in workshops and other specialist environments <p>We will introduce a Drug and Alcohol Policy to ensure that an open and non-discriminatory environment is created and a culture of disclosure is encouraged</p>	<p>A safer workplace</p> <p>All staff clearly understand and comply with the IPS Health and Safety Management System and Safety, Health & Welfare Legislation</p> <p>Managers and Staff understand and comply with their responsibilities as outlined in the IPS Health and Safety Management System and Safety, Health & Welfare legislation</p> <p>All health and safety risks are identified and mitigated to a safe level in accordance with the IPS Health and Safety Management system and relevant legislation</p> <p>Staff working in workshops and other specialist environments have the competencies to perform safely in their roles</p> <p>The number of accidents, assaults and injuries which occur in prisons is reduced</p>



PRISONER SUPPORT

We will place renewed emphasis on prisoner rehabilitation by further developing and re-engineering services designed to address the factors that contribute to offending. Through the more effective management of sentences we will encourage and support prisoners to live law abiding and purposeful lives. We will build on the success of the enhanced collaborative arrangements with the Probation Service and foster enhanced formal links with other key statutory and community services to facilitate the effective and safe transition of prisoners from custody to community.

We will ensure that prisoners are detained in accordance with the law, including our international Human Rights Law obligations and in compliance with the Prison Rules 2007 and other statutory provisions. We will maximise safe and secure custody through the maintenance of good order and discipline.

GOAL

2.1 We will maximise the potential engagement of prisoners in constructive and structured activities during their time in custody by implementing enhanced sentence planning, with a specific focus on identifying and addressing underlying risk factors and promoting protective factors.

ACTIONS	OUTCOMES
We will implement an Integrated Sentence module on the Prisoner Information Management System and all services (operational, therapeutic and medical) will ensure that all relevant data pertaining to individual prisoners is regularly inputted	Increased Public Safety Reduced reoffending Standardised sentence and release planning across the estate.
We will finalise and implement the Integrated Sentence Management Policy We will support the ISM Officer role and ensure dedicated management support in prisons across the estate.	Improved sharing and access to key information on engagement of those in prison in order to make informed decisions on progression
We will recruit Assistant Psychologists to undertake more comprehensive strengths, needs and risk assessments and develop sentence management plans with a cohort of those in Prison as agreed with the multidisciplinary team.	Increased number of those in prison will have a sentence management plan agreed by the multidisciplinary team
We will examine the system in place to manage the sentence of prisoners serving life imprisonment	

GOAL

2.2 We will maximise the potential contribution of psychology services to key prison and community through care initiatives by implementing the recommendations contained in “New Connections - Embedding Psychology Services & Practices in IPS”.

ACTIONS	OUTCOMES
We will review the structure of the IPS Psychology Service in line with the New Connections report and increase the resources assigned to the Psychology Service to support the Service	A safer environment for staff and those in prison.
We will broaden the variety of interventions provided by the Service, including prison to community transition support where appropriate	Increased number of individuals in prison engaging in offence related interventions
We will develop interventions and intervention pathways for an increased number of violent and sexually violent offenders, in collaboration with the appropriate prison and community agencies	Improved wellbeing
We will help to support the development of mental health interventions across the prison estate in collaboration with key stakeholders	Reduced re-offending
We will work in collaboration with multidisciplinary colleagues to engage in proactive sentence planning with Assistant Psychologists undertaking structured assessments to inform sentence plans for an agreed cohort of individuals in prison	Positive change in culture and attitude
We will work in collaboration with our multidisciplinary colleagues to promote coherent co-ordination of service provision within each prison. It is intended that this will improve communication and collaboration between multi-disciplinary services, reduce duplication of work, facilitate improved engagement in constructive activities and enhance sentence planning procedures	Increasingly embedded and supported Psychology Service
We will support the creation of a responsive correctional environment by ensuring Senior Psychologists are recognised as members of the prison senior management team, increasing the visibility and understanding of the work of the Psychology Service, and assigning a Senior Psychologist to the IPSC on a part time basis to support change in culture and attitude, and staff knowledge and understanding of prisoner rehabilitation	Increased multidisciplinary working

GOAL

2.3 We will maximise the unique opportunity that Prison provides to support individuals to address their addiction through the availability of a comprehensive range of treatment options across the prison estate.

ACTIONS

We will progress the recommendations of the Review of Drug and Alcohol Treatment Services for Adult Offenders in Prison and in the Community.

We will progress the development of a Therapeutic Community within the Mountjoy Campus.

