



www.careafterprison.ie



Care After Prison

Strategic Plan 2018 - 2020

Care After Prison Strategic Plan 2018-2020

Care After Prison (CAP) is a charity and national peer led organisation supporting people affected by imprisonment, current and former offenders and their families. We provide prison in reach, community support, peer led mentoring, family support, information, advice and referral services.

We offer former offenders a safe environment where they can identify what they need to reach and sustain their goal of leading crime free lives.

We believe in the ability of everyone to change given the right circumstances and support.

We support families who have a loved one in prison providing information, advice, support and referrals.

CAP was established by the vision of 3 people in 2011, an ex-prisoner, a prison chaplain and a prison visitor.

The Carmelite Community in Aungier Street, Dublin championed and supported CAP from the outset and their support continues to this day.

Developing the 2018-2020 Strategic Plan

The views of service users, staff and the Board of CAP have informed the development of this plan.

Consultations took place with a range of service users who were asked for their views and opinions on what was working well, what could be improved and how they would like to see CAP develop in the future.

Staff, volunteers, students and the Board of CAP also were consulted for their views on what was working well, what needed improvement and their vision for CAP in the future.

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Vision



Our vision is that everyone affected by imprisonment will get the support they need to reintegrate successfully into society.

Mission



Care After Prison's mission is to support people affected by imprisonment to overcome the challenges they face in reintegrating into society.

Our Values



Our work is underpinned by the following values:

1. Our team provides ongoing support in a non-judgemental way for those affected by imprisonment.
2. Our team respects the dignity of each individual we work with, accepting them as they are, listening & facilitating them to make changes.
3. Our team recognizes, draws on and learns from the experience of those affected by imprisonment.
4. We employ people with lived experience of prison because they bring a unique understanding to the organisation – and with our service users they bring credibility and are positive role models.
5. Our team works in close partnership with other agencies and the wider community.
6. We believe that every individual can make positive life changes with the correct support.

Areas of Support Provided



Strategic Goals and Objectives 2018 - 2020

The following four goals with associated objectives were identified for the period 2018 - 2020

Goal 1

The needs of those with lived experience of prison and their families will be at the heart of CAP services and development

Goal 2

To strengthen CAP as an organisation and ensure the relevance and sustainability of the organisation

Goal 3

CAP will expand its networks and partnerships so that services are widely known, accessible and they can keep pace with changing needs

Goal 4

CAP will work to diversify and increase its income streams to sustain existing services and safeguard capacity and funding to consolidate and develop services

Goal 1

The needs of those with lived experience of prison and their families will be at the heart of CAP services and their development

Strategic Objectives to achieve this goal.

- 1.1 We will strengthen the Community Support Scheme and develop the Community Voluntary Programme
- 1.2 We will establish a Peer Led Mentor Training Programme
- 1.3 We will develop a Family Information & Support Service

Expected Outcomes

- 1.1 Completion levels on the Community Support Scheme will be sustained

Prison in-reach and Gate to Community buddy support will be part of the Community Voluntary Programme
- 1.2 Peers will be trained in mentoring annually and matched with mentees

Career coaching, interview skills and training will be offered to peers
- 1.3 CAP will be a “go to” service for families with a loved one in prison

Goal 2

To strengthen CAP as an organisation and ensure the relevance and sustainability of the organisation

Strategic Objectives to achieve this goal

- 2.1 Review of organisational policies, systems, roles and procedures to verify they are fit for purpose
- 2.2 Review governance systems and structures to ensure compliance with legislation and obligations
- 2.3 Provide the necessary supports and development for staff within a clear and accountable management and decision-making structure
- 2.4 Ensure the Board reflects the skills and expertise necessary to lead this Strategic Plan and support the inclusion and participation of peers

Expected Outcomes

- 2.1 Compliance with all legal, financial and reporting requirements
- 2.2 Enactment of the Governance Code over the lifetime of this plan
- 2.3 A performance management system will be introduced along with continuous professional development
- 2.4 Board will include a wider diversity including those with lived experience of prison

Goal 3

CAP will enhance its profile, expanding networks and partnerships ensuring services are widely known, understood and keep pace with changing needs.

