



An Roinn Dlí agus Cirt
Department of Justice



Seirbhís Phríosúin
na hÉireann
Irish Prison Service

Department of Justice

Irish Prison Service

Performance Delivery Agreement 2022

1. Background and Context

1.1 Objectives of this Agreement

The purpose of this Agreement is to define, in the context of the resource inputs provided, the targets by which the performance of the Irish Prison Service (IPS) will be measured in 2022. The ongoing supports that the Department of Justice will provide to the IPS in this regard, and the mechanisms for monitoring and appraising performance, form part of the overall governance arrangements between the two parties and as such are set out in the separate but complementary Oversight Agreement 2022-24.

1.2 Inputs

1.2.1 Financial Inputs

| Expenditure | 2022 Allocation |
|--------------|-----------------|
| Pay | €278.3m |
| Capital | €32.8m |
| Non-pay | €90.26m |
| Total | €401.3m |

1.2.2 Staffing Resources

The following table sets out the IPS whole-time equivalent staffing levels (authorised and serving) on 30th May 2022.

| Grade | Authorised | Serving (Headcount) |
|-------------------|---------------|------------------------|
| Prison Grades | 3372 | 3259 |
| Non Prison Grades | 81.5 | 71 |
| HQ | 174 | 167 |
| Total | 3627.5 | 3497 |

2. Performance Targets

The following are the principal targets that will be referenced in 2022 to assess the efficiency, productivity and effectiveness of the IPS in using the resources allocated to it.

2.1 Quantitative targets

| Output area/ initiative | Metric | Associated strategic goal ¹ | 2022 target | 2021 target | 2021 outturn | 2020 target | 2020 outturn |
|---|--|--|----------------|----------------|-----------------|----------------|-----------------|
| Create a more safe and secure custodial setting | Maintaining prison capacity | 3.2 4.3 | 4,561 | 4,269 | 4,375 | 4,269 | 4,269 |
| | % of all temporary release (T/R) prisoners for whom structured T/R programmes are in place | 3.2 | 90% | 90% | 90% | 90% | 90% |
| Prisoner education, work and training | % average opening of prison workshops | 2.3 | 75% | 75% | 74% | 75% | 78% |
| | Average attendance at work training as % of workshop capacity | 2.3 | 75% | 59% | 52.9% | 75% | 59% |
| | <i>Education classes:</i> % of total prison population attending | 2.3 | 38% | 35% | 28% | 38% | 35.5% |
| | % of Dóchas population attending | | 58% | 53% | 51.8% | 58% | 53.8% |
| | Number of prisoners awarded QQI qualifications | 2.3 | 500 | - | | - | |
| | Referrals to IASIO GATE (Training and Employment) service | 2.3 | 650 | 600 | 588 | 650 | 397 |
| Psychology services | Prisoners seen by Psychology Service | 2.2 | 2,000 | 1,200 | 1,407 | 900 | 1282 |
| | Group or one-to-one psychology sessions completed | 2.2 | 8,000 | 6,000 | 7,095 | N/A | 5,980 |
| Drug counselling | Number of addiction counselling sessions provided by Merchant's Quay Ireland | 2.2 | 14,400 | 13,200 | 12,139 | 19,200 | 14,207 |
| New committals | % of new committals to have a committal assessment completed within 24 hours | 2.1 | 100% | 100% | 100% | 100% | 100% |

¹ Irish Prison Service Strategic Plan 2019-2022

2.2 Other Targets

| Output area/ initiative | Target | Associated Strategic Goal |
|--|---|---|
| Review of prison healthcare | Development of Implementation Plan to deliver recommendations from the comprehensive Healthcare Needs Assessment report (Q4) | Priority 2: Prisoner Support <i>2.1.4 Improving Health Care, commence a Review of Prison Healthcare</i> |
| Prisoner work and training | Work & Training Management System in place by Q4 | Priority 2: Prisoner Support <i>2.3 Increasing Rehabilitation Support</i> |
| Treating addition and tackling contraband | Publication of new Drugs Strategy by Q4 | Priority 2: Prisoner Support Priority 3: Safe and Secure Custody <i>3.1 Creating a more modern, technology driven Prison Estate</i> |
| Revised prison progression plan to inform prisoner placement and sentence management | Completion of new Prisoner Progression Plan by Q3 | Priority 3: Safe and Secure custody <i>3.2 Contributing to safer communities through prisoners progression and tackling over-crowding and over-capacity</i> |
| Completion of security reviews in prisons | Completion of full security reviews in up to 3 prisons and the development of action plans to address issues arising (Q4) | Priority 3: Safe and Secure Custody <i>3.1 Creating a more modern, technology driven, Prison Estate</i> |
| Enhancing role and responsibilities of National Infection Control Team | Commence the implementation of health promotion programmes across the prison estate including; <ul style="list-style-type: none"> • Smoking cessation (Q4) • TB screening across the estate – pilot project to commence in Q3 • Hep C “seek and treat” national model – pilot project to commence in Q3 • Reviewing and updating biological agent risk assessments (Q2) | Priority 2: Prisoner Support <i>2.1.3 Enhancing & developing infection control policies & procedures</i> |
| Psychological interventions for sex offenders | Develop a model of delivery of treatment for sex offenders to improve the engagement of sex offenders in interventions (Q4) | Priority 2: Prisoner Support <i>2.2.5 Developing interventions for prisoners who deny sexual violence</i> |
| Completion of Limerick Prison Development | Complete the construction of new prisoner accommodation for males and females in Limerick within budget (Q4) | Strategic Priority 4: The Prison Estate <i>4.1 Delivering the Limerick Prison redevelopment design & build project</i> |