Along with our addiction service partners we will reengineer the treatment and intervention options available and widen our focus beyond opiate abuse

In conjunction with addiction service providers we will develop a broader harm reduction strategy to include education, health & wellbeing & pre-release planning

We will implement a prison wide system of random drug testing which can support positive prisoner choices, and assist in making prisons a safer environment

We will develop appropriate interventions for offenders presenting with co-morbidities (e.g. alcohol, and/or drug abuse combined with mental health issues).

We will invest in new technologies in order to increase the level of safe and secure custody in our estate through combatting the smuggling of contraband into our prisons including exploring new screening and detection equipment in order to improve the prevention and detection of contraband

We will review our Drug Treatment Programme with a view to better coordination, a universal curriculum and the gathering of evidence on outcomes.

We will develop a shared care approach with the HSE to ensure seamless transition between custody and community for prisoners. We will review Care Planning and the development of a shared care approach between community and custody will be engaged between the IPS and HSE.

OUTCOMES

A joint protocol in place to ensure access to community based addiction services for prisoners on release

A safer environment for staff and those in prison

Improved wellbeing

Reduced re-offending

GOAL

2.4 In collaboration with the HSE Mental Health Services, the IPS will further develop services for prisoners suffering from mental health difficulties and improve procedures for continuing care on release

ACTIONS

In collaboration with the HSE we will aim to secure dedicated in-reach consultant led mental health services to all closed prisons and provide appropriate discipline support.

We will roll out mental health awareness training to all staff. In collaboration with the Samaritans, we will establish a Listener peer support scheme in every prison

We will conclude a Service Level Agreement with the National Forensic Mental Health Service

The IPS Psychology Service will recruit Assistant Psychologists, who under the supervision of qualified Psychologists will increase the number of those in prison accessing therapies for mental health difficulties

OUTCOMES

A safer more secure prison environment

Increased public safety

Improved rehabilitation and resettlement

GOAL

2.5 We will ensure that older prisoners are identified as a specific group of individuals who have particular needs within the prison population

ACTIONS

We will finalise and implement an Older Prisoner Strategy.

The HSE in conjunction with the IPS will seek to provide specialist general and mental health services for older adults in prison

We will also forge strong strategic links with statutory and community services critical to effective care provision for older persons in custody

We will examine the possibility of developing a specific setting for older prisoners, which would provide a more coordinated response to our aging prison population and their attendant medical needs

OUTCOMES

More effective management of older persons

Improved resettlement and reintegration options

GOAL

2.6 In conjunction with the Probation Service and the community/voluntary sector, we will enhance services to travellers through the Travellers in Prison Initiative (TPI)

ACTIONS

We will pilot an initiative to better capture information on travellers on committal

We will examine particular issues faced by female travellers in custody

We will develop a family support toolkit for families affected by imprisonment

We will establish peer support for travellers in custody

We will examine training requirements to develop increased understanding by our staff of specific issues impacting on travellers

We will increase access to services for travellers in custody through the provision of more culturally responsive interventions

OUTCOMES

Improved services for all travellers within the system.

Reduction in racist incidents, bullying and harassment for travellers

GOAL

2.7 We will work in partnership with our community partners and the relevant justice and state agencies to agree targeted measures to facilitate the rehabilitation of young offenders (with an initial focus on 18 – 21 year olds) and their effective and safe transition from custody to community

ACTIONS

We will complete the transition of 17 year olds from prison to Oberstown

We will work to improve and better integrate sentence planning for this specific cohort of prisoners

OUTCOMES

A safer environment for staff and prisoners.

Increased public safety

Breaking the cycle of progression to a life of criminality

GOAL

2.8 We will provide a safe and inclusive environment for all minority groups and develop appropriate placement policies

ACTIONS

We will establish a working group to prepare a new policy for LGBT prisoners taking account of the recommendations in the IPRT Report (February 2016)

We will extend existing human rights training for prison staff to include the needs, rights and experiences of minority group prisoners

We will make specific supports and resources available for minority group prisoners including access to appropriate in-reach services

OUTCOMES

Appropriate placement policies in place

A safer and more inclusive prison environment

Reduced incidences of homophobic and transphobic bullying, traveller and racist bullying

GOAL

2.9 We will ensure compliance with domestic and international human rights obligations and best practice in relation to prisoners requiring protection

ACTIONS

We will review and put forward proposals to amend the Prison Rules 2007 for consideration to take into account international best practice with particular reference to the United Nations Standard Minimum Rules for the protection of Prisoners (Mandela Rules)

We will review the complex area of prisoners on protection and will endeavour to reduce this number in as far as possible while continuing to ensure safe and secure custody

We will maintain our commitment to reducing the length of time individual prisoners are subject to restrictive regimes

