



An Roinn Dlí agus Cirt
agus Comhionannais
Department of Justice
and Equality



Oversight Agreement 2020-22

Department of Justice and Equality

Irish Prison Service

1. Introduction

1.1 Scope of this Agreement

This Oversight Agreement has been drawn up by the Department of Justice and Equality (“the Department”) in consultation with the Irish Prison Service (“the IPS”), in accordance with the 2016 edition of the Code of Practice for the Governance of State Bodies (“Code of Practice”). A separate but related Performance Delivery Agreement (“PDA”) will be agreed annually within the overall governance framework provided by this Oversight Agreement.

This Agreement sets out the broad governance and accountability framework within which the IPS operates. It defines the key roles and responsibilities which underpin the relationship, the governance structures and functioning mechanisms between the IPS and the Department with a view to ensuring the development, delivery and effective administration of prison services as an integral part of the criminal justice system.

While this Agreement will remain in force until the end of 2022, the parties will, in accordance with the Code of Practice, review it approximately every 12 months and update it as necessary.

1.2 Background and context

1.2.1 Role of the IPS

The IPS operates as an executive office of the Department, without separate legal identity. To support internal organisational operations, it is structured as a separate and distinct administrative body with its own Director General. It forms a key component of the criminal justice system. Its fundamental role is to help achieve a safer and fairer Ireland by:

- Providing safe and secure custody with dignity of care for people committed to prison.
- Reducing the risk of harm to the public and the likelihood of reoffending by providing rehabilitation for people in prison.
- Working with the Probation Service to create an integrated offender management programme.
- Assisting people in prison to maintain family relations and contact with the wider community.

The IPS is responsible for the safe and secure custody of persons sentenced to prison, held on remand, or held on immigration matters. It is responsible for ensuring that convicted persons properly serve their sentence and for providing them with opportunities to engage in a meaningful way to reduce the likelihood of reoffending and assist their reintegration into law-abiding society.

The IPS manages male and female offenders who are 18 years of age or over. There are 12 operational sites in the Irish prison estate, comprising 10 traditional ‘closed’ prisons and two ‘open’ centres (the latter operate with minimal internal and perimeter security). The IPS has a staff complement of approximately 3,400 and a budget of €392.36 million in 2020.

The IPS operates within a statutory framework that includes:

- the Prisons Acts (in particular, the Prisons Act 2007 and Prisons Act 2015);
- relevant provisions in other statutes such as the Prisons (Visiting Committees) Act 1925, the Criminal Justice Act 1960, the Criminal Justice (Miscellaneous Provisions) Act 1997, the Criminal Justice Act 2007, other criminal justice Acts and the Transfer of Sentenced Persons Acts 1995 and 1997;
- the Prison Rules 2007, as amended; and
- the European Convention on Human Rights Act 2003.

For persons held on immigration related matters the main legislative provisions are the Immigration Acts 1999, 2003 and 2004, their associated Regulations, the Illegal Immigrants (Trafficking) Act 2000 and the International Protection Act 2015.

The IPS also takes due account of various international human rights treaties, declarations, standards and recommendations, including:

- the Universal Declaration of Human Rights;
- the European Convention on Human Rights;
- the UN Standard Minimum Rules for the Treatment of Prisoners;
- the European Prison Rules 2006;
- the UN Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment;
- the UN Covenant on Civil and Political Rights; and
- the European Convention for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment.

The Mission of the IPS is “*Providing safe and secure custody, dignity of care and rehabilitation to prisoners for safer communities*”. Its Vision is “*A safer community through excellence in a prison service built on respect for human dignity*”. This is underpinned by the IPS values which are Teamwork, Integrity, Potential, Safety and Support.

1.2.2 Strategic fit within the Justice and Equality Sector

One of the six strategic goals of the Department in its Strategy Statement 2016-2019¹ is “A Safe, Secure Ireland: To safeguard the security of the State and to achieve reductions in crime and re-offending and improvements in people’s safety”. In this context, the Department has responsibility, *inter alia*, for the development and implementation of penal policy in Ireland, and for driving the implementation of penal reform. While punishment for those who commit crime is a central element of the justice system, this is balanced with a strong emphasis on the rehabilitation of offenders and their reintegration into law-abiding society. This approach is supported by international research as representing best practice in the management of offenders.

