



**Seirbhís Phríosúin
na hÉireann**
Irish Prison Service



ANNUAL REPORT 2022

Irish Prison Service
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CREATING A BETTER ENVIRONMENT



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Arbour Hill Military Detention Barracks – Re-enactment.

At 9am on December 17th 1922 British forces handed over control of Arbour Hill Military Detention Barracks to the Irish Free State Army. Today it is known as Arbour Hill Prison.

100 years later at exactly 9am, Prison Officers from Arbour Hill, accompanied by the Irish Prison Services Guard of Honour and Pipe Band re-enacted this historic moment.

They were assisted by the Irish Citizen Army Re-enactment Group and the Battle of Ashbourne Commemoration Committee.



Creating A Better Environment

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ANNUAL REPORT 2022



DIRECTOR GENERAL'S REPORT

To: Minister Helen McEntee T.D.,

Dear Minister,

I am pleased to present to you the Annual Report of the Irish Prison Service for 2022.

2022 proved to be a transformational year as we emerged from the pandemic. A highly successful and effective vaccination programme for prisoners allowed the organisation to take steps at an early stage to re-introduce prisoner services and programmes during the course of the year.

Our Strategic Plan 2019-2022 has come to an end and we are finalising our new Strategic Plan at a critical time which fully aligns with the Department of Justice's Criminal Justice Sectoral Strategy 2022-2024. It will reflect our ongoing commitment to share strategic priorities, standardised research and data management, and an evidence led approach to the development of policies.

A key driver in many of our successful initiatives and modernisation programme, especially during the pandemic, is the development of our capacity through Information & Communications Technology (ICT) systems. Some notable ICT projects that have come to fruition in 2022 were: the completion of the installation of in-cell telephony which provides an enhanced platform for prisoners to maintain links with their family, friends and prisoner services from their cell; and secondly the transformation of the booked visits system which now includes a seamless user friendly 'one stop' booking of and joining Video Visits. I was extremely proud that the Irish Prison Service received a Civil Service Award for Leading Reform at a ceremony in Dublin Castle in March 2022.

On 1st July 2022, Minister McEntee announced government approval to establish the Irish Prison Service as a full statutory agency of



Caron McCaffrey | Director General

the Department of Justice and we continued to engage with the Department in preparing the legislation to bring this forward. The establishment of the organisation as a scheduled office, with a non-executive board and expert supporting committees, acknowledges the critical role played by the Irish Prison Service in the Criminal Justice sector. This will support the service to deliver on its responsibilities into the future while meeting the highest standards of corporate governance, compliance and performance.

The security of our institutions and the safety of prisoners and staff alike are of paramount importance. A programme of security reviews of infrastructure and processes across the service has been rolled out and this process will continue into 2023. We have also continued to engage with An Garda Síochána in relation to the systematic smuggling of contraband into prisons and continue to research and test technological solutions to assist in its prevention.



I am also able to report that the programme of enhanced CCTV installation was completed in 2022.

This Annual Report has a very detailed breakdown of various aspects of the prisoner population. The number of committals and the daily average prisoner population have increased since 2021. There were 7,043 committals to prison in 2022, a 14.8% (+910) increase on the number of committals in 2021 (6,133). The overall daily average number of prisoners in custody in 2022 was 4,122 compared to 3,792 in 2021, an increase of 8.7% (+330).

While the number of committals in 2022 was 21.2% (-1,896) lower than 2019, as the pre-Covid benchmark, the daily average number of persons in custody in 2022 was 3.8% (+151) higher than in 2019. Longer sentences were one contributory factor to this increase in the daily average in custody in 2022. While the total number of sentence committals was 15% (-835) lower in 2022 compared with 2019, the number of people committed for greater than one year increased by 16.6% (+228) over the same period.

At the end of 2022 the proportion of remand trial prisoners in custody one year or more was 12% compared with 6% at the start of 2020. This indicates a large number of cases that have to come before the courts.

In the context of rising numbers of prisoners in custody, it is of significant importance that the Irish Prison Service brought some important infrastructural projects to completion during 2022. The Limerick Prison Build Project was fully completed in 2022 and the male prisoner cohort is in the process of migration to the new B Wing. Female prisoner migration is to occur during 2023 once staff have been recruited.

Another very important project in 2022 was the re-opening of the Training Unit in Dublin as a repurposed location for older male prisoners which is now fully operational and occupied.

I want to thank you Minister for your ongoing support in progressing the much needed penal reforms and modernisation measures outlined in

the Programme for Government. The publication of the "Review of Policy Options for Prison and Penal Reform 2022-2024" in August 2022 contains six key actions and interventions with specific timelines for implementation, aligned and incorporated into Justice Plan 2022. These key actions prioritise exploring the incorporation, where possible and appropriate, of the principle of prison as a sanction of last resort for people who do not pose a risk of serious harm. These key actions prioritise exploring the incorporation, where possible and appropriate, of the principle of prison as a sanction of last resort for people who do not pose a risk of serious harm. It develops and expands the range of community based sanctions including alternatives to imprisonment, and to take forward the implementation plan of the task-force established to consider the mental health and addiction challenges of those imprisoned and primary care support on release. It clearly outlines the direction of travel for the penal policy reform into the future.

These actions are based on a unified approach across the criminal justice sector, and I look forward to working with my colleagues across the sector in terms of implementation.

Caron McCaffrey | Director General



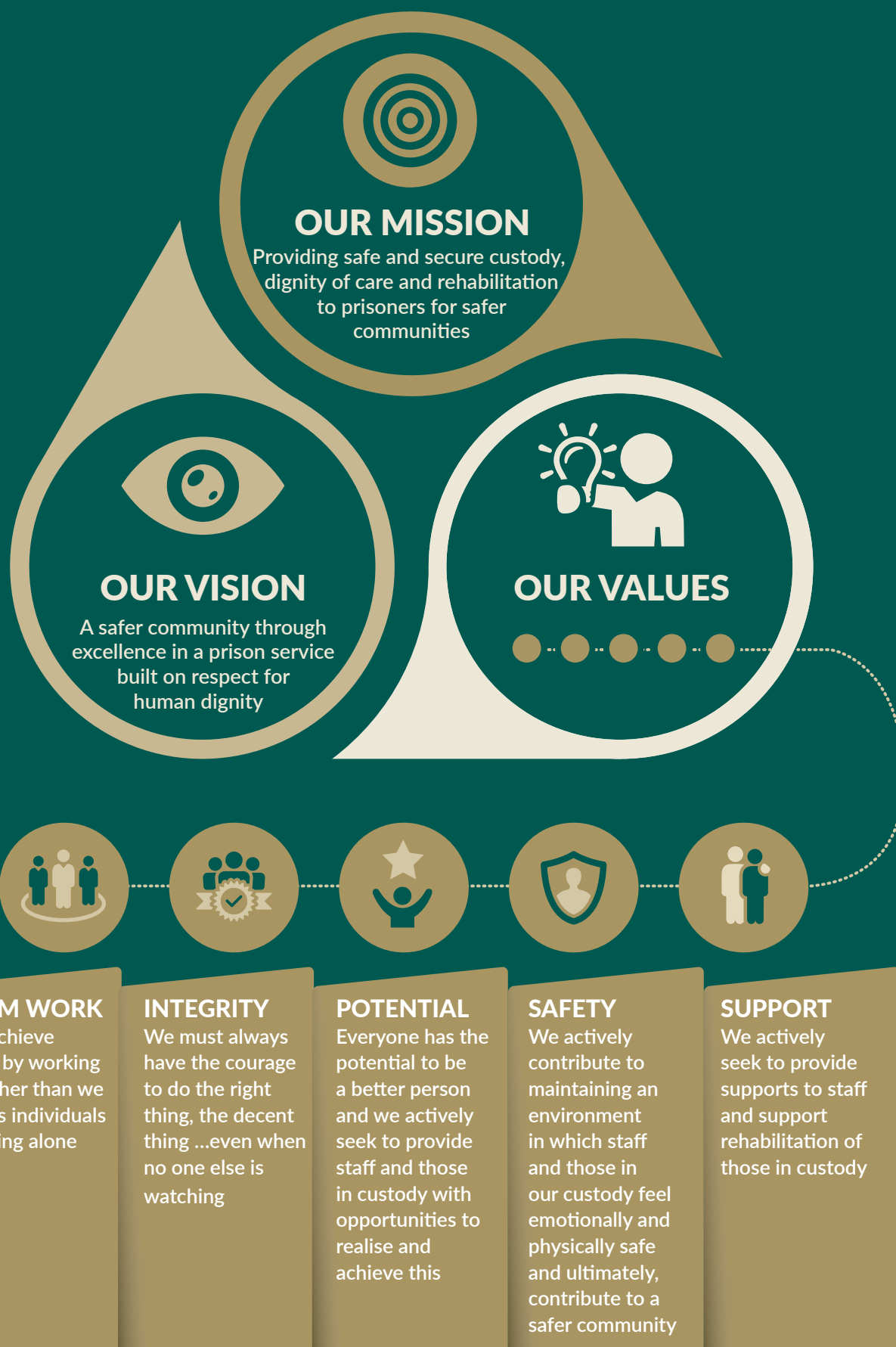
Cork Prison Culinary Skills Course

The overall aim of the Culinary Skills Course in Cork Prison was to design, develop and deliver an industry accredited practical culinary and catering programme for prisoners in order to maximise employment opportunities for successful participants pre and post release. A winner of an Irish Prison Service Excellence and Innovation Award 2022, this project was shortlisted for a Civil Service Award.

This initiative is co-managed by the Irish Prison Service, the Department of Tourism and Hospitality at Munster Technological University (MTU) and the Cork Education and Training Board (CETB) as well as IASIO (Irish Association for Social Inclusion Opportunities).



OVERVIEW OF THE IRISH PRISON SERVICE





THE ORGANISATION



THE ORGANISATION

Political responsibility for the prison system in Ireland is vested in the Minister for Justice. The Irish Prison Service operates as an Office of the Department of Justice and is headed by the Director General supported by five Directors.

The Irish Prison Service 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 maintain family relations and contact with the wider community.

- ▲ Ensuring the health and safety of all those who live and work in our prisons through the implementation of effective infection control measures and supporting policies and procedures at local and national level.

The Irish Prison Service 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 Irish Prison Service deals with male and female offenders who are 18 years of age or older.

The Irish Prison Service is administered centrally, with its headquarters located in Longford Town.



Fig. 1 The Irish Criminal Justice System

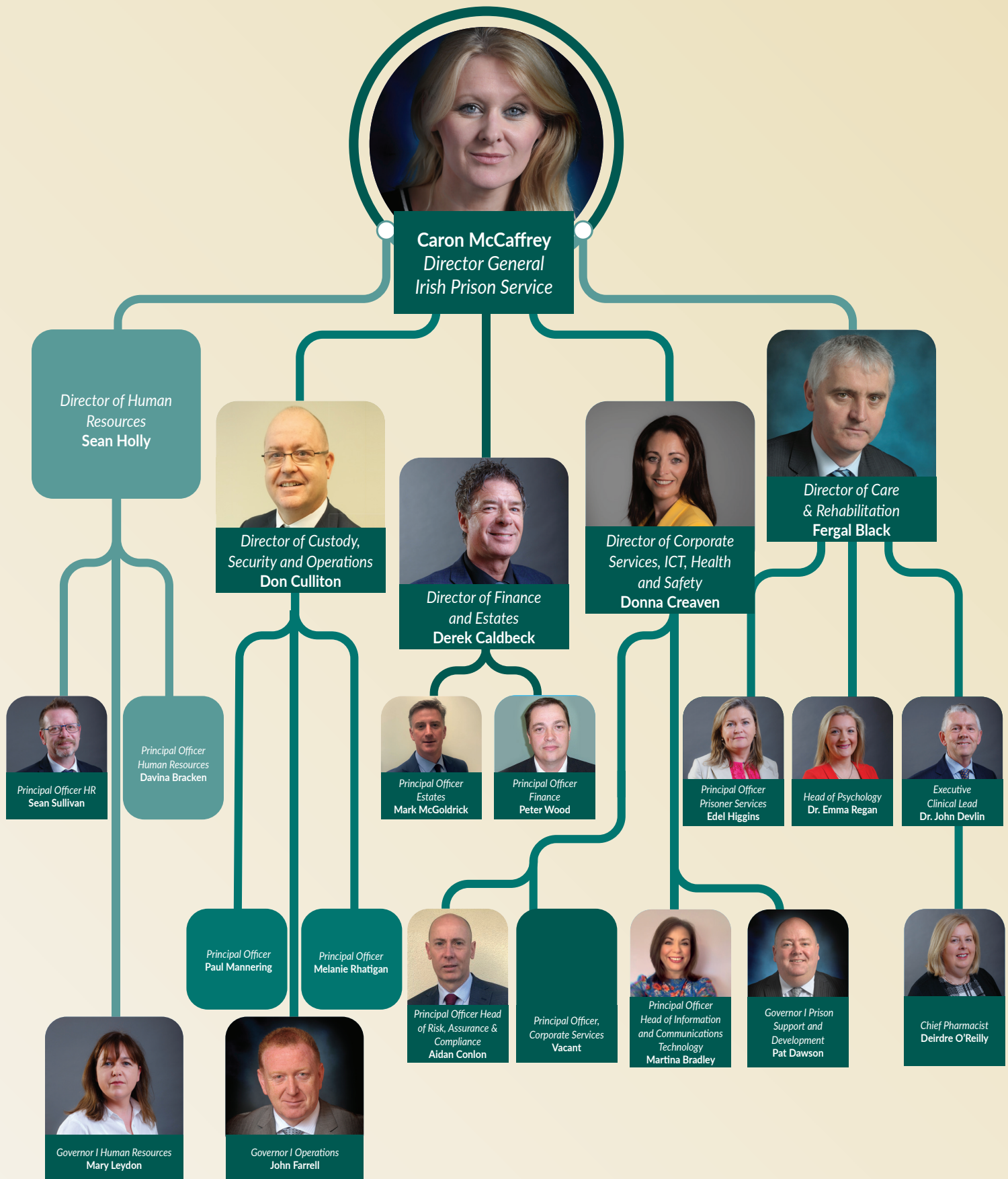


Fig 2. Irish Prison Service Headquarters and Directorates

Governance and Statutory Framework

The overall governance and statutory control framework within the Irish Prison Service is guided by:

- ▲ the Prisons Acts, including the Prisons Act 2007, the 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, including the Prison Rules Amendment (2013) (2014) (2017) (2020); 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 and their associated regulations, the Illegal Immigrants Trafficking Act

2000 and the International Protection Act 2015.

The Prison Service 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 United Nations Standard Minimum Rules for the Treatment of Prisoners;
- ▲ the European Prison Rules 2006;
- ▲ the United Nations Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment;
- ▲ the United Nations Covenant on Civil and Political Rights; and
- ▲ the European Convention for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment.

The Irish Prison Service also takes due account of the Inspection Framework for Prisons published by the Office of the Inspector of Prisons and endeavours to implement the Inspector of Prisons recommendations.



Members of the Mobile Vaccination Team that were awarded an Irish Prison Service Excellence in Innovation National Award in 2022.



From left to right: Fergal Black (Director of Care & Rehabilitation), Cindy O'Shea (Regional Prison Support Officer for Samaritans Ireland), Minister of State, Niall Collins TD, Caron McCaffrey (Director General), David Conroy (Governor Midlands Prison).

Samaritans Listener Scheme 20th Anniversary

On Wednesday, 12th October 2022, the Irish Prison Service and Samaritans celebrated the 20th Anniversary of the Listener programme in prisons, at an event held in the Midlands Prison Portlaoise.

The Listener Scheme is a peer support programme which sees prisoners trained to give emotional support to other prisoners. It is delivered by Samaritans volunteers and supported by the Irish Prison Service.

The Irish Prison Service works in cooperation with the Samaritans, who provide confidential emotional support to those people who are experiencing feelings of distress or despair, including those, which may lead to suicide, through listening to them non-judgementally and in confidence. Samaritans work to support prisoners through peer support Listener Schemes, face-to-face support by volunteers from Samaritans branches, and access to Samaritans service by telephone.

Speaking at the event, Minister of State, Niall Collins TD, who was representing the Minister for Justice Helen McEntee TD, acknowledged the importance of the Samaritans' Listeners Scheme across the prison estate and the contribution of the prison Listeners saying:

"Great credit is due to the Samaritans organisation, its branches and volunteers, and to the Irish Prison Service and the individual Listeners, who have driven such tremendous growth in the Listener Service over the last decade".

The 20th anniversary was celebrated during Mental Health Awareness Month, while 22 trained Listeners were awarded certificates by Minister Collins.



Emerging from Covid in 2022 - Delivering on our Output Targets

2022 proved to be a pivotal year for the Irish Prison Service as we emerged from our successful strategy of keeping everyone safe during the Covid-19 pandemic. We re-established prisoner services and reopened for visits, through careful management of outbreaks, evolving public health advice and most importantly through a comprehensive vaccination programme for prisoners which provided for a methodical programme of appropriate and timely unwinding of restrictions in prisons.

The unwinding process became the opportunity to embed many of the service delivery initiatives, such as in cell prisoner services, virtual visits and electronic money transfers that had been implemented during the pandemic. These initiatives were recognised as transformative in their own right but also demonstrated that there was an expertise and an openness to utilise technologies and innovation. The Irish Prison Service will pursue similar innovations to enhance service delivery into our new strategy cycle from 2023 onwards.

Continuing to achieve our Output Targets

The Irish Prison Service has an annually reviewed Performance Delivery Agreement with the Department of Justice. The Performance Delivery Agreement, which is published by the Department of Justice, sets out the key initiatives, targets and Key Performance Indicators, risks and mitigative measures, as referenced with the associated strategic goals.

Notwithstanding the challenges and uncertainties presented by Covid-19 during 2022, the Irish Prison Service has continued to deliver on our strategic priorities. A more detailed and itemised update on the delivery of these strategic objectives can be found in the 'Strategic Objectives' chapter.

Budget

The final gross budget for the Irish Prison Service for 2022 was €414 million, of which salaries, wages and allowances accounted for €290 million or 70% of the gross budget. There was a capital budget of €32 million and a budget for goods/ services of €92 million. The capital budget was utilised to fund investment in a number of capital projects to improve the infrastructure and security of the estate, including a major construction project at Limerick Prison, and for the provision of new ICT equipment and fleet assets.

The Service operates under Vote 21 of the Voted funds of the Oireachtas and the Secretary General of the Department of Justice is the Accounting Officer. The Appropriation Account for Vote 21 is published on the Comptroller and Auditor General website at www.audit.gov.ie.

The average annual cost of an available, staffed prison space during the calendar year 2022 was €84,067, a 4.6% increase on the 2021 cost of €80,335. This includes net expenditure incurred within the year (such as salaries, utilities/ maintenance, ICT, prison services, etc.) excluding capital expenditure on buildings and vehicle purchases. The main reasons for the increase over 2022 is due to increased variable costs due to increased prisoner numbers, increased capacity and increases in payroll costs due to National Wage Agreements.

Expenditure of approximately €3.7 million was incurred (€6 million 2021) to assist with the circumstances arising as a result of the Covid-19 pandemic and included items such as:

- ▲ staff costs
- ▲ medical PPE
- ▲ deep cleaning & infection control
- ▲ industrial cleaning
- ▲ bedding, laundry and catering contingencies and
- ▲ ICT for improved prisoner services and remote working for staff.

Approximately 900 suppliers were paid during 2022, with many of these being in the small and medium enterprise sector.



Limerick Prison

The Irish Prison Service completed a major investment project at Limerick Prison, which provides a modern rehabilitative facility with male and female prison accommodation that reflects contemporary appropriate quality standards, with educational and training facilities to support progressive prison regimes. This project also provides for enhanced working conditions for staff.

The project had a number of phases which included:

New B-Wing Building – This new wing is connected directly to existing ‘Circle’ which links other prisoner accommodation blocks. It contains enhanced staff operations, recreation and new dining facilities on the lower levels with enhanced landscaped areas. The project also involved a very significant improvement in prisoner accommodation and related support facilities resulting in 102 new cells, a new kitchen, a new laundry and training facility.

New Female Prison Building – This building has an innovative design and as a standalone facility will be capable of independent operation. The building consists of 42 rooms and eight self-contained apartments.

New Vehicle Lock and Visitors Facilities – This space adjoins the new Female Prison and will improve the experience for visitors, prisoners and prison officers in terms of efficiency, security and ease of operation. It will provide a space for more meaningful/normalised interactions between prisoners and families.

This new development eliminates the practice of “slopping out” in Limerick Prison in line with International Best Practice.

Staff

At the end of 2022 there were 3,492.76 (full-time equivalent) staff in the Irish Prison Service.

This includes prison grades, prison civilian grades and headquarters staff.

128 Recruit Prison Officers and 20 Prison Clerical Officers joined the Irish Prison Service in 2022.

136 staff were promoted in 2022 of which 87 were male and 49 were female. This includes prison grades, prison civilian grades and headquarters staff.

There were a total of 106 retirements in 2022 broken down as follows:

- ▲ 54 normal retirements
- ▲ 31 compulsory retirements (aged 60)
- ▲ 10 ill health retirements
- ▲ 11 headquarters staff

Governance Structure and Risk Management Strategy

Governance is a key pillar in the Strategic Plan 2019-2022 and the Irish Prison Service is continuing to progress a range of important objectives under this heading. Good governance is central to effectively discharging statutory and policy obligations by ensuring that a robust framework of structures, policies and processes are in place. It also allows for an objective assessment of management and corporate performance. The requirement to adhere to good governance applies to all staff throughout the organisation, rather than only those employed in key leadership roles.

The Irish Prison Service's Governance Framework is kept under review and updated as necessary to ensure it meets the needs of our stakeholders.



