

Foreword

The Programme for Government 2011 – 2016 gives the commitment to ensure better co-ordination between the Irish Prison Service and the Probation Service to create an integrated offender management programme.

The Irish Prison Service and the Probation Service have worked closely together, over many years, to help prisoners reduce their risk of reoffending and to make a positive contribution to their communities, through proactive sentence management and the provision of prisoner resettlement programmes.

This document sets out an interagency strategic plan for how the two organisations will continue to develop and co-ordinate our joint working, in conjunction with our statutory and community and voluntary sector partners, to further improve outcomes in our shared objectives, to help create a safer and fairer Ireland.



Michael Donnellan,
Director General, Irish Prison Service



Vivian Geiran,
Director, Probation Service

May 2013

Joint Irish Prison Service & Probation Service Strategic Plan

2013-2015

Programme for Government 2011-2016

Ensure better co-ordination between the Irish Prison Service and the Probation Service to create an integrated offender management programme.

Our Strategic Objective

The Irish Prison Service and Probation Service will develop a multiagency approach to offender management and rehabilitation from pre to post imprisonment in order to reduce re-offending and improve prisoner outcomes.

Our Operating Environment

The Irish Prison Service and the Probation Service both manage orders of the Criminal Courts handed down in respect of convicted offenders.

It is the work of the Probation Service to manage such offenders in the community and the work of the Irish Prison Service to manage those sent to prison, in the first instance.

Both organisations have as their primary goal the maintenance of public safety through the reduction in offending of those in their care. Increasingly offenders are sentenced to periods in custody followed by periods under supervision in the community after release.

For the majority of those incarcerated, and for those sentenced to sanctions in the community, similar criminogenic needs and risks exist. Lack of employment, abuse of alcohol and drugs, anti-social attitudes and companions, emotional and personal difficulties, poor educational achievement, family problems, and lack of housing or accommodation are prominent among them. Such multiple needs are often interrelated and mutually reinforcing.

Essential to offender focused interventions is that both criminal justice and non-criminal justice agencies encourage the development of a multi-agency problem-solving approach by focusing on offenders, not on offences. Approaches which tackle the complex range of needs are more likely to be effective than focusing on single issues in isolation.

The Irish Prison Service and the Probation Service in their combined efforts to address the cycles of sustained offending behaviour, which place a tremendous burden on national resources, especially through prison overcrowding, need to bring together partners to develop and deliver responses that work.

Community resources need to have strong links with prisons so that work can start early, building motivation and planning for release.

Irish Prison Service & Probation Service

Our Strategic Actions

	Actions	Strategic Outcomes
1	Continuum of Sentence management – We will work to enhance sentence management from pre to post imprisonment in a way which will facilitate improved prisoner outcomes.	Improved resettlement and reintegration outcomes for prisoners. Reduced reoffending.
2	Community Return – we will continue the national roll out of the Community Return Programme in 2013	Increased number of prisoners benefiting from structured temporary release Improved resettlement and reintegration outcomes Increased public safety
3	Social Impact Investment – we will seek to pilot a Social Impact Investment initiative to provide a programme of support to short term prisoners.	A reduction in reoffending rates among short term sentenced prisoners Improved resettlement and reintegration outcomes Increased public safety
4	Initiatives in Cork and Limerick – we will develop specific prisoner reintegration initiatives in Cork and Limerick	Increased availability of structured release programmes in the community to aid reintegration of prisoners on release Improved resettlement and reintegration outcomes for prisoners Reduced levels of overcrowding
5	Women Offenders – we will develop a specific strategy to address the needs of women offenders	Improved resettlement and reintegration outcomes
6	Young Offenders – we will develop a specific strategy to address the needs of younger offenders	Enhanced case management and throughcare arrangements. Enhanced, age appropriate prison based regimes and programmes pending the transfer of 17 years olds in detention to IYJS.
7	We will enhance co-operation between both agencies to improve the collation and publication of data and statistical information.	Yearly updating and analysis of recidivism rates and trends Ability to better plan resource allocation

Strategic Action 1 : Continuum of Sentence Management

We will work to enhance sentence management from pre to post imprisonment in a way which will facilitate improved prisoner outcomes

Actions	Responsibility
The IPS and the PS will provide a framework to engage with statutory and voluntary partners to develop and deliver programmes to address the reintegration of prisoners into the community.	Care and Rehabilitation Directorate, IPS Asst. Director, Operations, PS.
We will develop a schedule of offender programmes to be delivered in prison in order to reduce reoffending.	IPS and PS
Through appropriate through care arrangements, we will seek to maximize therapeutic gains made by prisoners through participation in post prison based programmes.	PS
In partnership with local authorities and the Department of Social Protection, through joint funding arrangements, we will enhance through care accommodation needs of prisoners prior to release.	IPS and PS