1.2.3 Department’s Transformation Programme

Major structural reform has taken place in the Department with the implementation of its Transformation Programme during 2019. This Programme moves the Department from a traditional Divisional structure to a streamlined functional model under which the core work of the Department has been realigned under two separate pillars: Criminal Justice and Civil Justice & Equality. Each pillar is subdivided into the four functional areas of Policy, Legislation, Governance, and Operations & Service Delivery. The criminal and civil pillars

¹ A successor Strategy Statement is under development.

are supported by a third, central pillar comprising the enabling and co-ordination functions of Corporate Affairs, Transparency and European Affairs.

The varied work carried out by the Department’s former Prisons & Probation Policy Division in relation to the IPS is now, in the main, being undertaken by the Criminal Justice Policy and Criminal Justice Governance functions respectively. The establishment of a dedicated **Criminal Justice Governance** function is intended to enable the Department to build and consolidate its capacity in this area, thereby resulting in more focused and mutually beneficial relationships with the agencies under its remit and ultimately supporting a better service to stakeholders and the wider public. Criminal Justice Governance has primary oversight responsibility for the Irish Prison Service and all other criminal justice agencies under the aegis of the Department. It comprises six Principal Officer-led teams, of which the following four have specific dealings with the IPS as required:

<i>Team</i>	<i>Purpose</i>
Governance Standards	To develop and promote consistent approaches to oversight, put in place effective governance agreements with bodies, and advise on specific governance structures and proposals.
Performance & Compliance	To support, monitor and appraise the overall performance of the IPS and its compliance with its corporate governance obligations, and to manage the governance relationship on an ongoing basis.
Financial & Capital Resources	To oversee financial (current and capital), infrastructure, procurement and IT resource management of bodies as well as approvals for these resources.
Human Resources & Appointments	To advise and consult on strategic Human Resource issues and senior appointments.

2. Corporate Governance Arrangements and Obligations

2.1 Roles and Responsibilities

2.1.1 Accounting Officer

The IPS has its own Vote (Vote 21), for which the Department's Secretary General is the Accounting Officer. The Accounting Officer is responsible for the safeguarding of public funds and property under his/her control, for the efficiency and economy of administration by the Department and for the regularity and propriety of all transactions in the appropriation account. Further external scrutiny and governance is provided through the submission and analysis of the annual Appropriation Account to the Comptroller and Auditor General and ultimately to the Oireachtas through the Public Accounts Committee.

2.1.2 Director General of the IPS

The Director General is the most senior civil servant in the IPS, and is appointed by the Minister following a competitive process to undertake the functions of the Director General

as governed by the Prison Rules 2007. The Public Service Management Act 2004 also empowers the Secretary General of the Department to assign specific responsibilities to the Director General. The Director General is accountable to the Department for the performance of his/her functions, and reports to the Secretary General.

The key responsibilities of the Director General are:

- Leadership and management of the IPS, including the implementation of strategic actions to ensure implementation of government policy and strategy; and
- Leading a management team responsible for the operation and management of the prison system on a day-to-day basis which will include all aspects of sentence administration, security, human resources, financial control and service development.

The Director General is supported by five Directors, each of whom has responsibility (including devolved budget management responsibilities) for a particular Directorate. Directors are responsible for ensuring that there is an embedded and regularly monitored business planning management process in their Directorates, which are as follows:

- Care and Rehabilitation
- Custody, Security and Operations
- Finance and Estates
- Human Resources
- Corporate Services.

2.1.3 IPS Executive Management Team (EMT)

This group comprises the Director General, Directors and a senior Governor. It is responsible for overseeing and reviewing the IPS's strategic, business and risk processes and to ensure that these are operating as intended. All proposals coming before the EMT are critically analysed and challenged and all implications considered to ensure that decisions align with the IPS strategic objectives. The Executive Management Team considers the proposals emanating from the Strategy and Policy Group (see below) and is the ultimate decision making body in this regard. This ensures an integrated decision making process.

2.1.4 IPS Strategy and Policy Group (SPG)

The Strategy & Policy Group (comprising Governors, Directors and Principal Officers) provides a forum for considering service wide issues, brainstorming, developing options, sharing information, coordinating resources, identifying dependencies, outlining concerns and a range of other functions.