It is designed to support existing external oversight mechanisms led by the Inspector of Prisons, the Prison Visiting Committees, the Council of Europe Committee for the Prevention of Torture and Inhumane and Degrading Treatment and the Comptroller and Auditor General.

The key relationship between the Department of Justice and the Irish Prison Service is governed by an Oversight Agreement. The Oversight Agreement sets out the broad governance and accountability framework within which the Irish Prison Service operates. It also defines key roles, responsibilities and commitments with a view to ensuring the development, delivery and effective administration of prison services which is an integral part of the criminal justice system. Compliance with the requirements of the Oversight Agreement is monitored through quarterly governance meetings between Senior Management of the Irish Prison Service and the Department of Justice.

Risks are identified and monitored at prison level by senior management. They are also captured and managed at corporate level by the Directors. While Covid-19 continued to present a significant risk to the Irish Prison Service, a robust cross-divisional approach was adopted in response to the evolving challenges caused by the pandemic.

Protected Disclosures

Under Section 22 of the Protected Disclosures Act 2014 each public body is required to publish an annual report setting out the number of protected disclosures received in the preceding year and the action taken (if any). This report must not result in persons making disclosures being identifiable.

Irish Prison Service Protected Disclosures Policy

The Irish Prison Service completed a review of its Protected Disclosure Policy to ensure that it was aligned with the Protected Disclosures Amendment Act 2022.

The Policy is aimed at supporting the Irish Prison Service's values, ensuring employees can raise concerns about relevant wrongdoing which come to their attention in connection with their employment, without fear of penalisation and providing a transparent and confidential process for dealing with concerns.

Implementation of the Policy

To support the implementation of the policy the Irish Prison Service has committed to the Integrity

at Work Programme Membership and the Integrity at Work Pledge with Transparency International Ireland (TII). Staff are made aware of the TII Speak Up Helpline 1800 844 866 for independent guidance on reporting a concern or making a protected disclosure.

A dedicated Protected Disclosure Manager for the Irish Prison Service is in place with a confidential email address speakup@irishprisons.ie and a Post Box Number to enable staff to raise their concerns through multiple channels.

Training and Communications

The Irish Prison Service continues to work with TII as part of the Integrity at Work (IAW) programme. Information about IAW is included as part of staff induction.

A bespoke Protected Disclosures Portal features on the staff intranet which provides access to the Policy and support information including a comprehensive Frequently Asked Questions document. The Speak Up Safely Guide is also available for download on the staff intranet. Staff are made aware that free and confidential advice is available from the TII's Speak Up Helpline and the Speak Up Safely Video is displayed.

Information notices regarding the Protected Disclosures Policy are displayed on electronic noticeboards which are available in staff areas in prisons. Posters with information highlighting the confidential phone line have been circulated to all prisons for display in staff areas.

In terms of external communications, unions, membership bodies and the Department of Justice have been informed about the Irish Prison Service participation in the IAW.

Senior Governors were provided with training in late 2022 in relation to the changes being introduced by the Amendment Act.

A communications campaign will introduce the legislation and policy documents across the Service throughout 2023. Training on Protected Disclosures to include the legislative changes and the new policy will occur across the Service.

Cooperation with the Department of Justice

The Irish Prison Service continues to work with the Department of Justice to ensure that the procedures for the submission, evaluation and investigation of protected disclosures are clear and communicated carefully to all employees of the Irish Prison Service.



Protected Disclosures at end December 2022

During 2022, five allegations of wrongdoing were received for examination under the Irish Prison Service Protected Disclosures Policy.

The five Disclosures received in 2022 were dealt with as follows:

1 (anonymous)	Assessed as not being a Protected Disclosure, sent to HR for consideration.
1	Sent directly for external expert investigation given nature of allegations. This was concluded and not upheld.
1 (anonymous)	Independent evaluation recommended investigation which will commence in 2023.
1 (anonymous)	Assessment inconclusive, investigation also not possible due to lack of information.
1	Sent for assessment – assessment not concluded at year end.

Energy Consumption and Energy Costs

The Irish Prison Service has an extensive Prison Estate located across the country with most locations operating on a 24/7 basis. The Prison Estate consists of a range of buildings dating from the 19th century, such as those located in Mountjoy, Limerick and Portlaoise, to more modern facilities built in the 21st century, including Cork Prison and significant parts of Midlands and Wheatfield Prisons.

Due to the nature of our business the Irish Prison Service is a major user of energy and has an annual

energy spend of €7.725,582 (103,004,570kWh). Compared to 2021, the overall energy consumption by the Service has decreased by 12.6% while costs have increased by 16%. Carbon intensity has been reduced by 5.2%. The increase in cost is due to the significant increases in the price of energy due to global factors.

Table 1 shows the breakdown of annual energy cost and consumption by fuel types. Natural gas accounts for 58% of the total consumption.

Table 1 Annual Energy Consumption and Energy Costs 2022

Fuel	kWh	% use	€	% €	Delivery Cost c/kWh	Useful Cost c/kWh	Tonnes CO2
Electricity	25,806,822	32%	4,315,497	56%	16.72	16.72	8,976
Natural Gas	42,365,731	53%	2,043,032	26%	4.82	6.43	8,596
Heating Oil	3,186,311	4%	335,756	4%	10.54	14.05	841
LPG	4,067,498	5%	335,788	4%	8.26	11.01	933
Wood Pellets	799,680	1%	68,280	1%	8.54	11.38	0
Transport	3,521,018	4%	627,229	8%	10.97	14.63	929
Total	79,747,059	100%	7,725,582	100%			20,274



Natural gas accounts for 53% of the total consumption and electricity accounts for 56% of the total cost. Heating Oil, LPG, and Wood Pellets account for 9% of the total cost and transport accounted for 8% of the cost.

Wood Pellets have zero carbon and are an ideal fuel for any future decarbonisation plan. All public organisations target a 51% reduction in absolute carbon by 2030, using the average of 2016-2018 as their baseline. Current usage of Natural Gas, heating oil, and LPG accounts for 51% of Irish Prison Service scope 1 carbon emissions.

Transportation.

The Irish Prison Service has an extensive fleet (286 vehicles) providing transportation for prisoners across the estate and to and from courts and hospital. Prison Service vehicles travelled a combined 3.3 million kilometres in 2022. The Irish Prison Service has commenced the roll out of Battery Electric Vehicles (BEV) to the fleet with 15 BEV's in use across the estate. Additional BEVs will be introduced in 2023. The Service is committed to using Electric Vehicles where operationally possible.

Climate Action Plan and Roadmap

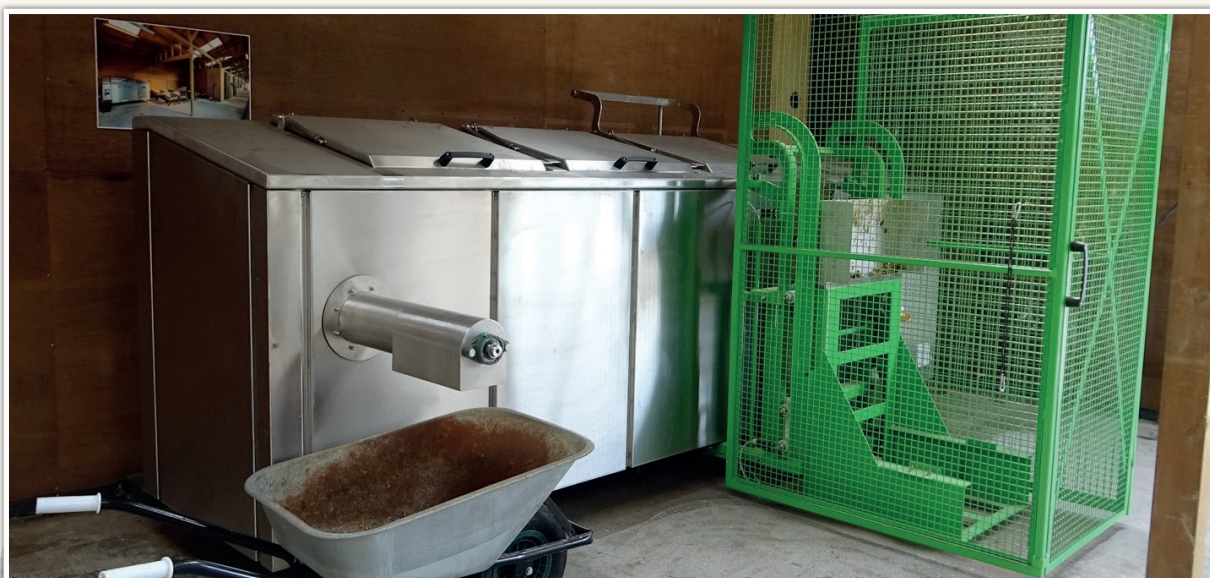
The Irish Prison Service appointed a new Climate Action Lead in late 2022, who has responsibility for energy management in the Organisation.

The Climate Action Lead, who also acts as the Irish Prison Service energy Performance Officer is responsible for the development of strategy and policy to support the Service's objective to become a more energy efficient organisation and reduce our carbon emissions as required under the Government's Climate Action Plan.

The Irish Prison Service commenced working on the development of a new Climate Action Roadmap in late 2022, as required under the Public Sector Climate Action Mandate. The Climate Action Roadmap will be published by the end of Q1 2023 and sets out how the Service will work towards the ambitious climate action targets set by Government.

Castlerea Bio-Digester

Work and training prisoners in Castlerea Prison receive training in waste management, recycling and infection control. They are also trained in manual handling and in the use of waste management equipment. A new bio-digester was installed in 2022 to deal with all the prisons organic waste in a environmental conscience manner. Using the bio-digester will lead to a zero release of harmful gases and the re-carbonising of the grounds and horticulture area around the prison by using the treated waste as a fertilizer and carbon store which will in time be recycled back into the ground.





Information Requests 2022

The Irish Prison Service continues to meet its obligations in relation to responding to Freedom of Information (FOI) requests and Subject Access requests. FOI Decisions and Types of Request are outlined below:

FOI Decision	Year 2022
Granted	45
Part-Granted	102
Refused	46
Withdrawn	4
Under Consideration at Year-End	78
Total Received	275

Type of Requests	Year 2022
Media	79
Business Interest Groups	1
Staff	40
Prisoner	147
Member of Public	8
Total	275

Data Subject Access Requests	Year 2022
Received	202
Completed	148
Under Consideration at Year-End	54

Data Protection Compliance

The Irish Prison Service takes its responsibility in respect of information security and privacy and its obligations under relevant legislation very seriously. Throughout 2022, the Irish Prison Service worked to ensure the organisation's compliance with the General Data Protection Regulation (GDPR) and Law Enforcement Directive (LED) requirements.

The Data Protection Officer assisted the organisation, data subjects, external stakeholders and the national supervisory authority in all matters pertaining to the protection of data subjects with regard to the processing of their personal data across the organisation.

The Data Protection Officer provided advice and support to Irish Prison Service personnel, as well as external stakeholders, on all data protection related matters, including the drafting of data sharing/processing agreements, data protection impact assessments, privacy notices, data subject rights requests and the introduction of additional data protection audit measures.

The Data Protection Officer routinely issues notifications reminding all personnel of their legal obligations in respect of data privacy, security and confidentiality. A new personal data breach reporting mechanism, accessible through the internal intranet and the website, was introduced in 2022.

Breach Reports

There were 59 data breach reports which were submitted to the Irish Prison Service data protection office in 2022. A breach notification was submitted to the Data Protection Commission (DPC) in respect of six of those breaches, one of which was later declassified as a breach.

Irish Prison Service Stakeholder Service Charter

The Irish Prison Service interacts with a broad range of internal and external stakeholders including the Department of Justice, other statutory and non-statutory agencies, families of people in our custody, victims of crime, and many advocacy groups and regulatory bodies.

The delivery of effective and quality service is a priority for the Irish Prison Service and forms an integral part of our overall Strategic Plan 2019-2022.

To support this objective, the Irish Prison Service published a Stakeholder Service Charter and accompanying Action Plan in 2021, which set out how we aim to provide the highest level of service to our stakeholders. The Charter sets out the standard of service and behaviour, which should underpin our interactions with all stakeholders.

Section 42 of the Irish Human Rights & Equality Act 2014

Since 2014, the Public Sector Equality and Human Rights Duty is part of the legislative framework governing human rights and equality in Ireland. Section 42 of the Irish Human Rights and Equality Commission Act 2014 imposes a statutory obligation on public bodies in performing their functions to have regard for the need to:

- ▲ eliminate discrimination;
- ▲ promote equality of opportunity and treatment for staff and persons to whom it provides services; and
- ▲ protect the human rights of staff and services users.



This Public Sector Equality and Human Rights Duty places equality and human rights at the heart of how a public body fulfils its purpose and delivers on its strategic plan. In keeping with the “assess, address, report” principles of the Duty, an assessment was made across the various functional areas of the organisation and an action plan was compiled.

The Irish Prison Service is responsible for the safe secure custody of all those committed to it by the courts. While it is our duty to enhance public safety by holding securely those committed by the courts, our role must be deeper than just a custodial function. We are committed to ensuring that those deprived of their liberty are treated with dignity and with humanity.



From left to right: Sean Duggan (the Head of Chaplaincy Services), Amilah Ali (Assistant to Community Welfare Department Head), Edel Higgins (Principal Officer Prisoner Services, Irish Prison Service), Summayah Kenna (Community Welfare Department Head), Caron McCaffrey (Director General, Irish Prison Service), Ahmed Hasain (CEO), and Dr Nooh Al Kaddo (recently retired CEO)

On Monday the 7th of November 2022, the Islamic Culture Centre of Ireland (ICCI) Management & Staff welcomed to the Centre the Director General of Irish Prison Service Caron McCaffrey, accompanied by Sean Duggan the Head of Chaplaincy Services, and Edel Higgins Principal Officer for Care & Rehabilitation, Irish Prison Service. Imam Yahya Al Hussein from the Islamic Foundation of Ireland was also present.



Prisoner care and rehabilitation is a core aim of the Service and we strive to achieve a balanced approach in the effective performance of our care and custody functions.

As a responsible organisation of the State we operate within the parameters set out in Irish, European and international human rights law. We promote equality and human rights through our policies and practices. In the Irish Prison Service Strategic Plan 2019-2022 we outline our values, duties and expectations in relation to our staff, prisoners and those in the greater prison community. In relation to our staff, we value, trust and treat them in a respectful manner.

In return, we expect our staff to behave in a fair and respectful manner to all who work, reside or visit our institutions. We support staff diversity and take appropriate action against allegations of discrimination, bullying and harassment.

During the course of 2022, staff from the Corporate Services and Human Resources Directorates addressed staff in the Cloverhill, Castlereagh, Loughan House, Shelton Abbey and Wheatfield institutions and the Irish Prison Service College to raise awareness of the 2021 Code of Ethics and of our behavioural norms and values in addition to matters relating to sexual harassment, sexual assault, bullying and dignity at work.

One of the main aims of the addresses was to reiterate the messages contained in our 2021 guidelines and frequently asked questions document on *Dealing with Allegations of Sexual Harassment and Sexual Assault* and to underline our commitment to providing support to any staff or prisoner experiencing this type of harassment or assault.

Awareness of international instruments, as well as an appreciation of the ethical context within which prisons must be administered, form part of the training for Recruit Prison Officers and in continuous professional development of established staff. Technical skills are underpinned by a belief in the dignity and humanity of everyone involved in prisons. Training programmes emphasise the need to treat prisoners as individuals, with humanity and respect and to act within the law at all times, and it is true to say that the concepts of humane treatment and awareness of international human rights instruments are

embedded through elements of Irish Prison Service training programmes. In this regard we worked with the Irish Human Rights and Equality Commission to develop bespoke human rights training for prison staff.

The Irish Prison Service College also delivers training on disability awareness to Irish Prison Service staff as part of recruit training and continuous professional development. The classes include Human Rights in a Custodial Environment, Equality and Diversity Awareness, Mental Health Awareness Training, Working with Older Prisoners, Learning Styles and Learning Difficulties, Effects of Addiction, and the health needs of groups including the health of incarcerated women, juveniles, Travellers, older prisoners and the chronically ill.

March is an important month for Irish and global Anti-Racism Movements due to the national and international celebrations and commemoration days that take place, which focus on combating racism and celebrating diversity. The week commencing 21st March marked the beginning of UN Week of Solidarity with the People Struggling against Racism and Racial Discrimination, and during that week an anti-racism/anti-xenophobia campaign was run across the prison estate for staff and prisoners. The aim of the campaign was to increase a sense of awareness of racism and xenophobia in prisoners, staff and visitors.

Both the “No to Racism” and “No Sexual Harassment” campaigns are permanent spotlight features on the opening page of the PRISM platform as a constant reminder to staff of the importance the organisation places on these two messages.

In keeping with the National LGBTI+ Inclusion Strategy’s aim to create an Ireland that cherishes its LGBTI+ people equally, the Irish Prison Service supported our LGBTI+ staff and prisoners by displaying prominently/flying the rainbow flag (also known as the gay pride flag or LGBT pride flag) during June across the Estate. In addition, Irish Prison Service staff, including the Director General and the IPS Pipe Band, participated in the Dublin Pride Parade on June 25th in support of LGBTI+ colleagues and allies, as part of celebrating and raising awareness of LGBTI+ diversity and inclusion.



The Irish Prison Service's Athletics Team that took part in the European Prison Services Cross Country Championships in Vienna in December. A total of nine countries were represented with the Irish Prison Service's team emerging as the overall team gold medal winner.

In relation to conditions of detention for all prisoners, either physical or regime, we strive to conform to international standards including those instruments set out by the United Nations as a minimum. Where possible, we endeavour to exceed these standards and become a global leader in penal practice. Where deficiencies are identified, we ensure appropriate action is taken to address them. The Irish Prison Service is aware of the varying needs of prisoners with disabilities, including physical, sensory, psychological and intellectual. A full assessment of all persons committed to prison takes place by a team led by the prison doctor. Depending on the findings or the declared needs, the team may refer the prisoner onwards to occupational therapy, psychological or educational resources for further assessment. All physical and psychological issues are dealt with as part of a care pathway as devised by this team.

The Irish Human Rights and Equality Commission launched an eLearning module in April 2022 that builds understanding of equality and human rights concepts as well as legislation and the statutory obligation Public Sector Equality and Human

Rights Duty. A link to this three-hour course was circulated to all headquarters staff in early June.

The Human Resources Directorate and Irish Prison Service College launched a recruitment drive in July to promote staff diversity by publishing a promotional video aimed at potential candidates from diverse backgrounds to apply for careers in the Irish Prison Service.

As a prison service we are aware that the deprivation of liberty is the sentence handed down by the courts as punishment for offending and that our role is to administer that sentence in a way which is no more restrictive than required. We aim to ensure that prison regimes provide for appropriate out-of-cell time and sufficient constructive and rehabilitative activities are provided during periods of unlock. When the restriction of a prisoner's regime is necessary we ensure that it is done for no longer than is required and in a manner that upholds the prisoner's right to access, where possible, prison services including education, training and healthcare. We are aware of and understand the special role we have on behalf of society in



respecting the dignity of the prisoners in our care. Through strong leadership by our management teams we ensure that all our staff are mindful of this responsibility.

The safety and security of all persons working, residing, or visiting any of our institutions is of utmost importance to the Irish Prison Service. As such, for safety reasons, we have introduced appropriate security measures in all our prisons. We ensure that all staff conducting searches within our prisons, including the searching of persons or property, do so in a manner that recognises the inherent dignity of the person and their property.

We are committed to working with the various national and international bodies involved in the inspection and monitoring of prisons and places of detention. We expect staff and management to keep accurate records, to secure all relevant evidence and to cooperate fully with national and international accountability bodies. This is a vital process for us and such inspections are valuable and critically important mechanisms.



Members of the Irish Prison Service heading to Dublin's Pride March on the 25th June 2022.



The IPS Band taking part in Dublin's Pride March in 2022.



Staff and Prisoner Initiatives



Midlands Prison Sports Week

The sports week took place from the 26th to 30th September 2022 in the Midlands Prison and was organised by Midlands Work Training Unit and Laois Sports Partnership, as a post Covid initiative for both prisoners and staff. It took place during the European Sports Week and it allowed the Midlands Prison to implement the Government of Ireland's National Sport Policy 2018 - 2027, by encouraging the members of our prison community to engage in recreational sports with the assistance of Laois Sports Partnership. Participation in physical activity is effective in reducing depression, anxiety and emotional distress, which is extremely important within a prison environment.

The European Week of Sport aims to promote sport and physical activity in countries across Europe. The week is for everyone, regardless of age, background or fitness level and the aim is to inspire Europeans to #BeActive on a regular basis and create opportunities in peoples' everyday lives to exercise more.

Midlands Prison arranged a variety of activities including a daily mile challenge, a marathon challenge, soccer tournaments, HIT training sessions, zumba, yoga, pilates, Go 4 Life Programme and other coaching sessions. This initiative engaged 65% of prisoners and 26% of staff.



Shelton Abbey Open Day

At the Shelton Abbey open day, certificates and awards were presented to over 40 students, in recognition of learning achievements throughout the year. Presentations were made in a variety of areas – from Spanish and Computers to Art and Woodwork.



Chaplaincy Services

Chaplains continued to use technology such as PIMS and TeleChaplaincy to enhance their services. The External Review of Chaplaincy progressed through to procurement stage which allowed the Pastoral Supervision for Chaplains to be enhanced to 12 sessions per calendar year (one per month). The Irish Prison Service engaged with external religious bodies including the Islamic Cultural Centre of Ireland and the Irish Episcopal Conference regarding the delivery of pastoral care to people in custody.

Prisoner Initiatives Development Fund (PIDF) 2022

The Prisoner Initiatives Development Fund (PIDF) was established in July 2021, with a purpose to provide a fund for prisoner initiatives, for specific additional prisoner-directed services or programmes, one-off developmental events, or small-scale investment in equipment that delivers on strategic goals and objectives for prisoner rehabilitation, prisoner development, education or training.