Strategic Objectives to achieve this goal

- 3.1 We will build strategic partnerships with employers, training, educational, housing and research bodies
- 3.2 We will communicate and disseminate the work of CAP

Expected Outcomes

- 3.1 Increased access to a wider range of specialist services, knowledge and skills

CAP will work with housing providers to expand the housing options for those leaving prison
- 3.2 The profile of CAP is strengthened in line with the strategic direction
- 3.3 We will build strategic partnerships with employers, and with training, educational, housing and research bodies

Goal 4

CAP will work to diversify and increase its income streams to sustain existing services and ensure there is capacity and funding to expand and develop services

Strategic Objectives to achieve this goal

- 4.1 We will develop a comprehensive fundraising strategy
- 4.2 We will consolidate existing funding streams and identify new funding partners
- 4.3 We will ensure CAP has robust and effective finance and risk management control systems

Expected Outcomes

- 4.1 Patron to champion CAP alongside strategic sponsorship programme
- 4.2 Existing funding is maintained, funding sources expanded & levels of funding reflect the true cost of delivering services and Return on Social Investment
- 4.3 Compliance with all legal, financial and reporting requirements

We will ensure CAP has robust and effective financial control and risk management systems



Implementation

An implementation plan will be drawn up informed by Services and Operations outlining how the strategic goals and objectives will be achieved.

The implementation plan will contain milestones, resource allocation, designated responsibilities, targets and measures for outcomes and/or impact. It will take into account service level agreements, flexibility to respond to changing needs and emerging issues.



Resourcing & Finance

During the lifetime of this plan adequate core funding will be sought for CAP

Budgets drawn up for each service will include continuous professional development for staff and education/career/employment coaching for peers.



Review Process

A plan to review process will be set in motion to ensure effective implementation

Feedback from Service Users

"I've never told anyone where my husband is, I usually say he is away working"

"I made a stupid mistake, it was very stupid, and I take responsibility for that, but I am out now and want to move on, CAP helped me move on and showed me how I can use the best bits of me to make changes.

"I was so scared of leaving prison, what would it be like on the outside, I didn't know anything, buses, phones, how to get anywhere, the names for things, it was like having to learn a new language and that's where CAP came in, they met with me when I was in prison and then when I was released they were there

"You treated me like a real person, I was able to talk about what I wanted to do in the future rather than what I did in the past"

"I met my kids at the school gate, I was just another parent waiting, I can't tell you how brilliant it felt and when they ran out they were smiling when they saw me"

1. Community Support Scheme

The Community Support Scheme (CSS) is a structured form of temporary release for prisoners doing a sentence of 3 months-364 days. The aim of CSS is to increase support for prisoners prior to their release from prison, upon their release, and then for a period after their release in order to break the cycle of offending. Care After Prison began delivering the CSS in partnership with the Irish Prison Service in 2013.

Total numbers by prison:

	Mountjoy	Dochas	Wheatfield	Cloverhill	Portlaoise	Midlands
Referrals	210	116	120	10	25	107
Assessed	169	103	83	8	24	82
Granted Temporary Release	71	62	28	3	15	44
Successfully Completed*	69 (97%)	43 (69%)	28 (100%)	2 (66%)	14 (93%)	35 (79%)

*Successfully completed: those who have completed their sentence in the community

CSS Total number worked within the community:



Total completion rate 2018:



Total completion rate 2013-2018:



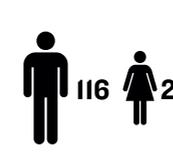
2. Community Voluntary Programme

The Community Voluntary Programme is for former offenders who are trying to reintegrate back into society. We work with individuals who have recently been released and/or those who are living in the community but struggling to resettle. Individuals can come into our Dublin base Monday-Friday, phone us or make an appointment to meet with us. We also receive referrals from a wide range of other agencies.

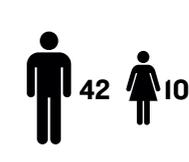
CVP Total Number 2018:



