



# IASIO Highlights & Financial Reports 2020

Presented to the Irish Prison Service and Probation Service  
July 2021



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# Forewords

## Chairperson's Foreword

It is my pleasure to present the 2020 IASIO Highlights and Financial Report to the Director General of the Irish Prison Service, Ms. Caron McCaffrey and to the Director of the Probation Service, Mr. Mark Wilson.

This Report provides a brief description of the extensive achievements and the range of services across the country provided by IASIO's management team and frontline staff. Their commitment and effort was all the more in evidence as they maintained, where possible, this service during the Covid-19 pandemic.

I wish to acknowledge my fellow Board Members for their commitment to the work of the organisation and in particular for their time and expertise during the development of IASIO's next 3-year strategic plan, which was launched by the Minister for Justice on the 7<sup>th</sup> of April.

This year saw the tenure of a number of our Board members end. My sincere thanks go to the former Chairman Patrick Lynch for 20 years of dedicated service and to former Supreme Court Judge, Catherine McGuinness for 10 years of dedicated service to IASIO. In saying farewell to them, I am delighted to welcome Peter Byers, Moira Horgan and Assistant Garda Commissioner Paula Hilman to the Board.

I wish to thank our funding agencies, the Irish Prison Service and the Probation Service for their continuing financial support to ensure that the valuable service being provided for all our clients is supported, maintained and developed for the future.

Finally, I want to commend our team led by our CEO, Mr. Paddy Richardson, for their continued efforts in maintaining a first-class service to clients and for the continuous development of IASIO services.

**Patricia Callan**  
Chairperson

## CEO's Foreword

It is with a great sense of achievement and pride that we can look back on our 2020 highlights. In particular, during the past year there are many instances of our management team and client facing colleagues using their initiative for thousands of their clients. I have experienced exceptional admiration and pride for their initiative and commitment as an essential service to continue to work on the frontline of services for their clients during the worst pandemic of our lifetime. They are a credit to their profession. During this tough period all of my colleagues have collectively been responsible for providing guidance, placement, and support to each of the 2,992 people referred in 2020. I wish to thank the Director General of the Irish Prison Service and the Director of the Probation Service for their continuous funding and for their staff who continue to make referrals to our services.

Of those referred to Linkage and Gate Services, our staff have placed 520 in training and education settings and an even more remarkable figure of 349 into employment.

Additionally, of the 1,337 people referred to the Resettlement Service there were 1,261 successful outcomes. Those figures include 392 Housing applications, 741 Social Welfare applications and 762 Medical Card applications.

It is very encouraging that most of those referred to us continue to make a successful transition from criminal behaviour to economic and social integration, which of course is a positive outcome for the person, their families, and of course, for the safety of the wider community.

Finally, I wish to thank Patricia Callan, Chair of the Board of Directors, for her support and advice to me during 2020. It has been a pleasure to work with her and the Board of Directors, who freely give of their time and expertise which is deeply appreciated by all of us.

**Paddy Richardson**  
Chief Executive

# Management Structure



# Objectives



- To provide a range of services to marginalised groups, making communities more socially inclusive



- To establish the development of excellence in practice across the full range of our services



- To assist those referred to us to become independent, socially integrated and personally productive through client-centred, rehabilitative, employment, educational and vocational interventions



- To develop collaborative working relationships that foster a more inclusive Ireland, promote opportunity and a shared responsibility in reducing marginalisation



- To ensure the efficient use of resources in the pursuit of stakeholder objectives



- To operate with integrity, be accountable to, and generate trust in our relationships with all our stakeholders

# IASIO'S STRATEGIC PLAN 2018-2020: Final Progress Update

IASIO published its Strategic Plan “Fostering Change—Creating Opportunity” in 2018. Each of the strategic goals and actions for the period 2018-2020 were informed by a consultation process with clients, IASIO staff, services, and collaborative input from our funders.

As is evidenced in the table below, significant progress was made on each action. However, certain items were impacted by the onset of the COVID-19 pandemic in early 2020. Any outstanding actions have been amalgamated into IASIO's new strategic plan 2021-2023 ‘Sustainable Change—Building on Success.’

