



Seirbhís Phríosúin
na hÉireann
Irish Prison Service



ANNUAL REPORT 2023

Irish Prison Service
www.irishprisons.ie



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CONTENTS

Director General’s Report	2
Overview of Irish Prison Service	4
The Organisation.....	5
The Prison Estate	41
Statistical Note	49
Strategy Statement 2023-2027.....	57
Appendices.....	65



DIRECTOR GENERAL'S REPORT

To: Minister Helen McEntee TD,



Caron McCaffrey | Director General

Dear Minister,

I am pleased to present to you the Annual Report of the Irish Prison Service for the year 2023. This year, we have continued to build on our foundational goals of safety, dignity and rehabilitation, amidst evolving challenges and significant achievements.

2023 also marked the introduction of our new strategic plans: The Irish Prison Service Strategic Plan 2023-2027 and The Irish Prison Service Drug Strategy 2023-2026. These comprehensive frameworks set forth our path for the next several years, focusing on reducing the harms associated with drug use within our facilities and on bolstering our educational and rehabilitative services. In 2023, the Irish Prison Service was honoured to participate in the Amber Flag initiative, marking us as the first public or private organisation to engage in this vital mental health awareness campaign. This initiative underscores our ongoing commitment to the mental wellbeing

not only of those in our custody but also of our dedicated staff. The distribution of Amber Flags across our facilities symbolises our dedication to fostering an environment where mental health is openly supported and prioritised.

This year has also been pivotal in strengthening our technological and educational frameworks. The installation of in-cell telephony and the transformation of our visitation systems have greatly enhanced the ability for prisoners to maintain crucial family and community ties. These advances, coupled with our participation in community events like "Darkness into Light", have reinforced our commitment to community integration and support.

Our collaboration with the South East Technological University to deliver the Higher Certificate in Arts in Custodial Care is a testament to our commitment to professional development and reflects our belief in rehabilitation through education. This partnership highlights our approach to comprehensive staff training, enhancing their skills to better serve the community and those in their care.

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 in 2023. There were 7,938 committals to prison in 2023, a 12.7% (+895) increase on the number of committals in 2022 (7,043). The overall daily average number of prisoners in custody in 2023 was 4,582 compared to 4,122 in 2022, an increase of 11.1% (+460).

While the number of committals in 2023 was 11.2% (-1,001) lower than 2019, as the pre-Covid benchmark, the daily average number of persons in custody in 2023 was 15.4% (+611) higher than in 2019. Longer sentences were one contributory factor to this increase in the daily average in



custody in 2023. While the total number of sentence committals was 1.8% (-102) lower in 2023 compared with 2019, the number of people committed for greater than one year increased by 35.1% (+483) over the same period. 67% of all committals under sentence in 2023 were for sentences of less than 12 months. This compares with 76% of all committals under sentence for 2019.

At the end of 2023 the proportion of remand trial prisoners in custody for one year or more was 9% 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 2023.

The opening of the new Limerick Prison B Division is another milestone in our journey towards modernising our facilities. This development not only improves conditions for those housed there but also provides our staff with a safer and more efficient working environment.

As we continue to navigate the challenges presented by an increased prison population and the significant impacts of overcrowding in our prison system, our focus remains steadfast on providing a secure, supportive, and rehabilitative environment. This report outlines not only the challenges we face but also the strides we have made in transforming these challenges into opportunities for growth and improvement.

I am incredibly proud of what we have accomplished in 2023 and look forward to the continued support from the Department of Justice as we strive to meet our goals. Our achievements are not just a reflection of our commitment to excellence but also a direct result of the hard work and dedication of every member of the Irish Prison Service.

Yours sincerely,

Caron McCaffrey | Director General

OVERVIEW OF THE IRISH PRISON SERVICE





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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 to 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

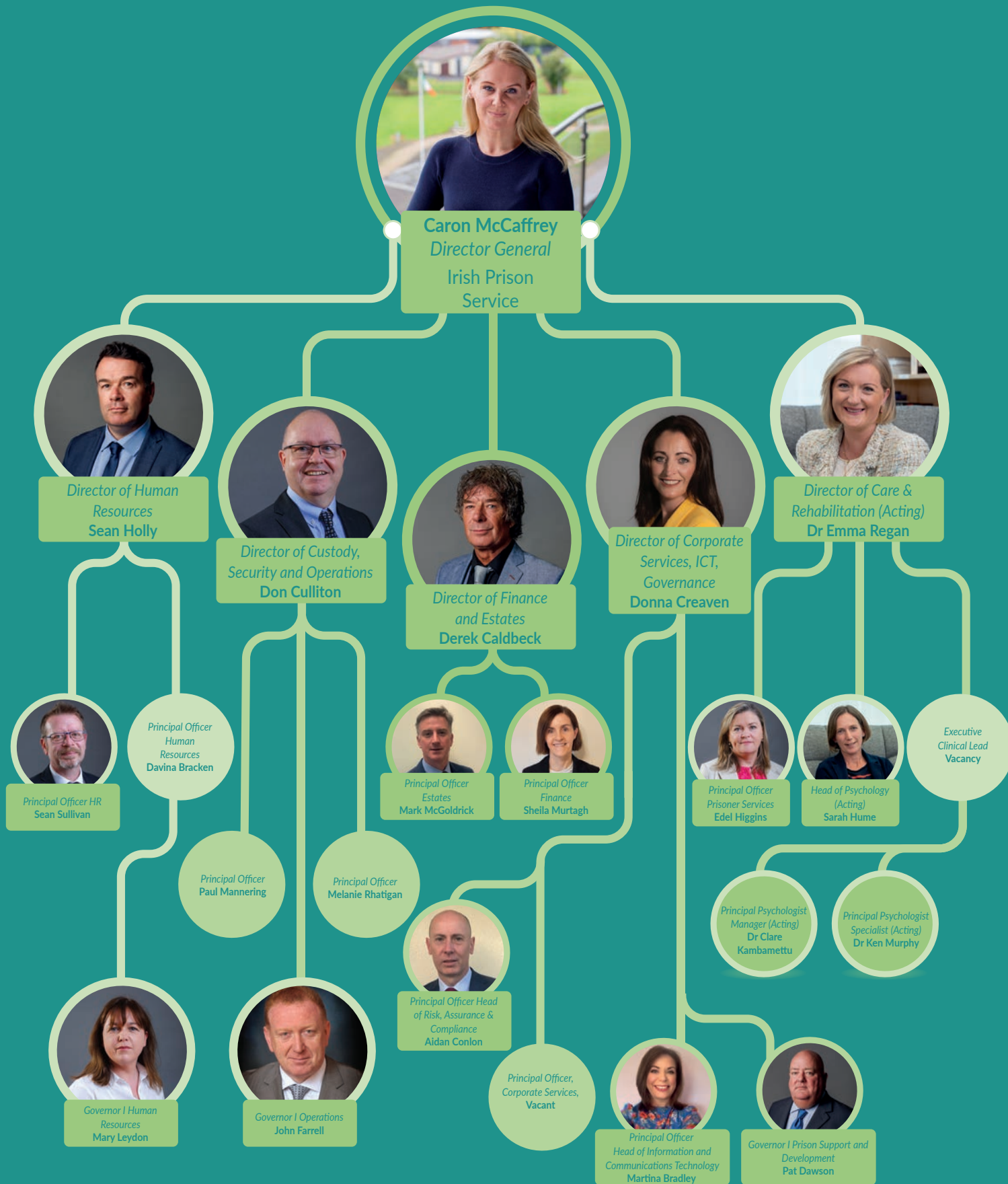


Fig 2.: Irish Prison Service Headquarters and Directorates



Budget

The final gross budget for the Irish Prison Service for 2023 was €442 million, of which salaries, wages and allowances accounted for €310 million or 70% of the gross budget. There was a capital budget of €29.5 million and a budget for goods/ services of €102.5 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 the completion of a major construction project at Limerick Prison, as well as 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 2023 was €88,523, a 5.3% increase on the 2022 cost of €84,067. This includes net expenditure incurred within the year (such as salaries, utilities/ maintenance, ICT, prison services, etc.) excluding capital expenditure on buildings, ICT and vehicle purchases. The main reasons for the increase over 2022 was due to increased variable costs due to increased prisoner numbers, increased capacity, inflation and increases in payroll costs.

Expenditure of approximately €1.5 million was incurred (€3 million 2022) 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 850 suppliers were paid during 2023, with many of these being in the small and medium enterprise sector.

Limerick Female Prison

Limerick Prison was built in 1821 making it the oldest prison in the Irish prison estate. Female prisoners were accommodated in the E wing in the main prison. In October 2023, the Minister for Justice, Helen McEntee TD, officially opened the state-of-the-art Limerick Female Prison, marking a significant development in Ireland's justice system.

The female prison's accommodation now comprises a mixture of bedroom units, some apartment-style units and a mother and baby unit, all with individual en-suites. The design centres around an external landscaped courtyard, emphasising a safe and therapeutic environment. The facility prioritises the health and well-being of female inmates through a comprehensive healthcare suite, including dentistry and medical assessment rooms. Additionally, inmates have access to educational services provided in collaboration with various agencies, enhancing their skills and knowledge. The facility also supports mental health services and addiction counselling through a flexible visits regime, promoting holistic prisoner support. A prisoner canteen and gymnasium are also part of this progressive facility, fostering a positive and supportive atmosphere for rehabilitation and growth.





Staff

At the end of 2023 there were 3,547.23 (full-time equivalent) staff in the Irish Prison Service.

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

194 Recruit Prison Officers and 32 Prison Clerical Officers joined the Irish Prison Service in 2023.

158 staff were promoted in 2023 of which 117 were male and 41 were female. This includes prison grades, prison civilian grades and headquarters staff.

There were a total of 110 retirements in 2023 broken down as follows:

- ▲ 66 normal retirements
- ▲ 26 compulsory retirements (aged 60)
- ▲ 12 ill health retirements
- ▲ 6 headquarters staff

Sadly, 7 deaths in service across the organisation were recorded in 2023.

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 and 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.

Governance Structure and Risk Management Strategy

Governance is a key pillar in the Strategic Plan 2023-2027 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, as well as 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 Comptroller and Auditor General, the Council of Europe Committee for the Prevention of Torture and Inhumane and Degrading Treatment.



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.

Protected Disclosure

Introduction

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.

The Irish Prison Service has provided the annual report to the Minister for Public Expenditure and Reform.

Irish Prison Service Protected Disclosures Policy

The Irish Prison Service's current Protected Disclosures Policy and supporting procedures issued on 1st January 2023.

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 *Transparency International Ireland 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.

Communications

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 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.

Training

- ▲ Information about IAW is included as part of staff induction.
- ▲ 21 senior managers were provided with training in October 2023 on the Amendment Act.
- ▲ In 2023, the Irish Prison Service rolled out a Speak Up and Be Supported initiative. This initiative aims to signpost staff to the correct information and supports available should they wish to report a matter under the PD Policy, the Grievance Policy, the Dignity at Work policy or the Fraud Policy.
- ▲ Detailed one day training on this initiative will be rolling out to all managers from Chief Officers and above in 2024.



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 is clear and communicated carefully to all employees of the Irish Prison Service.

Protected Disclosures at end December 2023

During 2023, seven allegations of wrongdoing were received for examination under the Irish Prison Service protected disclosures policy.

The seven Disclosures received in 2023 were dealt with as follows:

2	Sent for Investigation
5	Referred to other procedures – HR/ Fraud/Internal investigation

No disclosures relating to a potential breach of EU law as set out in Directive 2019/1937 were reported in 2023.

One investigation which commenced in 2022 continued in 2023. Another matter arising from a review which concluded in 2022 was also referred for investigation. These two matters remain open at the end of December 2023.

One matter received from the Office of the Protected Disclosures Commissioner (OPDC) was investigated and concluded in 2023.

One matter notified on an anonymous basis by the Department of Justice was referred to the Head of Operations and to An Garda Síochána (AGS) by the Department.

Freedom of Information Requests 2023

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 in the following table.