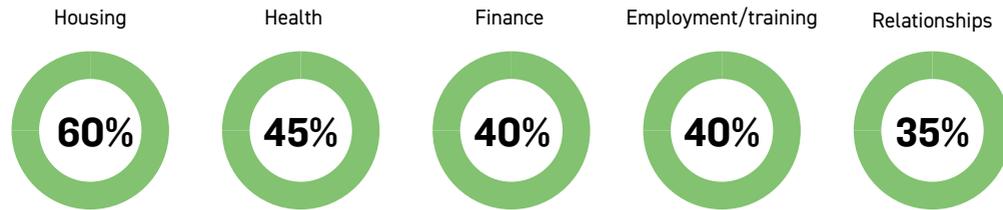
New CVP referrals in 2018



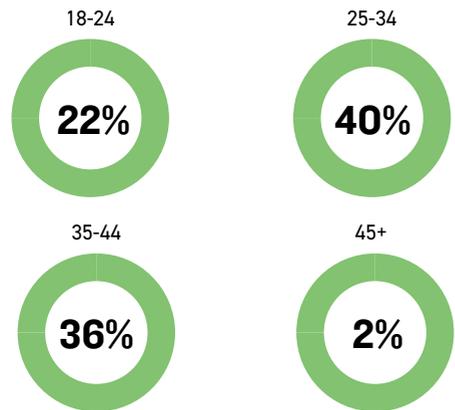
Referrals carried over from previous years:



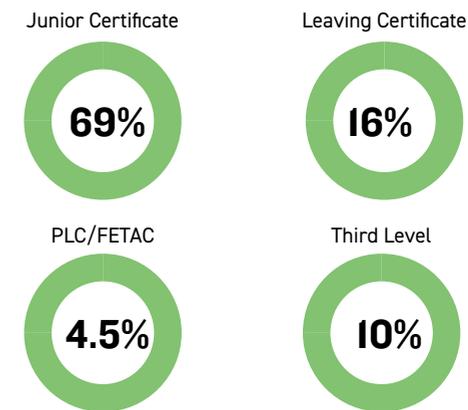
Main Issues for CVP Clients



General age ranges of clients from all services (out of total number of 417)

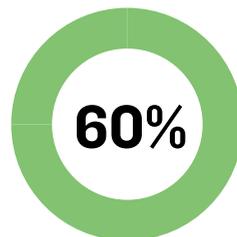


Educational Attainment of clients



Housing Situation of CAP clients (CSS & CVP).

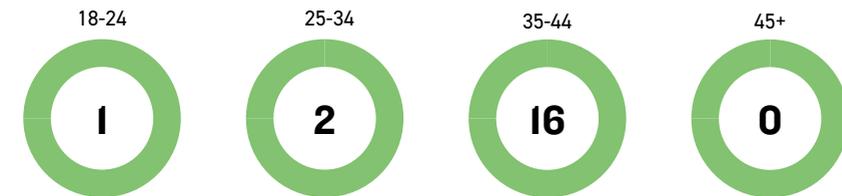
Service users in temporary/unstable accommodation, e.g. staying friends/family:



3. Peer Led Mentoring Programme

The Peer Led Mentoring Programme is a positive support for those coming out of prison. Our mentors are peers who have been in prison, are at least two years post release and are successfully turning their lives around and resettling into society. Our structured mentor training programme provides the necessary tools and teaches the key skills to become an effective mentor.

General Age ranges



Total numbers: Mentors



Total numbers: Mentees



Mentors and mentees meeting weekly



Appendix i

CAP Services

Community Support Scheme (CSS):

Care After Prison has been a service provider to the Irish Prison Service for the purpose of the Community Support Scheme since 2013. This Scheme was developed in collaboration with the Probation Service in response to prison overcrowding and aims to address the recidivism levels of prisoners serving sentences of between 3 and 12 months.

CAP provides those who are successful with a community support worker who develops a personalised care plan for each client. CAP Community Support Workers are encouraged to promote the personal and social development of individuals through being supportive and understanding of their unique needs and best interests. If a client presents with specific needs that are beyond the scope of our service, then they are referred to another service.

The objectives of the CSS scheme are to reduce the level of crime and to increase public safety by:

- Identifying suitable candidates serving short term sentence between 3-12 months
- Working on care plans of support for these offenders and prepare them for release;
- Working with offenders to change behaviour and reduce offending behaviours by linking the offender in with relevant support services through a Community Based Organisation (CBO) before release.
- Monitoring progress or regression of persons on the scheme while on their sentence.

The aim of the Community Support Scheme is to increase support for prisoners prior to and during their release from prison, upon their release, and then for a period after their release to break the cycle of offending. CAP support workers and prison staff engage with prisoners shortly after committal to identify their risk factors, make appropriate referrals and prepare a sentence management plan in each case.