## FINAL STRATEGIC PLAN PROGRESS REPORT:

Goals	Completed and continuing	Significant Progress	Some Progress	Limited Progress
<b>GOAL 1: CREATING OPPORTUNITY</b>				
Creating employment opportunities				
Enhancing training & education opportunities				
Creating stability & enhancing access to essential services				
<b>GOAL 2: SUPPORTING CHANGE</b>				
Creating the conditions for change				
Collaborative practices				
<b>GOAL 3: ADDING VALUE TO FUNDERS</b>				
Adding Value to Funders' Objectives				
Maintaining open communications				
<b>GOAL 4: ORGANISATIONAL DEVELOPMENT</b>				
Proactive organisational development				
Operational commitments				
Regulatory responsibilities				
<b>GOAL 5: SUPPORTING STAFF</b>				
Staff skills & competencies				
Wellbeing at work				

# Statistics Report 2020

## Linkage Service Expected Performance Indicators (EPI's)



Linkage Service	2020 Annual Total		Narrative
Field	EPI	Actual	
<b>New Referrals in 2020</b> <i>(Unique Individuals)</i>	1,800 <i>(1510)</i>	<b>1,419</b> <b>(1,292)</b>	<p><b>Employment:</b> 192 clients were placed in full time employment, 80 in part-time employment and 15 have variable hours. Main sectors include industry, construction &amp; transportation/ storage.</p> <p><b>Education:</b> 45 placements in Adult/Further Education, including courses such Psychology and Mental Health, Sports Nutrition &amp; Computer Programming. 10 clients were undertaking Literacy courses. 18 clients were undertaking Third Level courses and 8 were attending Youthreach.</p> <p><b>Training:</b> 72 placements in a wide variety of ETB vocational training courses including Graphic Design, Welding, and Warehousing. 50 clients undergoing training as part of a Probation Project, and a further 58 were doing training with a private agency</p> <p><b>Community Return</b> 199 Clients had completed the Community Return Scheme by the end of 2020. 85 of these were re-referred for guidance &amp; placement.</p> <p><b>Sample reasons for not engaging:</b> Entered treatment programme, Inappropriate Referral, No further support requested, Not Progression Ready, Mental Health Needs, Childcare Needs, Relocated, Returned to Court for Breach of Order, Returned to Custody.</p>
<b>Total fully engaged with service</b>	1,350	<b>1,172</b>	
<b>Total Did Not Engage</b>	180 (Tracking)	<b>178</b>	
<b>Total Alternative Pathways Identified</b>	278 (Tracking)	<b>405</b>	
<b>Active at 2020 end</b>		<b>518</b>	
• <b>Active: Initial Assessment Stage</b>		115 95	
• <b>Active: Progression Potential Stage</b>		145	
• <b>Active: Progression Ready Stage</b>		70 69	
• <b>Active: Job Seeking</b>		24	
• <b>Active: Retention Stage</b>			
• <b>Active: Referrals for Other Types of Supports</b>			
<b>Total Placements secured:</b>			
<b>Employment</b>	300	<b>287</b>	
<b>Education</b>	120	<b>103</b>	
<b>Training</b>	300	<b>277</b>	
<b>Total Groupwork Participants</b>	60	<b>17</b>	
<b>Total Community Return Completed</b>		<b>199</b>	
<b>Total Community Service Supports</b>		<b>13</b>	
<b>Total Guidance Only Completed</b>		<b>39</b>	
<b>Total Outcomes to date (from those who engaged)</b>	960	<b>935</b>	