In 2022, phase 1 of the application process opened on the 16th February and closed on 16th March. A total of 19 applications received funding to the value of €187,104.34. Successful initiatives

ranged from FAI Coaching, Personal Development Programmes such as STEPS, establishment of a Ceramics Room in Loughan House, Horticulture Centres in Portlaoise and Mountjoy, and the introduction of a Church Bereavement Suite in Mountjoy Prison.

Charity Projects Movember Challenge

The Movember challenge was either a “daily mile” for the month of November or a 100km challenge for November. The prisoners could decide which challenge they wanted to complete and each prisoner that took part donated €2 to the Cúisle Cancer Support Centre with a total donation of €426. All who successfully completed the challenge received a certificate of achievement from Laois Sports Partnership.

Happy to Chat Benches

On Friday 10th June the local Tidy Town Committee representatives came into Midlands Prison for the launch of the ‘Happy to Chat’ bench. Chief Officer Work and Training Joyce Clarke said *“Over the last nine months, Work Training Officers (WTO’s) and prisoners engaged on this project, from design to production of the benches. We hope that they will help to reduce loneliness and isolation in our communities”*.





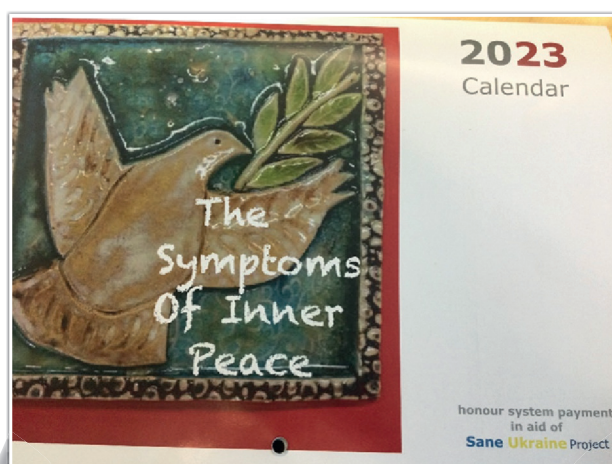
This was a therapeutic project for prisoners attending the carpentry and engraving workshops. The concept of this project came from the 'Happy to Chat Benches' in the UK in 2019 that started to spread around the world. The aim of these benches is to prevent loneliness, depression and suicide.

The Midlands Prison Work Training Unit formed partnerships with local Tidy Town Communities in Portlaoise, Durrow, Mountrath, Mountmellick, Abbeyleix, Portarlinton, Vicarstown, Stradbally Timahoe Fitness Hub, Monasterevin, Kildare, Athy and Rathangan. All local committees were delighted to engage with us on this project to educate people about the concept behind our benches. The benches were strategically located in communities, parks and busy walking routes.

This project provided work for 30 prisoners over a period of nine months and it provided prisoners with the skills to make a timber bench and signs. This project provided self-development and a boost to our prisoners' morale, and was a chance for our prisoners to give back to their local communities and to help raise awareness of Mental Health.

Sane Ukraine Project

As part of the prison 2022 education programme, the teachers and students in a number of prisons designed, produced and printed an Art Calendar for 2023 with the theme "The Symptoms for Inner Peace". The art works in the calendar were made by students in various prison school art rooms around the estate. The original 12 Symptoms of Inner Peace, written by Saskia Davis in 1984, were adapted for the purposes of the calendar. Staff can log into a link noted on the calendar to make a donation to Ukraine.



Water Feature

Work and Training prisoners in Castlereagh Prison built a water feature to incorporate an existing sculpture in a green area inside the main gate. The sculpture depicts a woman transforming into a mermaid as she dives in to the waters. Prisoners were involved in every aspect of the project from the initial concept of the design to the selection of material and the labour required to complete the project.



Social Enterprise

The 'Working to Change – Social Enterprise and Employment Strategy 2021 - 2023' provides a whole-systems approach to increasing employment options for people with past convictions that recognises their skills and capabilities, leading to active citizenship, safer communities, fewer victims and supporting desistance. To be strategically aligned with Action Nine of Working to Change, and to increase access to employment opportunities, the Irish Prison Service have tested out the use of social clauses in a number of contracts.

The Irish Prison Service now includes social procurement evaluation criteria in appropriate prisoner services Request for Tenders (RFT) under the heading, 'Proposals in support of social procurement' as follows:

'To support the Contracting Authority's policy of increasing access to employment opportunities for suitably qualified people with criminal convictions, preference will be given under this criterion to the Tenderer who, to the satisfaction of the Contracting Authority, demonstrates the highest quality of programme of sustainable employment (inclusive of all the appropriate mentoring and training) for the disadvantaged group of persons with criminal convictions. Tenderers are asked to detail as part of their response, how social employment may be achieved during this framework duration. This



may include proposals relating to enhancing social employment by training, mentoring etc.'

Working to Change European Procura+ Awards

The Irish Prison Service were runners up in the Sustainable Procurement category of the European Procura+ Awards 2022. This is a significant achievement for the Irish Prison Service and recognises our commitment to the implementation of social procurement practices across contract areas.

Every year, the Irish Prison Service remove 1,200 mattresses from use in prisons. To avoid the negative environmental consequences and the costs involved in sending them to landfill, the Irish Prison Service carried out a procurement exercise in 2021, to companies employing persons who had served periods of time in prison. Including such a social clause, improves those employees chances of leading a law abiding life. This was the first time that the Department of Justice included a social clause in any of its contracts.

Following the procurement exercise, two enterprises were awarded contracts for full time employment posts, having met the environmental criteria; both have experience of working with people who have served periods in prison as well as people from the travelling community. 80% of the 1,200 mattresses are reconditioned and can be sold, generating wealth to the circular economy.

Generation Change – Careers after Conviction Event

Following a collaboration between Gaisce - The President's Awards, Working to Change and the Irish Prison Service, a 'Generation Change: Careers after Conviction' event was held on 5th October 2022. The event merged the actions of the Working to Change 2019 - 2023 strategy with the achievements of Gaisce - The President's Award, all with an employment focus. Achieving a Gaisce award demonstrates the role of Gaisce - The President's Award for young people in custody and at risk of offending; with regard to personal development, growth and confidence for future employability. It also acknowledged the hard work and dedication of President's Award Leaders (PALs) in the criminal justice system by awarding Civic Merit awards to a number of Irish Prison Service, Education Training Board and Probation project staff.

Gaisce Steering Group

Gaisce is the most prestigious youth award in Ireland and is a challenge to young people from the President of Ireland, to realise their potential.



Gaisce provides a structured approach to measuring and recognising a young person's personal development.

The Gaisce Steering Group met in 2022 and progressed agreed tasks of the steering committee. Gaisce Bronze, Silver and Gold Awards can now be recorded on the Prison Education Academic Records System and Gaisce information is included in the education and Integrated Sentence Management (ISM) interview. A "How To" for Gaisce referrals was also developed.

Further PAL Training took place for Irish Prison Service staff in person in May of 2022 with a total of 24 new PALs trained.

Travellers in Prisons and Education

St Stephen's Green Trust (SSGT) works in prisons to support people in custody and ex-offenders. They contribute to improving the situation for Travellers by focussing on areas that progress their life chances and participation in Irish society. SSGT strategic goals for 2018-22 include:

- ▲ contribute to increasing the provision of culturally appropriate, secure, quality accommodation for Travellers
- ▲ contribute to increased participation of Travellers in employment and enterprise
- ▲ embed changes in policy and practice that have a positive impact on Travellers in prison, their families and communities.

Traveller Liaison Teachers (TLTs), who have a genuine interest in the issue of Traveller education, were appointed and work with SSGT and Irish Prison Service to support Travellers in prisons. A survey issued in November 2022, from SSGT to TLT's, requested suggestions which will allow further support and development in Traveller education.

Some TLTs have developed Diversity & Inclusion training in conjunction with the Travellers in Justice Initiative (TJI) and Maynooth University.



Psychological Services

The Irish Prison Service Psychology Service is a national service, made up of senior psychologists, psychologists and assistant psychologists in each closed prison and led by a Principal Psychologist Manager and Head of Psychological Services. Each local prison psychology service accommodates training rotations for clinical and counselling psychologists-in-training, as well as Masters in Applied Psychology students from UCC. The Irish Prison Service is also sponsoring two psychologist training places since September 2022.

Psychologists provide assessment and talk therapy for people's needs through either group or individual sessions. Psychologists in the Irish Prison Service do not prescribe medication; this is the remit of GP's and psychiatrists.

Psychologists are embedded within a clinical and operational multi-disciplinary team in each prison. The Irish Prison Service Psychology Service provides an integrated care model. This means it accepts referrals for a broad range of mental health and criminogenic needs. Psychologists work with a wide variety of presentations/needs including:

- a) Mental health presentations: mood and anxiety disorders, disorders of personality and behaviour, (complex) post traumatic stress disorder, self-harm and suicidal behaviour, eating disorders, psychosis and schizophrenia, addiction, developmental disorders, intellectual difficulties, cognitive decline, traumatic brain injuries
- b) Offence-specific work: formal offence related risk assessments, preparation of Statutory Parole Board reports, offence related group and individual work, complex case consultation and risk management work/intervention.

Services provided by psychologists in each prison are organised within a layered care model. The Service works across all levels of clinical intensity from primary care mental health through to severe and enduring mental health difficulties and criminogenic need. The Psychology Service's integrated, layered model of care is bio-psycho-social, strengths-based and recovery focused, and balances this with principles from the Risk-Need-Responsivity (RNR) model widely used in clinical forensic services.

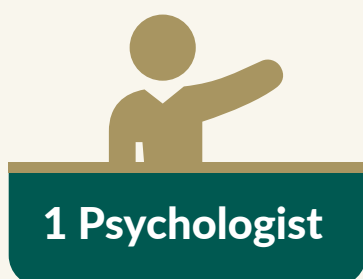
Irish Prison Service Psychologists have regular contact with community agencies involved in the support and resettlement of people leaving custody. They also work with the families and carers of those in custody, and where clinically appropriate, may provide time-limited community intervention(s) to support a client's transition from custody to community.

Irish Prison Service Psychological Services provide a critical role in support, consultation, education and training to the broader Irish Prison Service organisation, providing an evidence informed psychological perspective to policy development and implementation, Irish Prison Service working groups and staff training. Trainee clinical and counselling psychologists are provided with supervised placements across the prison estate.

Challenges faced by the Psychology Service in 2022 include ongoing difficulties in relation to access to clients where prison officer support is redeployed, as well as difficulties in the recruitment of psychologists nationally. Significant work is ongoing to increase client access and increase awareness and interest in a career in the Irish Prison Service Psychology Service.

The Psychology Service monitors service outcomes year on year. Below is a very brief outline of some of the service's initiatives and related outcomes in 2022.

The average ratio of Psychologists to Prisoners in 2022 was





Referrals in 2022

Table 2. Number of Unique People Referred to the Psychology Service by Referral Type in 2022:

Type of Referral (Incoming)	N	Type of Referral (Intervention)	N
Open Referral (<i>typically in relation to mental health, other emotional or behavioural difficulties</i>)	827	Dialectical Behaviour Therapy (DBT) Skills	79
Violent Offence (2+ Yr Sentence; No PRSO)	205	Alexithymia Group/1:1	28
Building Identity Initiative (18 – 24 years old, 1+ Yr Sentence; No PRSO)	123	Primary Care Mental Health (Assistant Psychologist)	161
Triage Screening for Sexual Violence	239	Primary Care (Qualified Psychologist)	35
Life Sentence Assessment/Parole Board Reports	88	Secondary/Tertiary Intervention (Qualified Psychologist)	92
Psychological First Aid (PFA)	113	Metallisation Based Therapy (MBT)	68
Total Incoming Referrals	1,595	Pathways to Change Group	38
		Meta-cognitive Training (MCT) for Psychosis	17
		Psychological Assessment (e.g. Personality/IQ)	13
		Other (e.g. self-harm, assessment/intervention for sexual violence, case consultation, comprehensive assessment, psychometric assessment)	133
		Total Intervention Referrals	664

Table 3: Number of 'Unique Clients Seen' and 'Sessions Offered' in 2022:

Clients Seen	Sessions Offered
1,303	8,517

Wait Times for clients seen in 2022

Table 4: Wait times following open referral (*mental health, other emotional or behavioural difficulties*):

Referral Year	Number of People	Average Number of Days Waiting
2022	291	90 Days
2021	263	298 Days
2020	30	610 Days
2019	2	851 Days

Table 5. Wait times following proactive referrals on committal:

Referral Year	Proactive Referral (Violent Offence)		Proactive Referral (18-24 yr old)		Proactive Referral (Sexual Violence)		Proactive Referral (Life Sentence)	
	Number of People	Average Number of Days Waiting	Number of People	Average Number of Days Waiting	Number of People	Average Number of Days waiting	Number of People	Average Number of Days Waiting
2022	18	130 Days	71	67 Days	49	113 Days	29	39 Days
2021	116	297 Days	32	183 Days	37	261 Days	27	289 Days
2020	17	565 Days	5	618 Days	14	727 Days	13	644 Days
2019	0	-	2	891 Days	18	1,124 Days	10	1,008 Days
2018	0	-	0	-	4	1,405 Days	13	1,316 Days

Building Better Lives (BBL) Programme

A total of 239 people were referred for screening for the BBL programme in 2022. A total of 177 BBL screens were completed by both the Psychology Service and the Probation Service. This achieved an historic first where all men in custody on a sexual offence have been screened for the programme. Under the current inclusion criteria for the BBL programme, 66 of the 177 men were identified as suitable for further in-depth assessment to inform treatment or to commence the BBL programme. Typically eight men participated in the BBL group programme at any one time.

The BBL programme is undergoing major review and revision, with the intention being to significantly increase engagement with people convicted of a sexual offence. This will include engaging people who deny their offences, those who are at low risk of re-offending, and/or those on short sentences who were previously excluded from the BBL.

Baseline Data

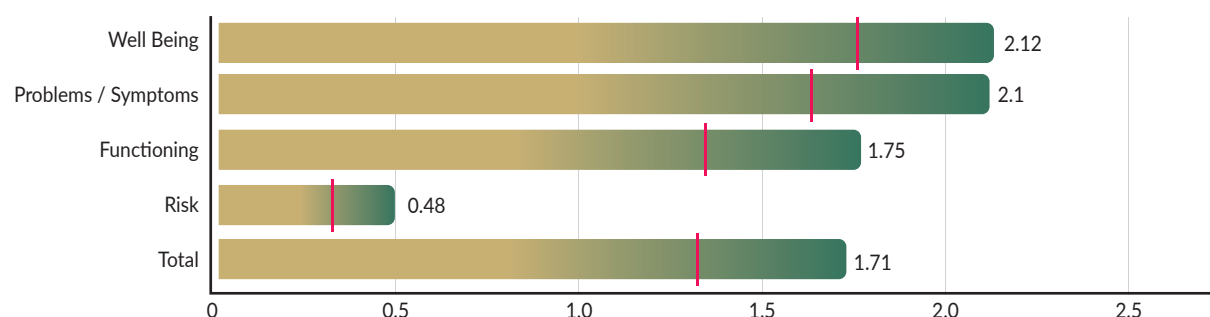
Distress/Severity of Symptoms at Triage

The Clinical Outcome in Routine Evaluation – Outcome Measure (CORE-OM) is a 34-item global measure of distress or the severity of symptoms across four key domains: 1. Subjective Well-being, 2. Problems and Symptoms, 3. Functioning and 4. Risk (self and others).

The CORE-OM is administered to every client triaged by the Psychology Service. Results in the total score in Figures 3 and 4 outline the levels of global distress being experienced by clients at the time of triage (females and males).

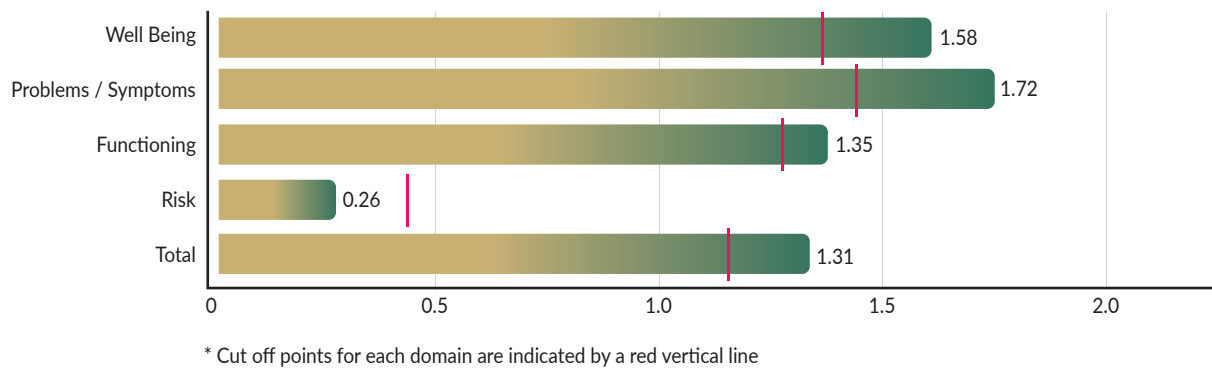
Every domain was rated above the clinical cut off, with the exception of the risk domain in the male population.

Fig. 3 Mean CORE-OM Scores at Triage: Females



* Cut off points for each domain are indicated by a red vertical line

Fig. 4: Mean CORE-OM Scores at Triage: Males



Clinical Outcomes

This outcomes summary report provides a snapshot of the high level clinical outcomes from initiatives provided by the Irish Prison Service Psychology Service. Following the aftermath of Covid-19 very few group programmes ran in early 2022, therefore outcomes data focuses on individual assessment and intervention initiatives only.

Primary Care Mental Health Interventions

Qualified Psychologists and Assistant Psychologists (under the supervision of Qualified Psychologists), provided 196 people with primary care mental health difficulties with up to 12 appointments of Cognitive Behavioural informed therapy. This work focused primarily on mood disorders such as anxiety and depression. The CORE-OM, Burns Depression Checklist and Burns Anxiety Inventory are completed by clients' pre and post participation. Outcomes outlined in Figures 5, 6a/6b and 7 demonstrate clinical improvements in a sample of clients' mean scores following completion.

Fig. 5: Mean Pre and Post CORE-OM Scores in Males: Primary Care Mental Health

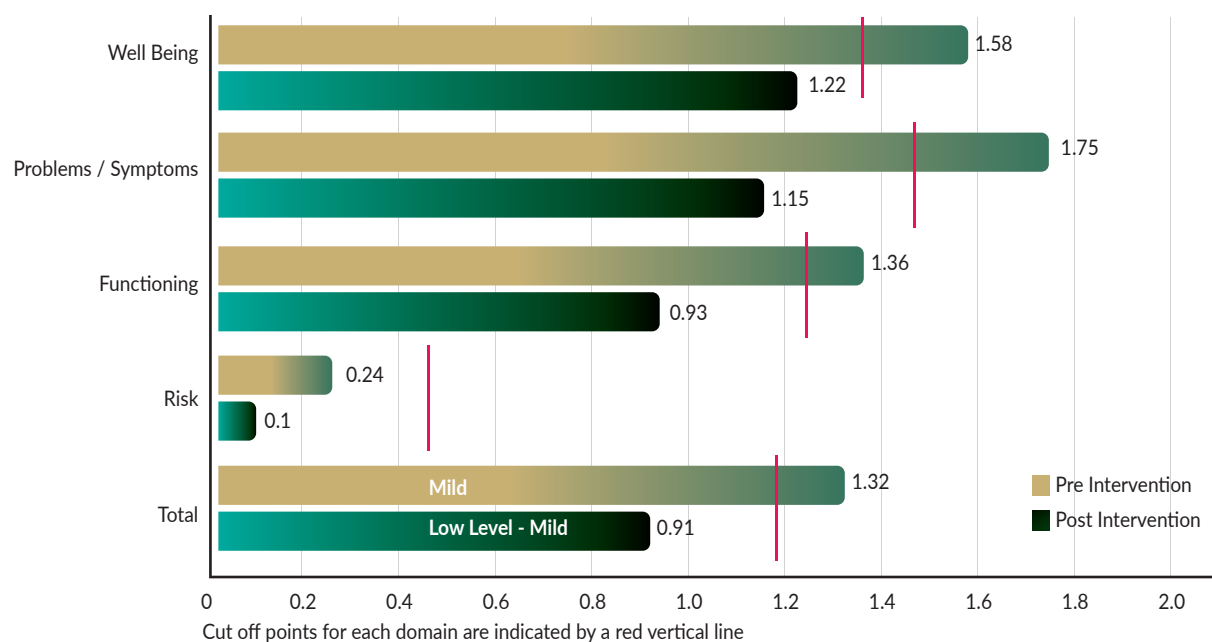


Fig. 6a: Burns Anxiety Inventory

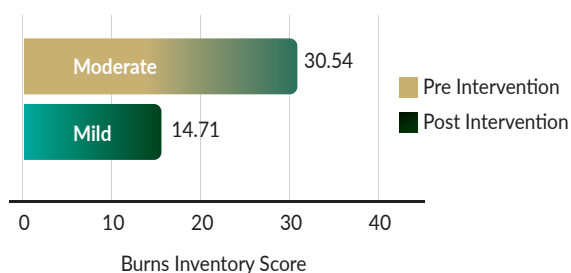
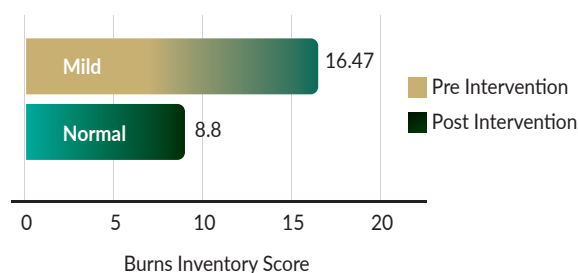


Fig. 6b: Burns Depression Checklist

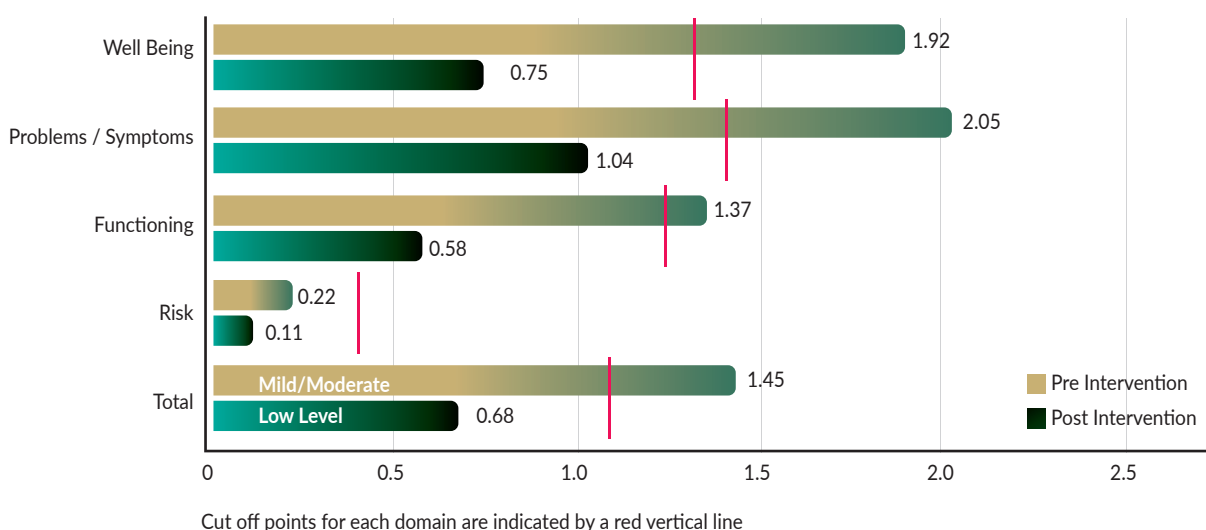


Secondary Care Mental Health Interventions

Secondary care psychological interventions are provided by Qualified Psychologists across the service. These interventions focus on more complex mental health presentations typically seen in secondary care settings if the person was in the community. This includes people presenting with major depression, eating disorders, psychotic disorders, personality disorder difficulties, and people with a history of complex trauma.