OUTCOMES

Safe, secure and humane environments

GOAL

2.10 We will increase the employment opportunities for ex-prisoners through social enterprises and other initiatives

ACTIONS

We will establish a Steering Group to explore strategies to progress social enterprise and other employment opportunities and greater alignment between the accreditation provided at prison level and Department of Social Protection activation measures

We will pilot the use of social clauses in contracts awarded to external service providers, where appropriate, and potential use of social enterprise preference in some contracts awarded to increase employment for ex-offenders

We will examine the potential to establish new social enterprises to promote the sale of products from the Prison Service

We will proactively engage with employers to provide employment to ex-offenders

OUTCOMES

Increased employment for ex-prisoners

Increased productivity of work training facilities

Increased transitional 'step-down' employment opportunities in social enterprises

Reduced re-offending

GOAL

2.11 We will ensure that all releases from prison are planned to facilitate the safe and effective transition of a prisoner from custody to community.

ACTIONS

We will continue to develop the integration of our IT systems to facilitate our partners and service providers to contribute relevant information on prisoner interaction and engagement. This will assist IPS decision makers towards more effective sentence management of prisoners

The IPS Prisoner Release Policy, Protocols & SOPs (which provide prescriptive information and a step by step guide to staff) will be implemented to enable more planned releases from custody

We will continue to engage with the Probation Service and other relevant community agencies to facilitate appropriate services and access to programmes to aid rehabilitation and reintegration

We will continue to work with the Probation Service to strengthen and extend the Community Return and Community Support Programmes

We will implement agreed arrangements with both HSE and DSP to ensure that prisoners on release have access to appropriate services.

Where deemed appropriate and necessary we will support the IPS Psychology Service to provide limited transitional support from custody to the community e.g. females leaving the Dochas Centre with support from the Probation Service and other community partners

We will agree protocols with local authorities to better facilitate access to accommodation for prisoners on release

OUTCOMES

Safer Communities

Improved resettlement and reintegration

GOAL

2.12 We will work to assist the families of offenders in maintaining stable relationships by offering prisoners and their partners an opportunity to invest in developing the family unit

ACTIONS	OUTCOMES
We will in partnership with CDI, Bedford Row and University of Limerick complete the evaluation of the first Family Links Programme in Limerick	Reduced risk of re-offending
We will continue the roll out of the Family Links programme to prisons	Reduced risk of inter-generational offending
We will develop a mechanism to seek input and feedback from families of prisoners	Improved resettlement and reintegration outcomes
We will invest in infrastructural improvements to visitors' areas in prisons, to make them more family friendly	Improved visiting facilities for families of prisoners
We will amend visiting times to better facilitate school going children	
We will finalise and implement a Child Protection Policy for the Service.	

GOAL

2.13 We will enhance cooperation and co-ordination with other elements of the Criminal Justice System including

(i) the Statutory, Community and Voluntary sector to promote joint integrated responses to crime (Joint Agency Response to Crime) (ii) the Cross Justice Efficiency Group

ACTIONS	OUTCOMES
We will extend the number and range of J-ARC initiatives as agreed and in conjunction with our criminal justice partners	Safer Communities
We will maximise the synergy of sentence planning and prison based interventions with those in the community to support effective prisoner resettlement and enhanced public safety	Improved resettlement and reintegration
We will actively support the development of strengthened communication channels with our criminal justice partners	Enhanced co-operation and efficiencies between Justice Agencies
We will explore and develop appropriate responses to enable greater efficiencies e.g. video conferencing	



VICTIM SUPPORT

To engage openly and meaningfully with registered victims of crime, in line with the EU Victims Directive, recognising their concerns and right to be understood and treated with respect and dignity.

GOAL

3.1 To engage openly and meaningfully with registered victims of crime, in line with the EU Victims Directive, recognising their concerns and right to be understood and treated with respect and dignity

ACTIONS	OUTCOMES
<p>We will work in collaboration with our criminal justice partners and in line with legislation to give effect to the European Directive (2012/29/EU) to provide an appropriate, timely and effective response to all victim requests and concerns</p>	<p>Appropriate, timely and effective response to all victim requests and concerns</p> <p>Increased awareness of our Victim Liaison Service with victim groups, other agencies both externally and internally e.g. ADVIC, HSE, Sonas services</p> <p>Significant increase in victims registered with the VLS</p>
<p>In cooperation with the Probation Service we will develop a joint information leaflet on the services available to victims. This leaflet will also reference cases of Domestic, Sexual and Gender Based Violence.</p>	<p>Increased public awareness of victims right to be understood</p> <p>Increased awareness on services available to victims</p>
<p>Registered victims will be advised as a matter of course, of significant developments in a prisoner's sentence management including transfers and approaching release dates</p>	<p>Updated website to reflect changes in EU Directive</p> <p>Leaflet distributed to relevant organisations. This will fulfil both the Probation Service and Irish Prison Service commitment under the Second National Strategy on Domestic, Sexual and Gender Based Violence.</p>