## Gate Service Key Performance Indicators (KPI's)



GATE Service	Annual Totals		Narrative
Field	KPI	Actual	
<b>New Referrals in 2020 (Unique Individuals)</b>	610	<b>414 (408)</b>	<b>Employment:</b> <b>Pre-release:</b> 12 clients on CE/CE Drug Rehabilitation Schemes, 1 client employed on day release Temporary Release (TR)
<b>Total fully engaged with service</b>	549	<b>392</b>	
<b>Total Did Not Engage</b>	61 (Tracking)	<b>22</b>	<b>Post release:</b> 35 clients secured paid permanent work. 8 clients on CE/CE Drug Rehabilitation Schemes and 5 secured employment on full-release TR.
<b>Currently Active with service:</b> <ul style="list-style-type: none"> <li>• <b>Active 1: Initial Assessment Stage: Guidance Block</b></li> <li>• <b>Active 3: Progression Potential: Guidance Block</b></li> <li>• <b>Active 4: Progression Ready: Guidance Block</b></li> <li>• <b>Active 5: Job Seeking: Guidance Block</b></li> <li>• <b>Active 6: Retention Stage: Guidance Block</b></li> <li>• <b>Active: Referrals for Other Types of Supports</b></li> </ul>		74 112 43 6 0 6	
<b>Total Not Progression Ready/Alternative Pathways Identified</b>	(Tracking)	<b>23</b>	<b>Education:</b> <b>Pre-release:</b> 4 courses including Level 5 Computer Skills, Professional Cookery & Level 6 Sports Psychology.  <b>Post-release:</b> 30 courses including Construction Technology with Renewable Energy Systems, B.A. (Hons) in Counselling and Psychotherapy & Legal & Business Studies
<b>Total Placements secured:</b>			<b>Training:</b> <b>Pre-release:</b> 21 clients undertaking ETB vocational training courses, 1 client attending training on day release TR, 4 involved in an addiction programme, 3 engaged with Probation Projects & 1 course as part of a Traveller Initiative  <b>Post-release:</b> 24 undertaking ETB vocational training courses. 13 are Community/Resource centre based & a further 16 are in Probation Project based training.
<b>Employment</b> <b>Training/Education</b>	75 178	<b>61 140</b>	
<b>Total Temporary Release/Community Return Preparation</b>	(Tracking)	<b>2</b>	<b>Sample Reasons for not Engaging:</b> Entered treatment programme, Inappropriate Referral, No further support requested, Refused service, Transferred to another TEO, Transfer to another prison.
<b>Total Groupwork Participants</b>	(Tracking)	<b>3</b>	
<b>Total Guidance Only Completed</b>	(Tracking)	<b>21</b>	
<b>Total Guidance Blocks delivered</b>	(Tracking)	<b>290</b>	

# Resettlement Service Key Performance Indicators (KPI's)




Resettlement Service	Annual Totals		Narrative
Field	KPI	Actual	
<b>New Client Referrals in 2020</b> <i>(Unique Individuals)</i>	1,020	<b>1,337</b> <b>(1,191)</b>	Clients availed of a wide range of prison and community-based supports, both pre and post release.
<b>Resettlement Planning (Engaged)</b>	918	<b>1,292</b>	
<b>Total Resettlement Outcomes</b>	918	<b>1,261</b>	
<b>With supported access to pre-&amp; post release essential services</b>	551	<b>839</b>	
Number of housing applications		392	
Number of Social Welfare applications		741	
Number of Medical Card Applications		762	
<b>Group work complete (participants)</b>		<b>N/A</b>	
<b>And supported stability post-release</b>	220	<b>422</b>	

Community Support Scheme (CSS) 2020 Update	
Community Support Scheme	2020
<b>CSS New Client Referrals in 2020</b>	97
<b>Status/Outcomes</b>	
Active	32
CSS Complete	52
CSS Incomplete	4
No further support requested	9

Supported Employment Service* (SES) 2020 Update	
Supported Employment Service	2020
<b>New Referrals in 2020</b>	<b>4</b>
<b>Status/Outcomes</b>	
Active/On hold	<b>4</b>
Engaged but discontinued	<b>0</b>
In work support stage	<b>1</b>
Personal Progression Plan developed for Occupational Therapist	<b>6</b>
Successfully Completed	<b>1</b>

\*Clients referred by the National Forensic Mental Health Service (Central Mental Hospital)


# 2020 Achievements in Numbers




**2,992** clients referred to IASIO services




**349** employment placements secured




**520** education & training placements secured




**199** clients completed the Community Return Scheme with the help of a Linkage Service TEO



**147** clients received funding towards training courses from the IASIO managed Fund for Former Offenders



**1,114** Progression Ready Indicator (PRI) assessments administered



**20** clients participated in an IASIO group work programme




**392** Housing Applications made on behalf of Resettlement Service Clients




**741** Social Welfare applications made on behalf of Resettlement Service Clients



**762** Medical Card Applications made on behalf of Resettlement Service Clients



**13** Community Service Supports provided by Linkage Service TEO's



**48** new employers & **47** external services added to IASIO's Resource Directory, bringing the total number of contacts to **1,470**

# 2020 Developments

## Responding to a crisis

2020 was a year of enormous challenges, of which the criminal justice system was not exempt. The threats associated with the Coronavirus pandemic required immediate action across the system. Given the close confines of the prison environment and the fact that people in contact with the criminal justice system tend to be in poorer health than the general population, it was vital that swift action was taken.