FOI Decision	Year 2023
Granted	26
Part-Granted	134
Refused	55
Withdrawn	1
Under Consideration at Year-End	98
Total Received	314
Type of Requests:	Year 2023
Media	65
Business Interest Groups	1
Staff	45
Prisoner	186
Member of Public	17
Total	314

Data Subject Access Requests	Year 2023
Received	204
Completed	135
Under Consideration at Year-End	69

Climate Action, Energy Cost and Consumption

The Irish Prison Service has a growing prison estate with institutions located across the country. 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 contemporary facilities built in the 21st century, including Cork Prison and our most modern facility opened in Limerick in 2023.

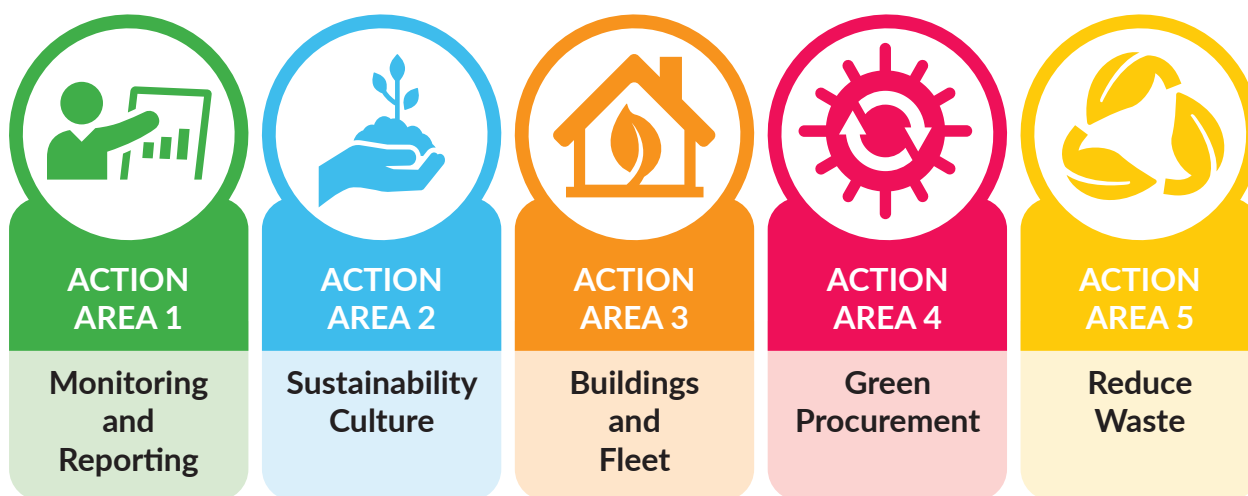
Due to the nature of our business, with prisons operating on a 24/7 basis, we are a major user of energy and had an annual energy spend of €11.1m in 2023. The Service consumes almost 78 million kWh of energy on an annual basis. As a responsible public sector organisation the Irish Prison service has engaged with the Sustainable Energy Authority of Ireland's (SEAI) Public Sector Energy Programme and is working with colleagues to meet the targets set out by Government in the Public Sector Climate Action Mandate.

Climate Action Plan and Roadmap

In 2023, the Service introduced a new role of Climate Action Lead to support the achievement of our mandated climate action targets. The Climate Action Lead, who also acts as the Irish Prison Service Energy Performance Officer, was responsible for the development of the first Irish Prison Service Climate Action Roadmap which was published in March 2023 and further updated in September.



The Roadmap consists of 5 key Action Areas namely:



Climate Action Roadmap –Actions Update

In 2023, a new Climate Action Steering Group was established to drive the strategic actions and policy decisions required to meet our Climate Action targets of reduced emissions and reduced energy consumption. The Organisation completed our energy data reporting obligations via the SEAI Monitoring and Reporting System (M&R). Internal enhanced data monitoring processes were introduced in 2023 and procurement of a new energy data monitoring system was completed which is to be rolled out in early 2024.

Green-teams were established in all locations to drive cultural change at local level and identify innovative ways to reduce energy consumption. Our Green-team leaders have been trained to deliver effective climate action programmes in their institutions and Environment, Social and Governance (ESG) training has been made available to all staff across the organisation via our internal Intranet.

Comprehensive Energy Audits, as required under SI 246/2014, were completed in Cloverhill, Castlereagh, Midlands, Mountjoy, Portlaoise and Wheatfield Prisons providing a wide range of information to support targeted upgrade works to drive energy efficiency. These Reports have been evaluated with a view to identifying short, medium and long term actions to make our institutions more energy efficient. A full programme of works will be set out in future editions of our Climate Action Roadmap and will be implemented on a phased basis subject to the allocation of resources.

In 2023, the Service commenced a project to deliver the first prison based solar farm located at Shelton Abbey. The procurement and planning process was completed in 2023 and construction will commence in Q1 2024. The solar farm will be fully operational in Q3 2024. This will provide over 400,000 Kwh of renewable electricity at Shelton Abbey. It is intended to deliver other Solar PV projects in all suitable locations going forward increasing our use of renewable energy.

The roll out of the LED lighting programme and window replacement programme also continued throughout 2023 enhancing our energy efficiency.

In 2023, the organisation continued its efforts to reduce waste going to landfill through the roll out of bio-digesters. This has ensured that all organic waste is redirected away from landfill and is now being used as an organic fertilizer. The Irish Prison Service and our partner Harp Renewables were delighted to win the “Innovation in Waste Resources, Products or Services” category at the “Pakman (Recycling and Waste Management Industry Awards)” in 2023.

Full roll out of bio-digesters will be completed in 2024.

Energy Cost and Consumption

Compared to 2022, the overall energy consumption by the Service has decreased by 3% while costs have increased by 44%. Carbon intensity has been reduced by 16% due mainly to a reduction in natural gas and LPG consumption. 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 52% of the total consumption, while electricity consumption accounts for 33%. Transportation has seen an increase in consumption reflecting the increasing volume of prison escorts and transfers associated with a growing prisoner population.

Cost

Electricity accounts for 63% of the total cost, with natural gas accounting for 27% of total costs. Heating oil, Liquefied Petroleum Gas (LPG), and wood pellets account for 5% of the total cost. Transport accounted for 5% of the cost.

In 2023, the Irish Prison Service had a very modest use of Solar PV using just 8,168 kWh. This will increase significantly in the coming years with the installation of solar farms at all suitable locations, beginning with Shelton Abbey in 2024.

Transportation.

The Irish Prison Service has an extensive fleet (273 vehicles) providing transportation for prisoners between prisons and to and from hospital or courts. Prison Service vehicles travelled a combined 3.4 million kilometres in 2023, an increase of over 100,000 kilometres on the 2022 figure. This figure is expected to rise again in 2024 due to the increasing demands for court escorts.

The Irish Prison Service has commenced the roll out of Battery Electric Vehicles (BEV) to the fleet with 21 BEV in use across the estate. This translates as 7.69% of the overall fleet. However, when non-applicable fleet are removed, this translates to 13% of the fleet is BEV. We are aiming to increase our overall fleet holding in BEV to 10% in 2024 which translates to 17% when

non-applicable vehicles are removed.

We are continuing to introduce BEVs where appropriate and the Service is committed to using electric vehicles where operationally possible. Given the nature of the vehicles currently suitable BEV alternatives are not readily available in the transportation market at this stage.

The Service completed the procurement process for the roll out of EV charging for Prison Service vehicles in 2023 and the roll out of the EV charging network will commence in Q1 2024.

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 an effective and quality service is a priority for the Irish Prison Service and forms an integral part of our overall Strategic Plan 2023-2027.

Under Strategic Pillar 3, New Business Processes we aim to implement a stakeholder collaboration process with the following deliverables:

- ▲ Create a map of key stakeholders for Directorates and Prisons. Clarify points of contact, stakeholder expectations, challenges and preferred method of communication.
- ▲ Assign clear accountability for managing stakeholders' requirements.
- ▲ Maximise criminal justice and interagency collaborations to deliver on shared goals.
- ▲ Educate stakeholders on opportunities and challenges and work on collaborative solutions.

Table 1 Annual Energy Consumption and Energy Costs 2023 Wh % use € % € Delivery Cost

Fuel	kWh	% use	€	% €	Delivery Cost c/ kWh	Useful Cost c/ kWh	Tonnes CO2
Electricity	25,883,568	33%	7,014,539	63%	34.13	34.13	6,048
Solar PV	8,168	0%	0	0%	0	0	0
Natural Gas	40,887,654	52%	3,030,388	27%	7.41	9.88	8,341
Heating Oil	2,325,357	3%	194,039	2%	8.34	11.13	613
LPG	4,527,724	6%	284,446	2%	6.28	8.38	1,038
Wood Pellets	497,364	1%	58,741	1%	11.81	15.75	0
Transport	3,799,495	5%	574,717	5%	15.13	20.17	916
Total	77,929,330	100%	11,156,870	100%			16,956



- ▲ Perform and communicate an impact assessment for all requested stakeholder initiatives.
- ▲ In addition, we aim to embed a process and a culture of innovation that is integrated into day to day operations and results in innovative outputs that support the delivery of the strategy, the staff experience and improved services and outcomes for prisoners and families. All key stakeholders will be invited to engage in this process.

The Irish Prison Service Stakeholder Service Charter and accompanying Action Plan, published in 2021, sets 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.

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. The Irish Prison Service Strategic Plan 2023-2027, aligned as it is with the Department of Justice Criminal Justice Sectoral Strategy 2022-2024, reflects our ongoing commitment to shared strategic priorities, standardised research and data management. It supports an evidence led approach to the development of policies, identification of emerging trends and issues, as well as decision making, while maximising synergies to build a cohesive criminal justice system that upholds human rights, builds public confidence and trust to support a safer Ireland. The Irish Prison Service is determined to deliver the best outcomes for those committed to custody by the courts and to demonstrate how our values-led approach to professional practice brings with it the power to transform the lives of those in our custody.

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 2023, staff from the Corporate Services and Human Resources Directorates continued to deliver addresses to staff across the Estate 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.

The organisation runs two important campaigns as permanent spotlights on the opening page of the PRISM platform: “No to Racism” and “No Sexual Harassment”. These are ongoing and constant reminders 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, and the Irish Prison Service Pipe Band, participated in the Dublin Parade on June 24th in support of LGBTI+ colleagues and allies, as part of celebrating and raising awareness of LGBTI+ diversity and inclusion.

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.

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.



Staff and Prisoner Initiatives

The staff in the Irish Prison Service College donated toys or contributed to a collection for the purchase of toys to donate to the Children's Health Foundation. The Children's Health Foundation is made up of Crumlin & Temple Street Hospitals and Tallaght and Connolly Hospitals which also have children's wards.

The money collected was used to purchase a huge selection of toys, books, gift cards, and selection boxes which were delivered to the Children's Health Foundation on the 11th December for distribution to children aged between 1 and 14 years.

Charity Projects

The Good Bike Project

The Men's Shed in the Training Unit refurbished 250 bikes for the Good Bike Project. These bicycles were then provided to refugees.



Carepack.ie Initiative

The prisoners in the Dóchas Centre knitting group donated 15 gift bags of handmade crafts to North Dublin Nursing Home through Carepack.ie initiative.





Daffodil Benches

The Training Unit refurbished and repainted daffodil benches for the Irish Cancer Society through their Men's Shed.



Midlands Prison at the Durrow Scarecrow Festival.
Sustainability / Water Reduction / Climate Action Category - Most Humorous Category.
Best Scarecrow - Sustainability. The Prize money donated to the Cuisle Centre in Portlaoise.

Durrow Scarecrow Festival

The Midlands Prison Horticulture Workshop had two entries at the Durrow Scarecrow Festival in August.

This project encouraged prisoners to work collectively, plan and produce their ideas while also teaching them about sustainability.



Irish Prison Service Strategy 2023 to 2027 consultation

The Irish Prison Service Strategy 2023 to 2027 was formulated through stakeholder engagement which facilitated brainstorming sessions with a selection of stakeholders representing directorates and prisons. The issuing of a "have your say" throughout the entire organisation where staff could share their opinions on the strategic direction of the organisation was successful.