Interventions are typically longer in duration, and the length and intensity is informed by best practice guidelines (e.g. NICE Guidelines). The service met with 284 clients for secondary care intervention in 2022. The CORE-OM is completed by client's pre and post participation in 1-1 intervention and outcomes from a sample (males) outlined in Figure 7 demonstrate improvements in client mean scores following completion of intervention.

Fig. 7: Mean Pre and Post Core-OM Scores in Males: Secondary Care Mental Health Intervention



Young People in Custody – Building Identity Initiative

A specific focus on young people in custody is highlighted both nationally and internationally. A particular emphasis is placed on the importance of early engagement and sentence planning. The Irish Prison Service Psychology Service provide early engagement, psychological assessment and

formulation, and individualised sentence plans with 18 – 24 year olds who are serving a sentence of one year or more and who do not have a post release supervision order (PRSO) with the Probation Service. The Service met with 85 young people for the Building Identity initiative in 2022. Figures 8 and 9 outline the prisons each young person was referred and outcomes of the initiative in 2022.

Fig. 8: People referred by Prison (N = 85)

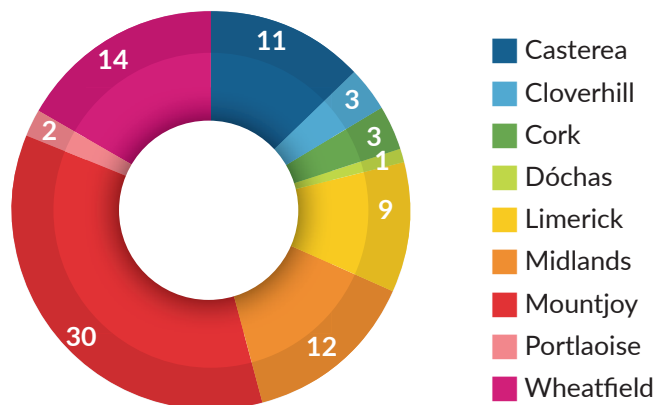
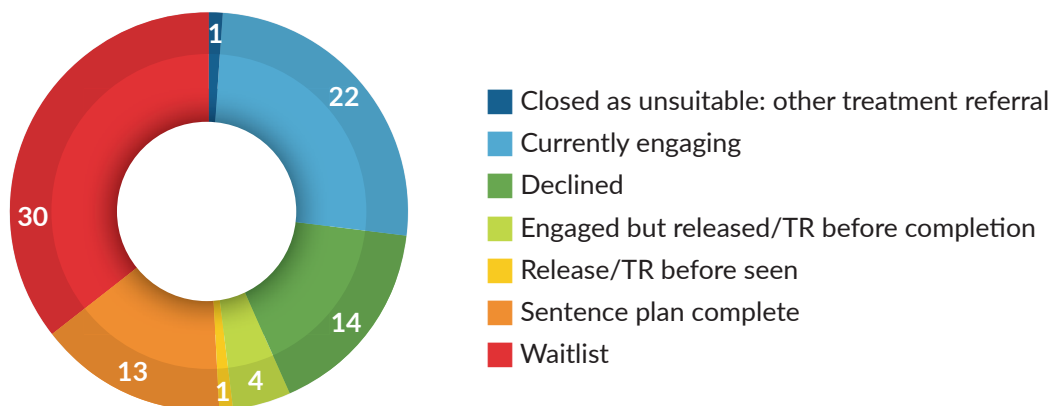


Fig. 9: Sentence Plan Engagement (N = 85)



People Serving Life Sentences

A new model of engagement for people serving life sentences was developed in 2017. The model includes various proactive initiatives by the Irish Prison Service Psychology Service, the Probation Service and other members of the prison-based multi-disciplinary team. Key features of the model (i.e. early assessment, individual sentence plans, active engagement with services, regular reviews, and progressive movement) reflect recommendations made by international human rights standards (e.g. Council of Europe, 2003). The model was implemented on 1st April 2017 and since then, 88 people have been committed on life sentences who meet criteria (up to 31st Dec 2022). The following information

outlines where these 88 people are located and progress of this initiative from the Irish Prison Service perspective (Probation Service data can be accessed separately by contacting this service directly). An evaluation of this model was completed by Anna Flynn, PhD student (funded by the Irish Research Council, University of Limerick and the Irish Prison Service), which can be viewed at <https://www.irishprisons.ie/prisoner-services/psychology-service/>. Figures 10 and 11 outline where people are accommodated, the number of people who have engaged in the initial three-way meeting with Probation and Psychology Services, and the number of who have completed their first violence risk assessment with the Psychology Service.



Fig. 10: Number of People Serving a Life Sentence, by Prison under the new model of Engagement (N = 88)

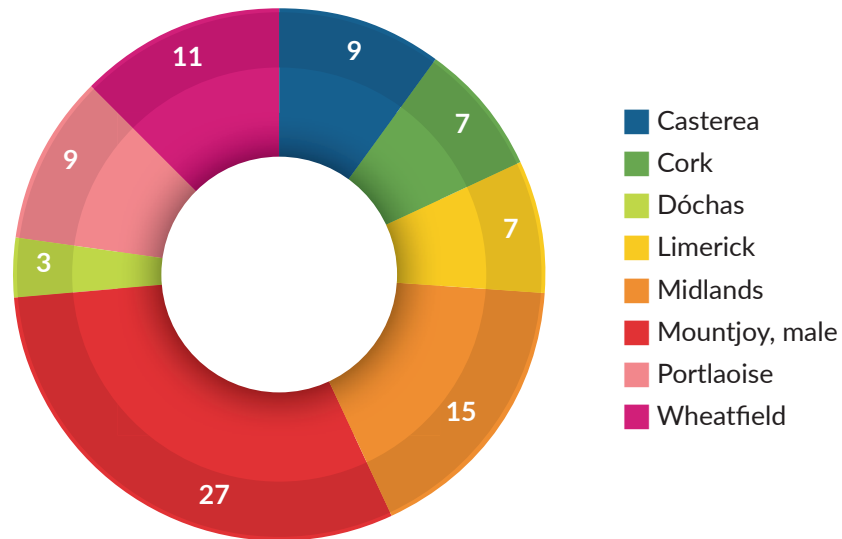
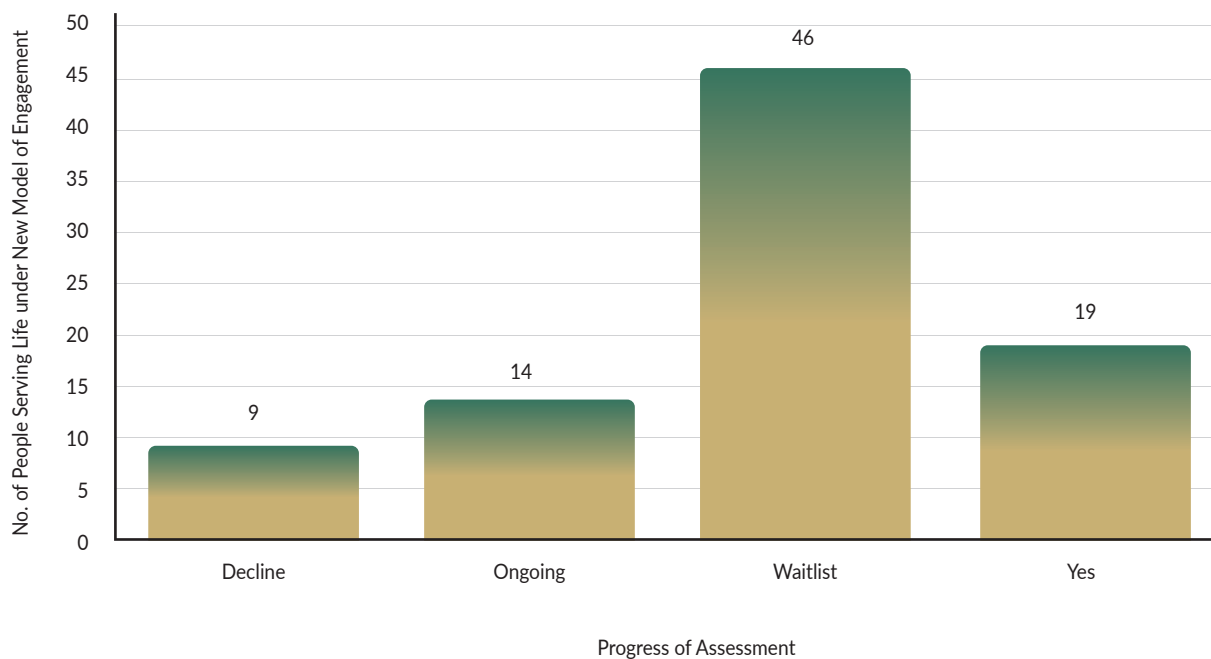


Fig. 11: Number of People Seen for HCR-20 V3 Meeting and Reasons why (N = 88)
Risk Assessment (N = 88)





Employee Assistance Programme

The Irish Prison Service Employee Assistance Programme (EAP) supports all serving and retired members of the Irish Prison Service. The EAP also provides support services to the Human Resources Directorate, Governors/Managers and the Prison Officers' Association through engagement with employees who are experiencing personal and/or work related difficulties. The EAP team consists of Assistant Governor Shane Kitson, Employee Assistance Officer (EAO) David Shanaghy along with the Office Manager Evelyn Harrington.

In addition, a 71 strong team of Staff Support Officers (SSO's) are voluntarily available to colleagues across all prisons and support units. The EAP Board of Management, comprised of representatives from the Human Resources Directorate and the Prison Officers' Association provide operational direction to the EAP.

The Mission of the Irish Prison Service Employee Assistance Programme is to provide a high quality non-judgemental support service caring for all members of the Irish Prison Service and their families in a confidential and professional manner that promotes individual health, wellbeing and organisational effectiveness. A wide range of solution-focused supports are available to all staff to manage work and personal difficulties which, if left unattended, could adversely affect work performance and/or attendance and quality of life.

Access to the EAP service is through self-referral, management referral, HR referral, Union referral, referral by a concerned friend/colleague or family. Referral through any of these means can be directed to a local SSO or directly to the EAP team at Bow Street, Dublin 7.

The Employee Assistance Programme at a Glance 2022

A key facet of maintaining effective service delivery is ensuring our personnel receive appropriate training in responding to current issues.

The relaxation of Covid-19 measures in 2022, provided for the return of in-person training



Assistant Governor Shane Kitson, EAO (Retired) John Guiney, Office Manager Evelyn Harrington, EAO David Shanaghy.

opportunities. Four SSO Network Training Days were offered by EAP at the Irish Prison Service College, Portlaoise throughout 2022. They covered subject matter requested by participants in a training needs analysis.

A presentation to recognise the retirement of EAO John Guiney and to acknowledge his contribution, both as a SSO and an EAO for over twenty years coincided with one such training day in June.

Critical Incident Stress Management (CISM) is an important suite of interventions providing Psychological First Aid to colleagues exposed to trauma. Peer Support Worker (PSW's) training for our newly appointed SSO's was offered across six training days in 2022.



Further training for managers and refresher training for established PSW's is planned for Q1/2023. This significant investment in resources bolsters the consistent and effective management of CISM via a network of 130 trained personnel across the prisons estate. EAP staff continued to represent the Irish Prison Service on the CISM Network of Ireland in 2022 and shared our experience to assist our colleagues in the Northern Ireland Prison Service in introducing their own CISM Policy.

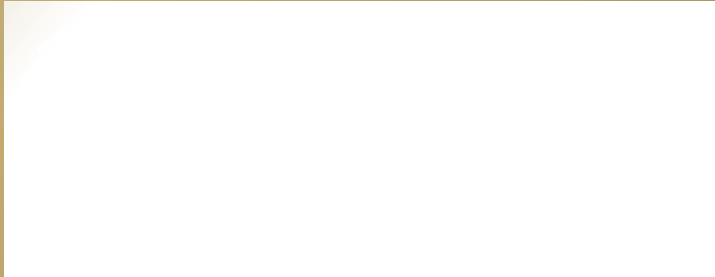
Online training for Suicide Awareness, in conjunction with the National Office for Suicide Prevention (NOSP) was finalised in early 2022. The EAP were delighted to be awarded an Irish Prison Service Excellence and Innovation Award in 2022 in recognition of their introduction of the Text PRISON to 50808 initiative. The initiative allows staff who are feeling vulnerable to seek help and has proven to be a very valuable free service for all Prison Service staff.

An awareness campaign covering the services provided by the EAP was presented to 129 recruit prison officers during 2022.

In December 2022, following a number of engagements between Irish Prison Services EAP and Pieta House, the Irish Prison Service became the first employer in either the public or private sector to register for the Amber Flag Initiative. This initiative aims to Promote Positive Mental Health for all employees. Each prison/support unit will submit their individual application by May 2023.

Based on statistics available from EAO's SSO's, Text PRISON to 50808 and Inspire Workplaces (who are the external independent counselling partner of the Irish Prison Service EAP) the prominent presenting issues across the board for 2022 are as follows:

- ▲ Sick Leave & Attendance
- ▲ Retirement & Pension
- ▲ Mental Health – Stress – Anxiety – Depression
- ▲ Work Trauma – Critical Incident
- ▲ Financial worries
- ▲ Bereavement & Loss
- ▲ Family/Martial issues.



THE PRISON ESTATE



IRELAND'S PRISONS

There are 13 institutions in the Irish prison system consisting of 10 traditional “closed” institutions, two open centres, which operate with minimal internal and perimeter security, and one “semi-open” facility with traditional perimeter security

but minimal internal security and is mainly used to house older prisoners (the Training Unit). The majority of female prisoners are accommodated in the Mountjoy Female Prison (Dóchas Centre), with the remainder accommodated in Limerick Prison.



Fig 3. The Irish Prison Service Estate
31 December 2022



ARBOUR HILL PRISON

Arbour Hill
Dublin 7 D07 YV40

Operational Capacity: 138 at year end

Arbour Hill Prison is a closed, medium security prison for adult males. Its prisoner profile is largely made up of long term sentenced prisoners.

Prisoner Population: The daily average number in custody in 2022 was 131.



Governor III
Liam Spacey

CASTLEREA PRISON

Harristown
Castlerea
Co. Roscommon F45 X330

Operational Capacity: 340 at year end

Castlerea Prison is a closed, medium security prison for adult males. It is the committal prison for remand and sentenced prisoners in Connaught and also takes committals from counties Cavan, Donegal and Longford.

Prisoner Population: The daily average number in custody in 2022 was 320.



Governor II
Anthony Shally

CLOVERHILL PRISON

Cloverhill Road
Clondalkin
Dublin 22 D22 WC84



Cloverhill Prison
Acting Governor I
Anthony Harris



Cloverhill Prison
Governor III
Kevin O'Connell

Operational Capacity: 431 at year end

Cloverhill Prison is a closed, medium security prison for adult males, which primarily caters for remand prisoners committed from the Leinster area.

Prisoner Population: The daily average number in custody in 2022 was 424.



CORK PRISON

Rathmore Road
Cork City T23 Y642

Operational Capacity: 296 at year end

Cork Prison is a closed, medium security prison for adult males. It is the committal prison for counties Cork, Kerry and Waterford.

Prisoner Population: The daily average number in custody in 2022 was 262.



Governor II
Peter O'Brien



Governor III
Gerard Manley

LIMERICK PRISON

Mulgrave Street
Limerick V94 P8N1

Operational Capacity: 210 (males) and 28 (females) at year end

Limerick Prison is a closed, medium security prison for adult males and females.

It is the committal prison for males for counties Clare, Limerick and Tipperary and for females for all six Munster counties. All females sentenced in these counties are sent to Limerick Female Prison.

Prisoner Population: The daily average number in custody in 2022 was 208 males and 34 females.



Governor II
Mark Kennedy



Governor III
Andrew McCarthy

LOUGHAN HOUSE

Blacklion
Co Cavan F91 NY76

Operational Capacity: 140 at year end

Loughan House is an open, low security prison for adult males who are regarded as requiring low levels of security.

Prisoner Population: The daily average number in custody in 2022 was 106.



Governor III
Mark Lydon



MIDLANDS PRISON



Governor I
David Conroy

Dublin Road
Portlaoise
Co. Laois
R32 F796



Governor II
Theresa Beirne



Governor III
Michael O' Mahony

Operational Capacity: 875 at year end

Midlands Prison is a closed, medium security prison for adult males. It is the committal prison for counties Carlow, Kildare, Kilkenny, Laois, Meath, Monaghan, Offaly, Westmeath, Wexford and Wicklow.

Prisoner Population: The daily average number in custody in 2022 was 861.

PORTLAOISE PRISON



Governor I
Ultan Moran

Dublin Road
Portlaoise
Co. Laois R32 KN97



Governor III
Vacancy

Operational Capacity: 231 at year end

Portlaoise Prison is a closed high security prison for adult males. It is the committal prison for males committed to prison on remand, pending trial or under sentence by the Special Criminal Court.

Prisoner Population: The daily average number in custody in 2022 was 217.



MOUNTJOY MALE PRISON / MOUNTJOY FEMALE PRISON (DÓCHAS CENTRE)

North Circular Road
Dublin 7 D07 YC97



Governor I
Eddie Mullins



Governor III
Martin Galgey (Dóchas)

Operational Capacity: 146 at year end

Mountjoy Female (Dóchas Centre) is a closed medium security prison for adult females. It is the committal prison for females committed on remand or sentenced from all courts outside the Munster area all females committed to prison on remand or pending trial by the Special Criminal Court.

Prisoner Population: The daily average number in custody in 2022 was 139.



Governor II
Raymond Murtagh

Operational Capacity: 755 at year end

Mountjoy Prison is a closed, medium security prison for adult males. It is the main committal prison for Dublin city.

Prisoner Population: The daily average number in custody in 2022 was 718.



Governor III
David Treacy

TRAINING UNIT PLACE OF DETENTION

Operational Capacity: 96 at year end

The Training Unit is a facility housing older male prisoners.

Prisoner Population: The daily average number in custody in 2022 was 53.



SHELTON ABBEY

Arklow
Co Wicklow Y14 T638

Operational Capacity: 115 at year end

Shelton Abbey is an open, low security prison for adult males who are regarded as requiring lower levels of security.

Prisoner Population: The daily average number in custody in 2022 was 94.



Governor III
Joseph Donohue

WHEATFIELD PRISON



Acting Governor I
Des O Shea

Cloverhill Road
Clondalkin
Dublin 22 D22 Y2VS

Operational Capacity: 610 at year end

Wheatfield Prison is a closed, medium security prison for adult males.

Prisoner Population: The daily average number in custody in 2022 was 555.



IRISH PRISON SERVICE SUPPORT UNITS



Operational Support Group

Governor III: Lorraine McCarthy

The **Operational Support Group (OSG)** supports Prison Governors in preventing contraband entering prisons, to prevent the direction of crime from prisons and to detect prohibited articles within prisons and are in operation in all closed prisons with the exception of Arbour Hill.

Operational Support Group, Árd na Gaoithe, Arbour Hill, Dublin 7 D07 YV40.



Prison Service College

Acting Governor III: John Flavin

The **Irish Prison Service College (IPSC)** provides all training within the Irish Prison Service.

Irish Prison Service Training College, Stack House, Dublin Road, Portlaoise, Co. Laois R32 NX53.



