



An Roinn Dlí agus Cirt  
Department of Justice



Seirbhís Phríosúin  
na hÉireann  
Irish Prison Service

**Department of Justice**

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**Irish Prison Service**

**Performance Delivery Agreement 2021**

## **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 2021. 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 2020-22.

### **1.2 Inputs**

#### ***1.2.1 Financial Inputs:***

<b>Expenditure</b>	<b>2021 Allocation</b>
Pay	€267.1m
Capital	€36m
Non-pay	€91.4m
<b>Total</b>	<b>€394.5m</b>

#### ***1.2.2 Staffing Resources:***

The following table sets out the IPS whole-time equivalent staffing levels (authorised and serving) on 1<sup>st</sup> May 2021.

<b>Grade</b>	<b>Authorised</b>	<b>Serving</b>
Prison Grades	3360	3249.50
Non Prison Grades	71	60.49
HQ	171	161.69
<b>Total</b>	<b>3602</b>	<b>3471.68</b>

## **2. Performance Targets**

The following are the principal targets that will be referenced in 2021<sup>1</sup> to assess the efficiency and productivity of the IPS in using the resources allocated to it.

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<sup>1</sup> Note: some of the targets published in the 2021 Revised Estimates have been reduced downwards owing to the anticipated effects of the public health restrictions introduced in December 2020.

## 2.1 Quantitative targets

Output area/ initiative	Metric	Associated strategic goal <sup>2</sup>	2021 target	2020 target	2020 outturn	2019 target	2019 outturn
Create a more safe and secure custodial setting	Maintaining prison capacity	<b>3.2</b> <b>4.3</b>	4,269 <sup>3</sup>	4,269	4,269	4,269	4,285
	Average occupancy rate	<b>3.2</b>	90%	90%	90%	92%	92%
	% of all temporary release (T/R) prisoners for whom structured T/R programmes are in effect	<b>1<sup>4</sup></b>	90%	90%	90%	90%	84%
	% of prisoners on enhanced regimes	<b>2.3.4</b>	<50%	<50%	53%	50%	49.5%
Prisoner education and training	Average attendance at work training as a percentage of capacity of workshops	<b>2.3</b>	59%	75%	59%	75%	64%
	% average opening of prison workshops	<b>2.3</b>	75%	75%	78%	75%	80%
	% of total prison population attending prison education classes and blended learning	<b>2.3</b>	35%	38%	35.5%	36%	38.4%
	% of Dóchas population attending Dóchas education classes and blending learning	<b>2.3</b>	53%	58%	53.8%	58%	57.8%
	Referrals to IASIO GATE (Training and Employment) service	<b>2.3</b>	600	650	397	650	806
Psychology services	Prisoners seen by Psychology Service	<b>2.2</b>	1,200	900	1282	850	1173
	Group or one-to-one psychology sessions completed	<b>2.2</b>	6,000	----	5,980	----	6,726

<sup>2</sup> Irish Prison Service Strategic Plan 2019-2022

<sup>3</sup> Currently under review with the Department with regard to a temporary adjustment due to the COVID-19 pandemic

<sup>4</sup> Joint Irish Prison Service and Probation Service Strategic Plan 2018 - 2020

Output area/ initiative	Metric	Associated strategic goal <sup>2</sup>	2021 target	2020 target	2020 outturn	2019 target	2019 outturn
Drug counselling	Prisoners engaged with drug counselling services	2.1	1,950	2,750	1,948	2,750	2,371
New committals	% of new committals to have a committal assessment completed within 24 hours	2.1	100%	100%	100%	100%	100%