Workshops were held in every prison on the new governance developments in the Irish Prison Service and engagement on the strategic pillars was held with stakeholders, including the

Department of Justice, the Office of the Inspector of Prisons, the Irish Penal Reform Trust and the Prison Officers Association, the Probation Service and representatives of the Visiting Committees.

Awards IPCA Correctional Excellence Award 2023

The Irish Prison Service Horses of Hope Equine Programme, won the Reducing Reoffending Award at the IPCA Correctional Excellence Awards 2023, recognising exceptional achievements in the field of corrections and criminal justice. These awards celebrate individuals and organisations who have made significant contributions to advancing professionalism, humanitarian approaches, and



the overall mission of the ICPA. The innovative approach, in partnership with the Irish horse racing community, goes beyond practical horsemanship skills by empowering participants to develop as individuals, take on responsibility, and build confidence for successful reintegration.

Pakman Awards – National Environmental Awards

The Irish Prison Service were a core part of the application of category winner Harp Renewables at the ninth annual Repak-sponsored Pakman Awards honouring outstanding dedication to excellence in recycling and waste management.

Harp Renewables received the award for 'Innovation In Waste Resources' for 2023. Their unique innovation fuses electrical engineering and proprietary biotech, providing eco-friendly waste disposal alternatives. Notably, Harp Renewables showcased innovation by supporting the 'Horses of Hope' equine centre at Castlerea Prison rehabilitation programme by demonstrating their strategy to manage and minimise waste. Nine bio-digesters have now been installed within the Irish Prison Service, which are capable of processing up to 1,254 tonnes of organic waste each year, along with CO2 savings of 573 tonnes.





Sustainable Business Impact Awards 2023

The Irish Prison Service entry “Turning Over a New Mattress” won this award in the category Supporting Social Enterprise.

The Irish Prison Service dispose of approximately 1,200 mattresses per year and in the current climate has a significant environmental impact. It takes approximately 80 – 120 years to break down a normal mattress in landfill. In an effort to be more environmentally friendly, the Irish Prison Service formed a partnership with two social enterprises to remove, reuse and recycle their waste mattresses through implementation of social clauses in their procurement process.

Each of the contracts resulted in people in prison receiving industry standard training for jobs where there are skills shortages in the labour market dramatically increasing their chances of securing work on release.



Eleanor McMahon (Assistant Principal Officer, Irish Prison Service) & Shane Devine (Higher Executive Officer, Irish Prison Service)

Irish Prison Service Excellence & Innovation Awards 2023

The Irish Prison Service Staff Recognition Policy dedicates part of its focus to identifying projects within the estate for national recognition. Each year a number of projects are selected through the National Excellence and Innovation Awards process.

The 2023 winners were:

Prostate Screening Programme – Training Unit Healthcare Team

The Training Unit Healthcare Team carried out a targeted pro-active prostate screening programme for all prisoners transferred to the Training Unit Place of Detention which pre-emptively identified 6 cases of high PSA levels



Dr. Meabh B. Ni Dhiarmada, Chief Nurse Officer Orlagh Finn, Nurse Officer Keith O Dowd, Nurse Kate Nwana, Nurse MJ Tupas

Amber Flag Initiative - Irish Prison Service Employee Assistance Programme

The Amber Flag initiative is designed to encourage Organisations to examine mental health awareness and wellbeing with a view to identifying and addressing deficits. It demonstrates the Service's unwavering commitment to fostering mental well-being and creating inclusive and supportive environments within its organisation. All Irish Prison Service locations have been awarded the Amber Flag for 2022/2023.

This is the first time that the flags have been awarded to an organisation in either the public or private sector.



Colin Tormay (EAO), Evelyn Harrington (Office Manager), David Shanaghy (EAO), Shane Kitson (Assistant Governor)



ISM Multifaceted Central Interactive database



From left to right: Christy Doyle (Assistant Principal Officer, ICT), Pat Dunne (ISM Co-Ordinator), Amanda Lennon (Higher Executive Officer, Care & Rehabilitation), Aisling Dunne (ISM Co-Ordinator), Caron McCaffrey (Director General), Michael Mulleady (ICT External Contractor), Allen Quinn (ISM Co-Ordinator)

This project focused on the creation and implementation of a digital system which provides a centralised interactive forum for multiple services who in consultation with the prisoner construct an individualised sentence management plan which is presented in writing to the prisoner.



Assistant Governor Sarah McNeill, CO1 William Fogarty

Irish Prison Service Body Worn Camera Project Team

This project focused on the introduction of body worn cameras at the Operational Support Groups Security Screening Units across all prisons. The project was delivered over an 18 month period and has yielded many benefits to the organisation and its staff and also to those visiting our prisons.

Bicycle Restoration & Distribution Project – Training Unit

This project was specifically designed for the older cohort of prisoners accommodated in the



WTO O'Callaghan, COII Work & Training B Cahill

Training Unit. It encompasses the restoration and distribution of bicycles to the Irish Red Cross which yields a purposeful activity that benefits the wider community.

PRISON EDUCATION

Education and the Arts in Prisons

Prison education programmes are provided by Education Training Boards, in partnership with the Irish Prison Service. Education is adapted to take account of the diversity of the prisoner population and the complex nature of prison life, including segregation requirements and high levels of prisoner turnover. Educational courses and curricula which are based on individuals participating in one or more subject areas for an academic year and then sitting examinations are only appropriate for a small number of prisoners. The state second-level (Junior and Leaving Certificate) courses are made available, but increasing numbers of people in custody requires a more flexible curriculum which has multiple entry and exit points that take account of prior educational attainment. Quality & Qualifications Ireland (QQI) replaced the Further Education and Training Awards Council (FETAC) accreditation and is widely used in prison education with assessment by portfolio compilation. All prison Education Centres meet the Quality Assurance standards demanded by QQI. In October 2020, a full time QA Co-ordinator was appointed by the City of Dublin ETB, with the role of quality assurance of teaching, learning and assessment in the Dublin prisons.

Expenditure through the Irish Prison Service Vote covers the incidental day-to-day costs of running the Education Centres, including educational equipment purchase and repair, course resource materials and educational software. The



Department of Education provides an allocation of 220 whole-time equivalent teachers to the prisons through the ETBs.

The Irish Prison Service spent the following on education materials, fees and equipment:

2022	€1.435 Million
2023	€1.450 Million

The Irish Prison Service Strategic Plan 2023-2027 and Drugs Strategy 2023-2026 were launched on 29th November 2023. This new Irish Prison Service Strategy incorporates education strategy and policy into the overall Irish Prison Service strategy and follows on from the previous education strategy (Joint IPS/ETBI Education Strategy 2019-2022 and Irish Prison Service Strategic Plan 2019-2022).

The Irish Prison Service Strategic Plan 2023-2027 places an emphasis on digitalisation as a must have for innovating educational programs, policies and practices, and increased digital literacy will support prisoner outcomes which leads to reductions in recidivism and improved public safety.

Prison Education Taskforce

A Prison Education Taskforce to improve education and upskilling across the criminal justice system, starting with prison education was established in May 2023. The Taskforce is jointly chaired by the Minister for Further and Higher Education, Research, Innovation and Science and the Minister of State with responsibility for Law Reform in the Department of Justice.

The taskforce membership comprises of representatives from:

- ▲ Department of Justice
- ▲ Department of Further and Higher Education, Research, Innovation and Science.
- ▲ Irish Prison Service
- ▲ SOLAS
- ▲ National Apprenticeship Office
- ▲ Education and Training Boards Ireland
- ▲ Higher Education Representative
- ▲ Probation Service
- ▲ Experts by Experience.

The work of the taskforce:

- ▲ Enhance understanding of the education and training needs of the prison population
- ▲ Strengthen information and reporting on education and training delivered in the prison system
- ▲ Realise potential for significantly greater alignment across the prison education and training services and tertiary provision to ensure labour market readiness for prisoners on release
- ▲ Deepen and intensify existing partnerships between the prison education and the tertiary education system
- ▲ Ensure role of education and training system in supporting transition of prisoners out of the prison system is maximised to reduce recidivism risk
- ▲ Ensure continuity of education and training provision for prisoners
- ▲ Support development and delivery of appropriate alternatives to custody
- ▲ Support Open University provision and other Higher Education linkages
- ▲ Explore potential for educational programmes for family members of prisoners
- ▲ Awards for people in custody, including women in custody.

Taskforce Key Achievements in 2023

- ▲ National Adult Literacy Agency (NALA) – Peer-to-Peer Literacy Ambassador Programme was designed to help those in the prison system with unmet literacy needs. This Peer-to-Peer programme was rolled out across 8 locations in the Irish Prison System - Arbour Hill, Castlereagh (Roscommon), Cork, Dóchas, Loughan House (Cavan), Midlands, Mountjoy Progression Unit, Portlaoise.
- ▲ Further Education and Training (FET) Information sessions were hosted on the 30th November 2023, in the Progression Unit in Mountjoy Prison
- ▲ Laois Offaly ETB's Mount Lucas trained Prison Work & Training Officers from both Midlands and Wheatfield prisons to provide the pilot training programme in Retrofit / Nearly Zero Energy Building (NZEB), which is to be delivered within the prisons. Inclusive of attending courses, site visits and shadowing courses. Mount Lucas have also assisted with training specs, assessments and rig design, layout etc. for both prisons. Prisoner training will commence in Q1 2024.



This table indicated that the coming section provides education related data for 2023:

Table 1 Education - Participation Rates

Institution	October 2023	November 2023	December 2023
Arbour Hill	82.4%	80.2%	79.3%
Castlerea	24.1%	31.2%	33%
Cloverhill	17.4%	16.2%	19.2%
Cork	35.6%	39.9%	32.4%
Limerick	45.3%	40.1%	27.3%
Loughan House	70%	60.1%	62.9%
Midlands	43.3%	44.6%	33.3%
Mountjoy Female	61.7%	60.8%	61.2%
Mountjoy Male	38.7%	40.5%	34.7%
Progression Unit	54.4%	54.1%	60.3%
Portlaoise	53.2%	47.6%	51.5%
Shelton Abbey	42.1%	38.8%	37%
Training Unit	51.8%	50.7%	54.9%
Wheatfield	32.5%	33.1%	19.8%
Average All Prisons	46.6%	45.6%	43.3%

Note 1: Participation above is based on a % of Population (the population figure taken each Friday).

Note 2: Participation above is based on attendances input by teachers in the Education Centres. A student is only counted once per week (whether they attend one class or many classes in that week; this is counted as one unique participation).

The data below is drawn from the snapshot of persons in custody on 31st December 2023. On this date, there were 4,691 persons in custody – 220 female and 4,471 male.

Educational Attainment and Age left School

The majority of persons in custody (67.7%) on 31st December 2023 were early school leavers¹ (Table 2).

Table 2. Educational Attainment of Prisoners in Custody on 31st December 2023

	Number of Persons			Percentage (%)		
	Female	Male	Overall	Female	Male	Overall
Illiterate/Semi-Literate	7	159	166	3.2%	3.6%	3.5%
Primary Level	36	634	670	16.4%	14.2%	14.3%
Lower Secondary	101	2,237	2,338	45.9%	50.0%	49.8%
Upper Secondary	38	671	709	17.3%	15.0%	15.1%
Third Level	22	232	254	10.0%	5.2%	5.4%
Other	16	538	554	7.2%	12.0%	11.9%
Total	220	4,471	4,691	100.0%	100.0%	100.0%

¹ Defined as those who leave the education system without a minimum of 5 passes in the Leaving Certificate or equivalent qualification (Combat Poverty Agency, 2001).



For those in custody on the 31st December 2023, the average age on leaving school was 14.3 years of age (Table 3).

Among this cohort, females left school later than males.