Prison Service Escort Corps

Governor III:
James Kelly

The **Prison Service Escorts Corps (PSEC)** provides the prisoner escorting service. PSEC is sub divided into three regional areas, Munster, Connaught and Leinster. Ulster is incorporated into Connaught and Leinster.

Prison Service Escort Corps, Cloverhill Prison, Cloverhill Road, Clondalkin, Dublin 22 D22 WC84.

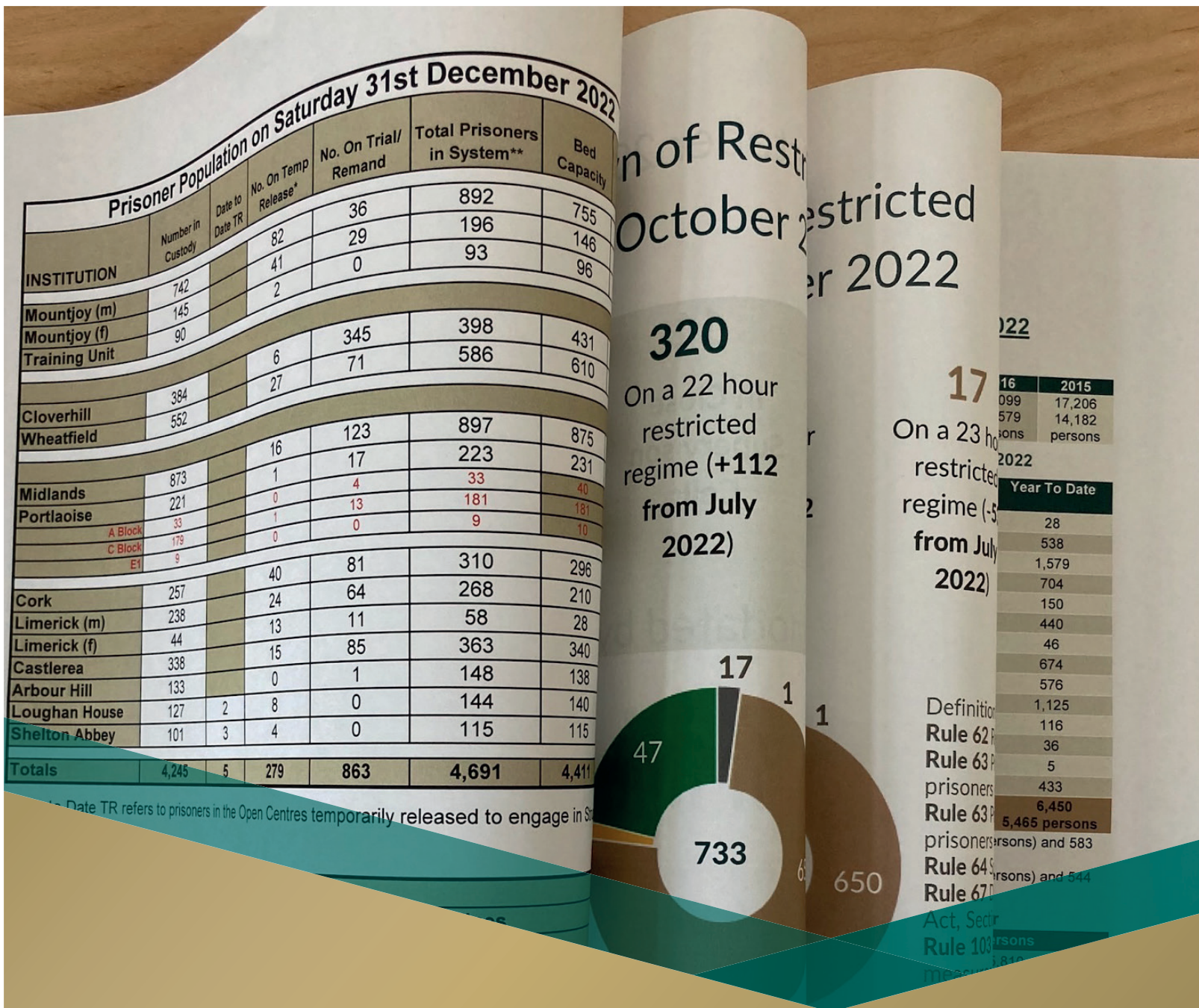


Building Services Division

Governor II: Ronan Dunning

Building Services Division (BSD), provides a technical / advisory support service in relation to the maintenance of prison facilities and prison capital projects. It also provides the specialist prison's locking service.

Building Service Division (BSD), Unit 2, Airways Industrial Estate, Santry Dublin 17 D17 HW53.



STATISTICAL NOTE



OVERVIEW 2022 STATISTICS

From 2021 to 2022, committals under sentence increased in all areas except for those receiving a life sentence (-10.5% or -2).

The number of committals for the non-payment of court ordered fines has declined further from 2021, from 234 to 205. Of this 77.6% were male and 22.4% were female.

Overall committals during 2022

There were 7,043 committals to prison in 2022, a 14.8% (+910) increase on the number of committals in 2021 (6,133).

5,801 persons were sent to prison in 2022 compared with 5,179 in 2021, an increase of 12.0% (+622). Of those persons committed, 89.1% were male and 10.9% were female.

Total Sentenced during 2022

There was an increase of 914 or 23.2% in the total sentenced during 2022 from 3,941 in 2021 to 4,855 in 2022. Of the 4,855 who were sentenced, 693 prisoners were committed in a previous year and subsequently convicted in 2022.

When Fine Defaulters are excluded from these figures:

- ▲ Numbers under sentence have **increased by 943** or 25.4%, from 3,707 in 2021 to 4,650 in 2022.
- ▲ The number who received a sentence of <3 months has **increased by 197** or 33.2%, from 593 in 2021 to 790 in 2022.
- ▲ The number who received a sentence of 3 to <6 months has **increased by 162** or 13.8% from 1,171 in 2021 to 1,333 in 2022.
- ▲ The number who received a sentence of 6 to <12 months has **increased by 139** or 17.7% from 784

in 2021 to 923 in 2022.

- ▲ The number who received a sentence of 1 to <2 years has **increased by 177** or 57.7% from 307 in 2021 to 484 in 2022.
- ▲ The number who received a sentence of 2 to <3 years has **increased by 160** or 58.4% from 274 in 2021 to 434 in 2022.
- ▲ The number who received a sentence of 3 to <5 years has **increased by 57** or 16.1% from 355 in 2021 to 412 in 2022.
- ▲ The number who received a sentence of 5 to <10 years has **increased by 48** or 29.1% from 165 in 2021 to 213 in 2022.
- ▲ The number who received a sentence of 10 years plus has **increased by 5** or 12.8% from 39 in 2021 to 44 in 2022.
- ▲ The number who received a Life sentence has **decreased by 2** or 10.5% from 19 in 2021 to 17 in 2022.

Persons detained under Immigration Laws

In 2022, there were 117 committals in respect of immigration issues involving 106 detainees. This represents a 36% (+31) increase in such committals on the previous year.

Daily average number of prisoners in custody

The overall daily average number of prisoners in custody in 2022 was 4,122 compared to 3,792 in 2021, an increase of **8.7% (+330)**. The daily average number of female offenders in custody was 173, a **20.1% (+29)** increase on the 2021 average of 144. There was a **8.2% (+301)** increase in the daily average number of male offenders in custody, from 3,648 in 2021 to 3,949 in 2022.

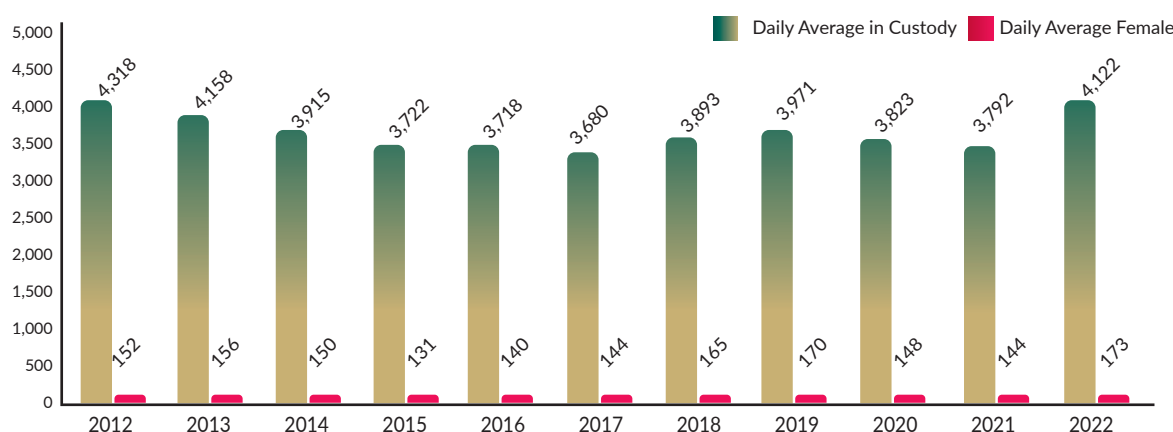


Fig. 12 Daily Average 2012 - 2022



COMMITTALS TO PRISON 2022 OVERVIEW



7,043

Overall Committals to
Prison in 2022



14.8%

Increase in Overall
Committals from 2021
to 2022



5,801

No. of Persons
Committed to Prison
in 2022



12.0%

Increase in Persons
Committed from 2021
to 2022



78%

of Sentence Committals
were for 12 months or
less

COMMITTAL STATUS

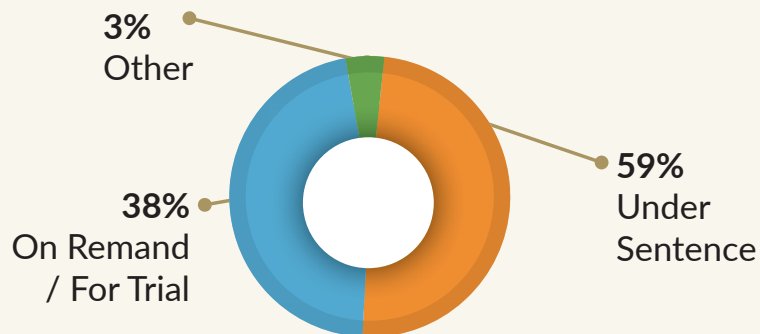


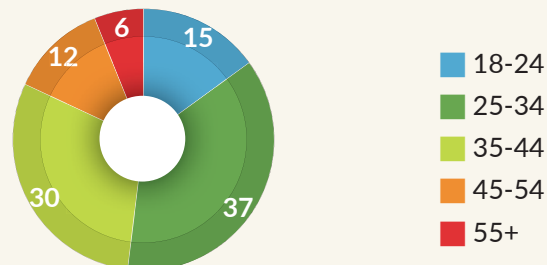
Fig. 13 Committal Status broken down by type

GENDER



Fig. 14 Persons Committed to Prison 2022, broken down by gender

AGE GROUP ON COMMITTAL (%)



SENTENCE LENGTH

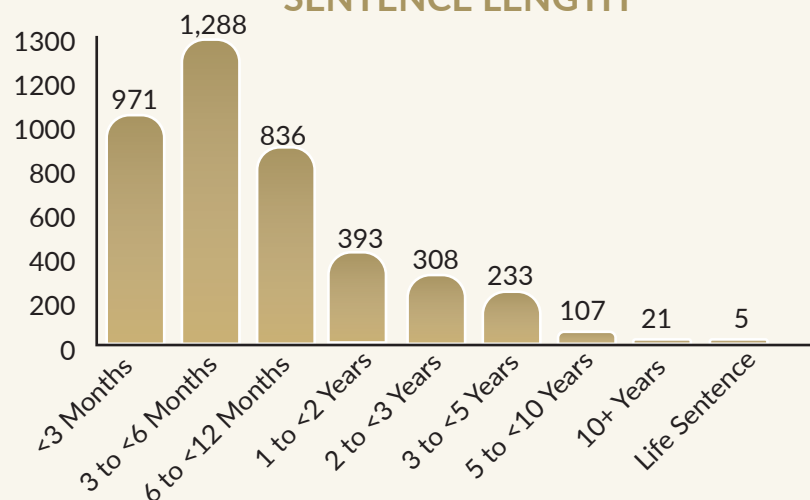


Fig. 15 Sentenced Committals during 2022, broken down by Sentence Length and Age Group



COMMITTALS TO PRISON IN 2022

Total Number of Committals to Prison in 2022

There were 7,043 committals to prison in 2022.

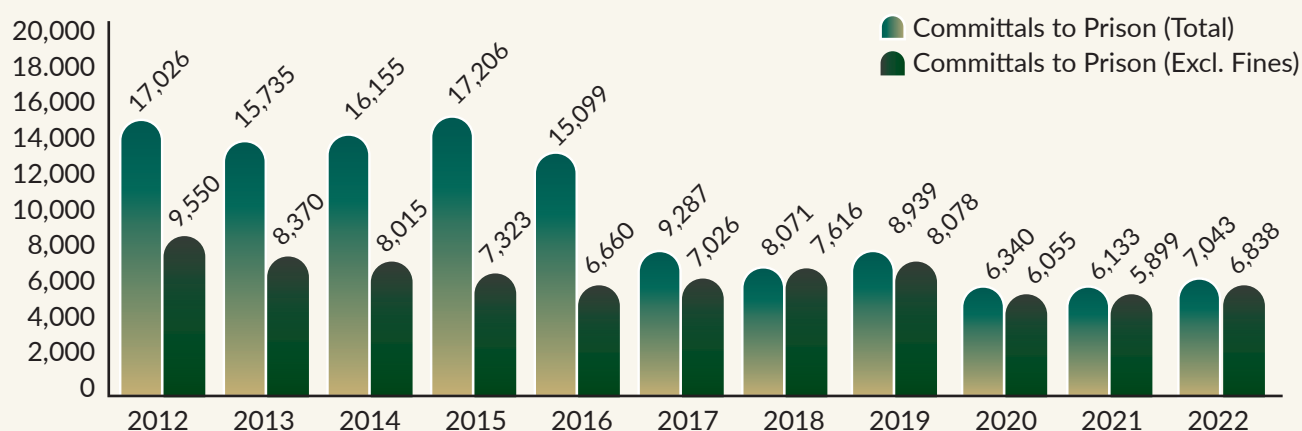


Fig. 16 Committals 2012 to 2022

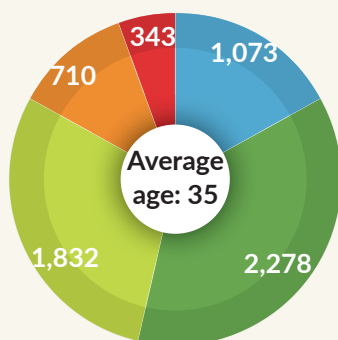
Number of persons committed to prison in 2022

A total of 5,801 persons accounted for the 7,043 committals. This figure relates to persons newly committed to prison (i.e. not already on remand or serving another sentence).

The total of 7,043 committals comprised of:

- ▲ 4,162 under sentence,
- ▲ 2,697 on remand,
- ▲ 54 for European Arrest Warrant extradition,
- ▲ 117 under immigration law, and
- ▲ 13 for indefinite contempt of court.

AGE PROFILE OF MALE COMMITTALS



18-24 25-34 35-44 45-54 55+

AGE PROFILE OF FEMALE COMMITTALS

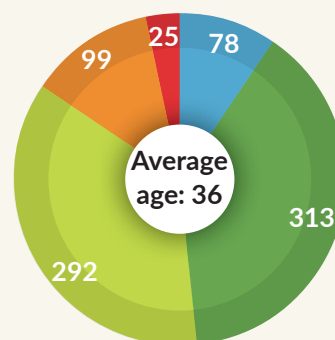


Fig. 17 Age Profile of Committals in 2022, broken down by Gender

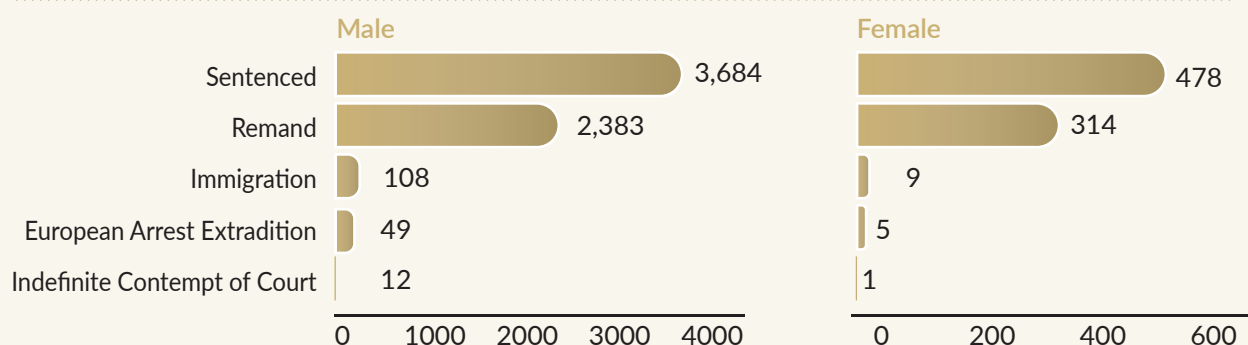


Fig. 18 Most Serious Offence in the Custodial Period, Committal Type broken down by Gender



County and Country of Origin of Persons Committed to Prison in 2022

Over one third (36.9% or 2,140) of all persons committed to prison declared Dublin as their county of residence. Cork was the second most commonly declared county of residence (7.8% or 452), followed by Limerick (4.8% or 279) and Louth (3.2% or 186). People who declared they had no fixed abode accounted for 8.9% (517) of all committals in 2022.

78.4% (4,548) of persons committed to prison in 2022 self reported as Irish nationals. Other European Union nationals (excluding Irish) accounted for 12.1% (702) of persons committed. British accounted for 1.8% (107). Other European

nationals (excluding European Union nationals) accounted for 1.1% (65) of persons committed. African nationals accounted for 3.4% (196) of persons committed, Asian nationals for 1.6% (90) and South American nationals for 1% (60) of persons committed. Other nationals, including those from Middle East, North & Central American, Oceania & The Caribbean, accounted for 0.5% (28) of persons committed. 5 committals did not declare their Nationality (0.1%).

A full breakdown by county of residence and country of origin is available on our website: www.irishprisons.ie.

Total Sentenced during 2022

There were 4,162 committals under sentence in 2022. When an additional 693 prisoners, who were already in custody at the start of the year on remand/awaiting trial and who were subsequently convicted are included, the total number of prisoners received on conviction in 2022 was 4,855.

There was a 23.2% increase (+914) in the total number sentenced in 2022 compared with 2021 (3,941).