GOAL

3.2 We will provide prisoners with an avenue to:

- Address and take responsibility for their offending behaviour
- Make reparations to the community
- Raise victim awareness among the prison population

ACTIONS

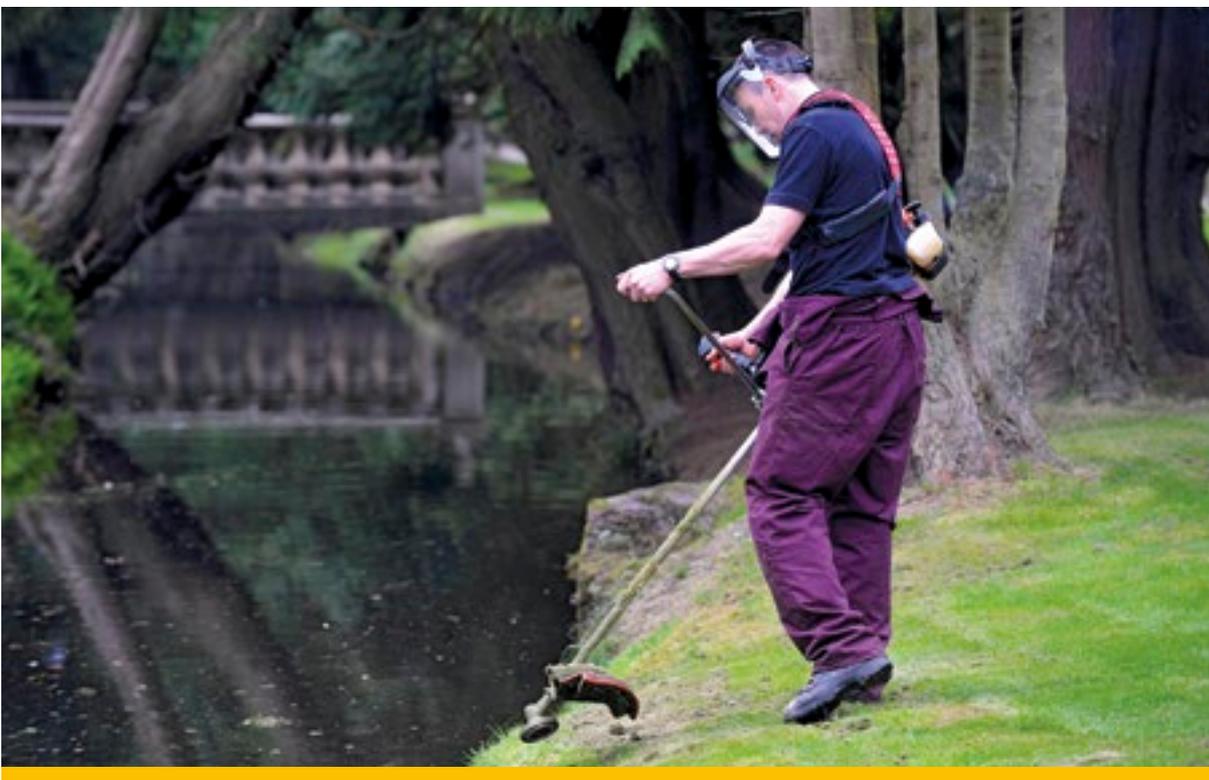
We will introduce victim led prison based restorative practice schemes

OUTCOMES

Increased public safety

Enhanced responsibility in prisoner attitudes regarding offending behaviour

Enhanced awareness among prisoners regarding impact of offending actions





ENHANCING ORGANISATION CAPACITY

In order to achieve this Strategic Plan objectives the Irish Prison Service must have the necessary organisational capability and capacity to do so. We will ensure that the Irish Prison Service has the systems, structures, processes, procedures and culture in place to support a just, proportionate and humane penal system which will contribute to the overall goal of reducing offending

GOAL

4.1 We will develop and embed systems, structures, processes, procedures and culture to support the delivery of the Organisations Vision, Mission and Values

ACTIONS

We will review and strengthen our governance structures in order to strengthen the overall efficiency, effectiveness, cohesiveness and accountability of the Service

Furthermore, we will review and strengthen our existing management and organisation structure with reference to the Inspector of Prisons Report on Organisational Culture

We will review the existing administrative staffing model (PASO grade) the Prison Service Escort Corps and the Operational Support Group

OUTCOMES

Improved governance and accountability

An inclusive organisational culture that supports the organisations values

Relationships at all levels that are more collaborative and inclusive

A positive attitude and pride and belief in our organisation.