Table 3. Average Age of Prisoners on Leaving School

	Age (years)
Female	15.6
Male	14.2
Overall	14.3

Employment Status

Early school leavers are three times more likely to be unemployed as non-early school leavers (CSO, 2019). Indeed, the vast majority of persons in custody (77.2%) on 31st of December 2023 reported being 'unemployed' upon committal – 93.6% of women and 76.4% of men were unemployed upon committal (Table 4).

Table 4. Employment Status of Prisoners in Custody on 31st December 2023

	Number of Persons			Percentage (%)		
	Female	Male	Overall	Female	Male	Overall
Employed	13	914	927	5.9%	20.4%	19.8%
Retired/Pensioner	1	94	95	0.5%	2.1%	2.0%
Student	0	49	49	0.0%	1.1%	1.0%
Unemployed	206	3,414	3,620	93.6%	76.4%	77.2%
Total	220	4,471	4,691	5.9%	20.4%	19.8%



'No Fixed Abode'

On 31st of December 2023, 16.4% (or 767) of all prisoners reported being of no fixed abode² upon committal. 28.6% (63 persons) of female prisoners reported being of 'no fixed abode', while 15.7% (704 persons) of male prisoners reported being of 'no fixed abode'.

Gaisce – The President's Award

Gaisce - The President's Award is the National Challenge Award from the President of Ireland to young people up to 26 years of age. Gaisce has been available to young people in prison since 2002.

Gaisce continued to be promoted and supported in prisons throughout 2023, so that people in custody under 26 years of age were introduced to Gaisce at several stages throughout their custody. Young people are encouraged to register and participate to achieve Bronze, Silver and Gold Awards while in custody. Due to the length of time it takes to complete an Award (at least 13 weeks of activities) people with sentences of six months or longer are eligible.

Many young people in custody have limited second level qualifications due to various reasons; including life circumstances or because

they left the education system early. A Gaisce Award is an opportunity for a young person to gain a non-formal education award/qualification that is nationally and internationally recognised and which demonstrates their skills, talents, leadership, resilience, and the ability to follow through on a challenge to the end.

Participation in Gaisce, both in prison and in the community outside of prison, can provide young people with purpose and goals. Being presented with a Gaisce Award may be the very first time they have been formally or externally recognised for any achievement. Gaisce very often gives young people a moment to find a more positive pathway as the confidence gained from achieving an Award can often be the inspiration to lift them out of a perceived hopeless situation.

For many young people in custody a Gaisce Award can open learning and career opportunities, and open their minds to education or gives them a voice to talk about their skills with real experiences via their Award activities. In 2023 across the prison Estate over 200 young people signed up to the Gaisce Award at Bronze, Silver and Gold levels, with 90 achieving their Gaisce Awards, including young women from the Dóchas Centre.



² NB. The figure being presented here does not provide a complete picture of self-reported homelessness among persons in custody on 31st December 2023. Some new committals are reporting their address as a homeless service and in some cases the address is not stated. This is important to bear in mind when interpreting these figures.



The staff and management of all prisons, including the Dóchas Centre are involved with the promotion and support of Gaisce, with Gaisce staff training as President Award Leaders (PALs) provided during 2023. Local Gaisce Implementation Teams were set up in prisons during 2023 and a new role of Gaisce Support Officer was created, to support Gaisce teams within prisons. Gaisce training includes diversity, equality and cultural awareness regarding the activities that are undertaken as part of the challenges for the Gaisce Awards. During 2023 Gaisce 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 staff, Education Training Board staff and Probation project staff. The Gaisce Steering group continues to meet twice a year and provides a structured approach for progression of agreed tasks of the steering committee.

Work and Training;

There are over 120 workshops and service activities across the prison estate with a current work station capacity (including gyms) of 1,784. Work and Training provides purposeful activity during time spent in custody and provides valuable skills to assist the offender in getting gainful employment on release. A wide range of training workshops operate within the institutions e.g. printing, hairdressing, braille, woodwork, metalwork, construction, industrial cleaning, crafts and horticulture. The Work Training function, staffed by Irish Prison Service Work Training Officers, comprises such essential services as catering and laundry services. Workshops occasionally operate on restricted hours due to the unavailability of staff.

The Irish Prison Service carried out a significant review of work and training in 2021. The report recognises the benefits of providing vocational training across the prison estate. The report recognises the current system of Work Training extends itself too far in trying to provide all services at all prisons regardless of location or prisoner suitability. The dynamic and changing prisoner profile at some locations is cited as the greatest barrier to efficiently and effectively operating the work training areas.

2023 saw the re-commencement of accredited training (Post Covid) in production areas on a progressive basis for industrial cleaning, laundry, catering, and gym. A new catering qualification is now in place accredited through the Technological University of the Shannon (Athlone). A pilot programme has been put in place in the Midlands and Wheatfield Prisons in collaboration with Mount Lucas, the National Construction Training Campus to provide Nearly Zero Energy Building (NZEB) training course in prisons. This is a recognised industry standard and the course would be a stepping stone to acceptance to the full NZEB programme ran by Mount Lucas. The Irish Prison Service has been expanding the number of accredited courses and opportunities available to prisoners in Work Training in recent years.

The prison kitchens introduced a new prison menu for male prisoners in Q3 2023. This menu refreshed the menu offering and reflects a modern cuisine available in Ireland today. In addition to the provision of a more substantial evening meal the new menu features one meat free day each week. This menu is wholesome, nutritious, adheres, and indeed in many cases has improved our approach to low fat, low salt, low sugar and gluten free where possible.

Work and Training – Participation Rates

Work and Training – Participation Rates as a % of Population

Institution	Oct 2023	Nov 2023	Dec 2023
Arbour Hill	41%	42%	40%
Castlereagh	29%	29%	35%
Cloverhill	10%	9%	10%
Cork	15%	16%	16%
Mountjoy Female	24%	17%	20%
Limerick	14%	13%	12%
Loughan House	61%	64%	67%
Midlands	25%	25%	25%
Mountjoy Male	9%	10%	14%
Portlaoise	13%	13%	13%
Shelton Abbey	49%	49%	48%
Training Unit	49%	47%	41%
Wheatfield	20%	17%	16%



Work and Training – Participation Rates as a % of Capacity

Institution	Oct 2023	Nov 2023	Dec 2023
Arbour Hill	53%	56%	53%
Castlerea	103%	103%	126%
Cloverhill	65%	65%	63%
Cork	45%	48%	47%
Mountjoy Female	53%	38%	41%
Limerick	40%	41%	37%
Loughan House	76%	76%	75%
Midlands	84%	87%	89%
Mountjoy Male	63%	69%	100%
Portlaoise	39%	39%	40%
Shelton Abbey	63%	63%	59%
Training Unit	65%	62%	55%
Wheatfield	62%	54%	51%

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 2023-2027 include:

- ▲ Contributing to improving the system of support for families affected by convictions and imprisonment to improve rehabilitation outcomes
- ▲ Contributing to the goal of Travellers having full equality in Irish society

The Traveller Justice Initiative (TJI), formerly the Travellers in Prison Initiative, was developed by SSGT in 2014 as a response to the particular needs and circumstances of Travellers in the criminal justice system in Ireland. TJI is managed by St Stephen's Green Trust. It is funded by SSGT, the Irish Prison Service and the Probation Service. An interagency steering group guides the direction of TJI. Members include representatives from Pavee Point, National Traveller Women's Forum, Irish Traveller Movement, the Irish Prison Service, the Probation Service, the Irish Penal Reform Trust, Mincéirs Whiden, Exchange House, Traveller Counselling Service, HSE Social Inclusion Unit, IASIO (Irish Association for Social Inclusion Opportunities), The Irish Red Cross, the City of Dublin Education and Training Board, Traveller Mediation Service and National Traveller MABS.

TJI seeks to embed changes in policy and practice which have a positive influence on Travellers in prison, their families and their communities.

Traveller Liaison Teachers (TLTs), who have an interest in the issue of Traveller education, were appointed and work with SSGT and Irish Prison Service to support Travellers in prisons.

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

Care & Rehabilitation Chaplaincy Services

The Irish Prison Service Chaplaincy Service has a significant contribution to make as part of the multi-disciplinary team in a prison, addressing the practical, social and spiritual needs of prisoners in a holistic way. Prisons are difficult environments in which to live. Prisoners face many personal challenges in their daily lives and at particular times of crisis, for example, at times of family bereavement, health problems, loss of a court appeal, settling into prison upon committal or preparing for release. The External Review of Chaplaincy progressed in 2023 and is due for completion by Q4 2024.

Prisoner Initiatives Development Fund (PIDF) 2023

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 2023, a total of 19 applications received funding to the value of €346,242. Successful initiatives ranged from park run, personal development programmes such as STEPS and The Choice Programme, trauma informed yoga classes and mindfulness based stress reduction programmes.

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 trialed 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.'

Psychological Services

Who we are and what we do

The Irish Prison Service Psychology Service is a national service. It is made up of Senior Psychologists, Psychologists and Assistant Psychologists and is led by a Principal Psychologist Manager, Principal Specialist Psychologist and Head of Psychological Services. Each local prison psychology service supports clinical and counselling psychologist-in training, as well as Masters in Applied Psychology students from University College Cork (UCC). The Irish Prison Service is also currently sponsoring four clinical psychologist training places. There are currently two research assistants employed by the Irish Prison Service.

Table 1: Organisational Chart





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 provide assessment and intervention through either group or individual sessions 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 and 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 organisation, providing an evidence informed psychological perspective to policy development and implementation, working groups and staff training. Trainee Clinical and Counselling Psychologists are provided with supervised placements across the prison estate.

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 2023.

The average ratio of Psychologists to Prisoners in 2023 was



Referrals in 2023: 1291

Table 2: Number of Unique People Referred to the Psychology Service by Referral Type in 2023

Incoming Referrals	N
Open Referral (typically in relation to mental health, other emotional or behavioural difficulties)	897
Violent Offence (2+ Yr Sentence; No PRSO)	204
Building Identity Initiative (18 – 24 years old, 1+ Yr Sentence; No PRSO)	103
Triage Screening for Sexual Violence	284
Life Sentence assessment / Parole Board Reports /	
Life Sentence (3 Way meeting; Yr 1 Risk Assessment)	137
Psychological First Aid (PFA)	45
Workshop	608
Total Incoming Referrals	2,278



Intervention / Onward Referrals	N
Dialectical Behaviour Therapy (DBT) Skills	163
Alexithymia Group / 1:1	157
Primary Care Mental Health (Assistant Psychologist)	189
Primary Care (Qualified Psychologist)	106
Secondary/Tertiary Intervention (Qualified Psychologist)	67
Mentalisation Based Therapy (MBT)	69
Pathways to Change Group	125
Meta-cognitive Training (MCT) for Psychosis	12
Mindfulness Based Stress Reduction (MBSR) – Group or 1-1 eqv.	97
Psychological Assessment (e.g. Personality/IQ)	18
Other (e.g. self-harm, assessment / intervention for sexual violence, Health Sexuality, case consultation, comprehensive assessment, psychometric assessment, Risk Assessment (no parole report), Building Identity Review	288
Total Intervention / Onward Referrals	1,291

Table 3: Number of 'Unique Clients Seen' and 'Sessions Completed' in 2023

Clients Seen	Sessions Completed		
Total Number	Total Number	Group	Individual
1,627	9,252	2,665	6,587

Wait Times for clients seen in 2023

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

Referral Year	Number of People	Average Number of Days Waiting
2023	300	67 Days
2022	211	294 Days
2021	60	621 Days
2020	0	-
2019	0	-

Table 5: Average wait times for triage following proactive referrals on committal

	Proactive Referral (Violent Offence)		Proactive Referral (18-24 Yr old)		Proactive Referral (Life Sentence)	
Referral Year	Number of People	Average Number of Days Waiting	Number of People	Average Number of Days Waiting	Number of People	Average Number of Days Waiting
2023	33	103 Days	62	70 Days	41	45 Days
2022	34	263 Days	27	159 Days	7	171 Days
2021	29	683 Days	4	722 Days	13	569 Days
2020	1	861 Days	0	-	3	927 Days
2019	0	-	0	-	30	1,365 Days
2018	0	-	0	-	5	1,678 Days



Building Better Lives (BBL) Programme

There are currently 623 people in custody convicted of a sexual offence. A total of 284 people were referred for screening for the BBL programme in 2023.