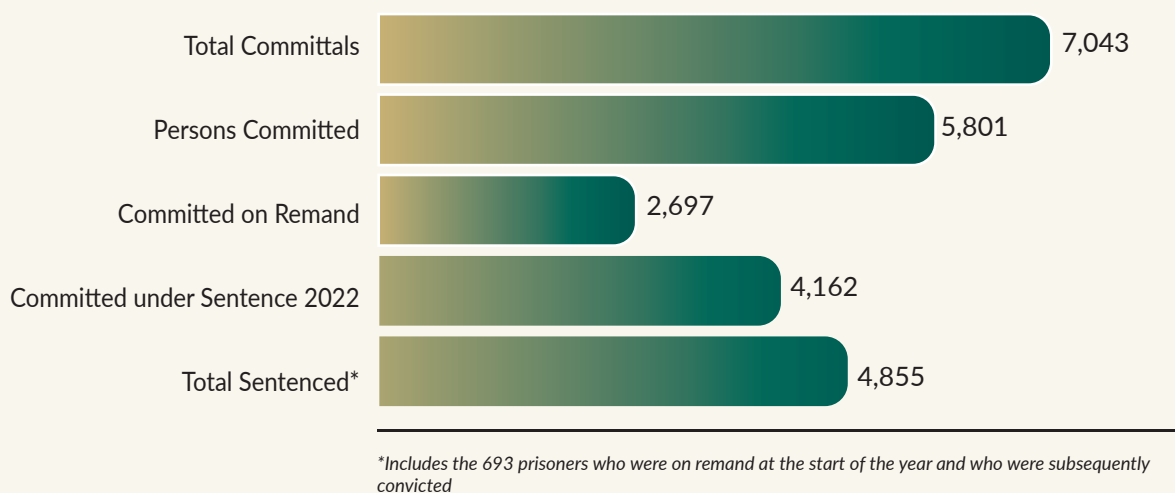


Fig. 19 Total Sentenced during 2022



Under Sentence by Age Group

Age Group	Total	%
18 to 24	744	15.32
25 to 34	1,840	37.90
35 to 44	1,442	29.70
45 to 54	575	11.85
55 years+	254	5.23
Total	4,855	100.00

Table. 6 Total Sentenced during 2022 by Age Group

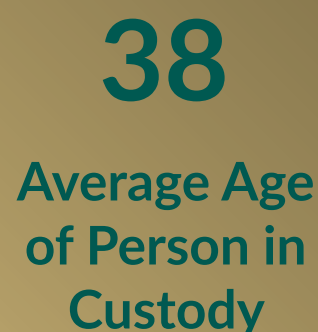
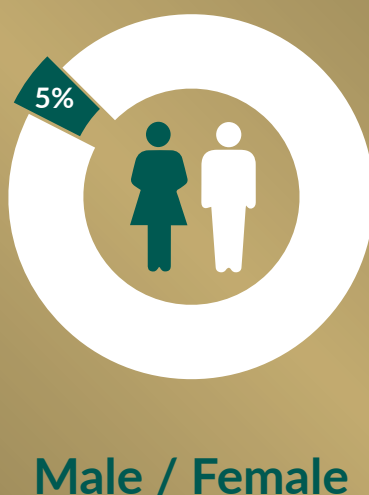
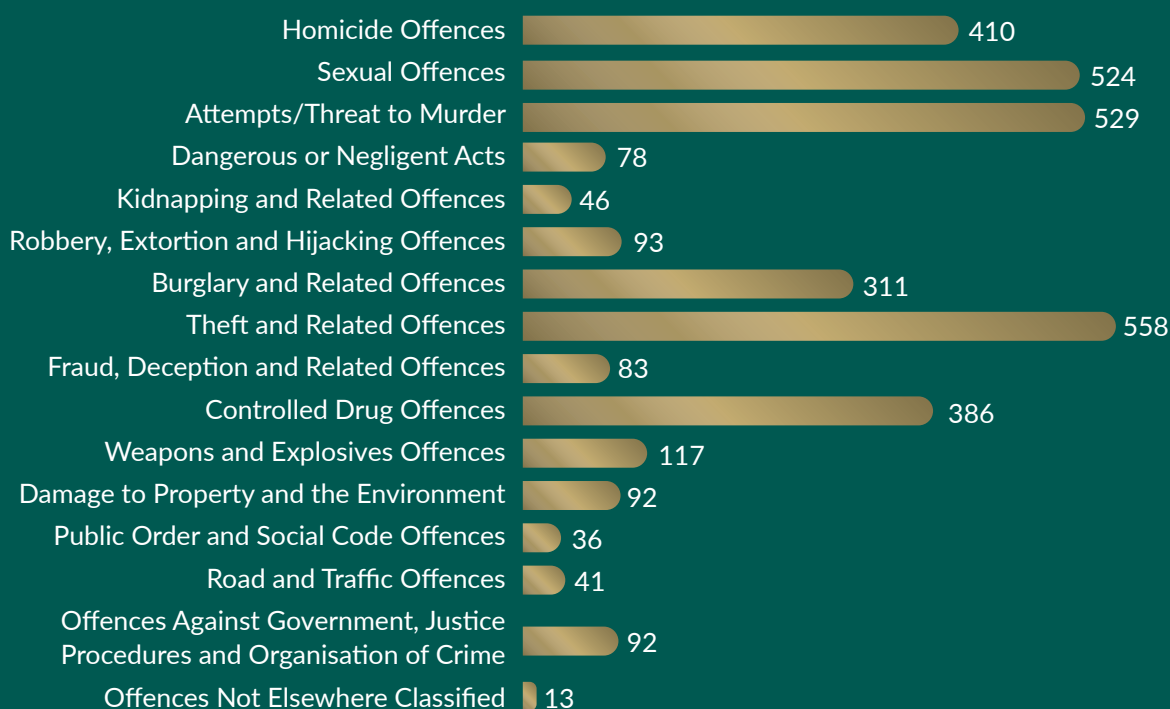
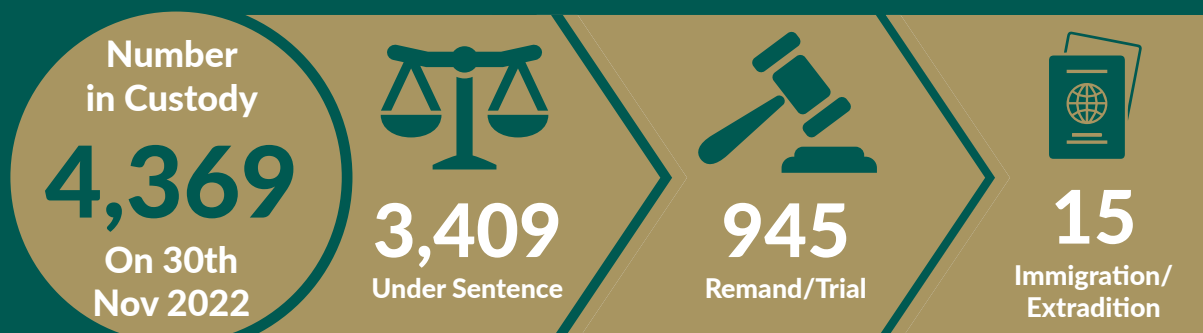
Total Sentenced during 2022 broken down by Offence Group

Offence Group	Female	Male	Total	%
GP01 Homicide Offences	3	38	41	0.85
GP02 Sexual Offences	5	253	258	5.31
GP03 Attempts/Threat to Murder, Assaults, Harassments and Related Offences	46	607	653	13.45
GP04 Dangerous or Negligent Acts	7	141	148	3.05
GP05 Kidnapping and Related Offences	0	13	13	0.27
GP06 Robbery, Extortion and Hijacking Offences	2	56	58	1.19
GP07 Burglary and Related Offences	15	259	274	5.64
GP08 Theft and Related Offences	190	713	903	18.60
GP09 Fraud, Deception and Related Offences	10	93	103	2.12
GP10 Controlled Drug Offences	26	451	477	9.83
GP11 Weapons and Explosives Offences	4	144	148	3.05
GP12 Damage to Property and the Environment	9	245	254	5.23
GP13 Public Order and Social Code Offences	34	366	400	8.24
GP14 Road and Traffic Offences	57	430	487	10.03
GP15 Offences against Government, Justice Procedures and Organisation of Crime	96	508	604	12.44
GP16 Offences Not Elsewhere Classified	5	29	34	0.70
Total	509	4,346	4,855	100.00

Table. 7 Total Sentenced during 2022 by Offence Group



SNAPSHOT OF PRISON POPULATION ON 30 NOVEMBER 2022





SNAPSHOT 30TH NOVEMBER 2022 - KEY POINTS

The total number of persons in custody was 4,369 on 30th November 2022.

Of the 3,409 sentenced prisoners, 367 prisoners (10.7%) were serving life sentences and another 272 (7.9%) were serving determinate sentences of 10 years or more.

28 offenders were serving sentences of less than 3 months representing 0.8% of sentenced prisoners.

Temporary Release

There were 283 prisoners on temporary release on 30th November 2022. Of these 283 prisoners, 54 were on the Community Return Programme and 41 were on temporary release to the Community Support Scheme.

11 prisoners were on structured temporary release from an open centre, 61 were on temporary release serving less than 6 months for non-fine offences, and

116 were on other temporary release including under the supervision of the Probation Service.

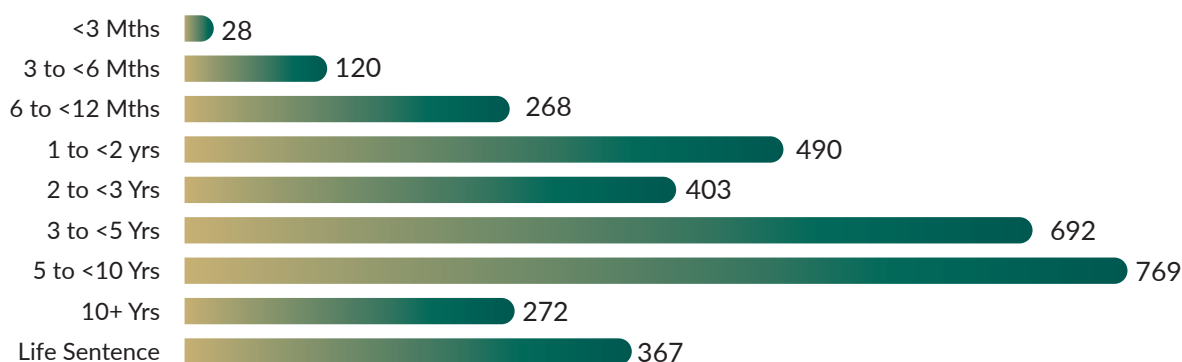


Fig. 20 Sentence length of Prisoners in Custody under Sentence on 30th November 2022

Males Under Sentence

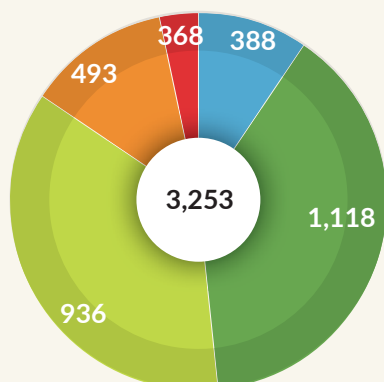


Fig. 21 Male Prisoner Population Under Sentence on 30th November 2022, broken down by Age Group

Females Under Sentence

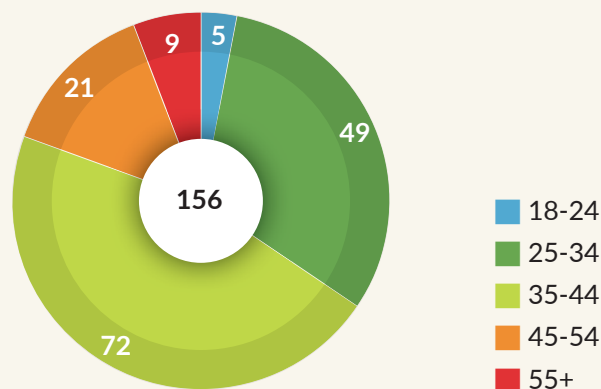
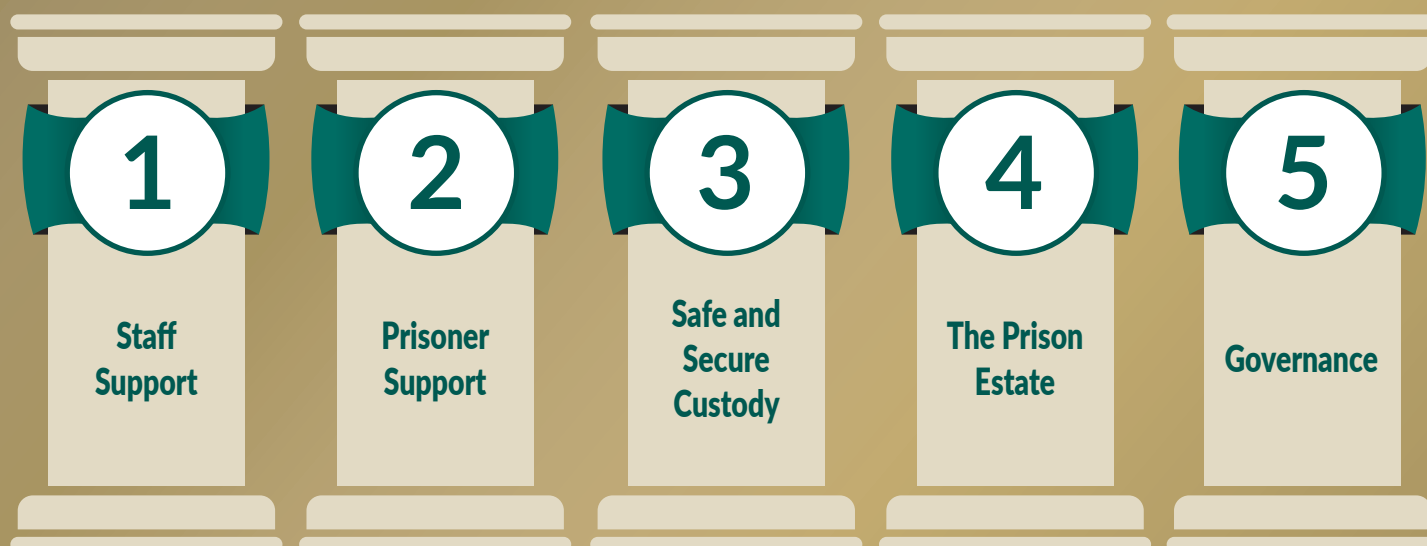


Fig. 22 Female Prisoner Population Under Sentence on 30th November 2022, broken down by Age Group

OUR FIVE STRATEGIC PILLARS

2019 TO 2022



STRATEGIC OBJECTIVES



IRISH PRISON SERVICE STRATEGIC OBJECTIVES

The Irish Prison Service Strategic Plan 2019 - 2022 is a plan for service improvement, development and a road-map, which sets out how we continue to operate as a world class public service organisation.

This strategy has been built around five pillars: Staff Support, Prisoner Support, Safe and Secure Custody, the Prison Estate and Governance.

This Annual Report outlines the significant progress on the implementation of the Strategy and the delivery of actions during 2022, with some of the highlights below.

Delivering on our Objectives

Strategic Priority No 1 – Staff Supports

Following a review of management structures, a programme of competitions continued throughout 2022 to assign staff to posts under the new management structures. The development and implementation of a suite of audit tools was progressed as the metrics for organisational dashboards were finalised during the year. In addition, promoting a work environment that is centred on our values continued over the course of 2022 through the Director of Corporate Services, Equality Diversity and Inclusion Lead and HR Directorate staff delivering addresses to staff at a number of prisons and at Irish Prison Service College to raise awareness of the Irish Prison Service Code of Ethics (2021) and matters relating to sexual harassment, bullying and dignity at work.

Strategic Priority No. 2 – Prisoner Supports

As the Irish Prison Service emerged from Covid-19, through a comprehensive vaccination programme and a measured re-opening of services, other health priorities began to emerge. Several pilot projects were set up around the estate, including:

- ▲ “seek and treat” model of care for prisoners who are suffering from Hepatitis C in Cork.
- ▲ TB project has been rolled out for prisoners in Cloverhill.
- ▲ “whole of prison” smoking cessation project in the Dóchas Centre and Arbour Hill prison.

The Irish Prison Service has commenced a

partnership with Dublin Dental Hospital to complete a national review of all dental surgeries and equipment. This project will ultimately serve to promote best practice in line with National Dental Standards.

In addition, a full review of prison hygiene took place in 2022 which resulted in adaptations to improve the hygiene standards around the estate.

Strategic Priority No. 3 – Safe and Secure Custody

The operation of the Community Return and Community Support Schemes returned to pre-pandemic protocols in 2022.

During the year the Irish Prison Service introduced new procedures for supporting victims, allowing them to access enhanced measures with the Parole Board process. In September, the Irish Prison Service Victim Liaison Office took part in a Justice Sector initiative to raise awareness of supports to victims of crime at the National Ploughing Championships. The Irish Prison Service continued as a contributing partner to the Department of Justice programme of reform under “Supporting a Victim’s Journey” to make our justice system more victim-centered.

Strategic Priority No. 4 – The Prison Estate

Construction projects continued apace during 2022. The Limerick Prison Build Project was fully completed during the year which included a new wing for male prisoners, a stand-alone female prison, gatehouse, Escort Corps, Operation Support Group and Probation Service offices, visits and reception facilities, secure vehicle gatelock and facilities for staff, kitchen, laundry, deliveries and waste management. External works comprising ancillary services, landscaping and recreation facilities were also provided. The Training Unit reopened as a location for older male prisoners in mid-2022 and is now



fully operational. Investment in improvements/ equipment across the estate for video link systems, in-cell telephony and cell window, and improvement works in Castlerea were carried out to maximise capacity and services within the Estate.

Strategic Priority 5: Governance

In 2022 the revised Governance Framework was agreed and implemented, aligned with the revised and updated Code of Governance for State Bodies of 2016. The updated Governance Framework which is supported by a revised Operating Model aims to provide for the application of best practice based on the principles of good governance, accountability, transparency and probity, with a focus on the consistent and sustainable success of the Irish Prison Service as it plans for its future and over the longer term.

Accountability is improved and informed by the following processes, which are specifically tailored to the Governance Framework of the Irish Prison Service:

- ▲ Assurance Mapping System
- ▲ Organisation Performance & Risk Dashboards
- ▲ Risk Management Framework
- ▲ Audit Tracking
- ▲ Strategy and Business Planning

A Business Continuity Plan Framework was drafted in 2022 for agreement and a process commenced for the updating of the respective services business plans to ensure operational resilience.

The Irish Prison Service/Department of Justice Oversight Agreement 2022 – 2024 which was completed in 2021, was published in January 2022.

Governance meetings between senior management of the Irish Prison Service and Criminal Justice Governance, Department of Justice took place on a quarterly basis at which the Annual Performance Delivery Agreement was approved and monitored. Key issues and risks were also considered and discussed at each of these meetings.

The working group to examine the future legal operating status of the Irish Prison Service completed its work in 2022 and a submission was made to the Minister with the proposal to establish the Irish Prison Service as a statutory entity. The drafting of Heads of Bill commenced in 2022.

Further details on the progress of these strategic objectives are contained in the tables later in this chapter.



IRISH PRISON SERVICE STRATEGIC OBJECTIVES



The Strategy aims to achieve the following outcomes:

- ▲ Create a more supporting, working environment
- ▲ Enhanced services for staff and positive physical and mental health of all employees
- ▲ All staff are confident and competent to perform safely and effectively in their duties
- ▲ Enhanced Psychological Services for the provision of mental health services and offence-specific interventions to people in custody
- ▲ Provision and enhancement of healthcare services
- ▲ Increased participation in rehabilitative activities by prisoners
- ▲ Improved coordination of community integration plans in preparation for release of prisoners
- ▲ A more modern technology-driven prison estate for safer prisons
- ▲ Contribute to safer communities through prisoner progression and tackling over-crowding and over-capacity
- ▲ A fairer, simpler Prisoner Complaints System
- ▲ Enhanced Organisation Governance Structure by continuing to strengthen internal governance and risk management, information and security systems.



IRISH PRISON SERVICE STRATEGIC PLAN 2019-2022

PROGRESS REPORT DECEMBER 2022

Strategic Priority 1: Staff Support	
Irish Prison Service Strategic Plan 2019 - 2022	
“We will create a more supporting working environment with a more engaged workforce” through:	
1.1 Developing our Organisational capacity.	
1.1.1 Reviewing senior management structures and local management structures within prisons	1.1.1 Competitions for the necessary additional resources were completed and assignments are ongoing.
1.1.2 Strengthening functional management to make sure there is clarity regarding responsibility and accountability	1.1.2 The implementation of the new management structure has commenced at two locations on a pilot basis with a view to rolling it out across the estate in 2024.
1.1.3 Widening the HR Teams, developing their skills and aligning Detail Offices to the relevant HR Team	1.1.3 Will form part of the new Functional Structure arrangements. The HR Business Partner has been assigned to one pilot location. The new Employment Law team has enhanced and strengthened the internal employment legal knowledge, policy development and skills within the Irish Prison Service.
1.1.4 Developing and implementing a suite of audit tools	1.1.4 Suite of metrics for organisational dashboards finalised in 2022. Development work on operationalising metrics became live in Q4 2022 with a view to complete roll out in 2023.
1.1.5 Developing and publishing a HR customer charter	1.1.5 Completed.
1.2 Providing a safer working environment for our people.	
1.2.1 Acknowledging the challenges of working in prison and providing supports to staff to deal with both critical incident stress and the more routines stresses	1.2.1 Ongoing – Resilience included as core element of RPO training. Significant resources allocated to staff support enhanced by the appointment of a new head of the EAP service in 2022 who works with a team of approximately 70 Staff Support Officers operating across the system.
1.2.2 Promoting and implementing clear Standards of Behaviour and Ethics (Code of Ethics/Acceptable Behaviour Standards)	1.2.2 Ongoing awareness campaign on Culture, Values, Sexual Harassment, Dignity at Work.
1.2.3 Publishing all HR related Standard Operating Procedures and Governors Orders on the new communication platform	1.2.3 Updated policies and procedures are published to the Intranet. Ongoing review of policies and SOPs. Information published on PRISM is revised and updated regularly.
1.2.4 Cultivating pride in our uniform	1.2.4 Uniform awareness displays are posted in all locations highlighting how the uniform should be correctly worn. A national Uniform Policy is in place.



Strategic Priority 1: Staff Support	
“We will create a more supporting working environment with a more engaged workforce” through:	
Irish Prison Service Strategic Plan 2019 - 2022	
Progress report December 2022	
1.3 Support our people by creating a culture of inclusivity and wellbeing.	
1.3.1 Promoting a work environment that is centred on our values	1.3.1 During 2022 the Director of Corporate Services, Equality Diversity and Inclusion lead and HR Directorate colleagues delivered addresses to staff at Cloverhill, Wheatfield, Castlerea, Loughan House & Shelton Abbey prisons and at the Irish Prison Service College (staff and a class of RPOs) to raise awareness of the Irish Prison Service Code of Ethics (2021) and promote our behavioural norms and values in addition to matters relating to sexual harassment, bullying and dignity at work.
1.3.2 Developing a new communications platform that is accessible to all staff	1.3.2 Completed.
1.3.3 Providing ongoing regular engagements between Human Resources Directorate and Prison Management	1.3.3 Completed.
1.3.4 Implementing the Well at Work/Healthy Ireland Programme (HSE) across the Estate	1.3.4 The Wellbeing Steering Group has been re-established and engagement with external actors have commenced. Initial stakeholder engagement with Healthy Ireland has occurred to plan the rollout of the Healthy Ireland Programme.
1.4 Attracting and retaining the best people for our organisation.	
1.4.1 Reviewing our approach to recruitment and promotion competitions	1.4.1 Completed.
1.4.2 Moving to an online application process for promotion competitions	1.4.2 Online application process is ongoing with full implementation, including staff training, envisaged by end of 2023.
1.4.3 Reviewing job specifications, competencies and updating them to make sure they meet our needs	1.4.3 Completed.
1.4.4 Exploring the possibility of moving to regional and open recruitment	1.4.4 Completed.