Strategic Action 2 : Community Return

We will continue the national roll out of the Community Return Programme in 2013

Actions	Responsibility
In 2013 we aim to have 300 prisoners serving sentences of 1-8 years released onto the programme.	IPS/PS Community Return Unit
We will develop joint funding arrangements in order to maximise the availability of structured programmes in the community	IPS/PS Community Return Unit
<p>We will establish a Community Return project in Thornton Hall:</p> <ul style="list-style-type: none"> - We will complete the necessary site work, through the assignment of a Prison Work Party by March, 2013. - We will conduct an assessment of the site and outbuildings to assess the work to be undertaken to allow for use by the project. - We will develop in partnership a horticultural project to be in place by spring 2013. 	IPS/PS Community Return Unit

Strategic Action 3: Social Impact Investment

We will seek to pilot a Social Impact Investment Initiative to provide a programme of support to short term prisoners.

Actions	Responsibility
<p>In partnership, we will seek to pilot a Social Impact Investment Initiative to support an outcome based contract with a community based organization to provide a programme of support to short sentence prisoners (serving sentences of up to 12 months), commencing in prison, but particularly on their release, to reduce reoffending and enable reintegration in their communities.</p> <p>It is envisaged that the pilot will take place over a two-year period.</p> <p>To this end we will be represented on the DPER Social Impact Investing Steering Group in order to bring the project to pilot stage.</p>	<p>Director PS, Director of Corporate Affairs, IPS.</p>
<p>In the event that it is not possible to reach pilot stage for the project, we will introduce an alternative resettlement pilot on a smaller scale in a number of prison locations.</p>	<p>IPS and PS</p>

Strategic Action 4: Cork and Limerick

We will develop specific prisoner reintegration initiatives in Cork and Limerick to increase the availability of support and structured release programmes in the community in order to aid the reintegration of prisoners on release

Actions	Responsibility
<p>Cork:</p> <p>-We will continue to implement the actions contained in our Cork specific strategy “Unlocking Community Alternatives – A Cork Approach”.</p> <p>-We will fund a prisoner advocacy worker for Cork Prison who will serve as the link between the prison and the community for short term prisoners.</p>	<p>Governor Cork Prison /Probation Service Regional Manager</p> <p>IPS/PS Community Return Unit</p>
<p>Limerick:</p> <p>-We will enhance the usage of Community Return placements in Limerick;</p> <p>-We will enhance community involvement in the pre and post release of offenders.</p>	<p>Governor Limerick Prison/Probation Service Regional Manager</p> <p>IPS/PS Community Return Unit</p>

Strategic Action 6: Young Offenders

We will develop a specific strategy to address the needs of younger offenders

Actions	Responsibility
<p>Through enhanced co-operation and multi-disciplinary working we will implement a Young Offenders Strategy which will seek to, inter alia,:</p> <ul style="list-style-type: none"> -introduce age appropriate prison based regimes and programmes in co-operation with the Irish Youth Justice Service pending the transfer of 17 years olds to that agency. -address all concerns raised by the Inspector of Prisons in his report in relation to St. Patrick's Institution -enhanced case management and through care arrangements -implement the Children First National Guidance, 2011 in St. Patrick's Institution and across the prison estate 	<p>Governor, St. Patrick's Institution</p> <p>Director, Corporate Affairs, IPS</p> <p>Asst. Director, Operations, PS.</p>

Strategic Action 7: Statistical Analysis

We will enhance co-operation between both agencies to improve the collation and publication of data and Statistical Information.

Actions	Responsibility
<p>We will continue to work with the Central Statistics Office to produce accurate Recidivism Rates which can be used to support targeted, evidenced based interventions.</p>	<p>Statistical Units – IPS/PS</p>
<p>We will explore possibilities for joint publication of IPS/PS statistics.</p>	<p>Statistical Units – IPS/PS</p>

www.probation.ie

**Probation Service,
Haymarket,
Smithfield, Dublin 7.
Tel: + 353 (0)1 817 3600
Fax: + 353 (0)1 872 2737**

www.irishprisons.ie

**Irish Prison Service
IDA Business Park, Ballinalee Road,
Longford, Co. Longford
Tel: +353 43 33 35100
Fax: +353 43 33 35371**