Table 6: Number of referrals received

Number of Referrals Received	2023	2022
Open Triage: Sexual Violence	284	239

A total of 49 people were screened for sex offender treatment by both the Psychology Service (42) and the Probation Service (7). Under the current inclusion criteria for the BBL programme, 12 of the men were identified as suitable for further risk assessment to inform treatment, or to commence the BBL programme. Typically, eight men participated in the BBL group programme at any one time.

Table 7: Number of people who completed the BBL programme in 2023

Completed the BBL Programme in 2023	
Completed EBL	21
Completed PBL	10 (2 transferred mid-treatment)

The Building Better Lives (BBL) programme is undergoing major review and revision, with the intention 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.

Table 8: Mean Core-OM Scores at Triage: Females (N32)

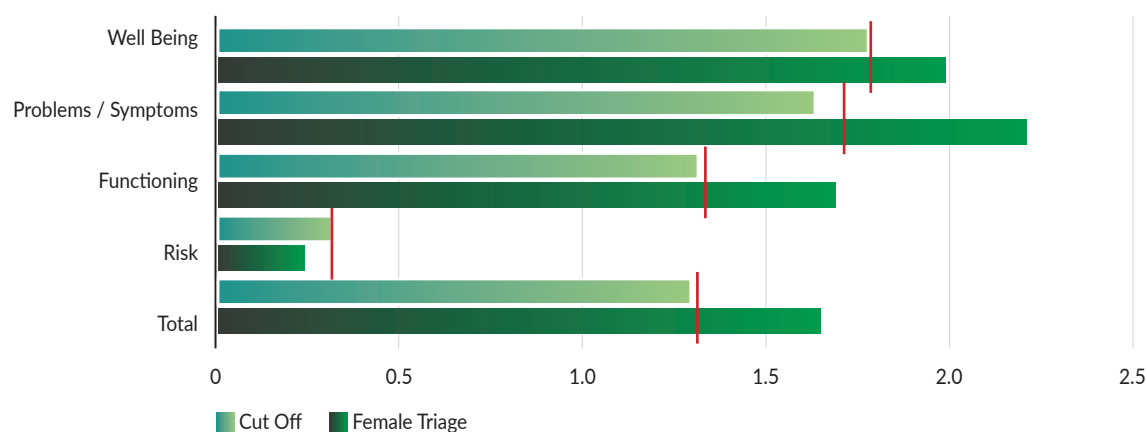
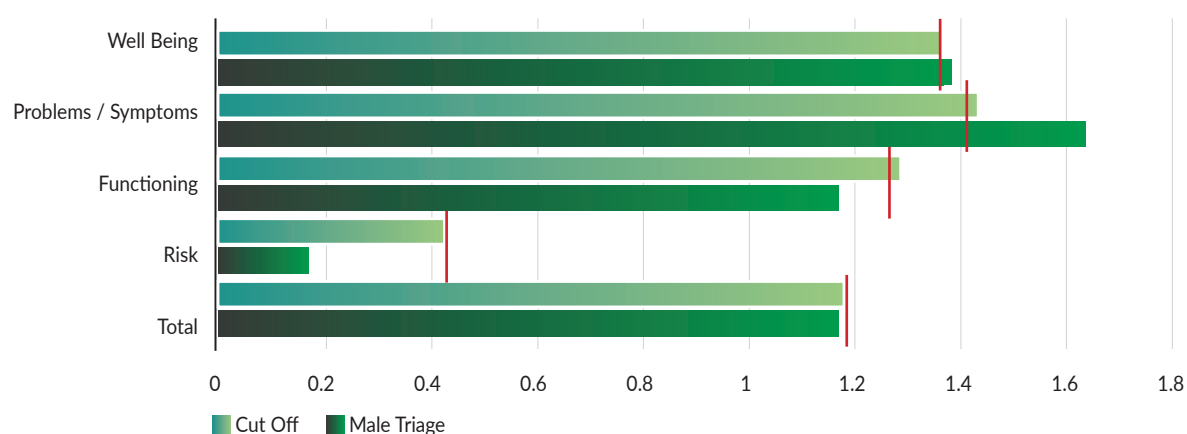


Table 9: Mean CORE-OM Scores at Triage: Males (N 302)





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 4. Risk (self and others).

Cut off points for each domain are indicated by the orange bar in each chart.

The CORE-OM is administered to every client triaged by the Psychology Service. Results in the total score in Table 8 and 9 outline the levels of global distress being experienced by clients at the time of triage (females and males).

In the female population (N 32), every domain was rated above the clinical cut off, with the exception of the risk domain.

In the male population (N 302) both the Wellbeing and Problems/Symptoms domains were rated above the clinical cut-off, however, both the Functioning and Risk domains were below the

clinical cut-off rates having an overall subsequent effect on the total well-being for males being very slightly below cut-off, a first in many years.

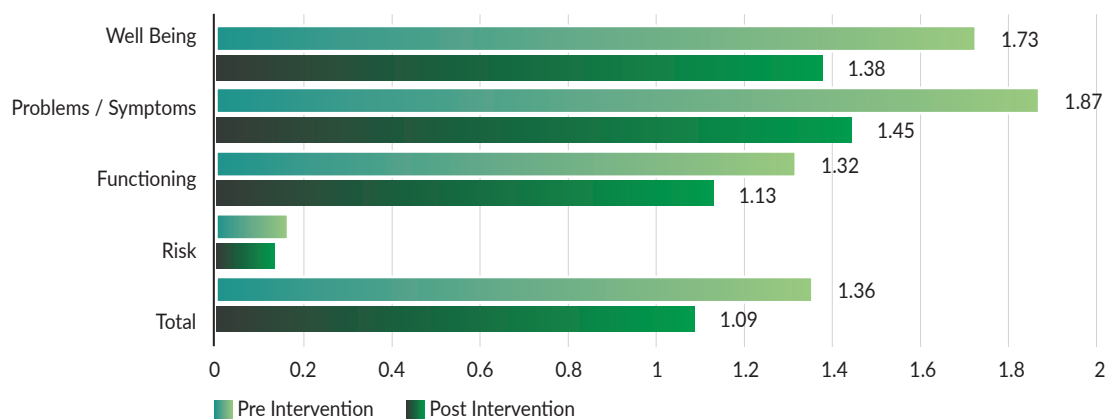
Clinical Outcomes

This outcomes summary report provides a snapshot of the high level clinical outcomes from initiatives provided by the Psychology Service.

Primary Care Mental Health Interventions

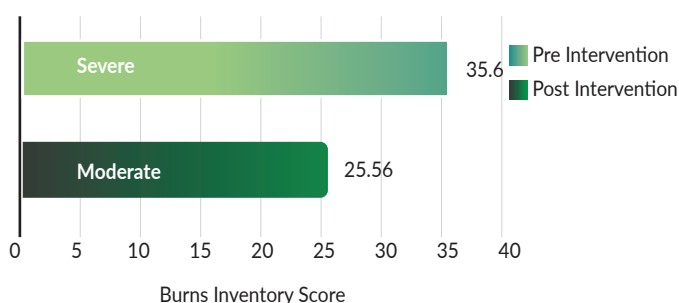
Qualified Psychologists and Assistant Psychologists (under the supervision of Qualified Psychologists), provided 42 people with primary care mental health difficulties with up to 12 appointments of Cognitive Behavioural informed therapy. This work focused primarily on mood disorders such as anxiety and depression. The CORE-OM, Burns Depression Checklist and Burns Anxiety Inventory are completed by clients' pre and post participation. Outcomes outlined in Table 10 and 11 demonstrate clinical improvements in a sample of clients' mean scores following completion.

Table 10: Mean Pre and Post CORE-OM Scores in Males: Primary Care Mental Health (N 42)



CORE-OM cut off points for each domain are indicated by the orange bar. All domains were below the cut-off points post intervention.

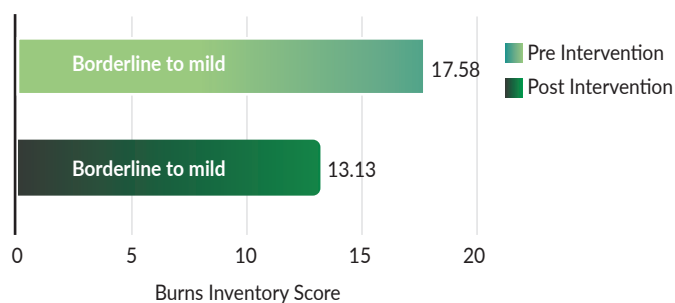
Table 11a: Burns Anxiety Overall Mean Inventory N 52 (Jan – Dec 23)



Participants were in the 'severe' range of anxiety pre intervention. Post intervention, symptoms reduced to the 'moderate' range of anxiety.



Table 11b: Burns Depression Overall Mean Inventory Score N 52 (Jan – Dec 23)



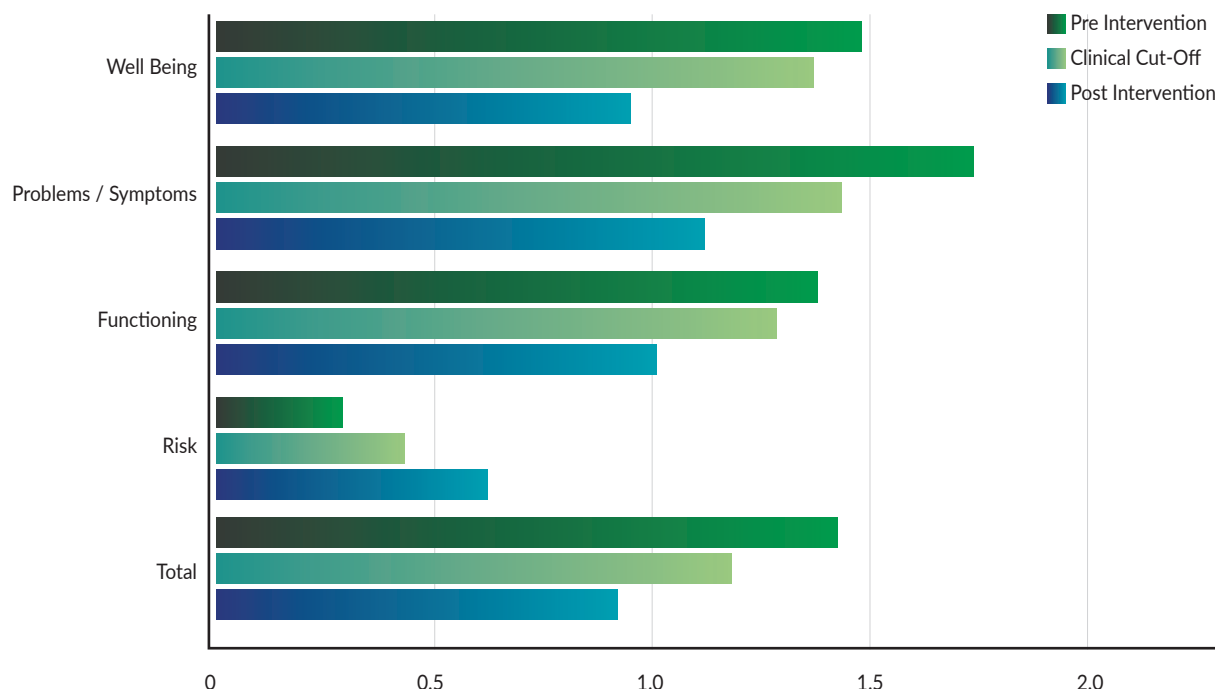
While participant's remained in the 'borderline to mild' range of depression post intervention, symptoms of depression had reduced post intervention.

Secondary Care Mental Health Interventions

Secondary care psychological interventions are provided by qualified Psychologists. 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 23 clients for secondary care intervention in 2023. The CORE-OM is completed by client's pre and post participation in 1-1 intervention, and outcomes from a sample (males) outlined in Table 12 demonstrate improvements in client mean scores following completion of intervention.