Strategic Priority 1: Staff Support	
“We will create a more supporting working environment with a more engaged workforce” through:	
Irish Prison Service Strategic Plan 2019 - 2022	
Progress report December 2022	
1.5 Developing our People.	
1.5.1 Enhancing Continued Professional Development (CPD)	1.5.1 The provision of CPD was restored throughout 2022 with a total of 1,132 staff receiving CPD training.
1.5.2 Reviewing the current model of Recruit Prison Officer training to ensure it meets our organisational needs	1.5.2 The delivery of the Higher Certificate in Custodial Care (HCCC) continues to be reviewed regularly. Delivery of semesters 2-4 of the HCCC has changed from classroom to online delivery and this has resulted in improved student feedback and engagement.
1.5.3 Creating a work environment in which all staff and managers have the competencies required to support our objectives	1.5.3 A bespoke Senior Leadership Development programme was developed in conjunction with partners, South East Technological University (SETU). This programme commenced in September 2022. ePMDS was rolled out in 2022 in line with the Irish Prison Service competencies.
1.6 Having high standards of leadership and management.	
1.6.1 Establishing a dedicated Leadership and Management Section	1.6.1 The Prison Management and Administration Support Team (PMAST) is in place to provide support and training for managers when required. Along with PMAST delivering one-to-one training, a broad range of administration and management classroom training returned in 2022.
1.6.2 Developing best practice in decision making through a Decision Making Model	1.6.2 Completed.
1.6.3 Further developing the HR matrix to assist prisons in evaluating and enhancing their performance	1.6.3 Completed.
1.6.4 Ensuring that there is accountability at all levels of our organisation through Performance Agreements	1.6.4 Work on the development of Organisational Dashboards for monitoring risk and performance was ongoing during 2022, with a view to roll out in 2023. A new Operating Model was rolled out in 2022.



Strategic Priority 2: Prisoner Support	
Irish Prison Service Strategic Plan 2019 – 2022	
“We will further develop the integration of prisoner care and support services to deliver more effective rehabilitation to prisoners” through:	
Progress Report December 2022	
2.1 Improving Health Care.	
2.1.1 In conjunction with the HSE, provide appropriate forensic psychiatric services in all closed prisons and explore the number of admissions to the Central Mental Hospital (CMH)	2.1.1 The High-Level Interdepartmental Task Force on Mental Health (and addiction challenges) for persons interacting with the Criminal Justice system reported in 2022 and Irish Prison Service commits to its implementation including the strengthening of its assessment and treatment facilities within the Irish Prison Service estate. The Irish Prison Service also supports the implementation of “Sharing the Vision” in partnership with the HSE.
2.1.2 Strengthen primary care provision, develop clinical governance arrangements and continue development of Prisoner Healthcare Management System (PHMS)	2.1.2 Additional funding was allocated for the recruitment of three additional doctors in 2022 who were appointed during the year. There is a national GP recruitment competition scheduled for Q1 2023. Funding was also approved for a Mental Health & Addictions Lead to develop and amalgamate the treatment of mental health and addiction issues estate wide. Much of this work will be directed by the outcomes of the Health Needs Assessment and the Governments High Level Task Force on Mental Health (including dual diagnosis).
2.1.3 Enhancing and developing infection control policies and procedures	2.1.3 Significant work was achieved by the National Infection Control Team in the management of Covid-19 including the development of policies and procedures to support infection control across all prisons. Additional resources were sought and granted in the 2022 estimates process to augment the National Infection Control Team in 2022.
2.1.4 Commence a Review of Prison Healthcare (Health Needs Assessment (HNA))	2.1.4 Notwithstanding the challenges of Covid-19, work on the completion of the report was submitted to the Irish Prison Service in Q1 2022 and included 60 specific recommendations. The Report has also been accepted and approved by the Justice Steering Committee. It is now intended to source external expertise to assist Irish Prison Service with the implementation of the recommendations.



Strategic Priority 2: Prisoner Support		Irish Prison Service Strategic Plan 2019 – 2022	
"We will further develop the integration of prisoner care and support services to deliver more effective rehabilitation to prisoners" through:		Progress Report December 2022	
2.1.5	Implement recommendations of the independent Drug and Alcohol Report and develop a contemporary Drug and Alcohol Policy	2.1.5	The review of the Drug and Alcohol policy was delayed due to Covid-19. The completion of a new Irish Prison Service Drugs Policy has now commenced and is being prioritised for delivery in 2023.
2.2	Enhancing Psychological Wellbeing.		
2.2.1	Continuing to implement key recommendations from the Porporino New Connections Report (2015)	2.2.1	The Irish Prison Psychology Service has been significantly enhanced through implementation of key treatment, sentence management and model of care recommendations within the Porporino 'New Connections' Report. Whilst the recruitment landscape remains a challenge for many professional grades, current funded psychologist posts across the estate mean that almost all prisons are close to or at international benchmarking standards.
2.2.2	Establishing a multi-disciplinary model of mental healthcare in prisons in conjunction with National Forensic Mental Health Service (NFMHS) and allied services	2.2.2	A Senior Psychologist has been appointed to work with the Irish Prison Service College on a full time permanent basis, to streamline input from the Psychology Service across RPO and other staff training. The Psychology Service benefits from high quality continual professional development opportunities in addition to supervision structures in line with the Psychological Society of Ireland.



Strategic Priority 2: Prisoner Support “We will further develop the integration of prisoner care and support services to deliver more effective rehabilitation to prisoners” through:	Irish Prison Service Strategic Plan 2019 – 2022 Progress Report December 2022
2.2.3 Continuing to provide psychologically informed input to the Irish Prison Service College and ensuring psychology staff are supported to maximise potential as clinicians	2.2.3 A tender process has been completed and an international expert assigned to review the Building Better Lives (BBL) programme in its entirety, including resourcing of same. This review has commenced with a visit to the Irish Prison Service planned for Feb 2023. A review report is due by Q2 2023 and implementation of changes will commence at this point. Changes will be in line with new Council of Europe recommendations and the new National Strategy on Domestic, Sexual and Gender-Based Violence.
2.2.4 Continuing to build on best practice offence - specific interventions and developing a best fit model of Trauma Informed Correctional Care (TICC)	2.2.4 Having reviewed national and international best practice interventions, the Irish Prison Psychology Service are ready to implement a suite of services for people in custody with a specific focus on trauma. The Psychology Service is also engaging with relevant Irish Prison Service personnel about the possibility of developing a psychologically informed planned environment to support people with complex personality difficulties.
2.2.5 Developing interventions for prisoners who deny sexual violence	2.2.5 A tender process has been complete and an international expert assigned to review the BBL programme in its entirety, including resourcing of same. This review has commenced with a visit to the Irish Prison Service planned for Feb 2023. A review report is due by Q2 2023 and implementation of changes will commence at this point, which will include provision of treatment for those who deny their sexual offence. Changes will be in line with new Council of Europe recommendations and the new National Strategy on Domestic, Sexual and Gender-Based Violence.
2.2.6 Enhancing the Psychology Case Tracking System (PCTS)	2.2.6 Funding for the development of the PCTS has not been received to date. It is intended to resubmit the business case for same as part of the 2023 Estimates process.



Strategic Priority 2: Prisoner Support	
Irish Prison Service Strategic Plan 2019 – 2022	
"We will further develop the integration of prisoner care and support services to deliver more effective rehabilitation to prisoners" through:	
Progress Report December 2022	
2.3 Increasing Rehabilitation Support.	
2.3.1 Progressing the delivery of the Irish Prison Service and Probation Service Strategic Plan 2018-2020	2.3.1 Actions are being progressed, subject to oversight by Joint Probation Service/Irish Prison Service Group. Continued implementation of all aspects of the Joint Strategy in 2022. A reporting system is in place.
2.3.2 Better resourcing and managing the Integrated Sentence Management process and maximising opportunities to access constructive activities, prisoner support services and suitable facilities	2.3.2 The Irish Prison Service secured additional funding to increase capacity in 2022. Two additional Work Training Officer ISM Coordinator posts were allocated to Cork Prison and to Midlands Prison. Significant progress was made completing ISM interviews and sentence plans for prisoners in 2022. In September 2022, the Irish Prison Service adopted the Integrated Sentence Management Policy, a suite of Integrated Sentence Management Standard Operating Procedures and an agreed Operating Framework for the prison-based Multi-Disciplinary Teams to further support good practice. 4,709 interviews were completed in 2022 and plans completed were 3,463.
2.3.3 Delivering catering, cleaning, laundry and environmental waste management in all prisons to national standards	2.3.3 Infection Control, Environmental Health, Laundry, Catering Standards and Hygiene Audits were carried out and completed successfully in 2022. Staff were trained as clean pass instructors and are now qualified to deliver clean pass training to prisoners. The installation of an initial six Bio Digesters took place in late 2022 for Mountjoy Prison, The Training Unit, Loughan House, The Midlands Prison, Castlerea Prison and Cloverhill Prison. All compostable and food waste is broken down over a 24 hour period and converted into a high grade fertiliser. It is planned to further expand this initiative across the entire Estate over 2023/24.
2.3.4 Continuing to develop and review the application of the Incentivised Regimes Policy	2.3.4 Completed.



Strategic Priority 2: Prisoner Support	
Irish Prison Service Strategic Plan 2019 – 2022	
“We will further develop the integration of prisoner care and support services to deliver more effective rehabilitation to prisoners” through:	
Progress Report December 2022	
2.3.5 Implementing a Joint Education Strategy with the Educational Training Boards (ETBs), and further developing library services	2.3.5 A Joint Strategy is in place. All seven strategic actions are being implemented in partnership with the Educational Training Boards and other partners over the lifetime of the Strategy. The Local Government Management Agency commissioned an independent review of Prison Libraries in Ireland which was completed in Q3 2022. A Steering Committee and Coordinator supporting the implementation of prison libraries review recommendations was put in place Q3 2022 to progress implementation of the report recommendations.
2.4 Resettlement and Integration.	
2.4.1 In collaboration with the Probation Service continuing to enhance programmes for structured release	2.4.1 Structured temporary release programmes were returned to normal operation in 2022.
2.4.2 Continuing to build effective partnerships with statutory and non-statutory agencies	2.4.2 Ongoing across all areas.
2.4.3 Continuing to work with Housing Authorities to improve case management of offenders at risk of homelessness on release	2.4.3 Year 2 of Criminal Justice Housing First was completed successfully in 2022. The Irish Prison Service secured agreement to expand <i>Housing First</i> initiative nationally as part of the <i>Housing for All Strategy</i> . This project represents a genuinely positive and effective model of cross-agency co-operation involving the Irish Prison Service, The Probation Service, Dublin Region Homeless Executive, Peter McVerry Trust, the HSE and all four Dublin local authorities.



Strategic Priority 2: Prisoner Support	Irish Prison Service Strategic Plan 2019 – 2022
"We will further develop the integration of prisoner care and support services to deliver more effective rehabilitation to prisoners" through:	Progress Report December 2022
2.4.4 Proactively engaging with employers and social enterprises to provide employment to ex-offenders	2.4.4 The Irish Prison Service and the Department of Justice continue to implement the "Working to Change" Strategy. In addition, funding was secured in the Estimates process for the 2022 budget to increase the Training & Employment Officer complement by one. The Irish Prison Service were runners up in the Sustainable Procurement category of the European Procura+ Awards 2022. The Generation Change – Careers after Conviction event was held on 5th October 2022. Since September 2022 the Irish Prison Service have commenced the implementation of social clauses in our procurement process for appropriate contracts. These social clauses award extra marks to prospective tenderers where they can show their plans for training and/or employing people with criminal histories.



Strategic Priority 3: Safe and Secure Custody	
Irish Prison Service Strategic Plan 2019 – 2022	
“We will create a more safe and secure custodial setting in our Estate making prisons a safer place for staff, prisoners and visitors” through:	
Progress Report December 2022	
3.1 Creating a more modern, technology driven, prison estate.	
3.1.1 Tackling the increasing threats posed by drone incursions into prisons	3.1.1 The Irish Prison Service continues to review and upgrade security measures on an ongoing basis in order to tackle and reduce the smuggling of contraband into prisons. Anti-drone systems will be reviewed in 2023 to assess their effectiveness in reducing contraband incursions to our prisons.
3.1.2 Investing in front of house security measures to prevent contraband smuggling 3.1.3 Investing in equipment to assist in the search and retrieval of contraband	3.1.2 & 3.1.3 Research continued in 2022 into technological solutions to prevent the smuggling of contraband into our prisons. Customer Service training will be provided to front-of-house staff in 2023, and these staff will be trained as trainers in customer service. Security reviews are currently progressing across the prison estate with an estimated completion date in April 2023. The Irish Prison Service has continued to enhance engagement with An Garda Síochána with regard to the organised trafficking of contraband into prisons and we will continue to strengthen this partnership in 2023.
3.2 Contributing to safer communities through prisoner’s progression and tackling over-crowding and over-capacity.	
3.2.1 Conducting a full cell audit within the estate to identify additional bed capacity	3.2.1 Completed.
3.2.2 Reviewing our policies in relation to the Open Centers and structured temporary release	3.2.2 Completed.
3.2.3 Continuing to liaise with partners and service providers in the area of sentence management	3.2.3 The operation of the Community Return and Community Support Schemes returned to pre-pandemic protocols in 2022.



Strategic Priority 3: Safe and Secure Custody	
Irish Prison Service Strategic Plan 2019 – 2022	
“We will create a more safe and secure custodial setting in our Estate making prisons a safer place for staff, prisoners and visitors” through:	
Progress Report December 2022	
3.3 Introducing a fair, transparent and more streamlined prisoner complaint system.	
3.3.1 Implementing the recommendations of the Inspector of Prisons audit of the current complaint system 3.3.2 Amending the Prison Rules 2007, to give effect to those recommendations for a fairer, more user friendly system 3.3.3 Introducing a system of Internal Review and External Independent Appeal with final determination being made by the Ombudsman	3.3.1 & 3.3.2 & 3.3.3 The Irish Prison Service has continued their engagement with the Department of Justice Criminal Policy Division and the Office of Parliamentary Counsel to progress a new Statutory Instrument (SI) required to implement recommended enhancements to the Prisoner Complaints System. The new S.I. is expected in 2023, at which point the Irish Prison Service will review and update prisoner complaint policies, procedures, staff training and ICT systems to deliver improvements to the management of prisoner complaints.
3.4 Contributing to public safety and a safer working environment.	
3.4.1 Continuing to implement recommendations of the State Claims Agency Report - Review on Assaults on Operational Prison Staff by Prisoners	3.4.1 Completed.
3.4.2 Investing in standardised Personal Protection Equipment (PPE) for staff on escorts and other staff	3.4.2 Enhancement to PPE remains under constant review. The Irish Prison Service are constructing a framework purchase model for more efficient and centralised purchasing of PPE. Equipment is constantly under review for market developments.
3.4.3 Investing in our CCTV systems	3.4.3 The roll out of the new CCTV system has been completed.
3.5 Victim Support.	
3.5 We will engage openly and meaningfully with registered victims of crime, in line with the Criminal Justice (Victims of Crime) Act 2017, recognising their concerns and right to be understood and treated with respect and dignity	3.5 The Irish Prison Service continued to engage with the victims of crime via the Victim Liaison Officer. There were 486 active cases being managed at December 2022. In 2022, the Irish Prison Service introduced new procedures for supporting victims to access enhanced measures for victims engaged with the Parole Board process. In September 2022, the Irish Prison Service Victim Liaison Office took part in a Justice Sector initiative to raise awareness of supports to victims of crime at the National Ploughing Championships. In 2023, the Irish Prison Service will continue as a contributing partner to the Department of Justice programme of reform under “Supporting a Victim’s Journey” to make our justice system more victim-centered.



Strategic Priority 4: The Prison Estate	
"We will ensure a Prison Estate that provides safe, secure and humane custody, that upholds the dignity of all users and that reflects and supports a modern and progressive penal policy" through:	
Irish Prison Service Strategic Plan 2019 – 2022	
Progress Report December 2022	
4.1 Delivering the Limerick Prison redevelopment design & build project.	
4.1.1 A new B Wing Cell Block for male prisoners including staff facilities, kitchen, laundry, delivery facilities and a waste management facility 4.1.2 A new stand-alone female prison 4.1.3 A new gatehouse and offices, Escort Corps (PSEC) and Operation Support Group (OSG) offices, visits and reception facilities 4.1.4 New secure vehicle gatelock 4.1.5 External works comprising, ancillary services, landscaping and recreation facilities 4.1.6 New Probation Service offices	4.1 Expenditure €11.8M The Limerick Prison Build Project was fully completed in 2022 and the male prisoner cohort is in the process of migration to the new B Wing. Female prisoner migration is to occur during 2023 once relevant staff have been recruited.
4.2 Repurposing the Mountjoy Training Unit as an Older Persons Unit	4.2 Expenditure €70K The Training Unit reopened as a location for older male prisoners in mid-2022 and is now fully operational and occupied.
4.3 Maximising capacity and services within the Prison Estate	4.3 Expenditure €4.8M Investment in improvements/equipment across the estate for video link systems, in-cell telephony and cell window, and improvement works in Castlereagh.
4.4 Improving security & safety measures	4.4 Expenditure €3.5M Includes investment in estate wide security systems/equipment such as lockings/CCTV and minor works, repairs and upgrades. Also includes security door replacement and server/control room reconfiguration projects in Mountjoy as well as generator replacement in Wheatfield.
4.5 Improving buildings fabric, facilities & equipment	4.5 Expenditure €6.8M Includes estate wide fire safety works/systems, small works, repairs, upgrades, climate change initiatives as well as investment in equipment such as heavy lifting/catering/anti-vandal sanitary ware/gymnasium equipment and retentions etc.



Strategic Priority 4: The Prison Estate		Irish Prison Service Strategic Plan 2019 – 2022	
“We will ensure a Prison Estate that provides safe, secure and humane custody, that upholds the dignity of all users and that reflects and supports a modern and progressive penal policy” through:		Progress Report December 2022	
4.6	Developing ICT facilities and systems	4.6	Expenditure €3.4M Investment in estate ICT Infrastructure, Systems, Equipment and Upgrades, Hardware, Cyber and Data Security, Prisoner Services, Remote Working ICT facilities.
4.7	Enhancing the quality of our fleet	4.7	Expenditure €2.1M Investment for the updating and upgrading of the cellular and non-cellular fleet.



Strategic Priority 5: Governance	
Irish Prison Service Strategic Plan 2019 – 2022	
“We will ensure an open, transparent and accountable Prison Service” through:	
5.1 Enhancing Organisation Governance Structure in line with the Code of Practice for the Governance of State Bodies.	
5.1.1. Continuing to strengthen internal governance and risk management, information and security systems	5.1.1 & 5.1.3 In 2022 the revised Governance Framework was agreed and implemented, replacing the one in place since April 2016. It is aligned and updated with the revised and updated Code of Governance for State Bodies of 2016. The updated Governance Framework which is supported by a revised Operating Model aims to provide for the application of best practice based on the principles of good governance, accountability, transparency and probity, with a focus on the consistent and sustainable success of the Irish Prison Service as it plans for its future and over the longer term. The terms of reference for previously established forums have been subsumed in under the revised Operating Model forums. As well as documenting a comprehensive summary of the principal features of corporate governance, the improved governance environment, along with an agreed Risk Management Strategy, supports good governance and compliance and assists in determining priorities, objectives, and decision-making arrangements. It helps to clarify accountabilities in demonstrating how the Service and our stakeholders are best served. Accountability is improved and informed by the following processes, which are specifically tailored to the Governance Framework of the Irish Prison Service: ▲ Assurance Mapping System ▲ Organisation Performance & Risk Dashboards ▲ Risk Management Framework ▲ Audit Tracking ▲ Strategy and Business Planning. The Annual Deliverables Agreements have been agreed for implementation in 2023.



Strategic Priority 5: Governance	Irish Prison Service Strategic Plan 2019 – 2022
"We will ensure an open, transparent and accountable Prison Service" through:	Progress Report December 2022
5.1.2 Establishing an Internal Audit Unit (IAU)	5.1.2 Audit is being delivered by Internal Audit DOJ until the Irish Prison Service is transitioned to a statutory Scheduled Office supported by legislation.
5.1.3 Developing internal process of compliance and risk management	5.1.3 As above at 5.1.1.
5.1.4 Develop external oversight governance framework/ infrastructure	5.1.4 The Irish Prison Service/Dept. of Justice Oversight Agreement 2022 - 2024 was completed in 2021, for publication in January 2022. Governance meetings between senior management of the Irish Prison Service and Criminal Justice Governance, Dept. of Justice took place on a quarterly basis at which the Annual Performance Delivery Agreement was approved and monitored. Key issues and risks were also considered and discussed at each meeting. The working group to examine the future legal operating status of the Irish Prison Service (chaired by A/Sec, Criminal Justice Governance) completed its work in 2022 and a submission was made to the Minister with the proposal to establish the Irish Prison Service as a statutory entity. The drafting of Heads of Bill commenced in 2022.
5.2 Further developing functional structure governance in prisons	5.2 A new Operating Model was implemented in 2022. The Operating Model is an important component of the revised functional governance structure providing clarity on decision making authority and ultimately support delivering the primary function of the Service The Operating Model includes four cross-cutting leadership forums that includes a Strategy Forum; Directors Leadership Team; Prison Leadership Team and Functional Leadership Groups. An Annual Deliverables process which includes Annual Deliverable Agreements with directorates and prisons was developed in 2022 for implementation in 2023. It is an annual cycle of aligning the Directorate Business Plans to Directorate and Prison deliverables and then monitoring progress to ensure delivery.