2.1.5 IPS HQ Management Team

The HQ management team, comprising Directors, Principal Officers and Assistant Principals from each Directorate and Business area, meets on a monthly basis. The management team operates as an effective channel to disseminate service-wide information, proposals and developments to senior HQ staff and acts as a conduit for channelling issues from HQ to the Strategy Policy Group for deliberation. It also reviews strategic business planning and risk management periodically.

2.1.6 Prison Management Team

Each of the 12 prisons has a Prison Management Team, which meets on at least a monthly basis. The group comprises the prison management team and functional heads (e.g. Head Teacher, Senior Psychologist, Chaplain, and Senior Probation Officer). This group maintains an overview of the management and operation of the prison. The Governing Governor uses this forum to carry out prison business planning and risk management and to disseminate service-wide information, developments, policy etc. to the management team. The forum also provides an opportunity to identify and consider issues which may warrant further consideration by the Strategy and Policy Group.

2.2 Adherence to relevant Governance Codes and Standards

The IPS is subject to a range of statutory and other corporate governance obligations including those set out in the Code of Practice and in the Governance Standard for Justice and Equality Sector Bodies. The Director General will ensure that all attendant obligations are fully complied with.

2.3 Strategy Statement/Strategic Plan

In accordance with section 1.17 of the Code of Practice, the IPS produces a multi-year Strategic Plan. The [current Plan](#) covers the period 2019-2022. The Director General will ensure that a successor Plan is developed in a timely manner and will submit it to the Minister for consideration before it is finalised. In accordance with section 1.15 of the Code of Practice, the Plan will include appropriate objectives and goals along with relevant indicators and targets against which performance can be clearly measured.

The IPS also has other strategy documents (including joint strategies with the Probation Service, Education Training Boards and other bodies) and protocols in place that align with the Department's strategic objectives and with good governance.

2.4 Audit, Control and Risk Management

2.4.1 Risk management policy and register

The IPS has a risk management policy and reporting framework which falls under, and is aligned with, the overarching Departmental policy. The IPS also has a corporate risk register which the EMT reviews and updates on a quarterly basis. The outcome of these assessments is used to plan and allocate resources to ensure that risks are appropriately managed. Copies of the risk management policy and register, and of significant amendments thereto, will be provided to the Performance and Compliance team in Criminal Justice Governance (hereafter "Performance & Compliance").

The Department's Internal Audit Unit (IAU) provides support to the IPS in monitoring and reviewing the effectiveness of its arrangements for governance, risk management and internal control. In late 2019 the Department seconded an Internal Audit Manager to the IPS to help develop an internal audit capacity along with a related annual action plan.

2.4.2 Risk Management Committee

The EMT also serves as the local Risk Management Committee. In line with the Code of Practice, this Committee has written terms of reference which clearly outline its authority and duties. Its fundamental role is to ensure that the interests of Government and other

stakeholders are protected in relation to business and financial reporting and internal control in the IPS. The Committee is responsible for overseeing the IPS risk management process (including through regular review of the corporate risk register) and ensuring that it is operating as intended. The Committee meets at least four times a year, and any Committee member may call additional meetings.

In late 2019, an external risk management specialist was engaged to work with the IPS to help develop a revised risk management framework which is more robust and reflective of the environment in which the service is operating. The project has continued into 2020 and the new framework being developed will enhance how risks are reported, the systems used to record, report and manage risk, and how risk is embedded into business management at the strategic and operational levels.

The IPS will inform and consult with Performance & Compliance on any advice received from the IPS Risk Management Committee, and on how it is intended to put such advice into effect. As part of any such consultations, the IPS will identify any Departmental supports that it believes necessary in managing a given risk.

2.4.3 Business Continuity

The IPS will ensure that there are adequate business continuity arrangements to prevent and/or minimise disruption to the greatest possible extent in the event of any unforeseen circumstance. Specific business continuity plans have been activated to address and mitigate the threat posed by the COVID-19 virus. The IPS is also developing a Disaster Recovery and Service Continuity Plan detailing the alternative arrangements for continuity of service in the event of other unforeseen circumstances such as fire, flooding, ICT crashes, cyberattacks etc.

2.5 Other key obligations and arrangements

2.5.1 Procurement

In accordance with section 8.16 of the Code of Practice, the Director General will ensure competitive tendering as standard in the procurement processes of the IPS, and that the applicable procurement policies are disseminated to all staff and adhered to.

