



AN ROINN DLÍ AGUS CIRT AGUS COMHIONANNAIS  
DEPARTMENT OF JUSTICE AND EQUALITY



An tSeirbhís Phromhaidh  
The Probation Service



# Joint Strategy on the Management of Offenders

## 2016 - 2018



September 2016



## INTRODUCTION

The Review Group on Penal Policy report, published in 2014, noted that “The experience of many jurisdictions is that penal policy (and by extension penal practice) is best created in an environment which prioritises inter-agency cooperation, is based on evidence, involves appropriate deliberation and the input of experts, which is conducted in a responsible and measured way, and which keeps the long-term purposes of the criminal justice system in its focus”. The management and rehabilitation of offenders is a common pursuit of agencies in the Criminal Justice System. The Probation Service, the Irish Prison Service and An Garda Síochána recognise that in our contributions to the maintenance of public protection and the reduction of victimisation in Irish society, a joint approach to areas of our work is vital. The Department of Justice and Equality is fully committed to supporting this joint approach.

There has been considerable cooperation and collaboration between the Irish Prison Service, the Probation Service and An Garda Síochána in recent years and this Strategy seeks to build on this work. The development of more efficient and effective services requires us to develop and build on existing multi-agency responses to those who are convicted and sentenced in our Courts. Sadly, one of the strongest predictors of future criminal behaviour is past criminal behaviour. Assistance in breaking this cycle is greatly enhanced when all agencies work together and communicate with each other. Collectively we acknowledge that encouraging the development of multi-agency problem solving approaches, including as part of the work of the Criminal Justice Strategic Committee, will assist us in fulfilling our respective mandates on behalf of the people of Ireland.

## 1. Bringing a more joined up approach to the Management of Offenders both in Prison and in the Community:

ACTIONS	RESPONSIBILITY
a) We will extend the Joint Agency Response to Crime (JARC) scheme initially to three more regions over the lifetime of this strategy.	<ul style="list-style-type: none"> <li>• Probation Service</li> <li>• An Garda Síochána</li> <li>• Irish Prison Service</li> </ul>
b) We will evaluate JARC in order to inform future developments.	<ul style="list-style-type: none"> <li>• Probation Service</li> <li>• An Garda Síochána</li> <li>• Irish Prison Service</li> <li>• Dept. of Justice &amp; Equality</li> </ul>
c) We will further develop the E-JARC (IT) platform to assist inter agency communication.	<ul style="list-style-type: none"> <li>• Probation Service</li> <li>• An Garda Síochána</li> <li>• Irish Prison Service</li> <li>• Dept. of Justice &amp; Equality</li> </ul>
d) We will engage with the Courts Service to seek to establish increased information technology co-operation.	<ul style="list-style-type: none"> <li>• Probation Service</li> <li>• An Garda Síochána</li> <li>• Irish Prison Service</li> <li>• Dept. of Justice &amp; Equality</li> </ul>
e) We will review and update the current three way protocol on the release and management of Life Sentenced Prisoners.	<ul style="list-style-type: none"> <li>• Probation Service</li> <li>• An Garda Síochána</li> <li>• Irish Prison Service</li> </ul>
f) We will seek, in partnership with the Parole Board, to co-ordinate our contributions to the review of prisoners before the Board.	<ul style="list-style-type: none"> <li>• Probation Service</li> <li>• Irish Prison Service</li> </ul>