| | | |
|----------------------|---|--|
| Enhancing governance | <p>Strengthening of governance structures in the Irish Prison Service through:</p> <ul style="list-style-type: none"> • Implementation of new internal Operating Model (Q3) • Implementation of the Operating Dashboards (Q3) • Piloting of new Functional Structure in Cork and Midlands Prisons (Q2) | <p>Strategic Priority 5:</p> <p><i>5.1 Enhancing Organisation Governance Structure in line with the Code of Practice for the Governance of State Bodies</i></p> <p><i>5.2 Further developing functional structure governance in prisons</i></p> |
|----------------------|---|--|

2.3 Main risks to achievement of targets

The main potential risks to achievement of the targets set out in this Agreement, and the corresponding mitigation measures in place or planned, are as follows:

| Risk | Mitigation Measures |
|---|---|
| <p>Inability to effectively manage and control Covid-19 across the estate and the impact of the restrictive measures on the delivery of services</p> | <ul style="list-style-type: none"> • Focus on and enhancement of existing control measures • Engagement with D/Health on vaccines for IPS • Participation in Emergency Response Planning Team and unwinding groups • IPS Covid 19 Vaccination Group • Securing appropriate PPE |
| <p>Inability to ensure provision of safe and secure custody due to issues such as overcrowding, capital budget, etc.</p> | <ul style="list-style-type: none"> • Monitoring mechanisms, Management data and reviews, Interface with Governors • Engagement with Department on prisoner number strategy to reflect current environment • Engagement with Department on implementation of relevant Penal Policy Review Group recommendations • Request and participate in development of impact assessments on resource allocation and legislative changes across the justice system • Request and participate in development of prison population model to allow for proactive planning • Engage with the Department on legislative requirements |
| <p>Inability to secure psychiatric services to the extent required, thus impacting on the ability of the IPS to provide appropriate treatment to persons with severe and enduring mental illness.</p> | <ul style="list-style-type: none"> • Consultant-led mental health in-reach services under the aegis of National Forensic Mental Health Service (NFMHS) in all closed prisons • Ongoing engagement regarding provision of services with HSE/ NFMHS and Department of Health • Monitoring of waiting lists for treatment in CMH • Comprehensive Healthcare Needs Assessment report (Q2) • Participate in interdepartmental/ cross-agency High Level Taskforce to consider mental health and addiction challenges of persons interacting with the criminal justice system • Development of a facility within the prison estate to provide enhanced care for individuals with a mental health condition |

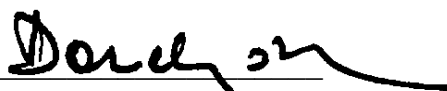
| Risk | Mitigation Measures |
|--|---|
| <p>Inability to deliver an enhanced Governance & Compliance function in line with IPS strategy, resulting in a lack of oversight, assurance and statutory compliance (with direct implications for key objectives, e.g. risks of damage and injury arising from ineffective implementation of health & safety rules)</p> | <ul style="list-style-type: none"> • Up to date Oversight Agreement reflecting Code of Practice for Governance of State Bodies • Update IPS Corporate Governance Framework document • Regular governance meetings and oversight by senior management • Active management of risks and issues • Open communication with the Department • Engagement with the Department regarding placement of the IPS on appropriate statutory footing • Internal audit co-ordination unit established • Risk management framework in place and being further developed • Developing clinical governance framework |
| <p>Insufficient data protection knowledge and supporting framework negatively impacting effective operations, service delivery and project roll out across every Directorate, e.g. data breaches</p> | <ul style="list-style-type: none"> • Data Protection Officer at PO level • More effective implementation of existing controls, and development of a more comprehensive IPS-wide data protection framework • Further training and retraining of staff • Engage with Department on governance arrangements to support reporting, and clarify resources available to support data protection compliance |

2.4 Amendment of targets

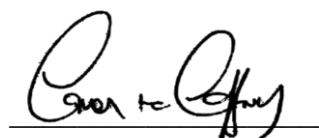
In exceptional circumstances it may become necessary to amend one or more targets over the course of this Agreement. Where either party believes this may be necessary, they will consult with the other party with a view to agreeing any appropriate changes as soon as practicable.

3. Duration and signatories to the Agreement

Doncha O’Sullivan, Assistant Secretary, Department of Justice, and Caron McCaffrey, Director General, Irish Prison Service, affirm that this Agreement is in effect until 31st December 2022.



Doncha O’Sullivan
Assistant Secretary
Department of Justice



Caron McCaffrey
Director General
Irish Prison Service

Date: 30th June 2022