## 2.2 Other Targets

Output area or initiative	Target	Associated Strategic Goal
Infection Control and Prevention	Control Covid 19 infection Rollout of Covid-19 vaccination programme in prisons in line with the wider community rollout timeline during 2021	<b>Priority 2: Prisoner Support</b> 2.1 Improving Healthcare 2.1.3 Enhancing and Developing Infection Control Policy and Procedures
Review of prison healthcare	Complete comprehensive Healthcare Needs Assessment report (Q2)	<b>Priority 2: Prisoner Support</b> 2.1.4 Improving Health Care, commence a Review of Prison Healthcare
Tackling the increasing threats posed by drone incursions into prisons	Pilot drones for search facilities with a view to increasing detection of contraband. Drone detection in place 4 prisons (Q2)	<b>Priority 3: Safe and Secure Custody</b> 3.1 Creating a more modern, technology driven, Prison Estate
Enhance governance structure	Internal Audit Co-ordination Unit, Functional Governance and Performance Management Framework piloted in 3 prisons by Q4. Corporate and Prisons Risk Registers revised and further developed during 2021 Data analytics capability enhanced during 2021 (e.g. scorecards).	<b>Priority 5: Governance</b> 5.1 develop internal process of compliance and risk management

## 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 effectively manage and control Covid-19 across the estate and the impact of the restrictive measures on the delivery of services	<ul style="list-style-type: none"> <li>• Focus on and enhancement of existing control measures</li> <li>• Engagement with D/Health on vaccines for IPS</li> <li>• Establishment of and participation in Emergency Response Planning Team and unwinding groups</li> <li>• Establishment of IPS Covid 19 Vaccination Group</li> </ul>
Inability to ensure provision of safe and secure custody due to issues such as overcrowding, capital budget, etc.	<ul style="list-style-type: none"> <li>• Monitoring mechanisms, Management data and reviews, Interface with Governors</li> <li>• Engagement with Department on prisoner number strategy to reflect current environment</li> <li>• Engagement with Department on implementation of relevant Penal Policy Review Group recommendations</li> <li>• Request and participate in development of impact assessments on resource allocation and legislative changes across the justice system</li> <li>• Request and participate in development of prison population model to allow for proactive planning</li> <li>• Engage with the Department on legislative requirements</li> </ul>
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.	<ul style="list-style-type: none"> <li>• Consultant-led mental health in-reach services in all closed prisons</li> <li>• Ongoing engagement regarding provision of services with HSE/ National Forensic Mental Health Service and Department of Health</li> <li>• Monitoring of waiting lists for treatment in CMH</li> <li>• Comprehensive Healthcare Needs Assessment report (Q2)</li> <li>• Participate in interdepartmental/ cross-agency High Level Taskforce to consider mental health and addiction challenges of persons interacting with the criminal justice system</li> </ul>
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)	<ul style="list-style-type: none"> <li>• Up to date Oversight Agreement reflecting Code of Practice for Governance of State Bodies</li> <li>• Update IPS Corporate Governance Framework document</li> <li>• Regular governance meetings and oversight by senior management</li> <li>• Active management of risks and issues</li> <li>• Open communication with the Department</li> <li>• Engagement with the Department regarding placement of the IPS on appropriate statutory footing</li> <li>• Internal audit co-ordination unit established</li> <li>• Risk management framework in place and being further developed</li> </ul>

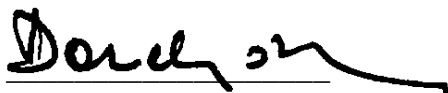
Risk	Mitigation Measures
<p>Insufficient data protection knowledge and supporting framework negatively impacting effective operations, service delivery and project roll out across every Directorate, e.g. data breaches</p>	<ul style="list-style-type: none"> <li>• Newly appointed DPO at PO level</li> <li>• More effective implementation of existing controls, as well as development of a more comprehensive IPS-wide data protection framework</li> <li>• Further training and retraining of staff</li> <li>• Engage with Department on governance arrangements to support reporting, and clarify resources available to support data protection compliance</li> </ul>

## 2.4 Amendment of targets

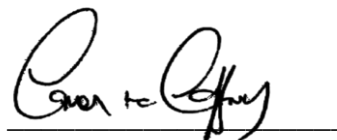
In exceptional circumstances it may become necessary to amend one or more targets over the course of this Agreement. Where either party believes this may be necessary, they will consult with the other party with a view to agreeing any appropriate changes as soon as practicable.

## 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 shall be in effect from the date hereunder until 31<sup>st</sup> December 2021.



*Doncha O’Sullivan  
Assistant Secretary  
Department of Justice*



*Caron McCaffrey  
Director General  
Irish Prison Service*

**Date: 26<sup>th</sup> May 2021**