## 2. Building on the Multi-Agency response to the management of sex offenders:

ACTIONS	RESPONSIBILITY
a) We will seek to have the Sex Offender Risk Assessment and Management (SORAM) arrangements placed on a statutory basis.	<ul style="list-style-type: none"> <li>• Dept. of Justice &amp; Equality</li> </ul>
b) We will formally launch SORAM, ending its pilot status, with a national conference.	<ul style="list-style-type: none"> <li>• An Garda Síochána</li> <li>• Probation Service</li> <li>• Irish Prison Service</li> <li>• Dept. of Justice &amp; Equality</li> </ul>
c) We will present research findings on the SORAM pilot and develop a joint implementation plan based on its findings.	<ul style="list-style-type: none"> <li>• An Garda Síochána</li> <li>• Probation Service</li> <li>• Irish Prison Service</li> <li>• SORAM National Office</li> </ul>
d) We will embed the working of SORAM nationally through enhanced quality assurance systems.	<ul style="list-style-type: none"> <li>• SORAM National Office</li> </ul>
e) We will work with our partners in the housing sector for accommodation solutions in respect of hard to place high risk sex offenders.	<ul style="list-style-type: none"> <li>• An Garda Síochána</li> <li>• Probation Service</li> <li>• Irish Prison Service</li> <li>• Dept. of Justice &amp; Equality</li> </ul>
f) We will explore the feasibility of extending the scope of the SORAM model to other offender categories not currently covered.	<ul style="list-style-type: none"> <li>• An Garda Síochána</li> <li>• Probation Service</li> <li>• Irish Prison Service</li> </ul>
g) We will continue joint training initiatives.	<ul style="list-style-type: none"> <li>• An Garda Síochána</li> <li>• Probation Service</li> <li>• Irish Prison Service</li> </ul>

### 3. Recognising the need for good interagency information – sharing within the boundaries of existing data protection legislation:

ACTIONS	RESPONSIBILITY
a) We will examine the capacity for further information sharing between the agencies, which is included as part of the work of the Criminal Justice Strategic Committee’s Working Group on Data Needs and Interoperability.	<ul style="list-style-type: none"> <li>• Dept. of Justice &amp; Equality</li> <li>• Irish Prison Service</li> <li>• Probation Service</li> <li>• An Garda Síochána</li> </ul>
b) We will examine and implement the provision by An Garda Síochána to the Probation Service of the Court ‘précis of evidence’ nationally to assist the preparation of Pre-sanction Reports.	<ul style="list-style-type: none"> <li>• An Garda Síochána</li> <li>• Probation Service</li> </ul>
c) The Probation Service and Irish Prison Service will put an agreed protocol in place in relation to confidential sharing of Pre-sanction assessment reports with Operations Directorate in Irish Prison Service, where the subjects of such assessments receive custodial sentences.	<ul style="list-style-type: none"> <li>• Irish Prison Service</li> <li>• Probation Service</li> </ul>
d) The Probation Service and An Garda Síochána will develop a memorandum of understanding (MOU) and put in place appropriate IT connections to give An Garda Síochána access to information regarding who is under Probation Service supervision.	<ul style="list-style-type: none"> <li>• Probation Service</li> <li>• An Garda Síochána</li> </ul>
e) Irish Prison Service and An Garda Síochána will operate a memorandum of understanding (MOU) and appropriate IT systems to allow An Garda Síochána to access relevant prisoner information in the Prisoner Information Management System (PIMS).	<ul style="list-style-type: none"> <li>• Irish Prison Service</li> <li>• An Garda Síochána</li> </ul>
f) We will ensure that information is shared between the three agencies in relation to prisoners unlawfully at large from Irish Prison Service institutions.	<ul style="list-style-type: none"> <li>• Probation Service</li> <li>• An Garda Síochána</li> <li>• Irish Prison Service</li> </ul>

### 4. Creating a more efficient system of implementing court orders:

ACTIONS	RESPONSIBILITY
a) We will establish joint memorandum of understanding to inform our systems of enforcement in cases of non-compliance with court orders.	<ul style="list-style-type: none"> <li>• Probation Service</li> <li>• An Garda Síochána</li> </ul>
b) We will agree an approach for dealing with warrants issued by the Courts for non-compliance with supervision.	<ul style="list-style-type: none"> <li>• Probation Service</li> <li>• An Garda Síochána</li> </ul>
c) We will establish clear systems of identifying where warrants are in existence and how they can be accessed and executed.	<ul style="list-style-type: none"> <li>• Probation Service</li> <li>• Irish Prison Service</li> <li>• Dept. of Justice &amp; Equality</li> <li>• An Garda Síochána</li> </ul>