Table 12: Mean Pre and Post Core-OM Scores in Males: Secondary Care Mental Health Intervention (N 23)



Pre intervention, participant's scores were above the clinical cut off point in all domains except Risk of the CORE-OM. Post intervention, all domains were below the cut off point.



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 provides 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 80 young people for the Building Identity Initiative in 2023. Table 13 and 14 outline the prison in which each young person was referred and outcomes of the initiative in 2023.

Table 13: People referred by Prison (N = 80)

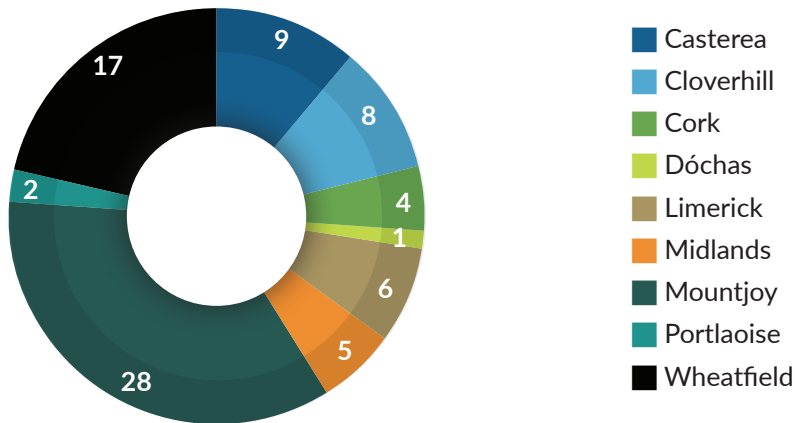
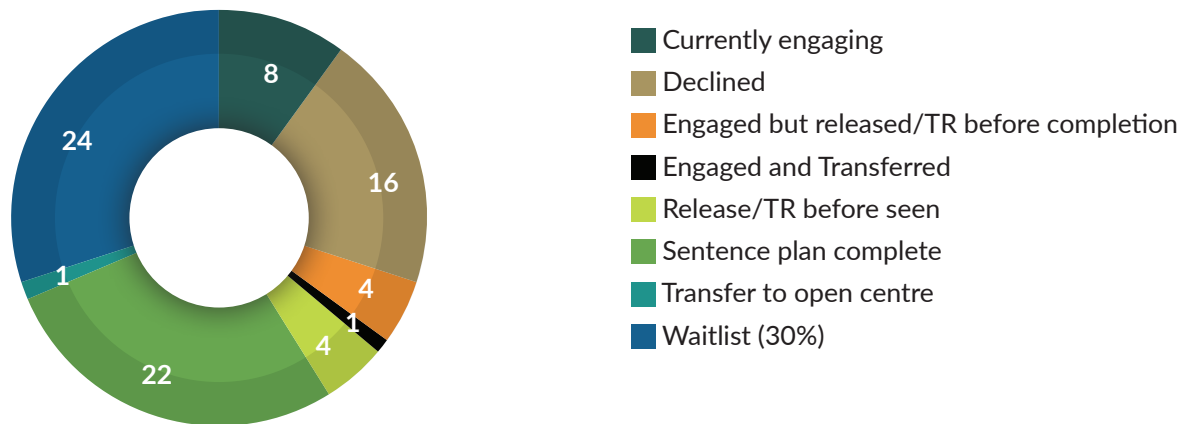


Table 14: Sentence Plan Engagement (N = 80)



People Serving Life Sentences

Since April 2017 people serving life sentences have been engaged in 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). A total of 104 people have been committed on life sentences who meet criteria (up to 31st December 2023).

The following information outlines where these 104 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/>.



Tables 15, 16 and 17 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.

Table 15: Number of People Serving a Life Sentence, by Prison under the new model of Engagement (N 104)

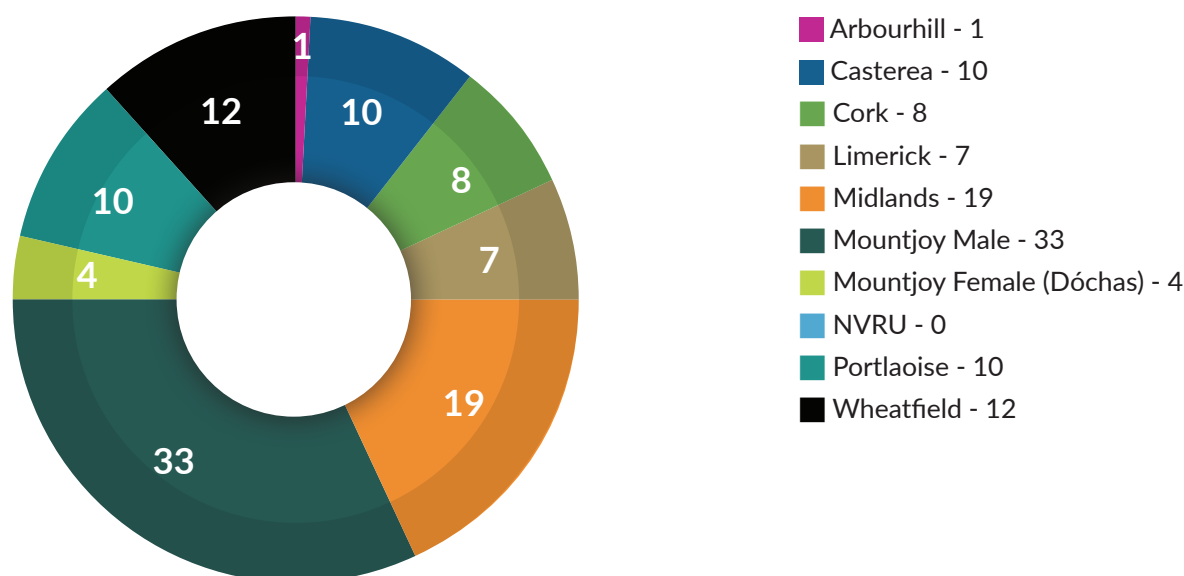


Table 16: Number of People Seen for Three-Way and Reasons why (N = 104)

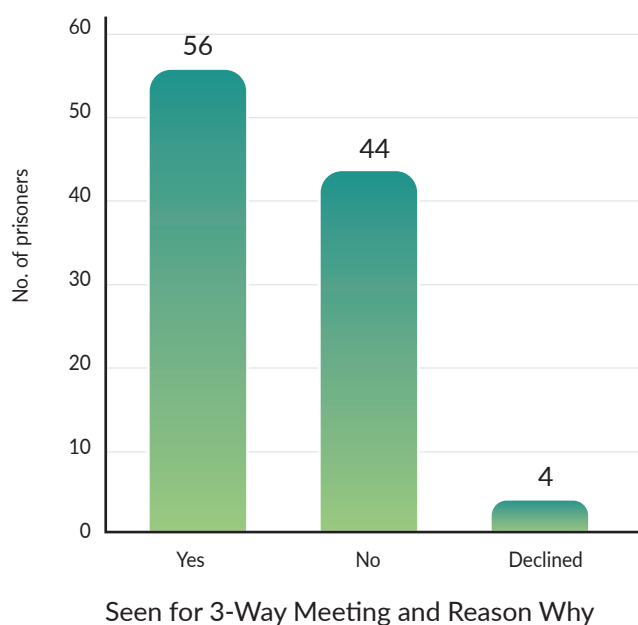
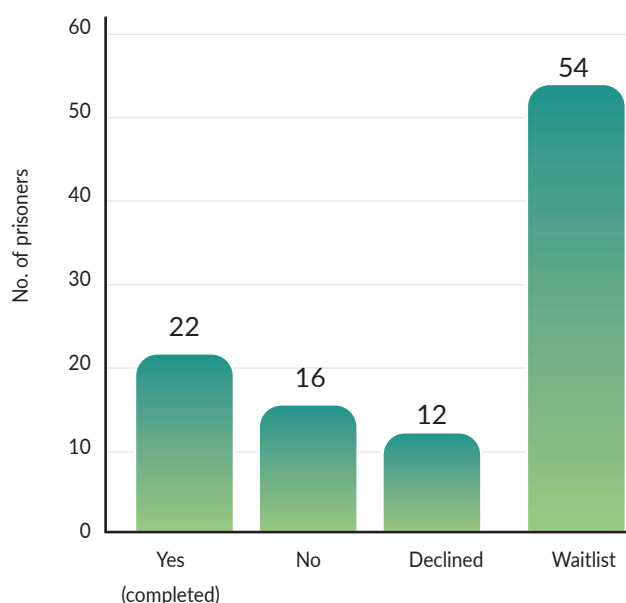


Table 17: Number of People Seen for HCR-20 V3 Meeting Risk Assessment (N = 104)



* Circa 15 people of this cohort were recently sentenced to life imprisonment. Thus, 3-way meetings and HCR-20 v3 risk assessments would not need to be conducted yet for these individuals.



Irish Prison Service Psychology Service Supervision

Psychologists must engage in clinical and line management supervision in order to support good governance and adhere to best practice. The Psychological Society of Ireland (PSI) Supervision Guidelines for Psychologists sets out minimum supervision hours monthly, acknowledging that for specialist services and complex clinical need (such as the Irish Prison Service and associated client group) supervision requirements will be greater. The Irish Prison Service Psychology Service audit the provision of supervision to ensure adherence to PSI Guidelines and supervision provided in 2023 meets (& in many instances exceeds) the minimum PSI requirement for supervision hours per month.

Irish Prison Service Psychology Service CPD (Continued Professional Development)

A number of CPD training events were provided for all staff members. Each Psychologist was also supported with an individual budget for CPD training.

In service training	Examples of Individual budget spend
The Historical Clinical Risk Management (HCR-20), Version 3	EMDR Therapy
Dialectical Behaviour Therapy Skills training	NOTA Charity International Conference
Mentalisation Based Therapy training	Introducing psychoanalytic ideas on violence, delinquency, and sexual deviation.
Intimate Partner Violence (SARA-V3 & B-Safer-2)	Schema Training
Mandatory in house CPD training	Eye Movement Desensitisation Reprocessing (EMDR) Training
Pathway to Change training	Collaborative Assessment and Management of Suicidality (CAMS) Training

Shapes of Grief Training Programme	Reflective Practise and Supervision Training
Boundaries in a Forensic Setting	Transpersonal Process Supervision & Reflective Practice
	International Association of Forensic Psychotherapy Annual Conference

Mental Health Week 2023

On the 27th of February 2023, the Irish Prison Service's inaugural prison-wide Mental Health Week (MHW) commenced. This concept was created by the Psychology Service in partnership with the Irish Red Cross and Education and Training Boards Ireland (ETBI), and supported by various services and staff across the prison estate. The aim of this week was to promote positive mental health and wellbeing amongst prisoners and staff - "It's OK not to be OK".



Following months of intensive planning, each prison delivered an extensive week-long programme of mental health related workshops, activities and events. Some examples included mindfulness and meditation workshops, football leagues, gym competitions, yoga classes, and quiz, bingo and karaoke events.

Experts by experience (i.e. those with lived experience of being in custody) played integral roles during Mental Health Week 2023. Irish Red Cross volunteers spread awareness of MHW



2023 amongst their peers, and helped co-ordinate attendee lists for workshops, activities and events. Some prisoners co-designed and co-delivered workshops on various topics (e.g. stress and anxiety, suicide awareness) with the Psychology Service. Guest speakers, such as The Two Norries and Brian Pennie, also delivered talks across multiple prisons. These talks were particularly well-attended and well-received, but more importantly they helped illustrate that recovery is possible, and instilled hope amongst prisoners and staff.

Following its success in 2023, MHW will take place again in 2024, from the 26th of February to the 3rd of March.

Research

Ms Anna Flynn continued her PhD research in conjunction with the School of Law at the University of Limerick and the Irish Prison Service Psychology Service, which is due to conclude in 2024. Anna's research explores the management of people serving life sentences in Ireland, focusing on a new model of engagement developed by the Irish Prison Service Psychology Service and the Probation Service.