Peer Mentor Training 2018:

A CAP bespoke Peer Mentor Training Programme was set up in 2018. The programme recruits and trains those with lived experience of prison to become peer mentors. Building on the positive role model of peers who have turned their lives around, skills training is provided on: Understanding the impact of prison; What makes an effective mentor; How to mentor; Creating a mentoring relationship; Active Listening; Looking after yourself; Conflict management; Motivation; Expectations; Boundaries; Confidentiality; Commitment; Consistency. Once the training is completed successfully, trained mentors are matched with a mentee, i.e. an ex-prisoner who is on their own journey of rehabilitation and reintegration. Mentors and mentees receive ongoing support from CAP.

Community Voluntary Programme (CVP):

The CVP is a self-referral service for any ex-prisoner that provides practical and emotional support, advice, information, referral and personal planning. CAP provides help in areas such as finding accommodation, return to education, preparation for employment, relationship skills, coping with conflict, recovery management and support and referral around addiction and other issues. CAP also runs a community fitness boot camp and service users can gain free access to a local YMCA gym.

Family Support:

The Family Support Service provides information and support to family members dealing with the impact of having a loved one in prison. It provides essential information including prison visiting, money advice, benefits, health, wellbeing, emotional and practical support. Typically, family members engage with CAP on a range of issues such as visiting, impact on children, health, legal, addiction, homelessness, release plans, community matters and resettlement services.

Appendix ii

Prison System in Ireland

There are 12 institutions in the Irish prison system consisting of 10 traditional “closed” institutions and two open centres, which operate with minimal internal and perimeter security.

The majority of female prisoners are accommodated in the purpose-built Dóchas Centre on the Mountjoy campus in Dublin, and the remainder are held in a separate part of Limerick Prison.

- There are 3846 people in prison in Ireland (March 2018)
- The rate of imprisonment in Ireland is approximately 80 per 100,000 of the population. (February 2018)
- The majority of Irish prisoners have never sat a State exam and over half left school before the age of 15
- In 2017, the average cost of an “available, staffed prison space” was €68,635 not including education expenditure
- The average number of women in custody was 144 in 2017, a 2.9% increase on the 2016 average of 140
- Care After Prison works with prisoners nationwide.
- In 2017, CAP responded to 1315 phone calls seeking information, advice and/or support.
- 601 referrals were made to the Community Support Scheme, 198 of whom were granted temporary release. 89% of those granted temporary release completed their programme successfully.
- 79 new referrals were made to the Community Voluntary Programme.

In 2017, The Irish Prison Service & Probation Service provided 60% of CAP’s funding, 7.5% came from private donors, the remainder was raised through other channels. CAP’s total budget in 2017 was €303,641.

CAP is very grateful to all our funders for their support.

Appendix iii

Board of Management

Simon Rees	Chair
Patricia Mc Mahon	Company Secretary
Kevin Murray	Treasurer
Fr Sean Mc Giollarnath	Director
Frances Daly	Director
Caitríona Nic Góráin	Director
Ercus Stewart	Director

Team

Alice O’ Flynn	Executive Director
Rosalinde Schut	Head of Operations
Aisling Meyler	Service Manager
Pete Mc Cann	Service Manager
Tony Kiely	Project Leader Peer Mentoring
Patrick Skelly	Community Support Worker
Tara Clancy	Community Support Worker
Diane Connolly	Community Support Worker
Grace Costigan	Community Support Worker

CAP is very fortunate to have fantastic volunteers, interns and students who work with us each year.

“

I'm not sure what I would have done without CAP, before I met my key worker I was in a very dark place, I did not believe it could get better and neither did my family

”

“

I get such a lot from being a mentor, being able to help someone is just a brilliant feeling, I want to share with others what it's like when you are released and stay out, it's not easy but it can be done, and I can help someone on that journey

”

Why CAP?

We are a national peer led criminal justice charity dedicated to changing the lives of people who have been affected by imprisonment.

We believe we can create safer communities and lower reoffending rates by preparing our clients with the skills they need to positively re-enter society.

Here at CAP we place a massive emphasis on responsibility and acceptance and we strongly believe in second chances

We know how to develop, design and deliver services that are cost effective, evidence based and positively impact on both the individual, families and communities.

Our services support, intervene and connect with prisoners/former offenders and families in a powerful and effective way, changing lives, families and communities.

Design: peterdengast.com