In order to anticipate and mitigate any disruption to IASIO services, a COVID-19 Business Continuity Plan and COVID-19 Monitoring document were developed during the week of the 16th of March. These documents were monitored weekly at IASIO Management Team video conferencing meetings.

To ensure the ongoing safety and well-being of IASIO staff, communications were issued regularly by the IASIO HR Manager regarding any COVID-19 updates from the HSE, Government and/or Prison and Probation management. A Return to Work plan was also developed, which included the appointment and formal training of designated staff as COVID-19 Lead Workers whose role is to monitor and ensure offices and staff continue to be compliant with all COVID-19 safety regulations.

The Resettlement Service was quickly designated as one of four essential services by the Irish Prison Service as part of its response to the pandemic, and over the course of the crisis it played a significant role. The first task in response to the outbreak, as communicated to IASIO, was to reduce the prison population as safely and quickly as possible, which placed a significant demand on the Resettlement Service. Resettlement Coordinators maintained frontline contact with prisoners, adjusted referral procedures to capture the maximum number of releases, operated a phone system to support isolating and cocooning prisoners, captured and reported on daily 'No Fixed Abode' and weekly 'Planned NFA' returns, introduced a 'travel roster' to respond to spikes in demand, and extended its client group to include those on remand. It was a whole Service response to the crises that IASIO is very proud of, one that saw every Resettlement Coordinator, with support from their Gate Service colleagues, play a part.

In March 2020, Gate Service Training and Employment Officers (TEOs) were redeployed to resettlement tasks and as such, the Gate Service shares in the successes of the Resettlement Service over the course of the

pandemic. The Service has since returned to guidance and placement functions but has retained its support of the various initiatives introduced during 2020. It is a Gate TEO that coordinates the phone roster, a Gate TEO that compiles the daily No Fixed Abode and weekly Planned NFA returns and Gate TEOs shared equally with Resettlement Coordinators the roster duties to maintain the phone service. Out of necessity, the Gate Service has expanded its operational remit to include essential resettlement supports.

The Linkage Service also amended its approach to client work in response to the pandemic. Linkage TEO's began working remotely on Monday 16th of March 2020. This was to reduce footfall in Probation offices around the country thereby prioritising the safety of IASIO and Probation staff and clients. Guidelines were issued in advance in preparation for this eventuality which included instructions to contact all active clients and to email the Linkage Referral Form to all Probation Officers to ensure continuity of service to clients.

While working remotely, Linkage TEOs began conducting phone appointments with each active client, updating CVs and uploading them to job sites, assisting clients in setting up their Gov-ID, researching courses and job vacancies for individual clients, and contacting employers. Clients who had previously been placed returned to the TEO for assistance in making applications for the Pandemic Unemployment Payment, and a large number of new referrals were received from Probation Officers including Community Return referrals. In some cases, Probation Officers asked the TEO for assistance with specific clients who needed more frequent contact than normal (for supervision purposes) and to report back to the Probation Officer on the interaction and any progress made.

In addition, a working group of TEOs came together in response to an identified need to move the Changing Course Groupwork Programme online to facilitate continued delivery during the Pandemic. This initiative is outlined in further detail on page 10.

We will continue this hugely important and successful work across 2021 and continue to respond to the needs that arise from the pandemic.

# Changing Course Online Delivery

The Changing Course groupwork programme was established in 2012 in response to the identified negative thinking pattern toward change among a significant number of IASIO clients. As this thought pattern was undoubtedly hampering client desistance efforts, IASIO began to develop a client programme that would address the issue of change thereby minimising, as much as possible, any fears associated with change. The overall aim of the Programme is to promote desistance from crime by encouraging clients toward positive intentional change which complements their resettlement and social integration efforts.