The Director General will affirm adherence (or otherwise) to the applicable procurement policies and procedures in her annual Comprehensive Report to the Minister. However, any significant compliance difficulties or breaches will be reported to Criminal Justice Governance (Financial and Capital Resources) at the earliest opportunity.

2.5.2 Other expenditure

The Director General will ensure adherence to the applicable levels of delegated sanction for authorising expenditure. In any instance where there does not exist clear authority to incur a given expenditure, the IPS will consult with Criminal Justice Governance (Financial and Capital Resources) in advance.

2.5.3 Protected Disclosures

In accordance with Section 21(1) of the Protected Disclosures Act 2014, the IPS has established and maintains appropriate procedures for the making of protected disclosures

by workers who are or were employed by IPS, and for dealing with such disclosures. Following a review of its procedures, the IPS published a revised Protected Disclosures policy in July 2018. A Report on Protected Disclosures received in the IPS is published annually in accordance with section 22 of the Act.

The IPS has a dedicated Protected Disclosures Manager to whom staff can make a disclosure internally and be assured at the outset that they are entitled to the protections set out in the Act. The procedures in the IPS Protected Disclosures Policy seek to promote a culture of openness and accountability in which protected disclosures can be made without fear of reprisal.

The principal objectives are to encourage staff to make protected disclosures at the earliest opportunity and to provide protection where such disclosures are made. The procedures are designed to ensure that all protected disclosures are subject to an appropriate independent investigation followed by appropriate action based on the investigation findings. All assessments, investigations and reviews of protected disclosures made under the policy are conducted externally and independently.

The Protected Disclosures policy also confirms the IPS's commitment that any disclosure shall be dealt with in the strictest confidence and that a worker's identity or identifying information shall not be disclosed. It also provides for investigation and action to address a situation where staff are concerned that their identity is not being protected.

The IPS has committed to the Integrity at Work Programme Membership and the Integrity at Work Pledge with Transparency International Ireland. By joining the Integrity at Work Programme, the IPS is making a public commitment to fostering a workplace in which staff feel safe when speaking up about wrongdoing. Staff are made aware of Transparency International Ireland's 'Speak Up' Helpline for independent guidance on reporting a concern or making a protected disclosure.

2.5.4 Children First

The IPS is identified as a relevant service under the Children First Act 2015 and, as such, is required to produce a Child Safeguarding Statement which incorporates a risk assessment and sets out the corresponding controls (e.g. training, vetting) that are in place. There are also a variety of professional personnel working in the prison environment who are classed as 'mandated persons' under Schedule 2 to the Act and who are therefore obliged to make reports to the Child and Family Agency (Tusla) in prescribed circumstances and to assist with Tusla assessments on request. In addition, in line with the Children First National Guidance, the IPS has assigned regional Designated Liaison Persons (DLPs) to serve as their area's principal contact for information/advice regarding specific child safeguarding concerns and for recording and addressing such concerns. Each DLP also liaises with the statutory child protection authorities in reporting such concerns as required.

The IPS shall ensure compliance with its obligations under the Children First Act, the National Guidance and the Children First Sectoral Implementation Plan published by the Minister under section 27 of the Act. The IPS will annually, or more frequently if requested, submit to Performance & Compliance a report on its Children First compliance for the year in question (to include, inter alia: details and figures regarding training and instruction of

staff; confirmation that all relevant staff have been vetted; and the numbers of mandated reports and other referrals made to Tusla in the period concerned). However, any significant compliance difficulties or breaches will be reported to Performance & Compliance at the earliest opportunity.

2.5.5 Service Charter

In accordance with the Code of Practice, the IPS is committed to producing a charter setting out the level of service that its stakeholders can expect. The charter is in development and will be published and available to all stakeholders once finalised. The handling of complaints will form part of the overall service charter, which will be supported by a Stakeholder Action Plan.

2.5.6 Data Protection

The parties to this Agreement acknowledge and adhere to their obligations under the Data Protection Acts 1988-2018, the EU General Data Protection Regulation (GDPR) and the EU Law Enforcement Directive. As an executive office of the Department, the IPS is subject to the Department's data protection policy. The IPS has its own designated Data Protection Officer.

2.5.7 Public Sector Equality and Human Rights Duty

The IPS shall have full regard to its obligations under section 42 of the Irish Human Rights and Equality Commission Act 2014 to:

- Assess and identify human rights and equality issues relevant to its functions, including through its Strategic Plan.
- Identify the policies and practices that are/will be put in place to address those issues.
- Report on related developments in its Annual Report.