Motivation to work together

GOAL

4.2 We will enhance oversight of the Irish Prison Service

ACTIONS

We will review the complaints procedure for prisoners with a view to introducing a greater involvement and oversight by an independent body

We will consider the recommendations of the Inspector of Prisons and the European Committee for the Prevention of Torture

Where possible and appropriate we will publish policy documents that relates to prisoner management and welfare

OUTCOMES

Improved external oversight, adherence to human rights obligations, improved accountability

GOAL

4.3 We will develop and implement a Strategic People Plan to assist in achieving the mission and objectives of the organisation and meeting the needs of staff

ACTIONS

We will develop and implement a Strategic People Plan in order to integrate human resource management strategies and systems to embed the organisation's values, achieve our overall mission, and support the delivery of our Strategic Plan while ensuring we meet the needs of our employees

OUTCOMES

A workforce with the values, skills, attitudes and behaviours required to help the IPS meet its goals

GOAL

4.4 We will work with our criminal justice partners to progress the recommendations of the Strategic Review of Penal Policy in order to help achieve the overall goal of developing and sustaining a just, proportionate and humane penal system which will contribute to the rehabilitation and reintegration of the offender and the reduction of offending

ACTIONS

We will play a lead role in enhancing interagency co-operation especially with the Probation Service in the management and rehabilitation of offenders

We will seek to reduce the numbers in prison to safe custody levels (in line with IOP recommendations)

We will continue to improve standards of accommodation in our prisons with a particular emphasis on Limerick and Portlaoise prisons

We will publish a strategy for the reduction in use of restricted regimes

We will introduce step down/open facilities for female offenders

We will make greater use of structured temporary release.

We will expand and enhance the Community Return and Community Support schemes.

OUTCOMES

A just, proportionate and humane penal system

GOAL

4.5 We will ensure that the provision of services and supports to prisoners - including education, work training, healthcare, psychology, drug treatment, the Samaritans Listener Scheme, the Red Cross etc. - are adequately resourced

ACTIONS

We will review our staff deployment model to prioritise and support consistent service provision to prisoners

We will take every measure to ensure that we have achieved full staff attendance to ensure consistent service provision

We will take steps to maximise the prison day and achieve a greater out of cell time for prisoner

OUTCOMES

Greater efficiency

Enhanced delivery of services for prisoners

Improved rehabilitation and resettlement

Equivalence of care for prisoners consistent with GMS provision in the community.

GOAL

4.6 We will continue to further develop a collaborative relationship with the HSE particularly in the areas of primary care, addiction and mental health services

ACTIONS

We will seek to appoint a Clinical Director to assume clinical responsibility and oversight for the delivery of all healthcare services across the prison estate

To provide appropriate nursing & medical personnel in order to maintain the compliment of healthcare staff commensurate with the delivery of safe care to prisoners.

We will seek cross departmental endorsement for the CPT recommendation that prison healthcare services be brought under the responsibility of the Department of Health and operated by the Health Service Executive (HSE)

We will implement the protocol which has been agreed with the HSE, for the provision of medical cards to eligible prisoners, on release from custody

OUTCOMES

Enhance healthcare for prisoners

Improved rehabilitation and resettlement options.

Increased public safety

GOAL

4.7 We will improve the manner in which services at local prison level are integrated

ACTIONS

We will work in collaboration with our multidisciplinary colleagues to promote coherent co-ordination of service provision within each prison. It is intended that this will improve communication and collaboration between multi-disciplinary services, reduce duplication of work, facilitate improved engagement in constructive activities and enhance sentence planning procedures

We will seek to develop consultation suites in each prison where multidisciplinary providers are located and facilitated with appropriate access to prisoners which maximises prisoner contact and staff deployment

OUTCOMES

Improved service delivery
Greater efficiency

Improved rehabilitation and
resettlement options



5 DELIVERING STRATEGY/ MONITORING PROGRESS

5.1 DELIVERING STRATEGY

Our Strategic Plan 2016-2018 will form our blueprint and roadmap for the coming 3 years. Specific Action Plans will be drafted covering each Strategic Action.

5.2 MONITORING PROGRESS

We will monitor our progress in the delivery of our Strategic Actions through the business planning process and will report annually on the progress made in our Annual Report.





APPENDIX 1

OVERVIEW OF COMMUNICATIONS AND ENGAGEMENT STRATEGY 2016 - 2018

We are committed to creating a work environment that is centred on open, two-way communications.