Since 2012, the programme has been running on a continuous intake basis in prisons, Probation Service offices, Probation Projects and many other community settings. It is suitable for Community Service clients, Community Return clients, those on Probation Bonds, Young Person's Probation (YPP) groups, women's groups and men's groups.

However, all face-to-face groupwork programmes were suspended in March 2020 due to the Covid Pandemic and public health concerns. In response to the need for the course to continue, a number of IASIO Training and Employment Officers came together to look at moving Changing Course online with a view to delivering it at local as well as at national level. Despite the obvious benefit of online delivery not posing any risk to public health, it also meant that the programme could be delivered to groups of participants regardless of their geographic location.

The working group met once or twice weekly from early July to discuss and adapt Changing Course to be delivered via an online platform. The meetings focused entirely on meeting the needs of the client group given the current restrictions and inability to meet face to face. The group discussed and identified several issues adapting the Programme for online delivery.

The TEOs were mindful that while part of the Programme is sharing course content with participants, many of the concepts are developed through conversation and group interaction. Having identified Zoom as the most suitable platform and PowerPoint as the method of delivery, they wanted to ensure the delivery was not simply transferring the material to slides and reading them out to an unengaged audience.

Once the online programme had been developed, the course was piloted with a group of clients and an Evaluation Report produced. The outcomes contained in the report are evidence of the success of the programme:

- One client was given 24 hours towards his Community Service hours by the Senior Probation Officer, approved by the Regional Manager.
- Another client approached a local employer in relation to a business idea and advised she found the confidence and motivation to do this from her attendance on the course. In the meantime, she has begun attending her local Recovery College online.
- A previously unmotivated client has been in increasing contact with his TEO to commence further training as soon as possible
- The confidence gained from doing a course successfully online has encouraged a client's future participation in additional online interaction including training and virtual interviews which is increasingly necessary in current times.
- Participants were able to attend a programme with people from outside their community so that they could enjoy some level of anonymity which released them from fear of judgement or conflict with peers in their locality.

A panel of IASIO facilitators is now being set up to deliver the course nationwide in 2021

# Social Enterprise Project Update

Throughout 2020, IASIO continued its support of the Social Enterprise (SE) Project by hosting the SE Project Manager, membership of the project steering committee and assisting suitable clients in accessing Social Enterprise opportunities. IASIO believes there is mutual benefit in hosting the SE Initiative in IASIO as we share common objectives with the SE Initiative, in particular around employment opportunities for people with convictions.

A number of significant developments took place throughout the year, including:

1. **The launch of *Working to Change***, the social enterprise and employment strategy for 2021 – 2023. Working to



Change is an ambitious strategy that aims to increase employment options for people with criminal convictions in three areas: 1) social enterprises, 2) general employment and 3) entrepreneurship. It requires cross-departmental collaboration in order to achieve the 46 inter-connected actions contained within it. Departmental support has been agreed with senior representatives from the Department of Rural and Community Development (responsibility for the social enterprise sector), the Department of Social Protection and the Department of Enterprise, Trade & Employment (responsibility for entrepreneurial supports) joining the Steering Committee which oversees the implementation of the actions.

The strategy was launched by Minister for Justice, Helen McEntee T.D. at an online event on Friday, November 20<sup>th</sup>, with inputs from Caron McCaffrey, Director General of the Irish Prison Service and Mark Wilson, Director of the Probation Service. A former offender who had just completed his Masters also spoke about the significant role securing employment played in his life.

2. **Department of Justice Commitment to Socially Responsible Public Procurement**

Socially responsible public procurement (SRPP) is about achieving positive social outcomes in public contracts. By purchasing wisely, public buyers can promote employment opportunities, decent work, social inclusion, accessibility, design for all, ethical trade, and seek to achieve wider compliance with social standards. SRPP is another way public bodies can support the employment of people with criminal records by allowing the business that employs them, social enterprise or commercial entity, to access their supply chain. The Social Enterprise Project Manager promoted SRPP with a number of public bodies, including the HSE and Pobal and presented on the impact of SRPP to the Office of Government Procurement.