2.5.8 Environmental and Energy Issues

The IPS shall fulfil its statutory and other obligations in relation to environmental and energy issues as follows:

- (i) In accordance with requirements set out in the *Public Sector Energy Efficiency Strategy 2017*, the IPS has a designated Energy Performance Officer who is responsible for (inter alia) the following actions and targets:
 - Striving to achieve the statutory target of a 33% reduction in energy use by 31st December 2020 in accordance with the European Union (Energy Efficiency) Regulations (S.I. 426 of 2014).
 - Accurately reporting energy use, annually, to the Sustainable Energy Authority of Ireland in advance of their deadline.
 - Publishing progress (or lack thereof) achieved on energy reduction in the IPS annual report.
- (ii) Participating in Justice-sector and wider public sector initiatives in relation to energy and environmental issues.

- (iii) Having due regard to Department of Public Expenditure and Reform (D/PER) Circular 20/2019 on Promoting Environmental and Social Considerations in Public Procurement.

2.5.9 Provision of information to Members of the Oireachtas

The IPS will ensure continued compliance with D/PER Circular 25/2016 ('Provision of information to Members of the Oireachtas by State bodies under the aegis of Government Departments/Offices').

2.6 Reporting requirements under statute and the Code of Practice

2.6.1 Annual Report

In accordance with section 6 of the Code of Practice, the Director General will submit to the Minister, not later than four months after the end of the relevant year, an Annual Report on the performance of the functions and activities of the IPS during the preceding year. The report will be published as soon as possible thereafter.

In accordance with the applicable provisions of Appendix A of the 'Code of Practice for the Governance of State Bodies – Business & Financial Reporting Requirements', the Annual Report will include (*inter alia*):

- An explanatory note on any derogations (as agreed between the IPS and the Department) from the applicable provisions of the Code of Practice.
- Confirmation that the IPS has carried out an appropriate assessment of its principal risks (including a description of these risks) and, where appropriate, outline any associated mitigation measures or strategies.
- Confirmation that the IPS has adhered to all relevant aspects of the Public Spending Code.
- A statement on the system of internal control in the IPS, covering all applicable items set out in Appendix D of the 'Code of Practice for the Governance of State Bodies – Business & Financial Reporting Requirements'.

2.6.2 Director General's Comprehensive Report to the Minister

In conjunction with the submission of the IPS Annual Report, the Director General will furnish a Comprehensive Report to the Minister in accordance with the applicable provisions of section 1.9 and Appendix C of the 'Code of Practice for the Governance of State Bodies – Business & Financial Reporting Requirements'. The purpose of this Report is to provide assurance that the necessary systems of internal control, risk management and other areas of compliance are operating effectively in the body. In line with the Code of Practice, the aforementioned statement on the system of internal control forms part of the Comprehensive Report in addition to its inclusion in the IPS Annual Report.

2.6.3 Preparation of Appropriation Account

The Director General shall ensure that the annual Appropriation Account for the Prisons Vote is prepared in accordance with the relevant legislation and with accounting rules and procedures laid down by the Minister for Public Expenditure and Reform.

3. Monitoring arrangements and key interactions

3.1.1 Formal governance meetings

In accordance with the Department's policy on the monitoring of governance arrangements in relation to the organisations within its remit, Criminal Justice Governance will hold four formal governance meetings with the IPS per year (or more if so required). At least two of these meetings will be chaired by the Head of Criminal Justice Governance and attended by the IPS Director General. These meetings will consider, as required:

- Delivery of the IPS Strategic Plan and its annual business plan(s);
- Progress against the targets and indicators set out in the annual PDA;
- Financial management and budgetary matters;
- Human resource issues including staffing, training and industrial relations matters;
- Risk management;
- Any internal governance-related issue;
- Potential improvement actions or innovations that either party may wish to raise;
- Any matter relating to the IPS that might have been the subject of, or might give rise to, public commentary or scrutiny;
- Any matter that might impact on the reputation of the IPS;
- Any other matter comprehended in, or arising from, this Agreement.

3.1.2 Financial Management Committee

The IPS will continue to participate in the monthly meetings of the Financial Management Committee, which is chaired by the Department's Head of Corporate Affairs and includes representatives from across the Justice Group of Votes.