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

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

ACTIONS	OUTCOMES
INFRASTRUCTURAL	
Develop website with staff development section	Generate confidence and commitment among staff
Enhance intranet as a communications tool and information sharing portal	Enhanced two way feedback
Introduce electronic noticeboards in all establishments Enhanced IT access for all staff	Effective systems to promote and share achievements
Enhance formal feedback/opinions system	Give all staff a voice.

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

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

Local Authorities and Public Bodies
 Members of the Public IASIO
 The Media Visiting Committee

E X T E R N A L

Policy and Strategy Group Prison
 The Courts Service Senior
 IASIO Management Team based
 International Partners management
 Executive Management Team
 Prison Officers Association

I N T E R N A L

Dept. of Justice and Equality
 O t h e r
 Emergency Prison Staff
 Services Headquarters Staff
 Defence Forces The Probation Service
 Education Staff Merchants Quay
 The Courts Service An Garda Síochana

Government and Oireachtas
 The Inspector of Prisons
 Prisoners



APPENDIX 2

OVERVIEW OF PSYCHOLOGY PLAN 2016 - 2018

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

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

ACTIONS	OUTCOMES
RECIDIVISM	
Implement a range of offence focused interventions, where possible, with multi-disciplinary colleagues.	Increase in the number of people engaging in offence related interventions.
Introduce a pro-active referral process across the prison estate for greater breadth of Service.	Increase in multi-disciplinary working e.g. joint working with the Probation Service on the National Programme of Excellence for Sexual Violence.
Increase focus on through-care initiatives.	Reduced re-offending.
Engage in risk assessment to inform sentence management planning for young people in custody.	Safer communities.
MENTAL HEALTH	
Develop new mental health initiatives, where possible with multi-disciplinary colleagues, including staff awareness training.	Increase in the number of people engaging in mental health related interventions and related improvements in wellbeing.
Improve links with in-reach Psychiatry and the wider HSE.	Greater awareness of mental ill health amongst staff. Improved transitions from custody to community.
Support HQ staff and prison management to enhance prison regimes in order to support mental wellbeing.	Reduced stigma related to mental ill health.

ACTIONS	OUTCOMES
SUPPORT AND MULTIDISCIPLINARY ENGAGEMENT	
Support Psychology personnel to fulfil their potential.	Psychology Service personnel feel supported and able to develop to their full potential, and feel a sense of achieving worthwhile outcomes for people in custody and the wider community we serve.
Increase collaboration and coordination of Services with multi-disciplinary colleagues.	Improved communication and collaboration between multi-disciplinary services, leading to improved information sharing procedures, a reduction in duplication of work and enhanced sentence planning procedures.
SAFER CUSTODY	
Implementation of range of offence focused and mental health interventions. Ensure presence at risk-relevant steering groups.	Safer working environment for staff.
Ensure current knowledge of risk assessment and management tools to support management of people in custody.	Increased safety for people in custody
SUPPORTING PRISON MANAGEMENT AND CULTURE CHANGE	
Offer a psychological perspective at senior prison management and HQ level.	Positive change in prison culture and attitude.
Redeploy Psychology staff to IPS College to support staff recruitment and training.	Transition from an ethos of 'custodial' environment to 'correctional' environment.