In the Working to Change strategy, the Department of Justice has pledged that 10% of all procurement contracts will have some form of a social clause included in them by the end of the strategy term (2023). The Department made progress on this with the first Request For Tender (RFT) with a social clause being published by the Department in November 2020.

3. **Round Three Kickstart Funding confirmed**

The Social Enterprise Project Manager received confirmation that the application to the Dormant Accounts Fund (DAF) Action Plan 2021, on behalf of the Probation Service, for an expanded KickStart Round Three fund was successful. A total of €1.5m will be made available in Q1 of 2021 which will be broken down as follows:

- Existing funding structure: €1m made available to social enterprises to create employment for people with criminal convictions
- Creation of a new fund: Up to €250,000 for a new Scholarship & Internships Fund
- Creation of a new fund: Up to €250,000 to support entrepreneurship activities by people with criminal records

# New Collaborations:

## IASIO & Local Social Enterprise

### Ballina, Co. Mayo.

In December 2020, a tender request was issued by the Michael Davitt Museum (on behalf of a larger Working Group) to seek a consultant to undertake a feasibility to establish a social enterprise that would meet the currently unmet needs of groups most distant from the labour market in Ballina, County Mayo. The request was made in response to the lack of initiatives specifically targeted at developing the skills and employability of former offenders. IASIO is represented in the working group by Tim Rogers, Linkage Service Training & Employment Officer.

The feasibility study was funded under the KickStart programme from the Department of Justice (via the Irish Prison & Probation Services) and will therefore consider the inclusion of people with criminal convictions as a significant element of the participants. The group is now in the process of establishing a governance framework, identifying premises and potential funding streams. The initial focus of the social enterprise will be to produce timber-based products, utilising waste/unused materials from other industry sectors.

The Working Group comprises:



Michael Davitt Museum



Mayo Northeast LEADER Partnership



Mayo, Sligo, Leitrim Education & Training Board




Comhairle Contae Mhaigh Eo Mayo County Council



Irish Youth Justice Service  
Seirbhís na hÉireann um Cheartas i leith an Aosa Óig  
Youth Action Ballina Garda Youth Diversion Project

## IASIO & Meath Education and Training Network

Linkage Service Training & Employment Officer, Laura Kenny was invited by Meath Adult Education and Guidance Service to join a new initiative called the Meath Education & Training Network. It was set up to provide a networking opportunity for education, training, statutory and community organisations. The ultimate objective is to promote lifelong learning and personal development for adults in Co. Meath. The network meets quarterly via Microsoft Teams to share information on all of our services, and the courses and programmes being provided for learners within the community. It facilitates a client-centred approach by referral to the most appropriate agency, programme or education or training provider. It also aims to identify gaps in training and education provision to adults in Meath and to use this information to be responsive to the needs of adult learners. The network comprises IASIO, Louth Meath ETB (Adult Guidance, BTEI & VTOS), Meath Partnership, National Learning Network, Intreo, Jobmatters EmployAbility Meath, Meath Job Club, Meath County Council, HSE, Colleges of Further Education in the area, Regional Skills Training Centre, Meath County Library, Cultúr Migrant Centre Navan, Meath Travellers Employment Initiative, Seetec and local Family Resource Centres.



# Development of IASIO Strategic Plan 2021-2023 'Sustainable Change—Building on Success'

In 2020, the IASIO Board of Directors commenced work on the development of a new strategic plan. A number of board sessions were held, facilitated by digital strategist Aileen O'Toole, during which IASIO's mission, vision, values and objectives were discussed and revised.

## OUR VISION

IASIO will contribute to safer and more inclusive communities through excellence in supporting marginalised groups and respecting the worth of every referred individual.

## OUR MISSION STATEMENT

In partnership with our funders, our mission is to provide a range of services to referred persons who have come into conflict with the law or are at risk of coming into conflict with the law, and others who in the opinion of the company, are socially excluded.

We aim to develop, facilitate, and assist any of the above persons towards appropriate employment, rehabilitation, housing, educational and training services to enable them to contribute to society in a positive manner.