3.1.3 Other interactions

Outside of the aforementioned governance meetings there will continue to be regular, less formal interactions between the IPS and the Department in accordance with the business needs and mutual commitments of each party. In this context, informal and unscheduled contact (whether face-to-face or by email or telephone) forms an integral part of the relationship between the parties.

4. Commitments

4.1 Mutual Commitments

Both parties will:

- Be proactive and timely in communicating on (a) relevant matters including significant public announcements, media engagements and publications and (b) specific information requests and responses to meet the Minister's obligations to the Oireachtas or to inform responses to representations, media queries etc. This will be underpinned by a 'no surprises' approach to matters of mutual interest or concern.²

² The IPS Press Office manages internal and external communications including press queries. As required, it consults with the Department's Transparency function regarding external communications. Briefing material, representations and parliamentary questions are managed by the Director General's office.

- Support adherence to corporate governance obligations under this Oversight Agreement and the achievement of targets under the annual PDA.
- Collaborate in a timely and constructive manner on strategic, policy and operational initiatives relevant to the IPS and to the penal system more generally. This will include initiatives to develop enhanced capacity in the areas of data collection, analysis and exchange and in the development of more robust, outcome-based performance metrics.
- Engage on a review of all outstanding recommendations in the Penal Policy Review Group Report with a view to advancing as many as possible.
- Work together on advancing 'front door' strategies to reduce the prison population.
- Engage constructively on an envisaged review of the corporate status of the IPS, to be led by the Department.

4.2 Departmental commitments

The Department will:

- Seek, via the annual Estimates campaign, to secure sufficient resources for the activities of the IPS.
- Liaise with D/PER to ensure, as far as possible, timely sanctions for expenditure and staffing to reflect service delivery requirements in line with public financial procedures and public service numbers policy.
- Provide any necessary guidance/direction on procurement and expenditure rules, government accounting and governance generally.
- Provide guidance/direction on government accounting and governance generally.
- Liaise as appropriate with the IPS on public service reform/ engagement initiatives.
- Engage with the IPS in a timely, constructive and committed manner wherever the Department has a role in addressing strategic, policy, legislative or operational issues relevant to the safe, secure, efficient and effective functioning of the prison system.
- Advance the development of a prison population projection model to allow for more proactive planning.
- Conduct assessments, where relevant, of how envisaged resourcing or legislative changes in another area of the criminal justice sector could impact on the prison system.

4.3 IPS commitments

The IPS will:

- Ensure that it has proper accounting and internal control frameworks and that appropriate structures are in place to provide the necessary assurance to the Department.
- Work to ensure, within the strategic and policy frameworks laid down by the Minister, effective service delivery and achievement of agreed outputs and service/cost targets.

- Provide timely, relevant and appropriately detailed information to facilitate the monitoring of this Oversight Agreement and the annual PDA, including in the context of the formal governance meetings; and
- Return relevant and appropriately detailed performance information for inclusion in the Revised Estimates for Public Services volume.

More generally, in keeping with the 'no surprises' principle and in the interests of partnership with the Department, the IPS will ensure that the Department is appropriately informed and/or consulted as follows:


- Significant governance-related issues or concerns are brought formally to the attention of Criminal Justice Governance at the earliest possible opportunity.
- Criminal Justice Governance and/or Criminal Justice Policy, as appropriate, are consulted in early course where the IPS intends to pursue significant new operational initiatives (including joint initiatives with other organisations) or to commission research or consultancy that relates substantively to the governance, management, operations or strategic objectives of the IPS.

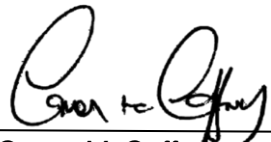
5. Flexibility and Amendment

Both parties will keep the current oversight arrangements under review (including through the aforementioned formal review of this Agreement within 12 months) and, where necessary, will engage on agreeing any necessary amendments to ensure the continued relevance and effectiveness of these arrangements.

6. Duration and signatories to the Agreement

John O'Callaghan, Head of Criminal Justice Governance, Department of Justice and Equality, and Caron McCaffrey, Director General, Irish Prison Service, affirm that this Oversight Agreement will apply from the date given hereunder until 31st December 2022.


John O'Callaghan
Head of Criminal Justice Governance
Department of Justice and Equality


Caron McCaffrey
Director General
Irish Prison Service

19th May 2020