Strategic Priority 5: Governance	
Irish Prison Service Strategic Plan 2019 – 2022	
“We will ensure an open, transparent and accountable Prison Service” through:	
5.3 Developing internal structures to facilitate a planned approach to policy development.	
5.3.1 Developing an annual policy implementation plan	5.3.1 The Irish Prison Service have implemented new Policy, Protocol and Standard Operating Procedure templates in Policy Place, located on PRISM, the Irish Prison Service intranet, in line with new corporate identity. A new monitoring system for the management of a policy life span is now available on the PRISM which supports the policy review process. Policy is a standing agenda item at all Director Leadership Team (DLT) meetings.
5.3.2 Examining and assessing potential for Information Communications Technology (ICT) to enhance organisation capacity	5.3.2 ICT continued to deliver on the ICT Delivery Plan 2020-2022 by maintaining existing ICT systems, developing solutions in response to identified business needs and enhancement of ICT Cyber Security. Extensive work was undertaken to review Cyber Security resilience for the organisation in 2022.
5.3.3 Publication of standards in an easy accessible manner	5.3.3 Directorate policies are now available on the Directorate Section on PRISM. Enhanced policy awareness published on PRISM in new policy spotlight section.
5.4 Continuing to develop evidence based decision making.	
5.4.1 Developing enhanced data analytics and data management	5.4.1 Phase 1 and 2 of the Operational Dashboards (previously referred to as Scorecards) was launched in 2022. Further development of the data analytics project continued in 2022. Preparations for Irish Prison Service obligations under the EU Directive on Open Data and Re-use of Public Sector Information continued in 2022. The Irish Government Economic and Evaluation Service (IGEES) resource contributed to DOJ led working groups with data resources from across the criminal justice system with a view to exploring end-to-end impact of decision-making.
5.4.2 Rolling out an electronic document and record management system across the Service	5.4.2 The Irish Prison Service entered into an Office of Government Procurement (OGP) framework competition for the provision of a records management service.



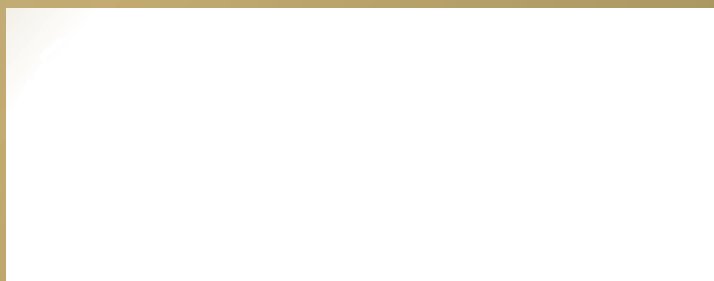
Strategic Priority 5: Governance	
Irish Prison Service Strategic Plan 2019 – 2022	
“We will ensure an open, transparent and accountable Prison Service” through:	
5.5 Creating a work environment that is centered on open, two-way communications to build unity in our Service.	
5.5.1 Continuing to build internal capacity to sustain, improve and communicate our performance	5.5.1 The Irish Prison Service continued to use the Intranet (PRISM) as a central means for internal communications. PRISM is a central resource for the real-time communication with staff and includes features such as latest news section, staff news and a “Spotlight” section to raise awareness about new policies procedures and resources available for prison staff. The Prisoner Information and Learning Channel was further developed in 2022. Employee and manager self-service functionalities were rolled out through the HR Portal. ePMDS was rolled out in 2022 in line with the Irish Prison Service Competency Framework.
5.5.2 Continuing to build and enhance our communications structures in our prisons and developing our communications and learning capabilities through the use of multimedia technologies	5.5.2 The Irish Prison Service social media presence was expanded to enhance communications which included increased use of social media platforms and the Irish Prison Service website for stakeholder engagement. The Social Media Policy is currently being updated. Employee and manager self-service functionalities were rolled out through the HR Portal. ePMDS was rolled out in 2022 in line with the Irish Prison Service competencies.



Strategic Priority 5: Governance	Irish Prison Service Strategic Plan 2019 – 2022
“We will ensure an open, transparent and accountable Prison Service” through:	Progress Report December 2022
5.6 Continuing to meet our obligations under the Public Sector Duty	5.6 Work continued in 2022 to implement the programme set out by the Irish Prison Service Equality, Diversity and Inclusion Lead (EDI). The restrictions on face to face engagement limited the delivery of a number of actions. In March 2022 an awareness campaign on racism and equality to coincide with a number of key International Awareness dates was rolled out electronically. A “No to Sexual Harassment and Sexual Assault” awareness campaign launched across the prison estate in August 2021, was followed-up by addresses to staff by the Director of Corporate Services, EDI Lead and HR Directorate colleagues during 2022. Addresses were delivered at Cloverhill, Wheatfield, Castlerea, Loughan House & Shelton Abbey prisons and at Irish Prison Service College (staff and a class of RPOs) to raise awareness of sexual harassment, bullying, dignity at work, the Code of Ethics and our behavioural norms and values. The “No to Racism” and “No to Sexual Harassment and Sexual Assault” were actively managed to remain as highlighted campaigns throughout the year. Work continued on the development of an overarching policy for the management of transgender prisoners and stakeholder engagement was continued in this regard. The Irish Prison Service held a coordinated event in June 2022 to support PRIDE Month with rainbow flags being raised at all prisons, Irish Prison Service Headquarters and support units. On 25th June, the Director General, a number of Irish Prison Service staff and the IPS Pipe Band participated in the Dublin Pride March in support of LGBTQI+ colleagues and allies.



Strategic Priority 5: Governance		Irish Prison Service Strategic Plan 2019 – 2022	
“We will ensure an open, transparent and accountable Prison Service” through:		Progress Report December 2022	
5.7 Exploring and examining mechanisms for incorporating restorative justice principles throughout the Irish Prison Service.			
5.7.1 Include restorative justice principles in the training of staff including new recruits		5.7.1 Restorative Practice (RP) has been embedded in Recruit Prison Officer (RPO) training. RP Training for Senior Leadership was agreed in 2022 for implementation in 2023 that includes using Restorative Language for building and strengthening relationships, having Restorative Conversations to resolve one-to-one conflicts, facilitating Restorative Circles (for building relationships and also for solving problems), facilitating Restorative Meetings to resolve conflict in groups and ultimately implementing RP in our workplace including the current legislative and policy context that supports workplace implementation of RP.	



APPENDICES



APPENDIX I

Persons in custody under sentence on 30 November 2022 - Offence group classified by sentence length

Offence	<3 Mths	3 to <6 Mths	6 to <12 Mths	1 to <2 Yrs	2 to <3 Yrs	3 to <5 Yrs	5 to <10 Yrs	10+ Yrs	Life	Total
GP01 Homicide Offences	0	0	0	1	2	10	29	13	355	410
GP02 Sexual Offences	0	0	10	44	45	86	180	149	10	524
GP03 Attempts/Threat to Murder, Assaults, Harassments and Related Offences	4	11	43	95	92	147	105	30	2	529
GP04 Dangerous or Negligent Acts	1	3	7	25	12	16	12	2	0	78
GP05 Kidnapping and Related Offences	0	0	0	0	4	12	21	9	0	46
GP06 Robbery, Extortion and Hijacking Offences	1	0	1	8	11	37	32	3	0	93
GP07 Burglary and Related Offences	1	6	20	52	47	80	92	13	0	311
GP08 Theft and Related Offences	7	31	94	123	64	131	98	10	0	558
GP09 Fraud, Deception and Related Offences	1	3	10	15	16	23	13	2	0	83
GP10 Controlled Drug Offences	1	7	17	65	71	98	110	17	0	386
GP11 Weapons and Explosives Offences	0	6	4	8	9	20	52	18	0	117
GP12 Damage to Property and the Environment	1	9	17	16	13	24	11	1	0	92
GP13 Public Order and Social Code Offences	3	9	9	4	6	2	3	0	0	36
GP14 Road and Traffic Offences	1	15	14	9	2	0	0	0	0	41
GP15 Offences against Government, Justice Procedures and Organisation of Crime	6	19	21	25	5	4	7	5	0	92
GP16 Offences Not Elsewhere Classified	1	1	1	0	4	2	4	0	0	13
Total	28	120	268	490	403	692	769	272	367	3,409



APPENDIX II

Daily average number of prisoners per Institution 2022

Institution	Bed Capacity at Year end	In Custody	On Temporary Release	On Remand/ Trial
Arbour Hill Prison	138	131	1	1
Castlerea Prison	340	320	14	69
Cloverhill Remand Prison	431	424	2	358
Cork Prison	296	262	38	71
Limerick Female Prison	28	34	14	9
Limerick Male Prison	210	208	25	64
Loughan House	140	106	5	0
Midlands Prison	875	861	16	129
Mountjoy Female Prison	146	139	37	38
Mountjoy Male Prison	755	718	103	40
Portlaoise Prison	231	217	2	16
Shelton Abbey	115	94	9	0
Training Unit	96	53	0	0
Wheatfield Prison	610	555	23	81
Total	4,411	4,122	289	876



APPENDIX III

Committals to prison 2003 to 2022

Year	Total	Change from previous year - %	Persons	Change from previous year - %	Male	Female
2022	7,043	14.8	5,801	12.0	5,171	630
2021	6,133	-3.3	5,179	-1.6	4,692	487
2020	6,340	-29.1	5,263	-26.6	4,707	556
2019	8,939	10.8	7,170	10.5	6,276	894
2018	8,071	-13.1	6,490	-13.3	5,724	766
2017	9,287	-38.5	7,484	-40.5	6,403	1,081
2016	15,099	-12.2	12,579	-11.3	10,033	2,546
2015	17,206	6.5	14,182	5.8	11,264	2,918
2014	16,155	2.7	13,408	2.7	10,723	2,685
2013	15,735	-7.6	13,055	-5.8	10,729	2,326
2012	17,026	-1.7	13,860	-0.7	11,709	2,151
2011	17,318	0.8	13,952	1.4	12,050	1,902
2010	17,179	11.4	13,758	11.5	12,057	1,701
2009	15,425	13.8	12,339	12.9	10,880	1,459
2008	13,557	13.6	10,928	12.5	9,703	1,225
2007	11,934	-1.8	9,711	0.1	8,556	1,155
2006	12,157	14.1	9,700	11.7	8,740	960
2005	10,658	0.0	8,686	-1.5	7,780	906
2004	10,657	-9.5	8,820	-10.1	7,914	906
2003	11,775		9,814		8,669	1,145



APPENDIX IV

Total Sentenced in 2022 - classified by sentence length and offence group

Offence Group	<3 Mths	3 to <6 Mths	6 to <12 Mths	1 to <2 Yrs	2 to <3 Yrs	3 to <5 Yrs	5 to <10 Yrs	10+ Yrs	Life	Total
GP01 Homicide Offences	1	1	0	1	4	7	4	6	17	27
GP02 Sexual Offences	3	5	30	49	32	55	58	26	0	118
GP03 Attempts/Threat to Murder, Assaults, Harassments and Related Offences	44	133	127	134	101	83	25	6	0	497
GP04 Dangerous or Negligent Acts	19	64	25	21	9	7	3	0	0	110
GP05 Kidnapping and Related Offences	0	0	0	0	4	5	4	0	0	19
GP06 Robbery, Extortion and Hijacking Offences	3	2	6	9	13	22	2	1	0	60
GP07 Burglary and Related Offences	12	43	60	37	46	45	31	0	0	261
GP08 Theft and Related Offences	143	219	269	88	74	87	23	0	0	716
GP09 Fraud, Deception and Related Offences	15	17	21	20	14	12	4	0	0	75
GP10 Controlled Drug Offences	37	95	99	75	79	50	38	4	0	325
GP11 Weapons and Explosives Offences	14	50	36	15	11	7	14	1	0	169
GP12 Damage to Property and the Environment	34	81	65	23	28	22	1	0	0	213
GP13 Public Order and Social Code Offences	247	101	37	4	8	3	0	0	0	233
GP14 Road and Traffic Offences	88	363	30	4	2	0	0	0	0	384
GP15 Offences against Government, Justice Procedures and Organisation of Crime	318	153	117	3	5	3	5	0	0	552
GP16 Offences Not Elsewhere Classified	16	7	1	1	4	4	1	0	0	44
Total	994	1,334	923	484	434	412	213	44	17	4,855



APPENDIX V

Total Sentenced by sentence length 2011 - 2022

	<3 Mths	3 to <6 Mths	6 to <12 Mths	1 to <2 Yrs	2 to <3 Yrs	3 to <5 Yrs	5 to <10 Yrs	10+ Yrs	Life Sentence	Total
Year 2022	994	1,334	923	484	434	412	213	44	17	4,855
Year 2021	827	1,171	784	307	274	355	165	39	19	3,941
Year 2020	796	1,023	778	352	320	337	164	21	12	3,803
Year 2019	1,552	1,609	1,153	402	339	401	188	37	9	5,690
Year 2018	1,070	1,494	995	336	338	342	183	33	21	4,812
Year 2017	2,704	1,312	884	346	299	276	167	27	22	6,037
Year 2016	8,820	1,137	1,039	295	290	344	183	39	16	12,163
Year 2015	10,229	1,273	1,028	423	432	362	185	36	19	13,987
Year 2014	9,361	1,249	986	350	343	346	165	28	25	12,853
Year 2013	8,663	1,422	1,097	348	335	398	173	31	22	12,489
Year 2012	8,837	1,734	1,273	461	447	494	227	31	22	13,526
Year 2011	8,070	1,786	1,358	636	380	472	227	39	22	12,990
% Change '21 to '22	20.2	13.9	17.7	57.7	58.4	16.1	29.1	12.8	-10.5	23.2

APPENDIX VI

Total Sentenced (excluding fines) 2011 - 2022

	<3 Mths	3 to <6 Mths	6 to <12 Mths	1 to <2 Yrs	2 to <3 Yrs	3 to <5 Yrs	5 to <10 Yrs	10+ Yrs	Life Sentence	Total
Year 2022	790	1,333	923	484	434	412	213	44	17	4,650
Year 2021	593	1,171	784	307	274	355	165	39	19	3,707
Year 2020	511	1,023	778	352	320	337	164	21	12	3,518
Year 2019	693	1,607	1,153	402	339	401	188	37	9	4,829
Year 2018	618	1,491	995	336	338	342	183	33	21	4,357
Year 2017	460	1,295	884	346	299	276	167	27	22	3,776
Year 2016	468	1,050	1,039	295	290	344	183	39	16	3,724
Year 2015	484	1,138	1,026	422	432	362	185	36	19	4,104
Year 2014	540	1,091	986	350	343	346	165	28	25	3,874
Year 2013	723	1,241	1,097	348	335	398	173	31	22	4,368
Year 2012	780	1,487	1,273	461	447	494	227	31	22	5,222
Year 2011	846	1,496	1,358	636	380	472	227	39	22	5,476
% Change '21 to '22	33.2	13.8	17.7	57.7	58.4	16.1	29.1	12.8	-10.5	25.4



APPENDIX VII

Number of Committals per Month in 2022

Month	Number of Committas
January	549
February	683
March	599
April	575
May	675
June	585
July	674
August	350
September	518
October	700
November	670
December	465
Total	7,043



APPENDIX VIII STATEMENT ON THE IRISH PRISON SERVICE SYSTEM OF INTERNAL CONTROLS

I can confirm that the Irish Prison Service ensures an effective system of internal control is maintained and operated. This responsibility takes account of the relevant provisions of the Code of Practice for the Governance of State Bodies.

I confirm that the 2022 Irish Prison Service Annual Report and Comprehensive Report has been submitted to the Minister for Justice.

Any system of internal financial control can provide only reasonable and not absolute assurance that assets are safeguarded, transactions authorised and properly recorded, and that material errors or irregularities are either prevented or would be detected in a timely manner. Maintaining the system of internal financial controls is a continuous process and the system and its effectiveness are kept under ongoing review.

A system of internal control, which accords with guidance issued by the Department of Public Expenditure and Reform, has been in place in the Irish Prison Service for the year ended 31 December 2022 and up to the date of approval of the financial statements.

Financial Control Environment

A control environment containing the following elements is in place:

- ▲ Financial responsibilities have been assigned at management level with corresponding accountability.
- ▲ Reporting arrangements have been established at all levels where responsibility for financial management has been assigned.
- ▲ Formal procedures have been established for reporting significant control failures and ensuring appropriate corrective action.
- ▲ There is an Audit Committee to advise the Secretary General and the Department Management Board in discharging responsibilities for the internal financial control system.

Administrative Controls and Management Reporting

A framework of administrative procedures and regular management reporting is in place including segregation of duties and a system of delegation and accountability and, in particular that:

- ▲ There is an appropriate budgeting system with an annual budget which is kept under quarterly review by Senior Management of the Irish Prison Service and the Department of Justice.
- ▲ There are monthly reviews by the Department of Justice Financial Management Committee of Irish Prison Service periodic and annual financial reports which indicate financial performance against forecasts.
- ▲ A risk management system operates within the Irish Prison Service.
- ▲ There are systems aimed at ensuring the security of the ICT systems.
- ▲ There are appropriate capital investment control guidelines and formal project management disciplines in operation.
- ▲ Procedures for all key business processes have been documented.
- ▲ There are systems in place to safeguard the assets.

A Data Analytics system is in development. The new system will provide a holistic analysis of a range of Irish Prison Service data sources which will be vital in supporting the organisation achieve our strategic objectives and drive a higher level of compliance across the system.

Procurement

I confirm that the Irish Prison Service has procedures in place to ensure compliance with current procurement rules and guidelines and that during the year 2022 the Irish Prison Service complied with those procedures.

Risk and Control Framework

An enhanced Risk Management Framework was adopted by the Irish Prison Service in



2021 following the appointment of a Head of Risk, Assurance and Compliance. The Irish Prison Service continued to develop its risk management strategy and the assurance mapping project was finalised in mid-2022. The assurance maps are used to inform the organisation's broader risk management processes by identifying key activities and related oversight mechanisms, thereby helping to demonstrate how assurance is provided. They also provide a structured framework for further strengthening the Irish Prison Service's internal controls.

Senior management continued to identify and review key risks and contribute to the Corporate Risk Register on a quarterly basis. Throughout 2022, the Corporate Risk Registers were informed by risk registers maintained at prison level. The Prison Risk Registers, which are designed to capture local risks, were also updated on a quarterly basis in 2022.

I confirm that a control environment containing the following elements is in place:

- ▲ procedures for all key business processes have been documented;
- ▲ financial responsibilities have been assigned at management level with corresponding accountability;
- ▲ there is an appropriate budgeting system with an annual budget which is kept under review by senior management;
- ▲ there are systems aimed at ensuring the security of the information and communication technology systems.

Review of Effectiveness

I confirm that the Irish Prison Service has procedures to monitor the effectiveness of its risk management and control procedures. The Irish Prison Service's monitoring and review of the effectiveness of the system of internal financial control is informed by the work of the internal and external auditors and the senior management within the Irish Prison Service responsible for the development and maintenance of the internal financial control framework.

Internal Audit and Audit Committee

The Department has an internal audit function with appropriately trained personnel, which operates in accordance with an approved written charter. Its work is informed by the analysis of key risks. The annual internal audit plans are approved by the Audit Committee and take account of this analysis.

These plans aim to cover the key controls on a rolling basis over a reasonable period. The internal audit function is reviewed periodically by the Audit Committee. An agreed system for tracking progress on implementing audit recommendations is in place and regular updates are presented to the Audit Committee. In late 2019, the Department seconded an Internal Audit Manager to the Irish Prison Service to develop an internal audit capacity and a related annual action plan. The Internal Audit Manager meets with the Irish Prison Service's Head of Risk, Assurance and Compliance on a fortnightly basis.

DPER Public Spending Code

I confirm that the appropriate requirements of the Department of Public Expenditure and Reform's Public Spending Code are being complied with.

Internal Control Issues

No weaknesses in internal control were identified in relation to 2022 that require disclosure in the Financial Statements.

Caron McCaffrey | Director General



IRISH PRISON SERVICE CONTACT INFORMATION

Arbour Hill Prison Arbour Hill, Dublin 7 D07 YV40	Tel: 01 4724000 Fax: 01 4724082	Loughan House Open Centre Blacklion, Co. Cavan F91 NY76	Tel: 071 9836021 Fax: 071 9853234
Castlerea Prison Harristown, Castlerea, Co. Roscommon F45 X330	Tel: 094 9625213 Fax: 094 9625226	Midlands Prison Dublin Road, Portlaoise, Co. Laois R32 F796	Tel: 057 8672110 / 057 8672100 Fax: 057 8672199
Cloverhill Prison Cloverhill Road, Clondalkin, Dublin 22 D22 WC84	Tel: 01 6304530 / 01 6304531 Fax: 01 6304580	Mountjoy Prison North Circular Road, Dublin 7 D07 YC97	Tel: 01 8062800 Fax: 01 8062824
Cork Prison Rathmore Road, Cork City, Cork T23 Y642	Tel: 021 2388000 Fax: 021 2387240	Portlaoise Prison Dublin Road, Portlaoise, Co. Laois R32 KN97	Tel: 057 8621318 Fax: 057 8620997
Dóchas Centre North Circular Road, Dublin 7 D07 YC97	Tel: 01 8858987 Fax: 01 8062824	Shelton Abbey Open Centre Arklow, Co. Wicklow Y14 T638	Tel: 040 242300 Fax: 040 242350
Irish Prison Service Headquarters IDA Business Park, Ballinalee Road, Longford N39 A308	Tel: 043 333 5100 Fax: 043 333 5371	Training Unit Place of Detention Glengarriff Parade, North Circular Road, Dublin 7, D07 YN30	Tel: 01 806 2177
Limerick Prison Mulgrave Street, Limerick V94 P8N1	Tel: 061 204700 Fax: 061 415116	Wheatfield Prison Cloverhill Road, Clondalkin, Dublin 22 D22 Y2V5	Tel: 01 7789400 Fax: 01 7789430

PRISON SUPPORT UNITS

Building Services Division	Unit 2, Airways Industrial Estate, Santry, Dublin 17 D17 HW53	Operational Support Group	Árd na Gaoithe, Arbour Hill, Dublin 7 D07 YV40
Prison Service College	Stack House, Dublin Road, Portlaoise, Co. Laois R32 NX53	Prison Service Escort Corps	Cloverhill Prison, Cloverhill Road, Clondalkin, Dublin 22 D22 WC84

Irish Prison Service Headquarters, IDA Business Park, Ballinalee Road, Longford N39 A308
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Seirbhís Phríosúin
na hÉireann
Irish Prison Service

CREATING A BETTER ENVIRONMENT

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