## OUR VALUES

- |                  |  |
|------------------|--|
| <b>Justice:</b>  | We believe in a fair and just society, where all people have an inalienable right to equal protection before the law |
| <b>Equality:</b> | We believe that all members of society have a right to equal access to opportunities leading to a life of fulfilment |
| <b>Dignity:</b>  | We respect and value the worth of every individual   |

In an effort to ensure congruity with its main funders, IASIO carried out a thematic analysis of the **Probation Service Strategy (2018-2020)** and the **Irish Prison Service Strategy (2019-2022)** with the aim of, where possible and relevant, aligning its new strategic plan (2021-2023) with same.

We also reviewed the **Programme for Government** published in October 2020 and identified a number of potential opportunities for collaboration between IASIO and the relevant Government departments—particularly under the 'Building Stronger and Safer Communities' objective.

# Other Highlights & Initiatives



Work continues on the Criminal Justice Service Directory, in partnership with Quality Matters and Enclude



Befriending Service continues during prison lockdowns via 'Pen Pal' contact

Linkage Service TEO's begin using JotForm to share consent forms & other documents with clients they are unable to meet face-to-face



DAST Manual (Dyslexia Adult Screening Test) circulated to TEOs in the

third quarter of 2020. Tests can be conducted by those who have received training from the Dyslexia Association of Ireland.



All IASIO staff take part in Covid-19 Lead Worker Representative Training and Ethnic Identifier Training



Meetings held with Business in the Community Ireland (BITCI)



to discuss collaborating in a number of areas that would be mutually beneficial to the clients of both organisations.

Presentation made to Dublin Rotary Club on in November 2020 outlining the work of IASIO and the importance of employment for people with convictions.



Resettlement Coordinators begin assisting prisoners in completing expressions of interest for the Housing First Criminal Justice scheme

IASIO implements the new Charities Governance Code



An Rialáil Carthanas Charities Regulator

# Our Board Members

## Chairperson—Patricia Callan

Patricia Callan is the Director of Drinks Ireland. She was a voluntary Director of Business in the Community (Ireland) from 2007-2014 and of Clondalkin Enterprise Group from 2000-2006.

Patricia is a previous recipient of the “O2 WM Businesswoman of the Year” award and the “Network Ireland Businesswoman of the Year” award; was featured in the Irish Independent’s list of “Ireland’s Fifty Most Influential Women Business Leaders”, in Business & Finance magazine’s “Who’s Who in Irish Business”, and in “Capital Women of Influence: Profiles of 13 Inspirational Irish Women”.

## Vice-chair—John Lumsden

John Lumsden is an economics graduate of Trinity College Dublin and a former career civil servant with the Department of Transport. He held senior positions in that Department with responsibility for road, rail, maritime and aviation matters. As Assistant Secretary General he had responsibility for legislation and policy development relating to road safety for a number of years.

He brings to the board a wide experience of the relationships between state agencies and the other structures of Government and of the corporate governance, financial and legal environments within which organisations operate.

## Company Secretary—Dr Deirdre Healy

Deirdre Healy, BA, PhD is Director of the UCD Institute of Criminology and Criminal Justice and Associate Professor at the Sutherland School of Law. Deirdre’s teaching and research interests include desistance from crime, community sanctions, criminological theory and victimisation. Her work has been published in prestigious international and Irish journals and her books include the Routledge Handbook of Irish Criminology (with Claire Hamilton, Yvonne Daly and Michelle Butler; Routledge, 2015) and The Dynamics of Desistance: Charting Pathways Through Change (Willan, 2010). Deirdre is currently involved in a research project, “Histories of Probation in Ireland” with Louise Kennefick (Maynooth University).

## BARC Chair—Peter Byers

Peter Byers is a director and consultant with over 30 years’ experience in both multinational and entrepreneurial operations. His business development and leadership skills have been generated in commercial and financial roles, tailoring his financial expertise to the issues of the business, adding value to decision making and to the strategic direction of businesses including General Foods, Dalgety PLC, Campbell Soup Company and the Heiton Group.

Peter is now a consultant advising SME’s either as a non-executive or external advisor. He helps companies and their managing directors to focus and direct their business plans to best effect.

## Bernie Gray

Bernie Gray is a management consultant and executive coach. She is an accountant and formerly held a number of senior management positions in Telecom Eireann and was latterly HR Director. She is currently Chair of Coillte plc, and a member of the Accountability Board of the Civil Service and the Governing Authority of DCU. She has held a number of non-executive roles including former Chairperson of Eirgrid plc, Board member Business in the Community, Irish Payment Services Organisation, Public Appointments Service and Telecom Eireann (now Eir).