APPENDIX 3

OVERVIEW OF EDUCATION PLAN 2016 - 2018

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

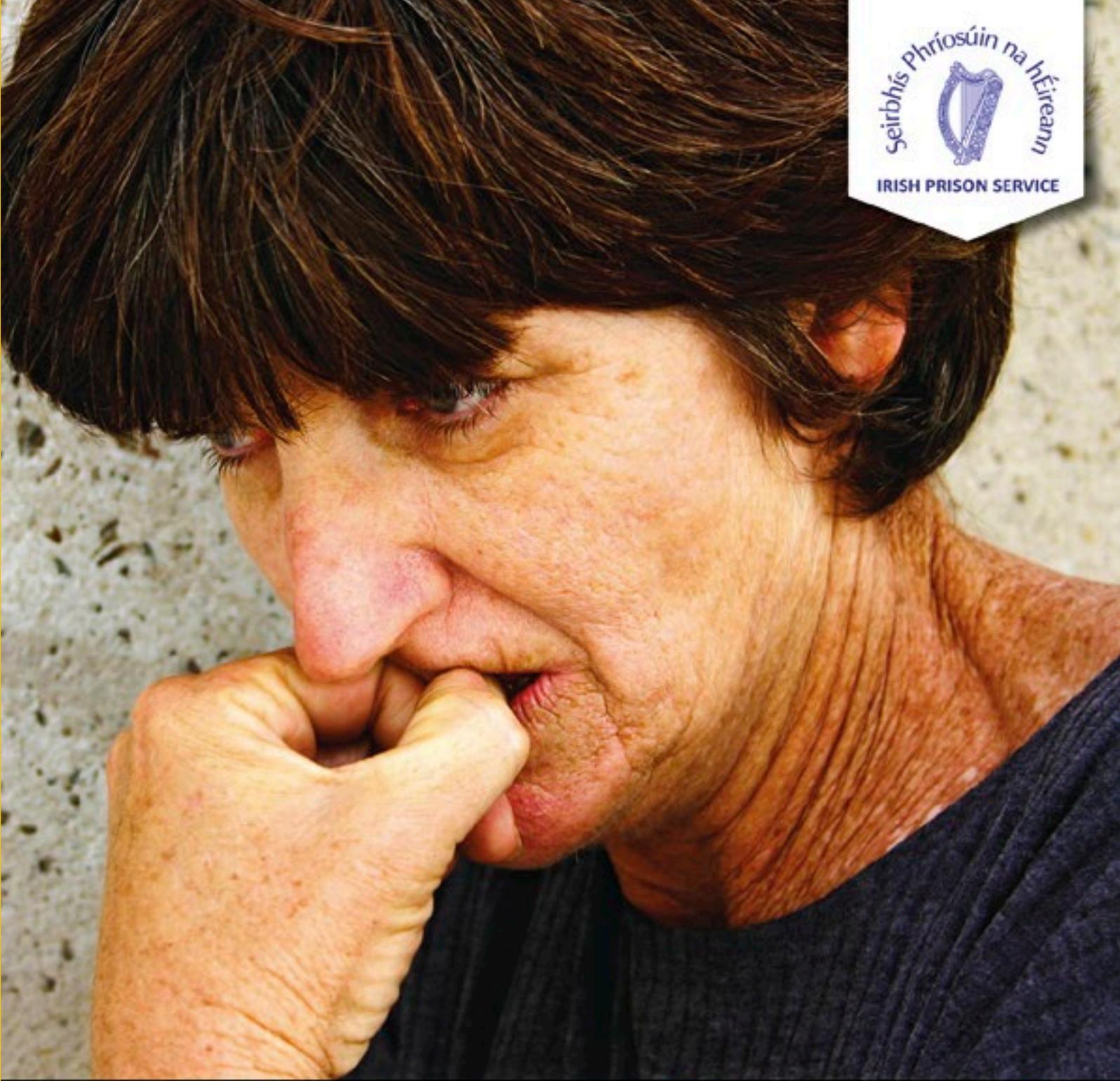
The provision of a broad-based, flexible, relevant education service is designed to cater for the complex educational needs of persons in custody, covering a wide spectrum from Basic Education to Third Level programmes.

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

ACTIONS	OUTCOMES
SUPPORTING THE PRISON EDUCATION SERVICE	
IPS will engage with the ETBs to agree a method of officer selection and subsequent training for the role of School Officer	Enhanced role of School Officer in facilitating performance of the Education Centres
Ensure the needs of education centres are fully considered in staffing allocations following any reviews	Adequate allocations of staff following reviews
IPS will put in place an integrated Prison Education Management System	Management system in place to record enrolment, engagement, academic achievements, timetabling and scheduling
Devise an agreed set of objectives for the quantitative and qualitative measurement of prison education, including participation rates, progression, certification/accreditation and compliance with stated aims	Agreed performance monitoring system in place
Agree a structure to collect information about the previous educational experience of persons in custody in order to identify each person's abilities, needs and aspirations	Agreed procedures in place for the initial assessment of persons in custody

ACTIONS	OUTCOMES
ACCREDITED AND NON-ACCREDITED EDUCATION AND DIGITALISATION	
<p>The ETBs will deliver appropriate accredited programmes, including higher education (open University) and ensure the quality assurance of all programmes delivered. The IPS will consult with the ETBs in the development of courses specifically relevant to prison education, in particular at levels 1 and 2.</p>	<p>Quality-assured accredited programmes in place in all prisons</p>
<p>The IPS recognises the need to focus on developing digital skills relevant to life back in society. The IPS will provide appropriate resources including examining the provision of in-cell E-learning having regard to the critical security requirements.</p>	<p>Resources provided to facilitate digital learning</p>
<p>The IPS will support non-accredited constructive activities and will co-operate with the ETBs to devise means of measuring and validating non-accredited activity.</p>	<p>Non-accredited constructive activities will be supported</p>
CONSULTATION AND INTEGRATION	
<p>The IPS commits to ongoing consultation with the ETBs regarding education service delivery. The consultation process will explore a closer alignment between the school day, school year and the prison regime.</p>	<p>Ongoing consultation arrangements in place to explore closer alignment between school schedule and prison regime</p>
<p>The IPS will ensure that prison education centres work in cooperation with other multi-disciplinary and in-reach services. The IPS will facilitate the ETBs in playing an active role in the sentence management and pre-release planning and appropriate further educational placements on release.</p>	<p>Prison Education Service fully integrated into sentence management and release planning</p>
<p>The IPS will examine methods of ensuring closer integration between prison education and the work and training areas in the prison, in order to ensure the seamless progression of those in custody between the two areas</p>	<p>Closer integration between prison education and work and training</p>