## 5. Addressing the serious consequences of domestic violence in our communities:

ACTIONS	RESPONSIBILITY
a) We will create improved links through the An Garda Síochána Public Protection Services nationally, to address Domestic Violence.	<ul style="list-style-type: none"> <li>• An Garda Síochána</li> <li>• Probation Service</li> <li>• Irish Prison Service</li> </ul>
b) We will establish robust warning systems of alerting each agency on perpetrators of domestic violence.	<ul style="list-style-type: none"> <li>• An Garda Síochána</li> <li>• Probation Service</li> <li>• Irish Prison Service</li> </ul>
c) We will undertake joint training / information exchange to include Probation Service, Irish Prison Service and An Garda Síochána in the assessment and management of perpetrators of domestic violence to create a common practice language and understanding.	<ul style="list-style-type: none"> <li>• An Garda Síochána</li> <li>• Probation Service</li> <li>• Irish Prison Service</li> </ul>
d) We will continue to liaise with Tusla in the identification and management of child protection cases where there are concerns in common.	<ul style="list-style-type: none"> <li>• An Garda Síochána</li> <li>• Probation Service</li> <li>• Irish Prison Service</li> </ul>
e) We will work with COSC in assisting in their support of intervention programmes for perpetrators of domestic violence.	<ul style="list-style-type: none"> <li>• Probation Service</li> <li>• Dept. of Justice &amp; Equality (COSC)</li> </ul>

## 6. Recognising the many benefits of joint training at operational and management levels within our respective organisations:

ACTIONS	RESPONSIBILITY
a) We will establish training exchanges in the relevant areas.	<ul style="list-style-type: none"> <li>• An Garda Síochána</li> <li>• Probation Service</li> <li>• Irish Prison Service</li> </ul>
b) We will undertake joint training in the areas of Domestic Violence, management of Sex Offenders and awareness training in Radicalisation to Violent Extremism.	<ul style="list-style-type: none"> <li>• An Garda Síochána</li> <li>• Probation Service</li> <li>• Irish Prison Service</li> </ul>

## 7. Improving the re-integration and community management of particularly vulnerable offenders:

ACTIONS	RESPONSIBILITY
a) We will seek to build on the re-integration of vulnerable prisoners and the Irish Prison Service / Central Mental Hospital Court diversion programme for offenders with complex healthcare needs.	<ul style="list-style-type: none"> <li>• Irish Prison Service</li> <li>• Probation Service</li> </ul>
b) We will also seek to engage with the Health Service Executive to further develop agreed practice protocols.	<ul style="list-style-type: none"> <li>• Irish Prison Service</li> <li>• Probation Service</li> <li>• An Garda Síochána</li> <li>• Dept. of Justice &amp; Equality</li> </ul>

## 8. Advancing North-South co-operation:

ACTIONS	RESPONSIBILITY
a) We will seek to progress the issue of cross-border sharing of information on those unlawfully at large from custody.	<ul style="list-style-type: none"> <li>• An Garda Síochána</li> <li>• Irish Prison Service</li> <li>• Dept. of Justice &amp; Equality</li> </ul>
b) We will jointly support the annual Public Protection Advisory Group seminar to exchange and develop good practice.	<ul style="list-style-type: none"> <li>• An Garda Síochána</li> <li>• Irish Prison Service</li> <li>• Dept. of Justice &amp; Equality</li> <li>• Probation Service</li> </ul>

## 9. Protecting victims of crime and upholding their rights:

ACTIONS	RESPONSIBILITY
a) We will convene a joint event to plan our co-ordinated approach to working with victims of crime.	<ul style="list-style-type: none"> <li>• An Garda Síochána</li> <li>• Probation Service</li> <li>• Irish Prison Service</li> <li>• Dept. of Justice &amp; Equality</li> </ul>
b) We will work closely together to fulfil our respective obligations under the EU Victims Directive.	<ul style="list-style-type: none"> <li>• An Garda Síochána</li> <li>• Irish Prison Service</li> <li>• Probation Service</li> <li>• Dept. of Justice &amp; Equality</li> </ul>
c) The Probation Service Victim Service teams, the National Victim Services Office of the An Garda Síochána and the Irish Prison Service Victim Services Co-ordinator will put in place the means, including appropriate protocols, to closely collaborate in responding to the rights and needs of victims.	<ul style="list-style-type: none"> <li>• An Garda Síochána</li> <li>• Irish Prison Service</li> <li>• Probation Service</li> </ul>
d) We will engage with the Victims of Crime Office in the Department of Justice and Equality as part of the overall programme of work to give effect to the Victims Directive.	<ul style="list-style-type: none"> <li>• Dept. of Justice &amp; Equality</li> <li>• An Garda Síochána</li> <li>• Probation Service</li> <li>• Irish Prison Service</li> </ul>







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