## Moira Horgan

Moira Horgan is the head of Marketing in Business in the Community Ireland (BITCI) since February 2007. She advises over 100 of Ireland’s leading companies on communicating their sustainability and corporate social responsibility (CSR).

She has over 20 years’ experience in senior management working in several sectors ranging from non-profit organisations to private business and start-ups to semi-state bodies. Moira has extensive experience in marketing, specialising in strategic communications, event management and Public Relations.

Moira has managed numerous high-profile events and major conferences attracting hundreds of business leaders. She has interviewed some of the country’s leading industry figures.

# IASIO Christmas Event

On Friday December 18<sup>th</sup>, IASIO held an online Christmas event for staff, family members and friends.



It was a special event to mark what was a particularly difficult year for our management team and staff. The isolation, due to staff working from home and for others with limited access to colleagues and clients required a response that could bring everyone together to meet, relax, and celebrate the year's work and achievements.

The event started with addresses from Patricia Callan, Chair of the IASIO Board of Directors, followed by the Director of the Probation Service, Mark Wilson, and the Director General of the Irish Prison Service Caron McCaffrey.

After the formalities, there was an afternoon of entertainment which included Fr Damo (Joe Rooney, comedian, actor and musician) who hosted a Father Ted Trivia quiz, Lovely Girls competition and a Dancing Priests competition. This was followed by some in-house talent which included our very own musician Tim Rogers (Linkage Service TEO) and his daughter Bronagh and a rendition of poems from Derek Toner (Linkage Service TEO).

Other friends of IASIO also contributed to the event, namely Jodie Cunningham—Prison Officer & lead singer with Electric Picnic regulars, the 'Pearly Whites'—and Barry Keatley, lead singer of the trad/folk band 'Celtic Heritage.'



## Financial Income & Expenditure 2020

### 2020 Income and Expenditure Account

	Linkage Service	Resettlement Service	CSS Service	Gate Service	FFO Fund	Supported Employment Fund	Mapping Project	SEP Project	IASIO Total
<b>2020 Income</b>									
Grants Received	1,259,000	584,823	45,677	420,933	19,000	26,600	31,000	89,052	2,476,085
Grants b/fwd	306,000	133,995		103,860					543,855
Grants c/fwd	(313,000)	(142,565)		(104,959)					(560,524)
<b>Income</b>	<b>1,252,000</b>	<b>576,254</b>	<b>45,677</b>	<b>419,834</b>	<b>19,000</b>	<b>26,600</b>	<b>31,000</b>	<b>89,052</b>	<b>2,459,417</b>
Reserve b/fwd	8,971	30,664	8,549	18,799	25,490	1,188			93,661
Capital Reserve b/fwd	4,636	976		1,464					7,076
<b>Total</b>	<b>1,265,607</b>	<b>607,894</b>	<b>54,226</b>	<b>440,097</b>	<b>44,490</b>	<b>27,788</b>	<b>31,000</b>	<b>89,052</b>	<b>2,560,154</b>
Expenditure	1,255,424	589,387	34,452	413,363	37,148	22,780	21,108	82,609	2,456,272
Reserve c/fwd	10,183	18,507	19,774	26,734	7,342	5,008	9,892	6,443	103,882

### 2020 Expenditure

Personnel Costs	1,140,467	523,548	33,028	369,265	600	21,261	325	73,952	2,162,446
Operational Costs	114,958	65,839	1,424	44,098	36,548	1,519	20,783	8,658	293,827
<b>Total</b>	<b>1,255,424</b>	<b>589,387</b>	<b>34,452</b>	<b>413,363</b>	<b>37,148</b>	<b>22,780</b>	<b>21,108</b>	<b>82,609</b>	<b>2,456,272</b>



**IASIO is compliant with FRS102 and the charities SORP (FRS102) and the Charity Regulator's Governance Code**

**Further information for clients, services, employers, members of the Oireachtas, and Irish Prison Service and Probation Service staff is available from our website: [www.iasio.ie](http://www.iasio.ie)**

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