In September 2023, Dr Orla Gallagher concluded her PhD research in conjunction with the School of Psychology at University College Dublin (UCD), and the Irish Prison Service Psychology Service. This research explored the management of serious violence and disruption in the Irish Prison Service. Two articles arising from this research were published in the academic journal *Psychology, Crime and Law*. In October 2023, Orla re-joined the Irish Prison Service Psychology Service as a Post-Doctoral Researcher. In this new role Orla is exploring both the role of experts by experience in the Irish Prison Service, and how the service responds to neurodiversity.

Two Research Assistants joined the Irish Prison Service Psychology Service in 2023. Ms Isla Donaldson, in conjunction with the School of Psychology at UCD, is investigating the effectiveness of an updated treatment programme for those convicted of sexual offences. Changes made to the programme will aim to reduce current barriers to treatment, and programme effectiveness will be evaluated in terms of psychological change and risk reduction. Ms Molly Kelly-Grealy, in conjunction with the School of Applied Psychology at University College Cork, is investigating the development of new

programmes for emotion dysregulation in the Irish Prison Service, and evaluating their effectiveness in terms of psychological change. This includes Alexithymia, Mentalisation Based Therapy (MBT), Dialectical Behaviour Therapy (DBT) and Mindfulness Based Stress Therapy (MBST) groups, in addition to the treatment of deliberate self-harm. Ongoing data collection and analysis will inform protocols developed by the National Steering Group to be implemented across the prison estate.

Research Publications

1. Gallagher, O., Regan, E., & O'Reilly, G. (2024). 'Violence is all he knew, and it seemed to work': Using the power threat meaning framework to explore prison officers' understandings of violence in Irish prisons. *Psychology, Crime & Law*. doi: <https://doi.org/10.1080/1068316X.2024.2303485>
2. Gallagher, O., Regan, E., & O'Reilly, G. (2023). 'I've lived and bred violence my whole life': Understanding violence in the Irish Prison Service through the lens of the power threat meaning framework. *Psychology, Crime & Law*. doi: <https://doi.org/10.1080/1068316X.2023.2228967>

Conference Presentations

In March 2023, the Irish Prison Service presented the closing panel at the Correctional Research Symposium in Porto, focusing on the 'Lived experience perspectives on rehabilitating reintegration'. Chaired by Director General, Caron McCaffrey, the symposium included inputs from Emma Regan (former Head of Psychology, currently acting Director of C&R), Fergal Black (former Director of C&R), Sheila Connolly (Cork Alliance), James Leonard and Timmy Long (The Two Norries podcast).

In June 2023, various Irish Prison Service staff presented at the North South Criminology Conference in Dublin. Topics included: The management of people serving life sentences in Ireland: A multidisciplinary pathway from committal to release (Anna Flynn), 'I've lived and bred violence my whole life': Understanding violence in the Irish Prison Service through the lens of the power threat meaning framework' (Orla Gallagher), the Pathways to Change programme (Emma Regan), 'Utilising lived experiences in the Irish Prison Service: Listening, learning and leading the way' (James Leonard), 'An evaluation of primary care interventions provided by assistant psychologists in the Irish Prison Service' (Sarah-



Jane Winders), and 'You have to make the open prison work for you: A grounded theory of the transition to open centre settings for life sentence men in custody transitioning' (Conor Connolly).

At the International Corrections and Prisons Association annual conference in Antwerp in October 2023, Anna Flynn presented on 'The management of people serving life sentences in Ireland: A human rights-based strategy from committal to release' and Orla Gallagher presented on 'Towards the humane management of prison violence in the Irish Prison Service'. Additionally, Caron McCaffrey presented on 'Improve health and well-being for people deprived of their liberty, whilst Donna Creaven (Director of ICT, Governance & Corporate Services) presented on 'Promoting humane corrections: A call for compassion in our sector'.

In November 2023, Orla Gallagher delivered a presentation on 'Addressing serious violence in the Irish Prison Service: Exploring the perspectives of prisoners and prison officers through the power threat meaning framework', at the British Psychological Society Division of Forensic Psychology conference in Belfast, and on 'The power threat meaning framework as a tool to understand violence: Exploring the perspectives of prisoners and prison officers in the national violence reduction unit in the Irish Prison Service', at the Psychological Society of Ireland (PSI) conference in Cork. The Irish Prison Service Psychology Service also delivered a symposium at the PSI conference entitled 'A sample of psychological interventions provided by the Irish prison psychology service', which included presentations on; primary care interventions (Dr Sarah-Jane Winders), Pathways to Change (Dr Emma Regan and James Leonard), Mentalisation-based therapy (Sarah Hume and Dr Clare Kambamettu), and Sexual violence programmes (Dr Ken Murphy).

In October 2023, Sarah Hume and Enda Kelly, Irish Prison Service National Nurse Manager presented a keynote speech on 'From Protectionism to Progress' at the 10th International Health & Justice Summit.

In December 2023, Assistant Governor James Keely presented on NZEB retrofit accredited training – Building for the future at the Public Protection Advisory Group seminar at Ulster University.

Summary

The Irish Prison Service Psychology Service continues to make progress with demonstrating improvements to service accessibility. This includes a decrease in wait times, increasing the number of people seen and the number of sessions offered, and improving ratios of Psychologists to the prisoner population. There are very positive outcomes for psychological intervention demonstrated between baseline clinical information and outcome data. The Irish Prison Service Psychology Service continues to make significant efforts to attract psychologists to work in the Irish Prison Service and to retain Psychologists employed by the Irish Prison Service Psychology Service.

Health Care

The aim of the Irish Prison Service Primary Care Service is to provide prisoners with access to the same range and quality of health services to which they would be eligible in the community under the General Medical Services (GMS) Scheme. This is in the context of the Irish Prison Service recognising and supporting the right of every person in prison to equivalence of care and treatment as compared with those outside of prison. Healthcare Services fall under the auspices of the Care and Rehabilitation Directorate and are led by an Executive Clinical Lead.

Primary Care General Practitioner Services:

There are currently 12 Irish Prison Service contracted General Practitioners (GPs) working across 10 closed prisons (average ratio 1 GP: 396 prisoners). The Irish Prison Service GP's are supported by a Locum Doctor Service in some locations.

Prison	Number of GPs
Arbour Hill	0.5
Cloverhill	2
Cork	1
Dóchas	1
Limerick	1
Midlands	2
Mountjoy	2
Portlaoise	1
Training Unit	0.5
Wheatfield	1



Prison Nurses:

The Irish Prison Service nursing staff are led by a team of 11 Chief Nurse Officers (CNOs), with one based in each of the closed prisons. They are responsible for managing a combined staff of 144 Whole Time Equivalent nurses across the prison estate.

Prison	CNO	Prison nurses
Arbour Hill	1	6
Castlereagh	1	11
Cloverhill	1	16
Cork	1	11
Dóchas	1	7
Limerick	1	15
Loughan House	0	2
Midlands	1	20
Mountjoy	1	23.5
Portlaoise	1	8
Shelton Abbey	0	2
Training Unit	1	6
Wheatfield	1	16.5

Irish Prison Service Pharmacy Service

The Irish Prison Service employs one Chief Pharmacist who oversees professional general pharmacy services across all prisons on the basis of contracts with a local community pharmacy. Both the technical (supply) and professional (pharmaceutical care) elements of pharmacy service provision are provided as part of agreed contracts.

In-reach Services:

Prisoners can also access healthcare via a myriad of In-reach services that hold clinics in prisons on a daily, weekly or monthly basis. While it is important to note that In-reach services vary somewhat from prison to prison, examples of these services include, but are not limited to:

- ▲ Consultant-led psychiatric clinics via National Forensic Mental Health Service
- ▲ Addiction counselling via Merchant's Quay Ireland
- ▲ Dentistry
- ▲ Opticians
- ▲ Sexual health clinics
- ▲ Nurse-led Hepatology clinics
- ▲ Chiropody

Mental Health and Addiction

A multi-disciplinary approach is essential when

providing care for people suffering from mental health and addiction disorders. The Irish Prison Service Primary Care staff (GPs and nurses) work in close cooperation with Psychology colleagues and In-reach providers, in particular NFMHS practitioners and addiction counsellors. This helps to provide a holistic approach to the care of individuals, taking into account the biological, psychological and social factors that may be driving their mental health or addiction issues.

Assisted Decision-Making

The Irish Prison Service is fully compliant with the Assisted Decision-Making (Capacity) Act 2015. The overall aim of this Act is to support people making decisions about their personal welfare, property and affairs. The Act takes into account that the capacity of an individual to make an informed decision may fluctuate over time and vary depending on circumstance. This is especially pertinent in Healthcare as it establishes a legal framework for people in custody to make complex decisions regarding their own health, for example, in the realms of treatment refusal, food refusal, advanced healthcare directives and so on.

Irish Prison Service Infection Prevention and Control Team

In line with a safe work environment, the mission of Irish Prison Service infection, prevention and control is to minimise the risk of acquiring and transmitting infections among prisoners, staff and the wider community. The team, currently based in the Irish Prison Service College (IPSC), consists of a National Infection Control Manager with two additional specialist nurses and a prison officer on secondment to the team, supported by an administrator. The in-house Infection Prevention and Control Team engages closely with the HSE and Public Health and are an extremely valuable resource, providing both advice and practical support across the Irish Prison Service Estate.

The Irish Prison Service 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 difficulties. The EAP team in 2023 consisted of Assistant Governor Shane Kitson, Employee



Assistance Officer (EAO) David Shanaghy and our Office Manager, Evelyn Harrington.

In addition, a sixty seven strong team of staff support officers (SSOs) were voluntarily available to colleagues across all prisons and support units in 2023. 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 Irish Prison Service EAP is via; self-referral, management referral, HR referral, Union referral, 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 EAP at a Glance 2023

A key facet of maintaining effective service delivery is ensuring our personnel receive appropriate training in responding to current issues. Training for Staff Support Officers was offered at the Irish Prison Service College, Portlaoise in 2023 featuring guest speakers from the following:-

- ▲ Money Advice & Budgeting Service
- ▲ Public Service Friendly Society
- ▲ Department of Law & Criminal Justice, School of Humanities, SETU Waterford

In December 2022, following meetings between the Irish Prison Service EAP team 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.

The Pieta Amber Flag Initiative enables organisations to raise awareness of the stigmas which exist in their environments and the stressors on the mental and emotional well-being of those within them. Fundraising events and Mental Health Awareness Days/Weeks were in full swing across the estate throughout the year.

Staff at various prisons participated in the 'Darkness into Light Walk', 'Brightness into Breakfast', and the 'Royal Canal Ramble' whilst others busked for Pieta at the Criminal Courts of Justice!

In many instances, prison staff were joined by local communities in bringing hope to people impacted by suicide and recognising and supporting the valuable work of Pieta House.

Each Committee showed great commitment to promoting positive mental health by encouraging teamwork and contributions from peers. With the positive feedback the EAP team has received from right across the estate, we are confident that Irish Prison Service staff will continue to benefit from the heightened awareness of Mental Health, thus meeting the overarching objective of the Amber Flag Initiative - Promoting Positive Mental Health.

On September 13th 2023, a momentous presentation ceremony was held at the Irish Prison Service Headquarters in Longford. Representatives from the Department of Justice were in attendance, alongside Prison Governors and members of their respective local Amber Flag committees. The Amber Flag for each prison location was presented by Caron McCaffrey, Director General of the Irish Prison Service, and Stephanie Manahan, the CEO of Pieta House.

The Irish Prison Service Employee Assistance team were thrilled to learn that the Amber Flag Initiative was nominated in the Irish Prison Service Excellence and Innovation Awards 2023 and were successful in winning an Irish Prison Service National Award.

We were delighted that the bespoke 'BA Employee Support & Wellbeing' programme was launched in September 2023; the culmination of many engagements with South East Technological University (SETU), Irish Prison Service College and other stakeholders around course content and learning outcomes over the past couple of years. Thirty five SSOs are participating in the programme and feedback is very positive.





