



An Roinn Dlí agus Cirt
Department of Justice



Seirbhís Phríosúin
na hÉireann
Irish Prison Service

Department of Justice

Irish Prison Service

Performance Delivery Agreement 2023

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 2023. 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 multiannual Oversight Agreement.

1.2 Inputs

1.2.1 Financial Inputs

Expenditure	2022 Allocation
Pay	€299.2m
Capital	€29.5m
Non-pay	€92.9m
Total	€421.6m

1.2.2 Staffing Resources

The following table sets out the IPS whole-time equivalent staffing levels (authorised and serving) on 01/03/2023.

Grade	Authorised	Serving (Headcount)
Prison Grades	3400	3254
Non Prison Grades	83.5	83
HQ	174	166
Total	3657.5	3503

2. Performance Targets

The following are the principal targets that will be referenced in 2023 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	2023 target	2022 target	2022 outturn	2021 target	2021 outturn
Create a more safe and secure custodial setting	Maintaining prison capacity	3.2 4.3	4,583	4,561	4,411	4,269	4,375
	% of all temporary release (T/R) prisoners for whom structured T/R programmes are in place	3.2	90%	90%	80%	90%	90%
Prisoner education, work and training ²	% average opening of prison workshops	2.3	75%	75%	76%	75%	74%
	Average attendance at work training as % of workshop capacity	2.3	75%	75%	58%	59%	52.9%
	<i>Education classes:</i> % of total prison population attending	2.3	38%	38%	32.45%	35%	28%
	% of Dóchas population attending		58%	58%	51.32%	53%	51.8%
	Number of prisoners awarded QQI qualifications	2.3	1,800	500	1,402	---	---
	Referrals to IASIO GATE (Training and Employment) service	2.3	610	610	597	600	588
Psychology services	Prisoners seen by Psychology Service	2.2	2,200	2,000	1303	1,200	1,407
	Group or one-to-one psychology sessions completed	2.2	8,500	8,000	8517	6,000	7,095
Drug counselling	Number of addiction counselling sessions provided by Merchant's Quay Ireland	2.2	14,500	14,400	13,241	13,200	12,139
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. A new plan is currently being developed.

² Training/education targets will be reviewed as the year progresses. Planned recruitment of 250 new prison officers and 30 WTOs aims to improve prisoner access to services, particularly in the second half of 2023

Output area/ initiative	Metric	Associated strategic goal ¹	2023 target	2022 target	2022 outturn	2021 target	2021 outturn
Recruitment	Number of Recruit Prison Officers recruited		250	---	128	---	---
AH – Additional hours to support regimes ³	Improvement in prisoner access to services and purposeful activities		TBC	70,000 hours	70,000 hours	---	---

2.2 Other Targets

Output area/ initiative	Target	Associated Strategic Goal
Review of prison healthcare	Implementation plan for recommendations from the comprehensive Healthcare Needs Assessment (HNA) report: <ol style="list-style-type: none"> Q1 / Q2 – publish Supplementary ‘Request for Tender’ for the ‘Provision of Advisory Services’ to assist the IPS with implementing the recommendations of a Health Needs Assessment. Q3 / Q4 – review and agree proposed action plan. 	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 Q2	Priority 2: Prisoner Support <i>2.3 Increasing Rehabilitation Support</i>
Prisoner work and training	Accredited training commenced for Work Training production areas: <ul style="list-style-type: none"> Industrial Cleaning (Q1) Laundry (Q2) Gym (Q2) Catering (Q3) Waste Management (Q3) 	Priority 2: Prisoner Support <i>2.3 Increasing Rehabilitation Support</i>
Treating addition and tackling contraband	Publication of new Drugs Strategy by Q1	Priority 2: Prisoner Support Priority 3: Safe and Secure Custody <i>3.1 Creating a more modern, technology driven Prison Estate</i>

³ AH to support regimes will be revisited during 2023.

Completion of security reviews in prisons	Completion of full security reviews in 8 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 project to be rolled out in Dochas /Arbour Hill Q1/Q2 Hep C “seek and treat” national model – project to be operational in Q1 and upscaled across the estate by Q4 All Biological Agent Risk Assessments will be reviewed and updated by end Q1 	Priority 2: Prisoner Support <i>2.1.3 Enhancing & developing infection control policies & procedures</i>
Psychological interventions for sex offenders	New suite of sex offender interventions & programmes to be developed by end Q2	Priority 2: Prisoner Support <i>2.2.5 Developing interventions for prisoners who deny sexual violence</i>
Completion of Limerick Prison Development	Opening of new female accommodation (Q1)	Strategic Priority 4: The Prison Estate <i>4.1 Delivering the Limerick Prison redevelopment design & build project</i>
Enhancing governance	Strengthening of governance structures in the Irish Prison Service through the implementation of new Operating Dashboards (Q4)	Strategic Priority 5: <i>5.1 Enhancing Organisation Governance Structure in line with the Code of Practice for the Governance of State Bodies</i> <i>5.2 Further developing functional structure governance in prisons</i>

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
Inability to ensure provision of safe and secure custody due to issues such as overcrowding, capital budget, etc.	<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

Risk	Mitigation Measures
	<ul style="list-style-type: none"> • 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 • Development of a facility within the prison estate to provide enhanced care for individuals with a mental health condition
<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 • 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 services to be put in place following tender competition. • 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

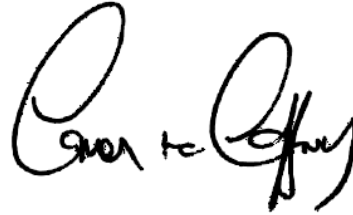
In exceptional circumstances it may become necessary to amend one or more targets over the course of this Agreement. Where either party believes this may be necessary, they will consult with the other party with a view to agreeing any appropriate changes as soon as practicable.

3. Duration and signatories to the Agreement

Carole Sullivan, Acting Assistant Secretary, Department of Justice, and Caron McCaffrey, Director General, Irish Prison Service, affirm that this Agreement is in effect until 31st December 2023.



Carole Sullivan
Assistant Secretary (Acting)
Department of Justice



Caron McCaffrey
Director General
Irish Prison Service

Date: 9th March 2023