ACTIONS	OUTCOMES
CONSULTATION AND INTEGRATION (cont)	
<p>The IPS will consult with the ETBs to ensure infrastructural resources meet statutory and accreditation standards for education and are suitable for purpose.</p>	<p>Consultation arrangements in place with the ETBs for all new capital builds</p>
<p>The IPS will ensure appropriate consultation with the ETBs and Head Teachers, through the Coordinator of Education, on policy formation that has a potential impact on prison education services.</p>	<p>Consultation arrangements in place with the ETBs for all relevant policy formation processes</p>
SERVICE QUALITY BENCHMARKING	
<p>The IPS commits to ongoing consultation with all relevant stakeholders in agreeing, establishing and implementing a comprehensive, relevant, professional and objective quality assurance process for the prison education service that will satisfy both the requirements of the IPS and those of relevant external agencies.</p>	<p>Quality assurance process in place for the prison education service</p>
<p>The quality assurance process will contain an agreed mechanism to capture non-accredited activities in the Education Centres and to capture the views of those in custody regarding the quality and range of subjects available to them.</p>	<p>Mechanisms in place to capture non-accredited activities and the views of those in custody regarding the quality and range of subjects available to them.</p>



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APPENDIX 4

OVERVIEW OF THE CAPITAL PLAN 2016 - 2021

The IPS has the following long-term strategic vision for the prison estate.

A prison estate that provides safe, secure and humane custody, that upholds the dignity of all users, and that reflects and supports a modern and progressive penal policy.

The core principles espoused in the vision are as follows:

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

ACTION	OUTCOME
Limerick - We will complete the development of new accommodation in Limerick to replace existing outdated accommodation.	Provision of new 103 cell male accommodation block and provision of new female unit consisting of 50 cells and 8 transition units. Due 2019.
Portlaoise - We will develop plans for the construction of a new maximum security unit at Portlaoise prison to replace the existing very outdated "E" block	Taken in tandem with the Limerick development described above, this new development will result in the final elimination of the practice of "slopping out" across the entire of the Irish Prison estate
Mountjoy – Open the final refurbished wing (D Wing) and complete new Work and Training Building. Publish 15 – Year Masterplan for future development of Mountjoy	Completed refurbishment project of all accommodation and new Work and training Building (August 2016). Plan for next 15 years published in Autumn 2016.
Castlerea - The Irish Prison Service has adopted a master plan for the future development of the Castlerea Prison site over the next five years.	Subject to the requisite approvals, phase 1 of the redevelopment will get underway during 2016 with the construction of a new stores, visits and reception area
Other Projects to be advanced in Wheatfield, Midlands, Cloverhill	

STRATEGIC OBJECTIVES (CAPITAL)

The long term vision for the estate gives rise to eight core and concurrent strategic objectives





APPENDIX 5

PARTIES CONSULTED - IPS STRATEGIC PLAN 2016 - 2018

Department of Justice and Equality	Dublin Institute of Technology
Inspector of Prisons	National University of Ireland Maynooth
Probation Service	Arbour Hill Prison
Courts Service	Castlerea Prison
An Garda Síochána	West Dublin Campus
Irish Penal Reform Trust	Cork Prison
Parole Board	The Dochas Centre
Ombudsman for Children	Limerick Prison
Health Service Executive	Loughan House
Department of Children and Youth Affairs	Mountjoy Campus
Department of Health	Portlaoise Campus
Department of Education and Skills	Shelton Abbey
Visiting Committee Group	Cork Education and Training Board
COSC, Victims of Crime	Roscommon Education and Training Board
Prison Officers Association	Wicklow Education and Training Board
Association of Higher Civil and Public Servants	Limerick Education and Training Board
Public Service Executive Union	Laois Offaly Education and Training Board
Civil and Public Service Union	City of Dublin Education and Training Board
IMPACT	IASIO
Irish Medical Organisation	Irish Red Cross
University College Dublin	Childhood Development Initiative
University of Limerick	Merchants Quay Ireland
University College Cork	Solas Project



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CREATING A BETTER ENVIRONMENT

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