Through our membership of a National EAP Steering Group, the Irish Prison Service EAP consolidated and developed working relationships with our colleagues at the Civil Service Employee Assistance Service, the Health, Wellbeing & EAP at TUSLA and EAP at HSE in 2023. This collaborative approach supports good governance, ensures best practice in the provision of services and creates opportunities for learning.

Critical Incident Stress Management (CISM) is an important suite of interventions providing Psychological First Aid to colleagues exposed to trauma. Peer Support Worker (PSW) training was offered across four training days in 2023, one of which focussed on training for Governors and Managers. This significant investment in resources bolsters the consistent and effective management

of CISM via a network of 130 trained personnel across the prisons estate.

Presentations on the Irish Prison Service EAP were delivered to all Recruit Prison Officer Groups in training and to colleagues attending Pre-Retirement Courses across 2023.

Looking at the statistics from our EAOs and Inspire the prominent presenting issues in 2023 were as follows:-

- ▲ Mental Health - Stress - Anxiety – Work Trauma
- ▲ Sick Leave & Attendance
- ▲ Bereavement & Loss
- ▲ Retirement & Pension



*Left to Right:
Stephanie Manahan,
CEO of Pieta House
presenting Shane
Kitson, Assistant
Governor of the
Employee Assistance
Programme with the
Amber Flag for IPS
HQ along with Caron
McCaffrey, Director
General of the Irish
Prison Service.*



**Seirbhís Phríosúin
na hÉireann**
Irish Prison Service

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 2023



ARBOUR HILL PRISON

Arbour Hill
Dublin 7 D07 YV40

Operational Capacity: 137 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 2023 was 134.



Governor III
Claire Hurley

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 2023 was 369.



Governor II
Theresa Beirne



Governor III
Peter Perry

CLOVERHILL PRISON

Cloverhill Road
Clondalkin
Dublin 22 D22 WC84

Operational Capacity: 433 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 2023 was 460.



Cloverhill Prison
Governor I
Anthony Harris



Cloverhill Prison
Governor III
Kevin O'Connell



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 2023 was 306.



Governor II
Liam Spacey



Governor III
Gerard Manley

LIMERICK PRISON

Mulgrave Street
Limerick V94 P8N1

Operational Capacity: 286 (males) and 56 (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 2023 was 293 males and 49 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 2023 was 120.



Governor III
Mark Lydon



MIDLANDS PRISON

Dublin Road
Portlaoise
Co. Laois
R32 F796



Governor I
David Conroy

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 2023 was 914.



Governor II
Michael O'Mahony



Governor III
Constantin Cazac

PORTLAOISE PRISON

Dublin Road
Portlaoise
Co. Laois
R32 KN97



Governor I
Anthony Shally

Operational Capacity: 229 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 2023 was 224.



Governor III
Thomas Kennedy



MOUNTJOY MALE PRISON / MOUNTJOY FEMALE PRISON (DÓCHAS CENTRE)

North Circular Road
Dublin 7
D07 YC97



Governor I
Raymond Murtagh



Governor III
Martin Galgey (Dóchas)



Governor II
David Treacy



Governor III
David Mulligan

Mountjoy Female Prison (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.

Operational Capacity: 146 at year end

Prisoner Population: The daily average number in custody in 2023 was 165.

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

Operational Capacity: 755 at year end

Prisoner Population: The daily average number in custody in 2023 was 784.

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 2023 was 95.



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 2023 was 98.



Governor III
Joseph Donohue

WHEATFIELD PRISON

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 2023 was 571.



Governor I
Des O'Shea



Governor III
Graham Maher



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 HW



**Seirbhís Phríosúin
na hÉireann**
Irish Prison Service

STATISTICAL NOTE



OVERVIEW 2023 STATISTICS

COMMITTALS TO PRISON 2023 OVERVIEW



7,938

Overall
Committals to
Prison in 2023



+12.7%

Increase in **Overall
Committals** from
2022 to 2023



6,495

No. of **Persons
Committed to
Prison** in 2023



+11.9%

Increase
in **Persons
Committed** from
2022 to 2023



78%

of **Sentence
committals**
were for **12
months or less**

From 2022 to 2023, committals under sentence increased in all areas.

The number of committals for the non-payment of court ordered fines has increased in 2023, from 205 to 552.

Overall committals during 2023

There were 7,938 committals to prison in 2023, a 12.7% (+895) increase on the number of committals in 2022 (7,043).

6,495 persons were sent to prison in 2023 compared with 5,801 in 2022, an increase of 11.9% (+694). Of those persons committed, 87.9% were male and 12.1% were female.

Total Sentenced during 2023

There was an increase of 733 or 15.1% in the total sentenced during 2023 from 4,855 in 2022 to 5,588 in 2023. Of the 5,588 who were sentenced, 847 individuals were committed in a previous year and subsequently convicted in 2023.

When Fine Defaulters are excluded from these figures:

- ▲ Numbers under sentence have increased by 386 or 8.3%, from 4,650 in 2022 to 5,036 in 2023.
- ▲ The number who received a sentence of less than 3 months has decreased by 7 or 0.9%, from 790 in 2022 to 783 in 2023.
- ▲ The number who received a sentence of 3 to less than 6 months has increased by 138 or 10.4% from 1,333 in 2022 to 1,471 in 2023.
- ▲ The number who received a sentence of 6 to <12 months has remained the same in 2023 as in 2022. A total of 923.

- ▲ The number who received a sentence of 1 to <2 years has increased by 72 or 14.9% from 484 in 2022 to 556 in 2023.
- ▲ The number who received a sentence of 2 to <3 years has increased by 42 or 9.7% from 434 in 2022 to 476 in 2023.
- ▲ The number who received a sentence of 3 to <5 years has increased by 95 or 23.1% from 412 in 2022 to 507 in 2023.
- ▲ The number who received a sentence of 5 to <10 years has increased by 34 or 16.0% from 213 in 2022 to 247 in 2023.
- ▲ The number who received a sentence of 10 years plus has increased by 11 or 25.0% from 44 in 2022 to 55 in 2023.
- ▲ The number who received a Life sentence has increased by 1 or 5.9% from 17 in 2022 to 18 in 2023.

Persons detained under Immigration Laws

In 2023, there were 127 committals in respect of immigration issues involving 119 detainees. This represents a 8.6% (+10) 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 2023 was 4,582 compared to 4,122 in 2022, an increase of 11.2% (+460). The daily average number of female offenders in custody was 214, a 23.7% (+41) increase on the 2022 average of 173. There was a 10.6% (+419) increase in the daily average number of male offenders in custody, from 3,949 in 2022 to 4,368 in 2023.



DAILY AVERAGE NUMBER OF PRISONERS IN CUSTODY

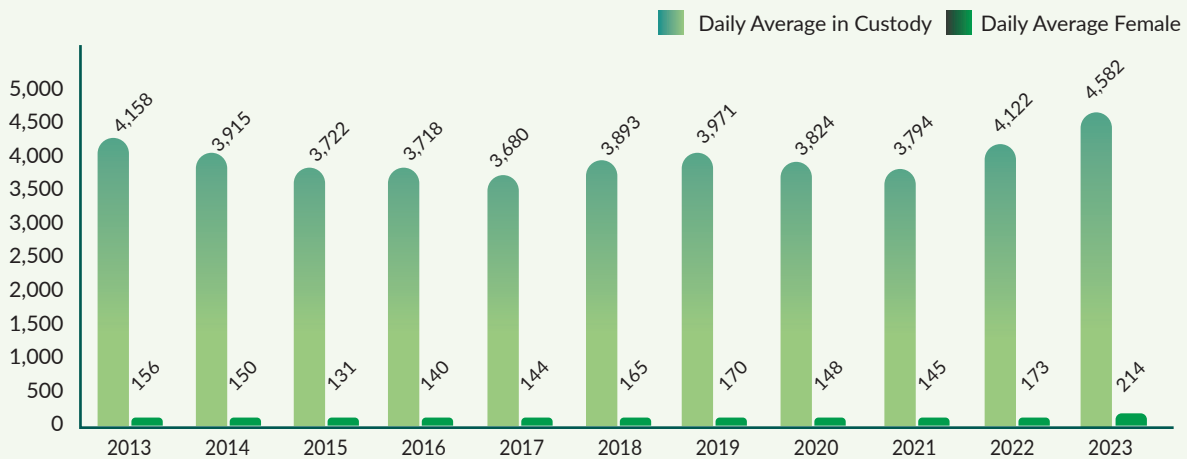


Fig. 4: Daily Average 2013 - 2023

COMMITTAL STATUS

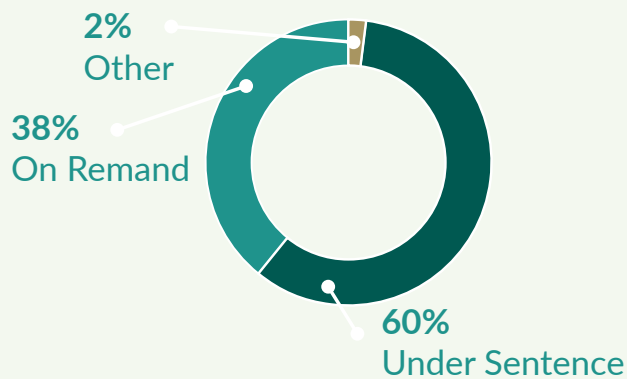


Fig. 7: Committal Status broken down by type

GENDER

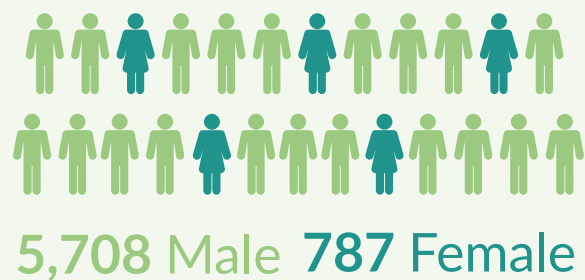
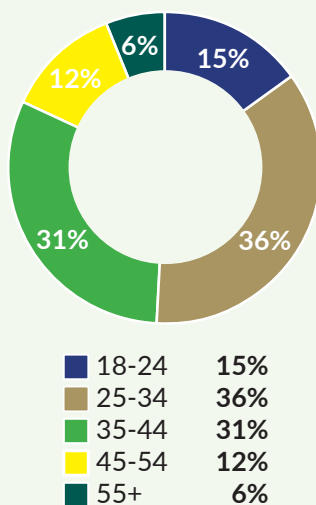


Fig. 8: Persons Committed to Prison 2023, broken down by gender

SENTENCED COMMITTALS AGE GROUP (%)



SENTENCE LENGTH

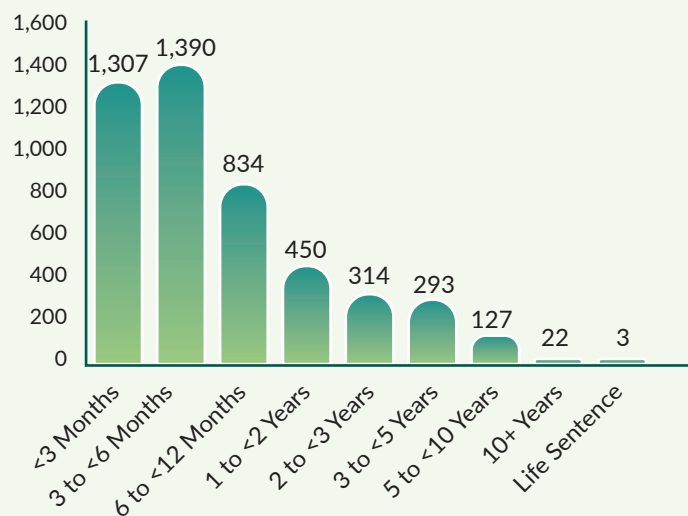


Fig. 9: Sentenced Committals during 2023, broken down by Sentence Length and Age Group

COMMITTALS TO PRISON IN 2023

Total Number of Committals to Prison in 2023

There were 7,938 committals to prison in 2023.

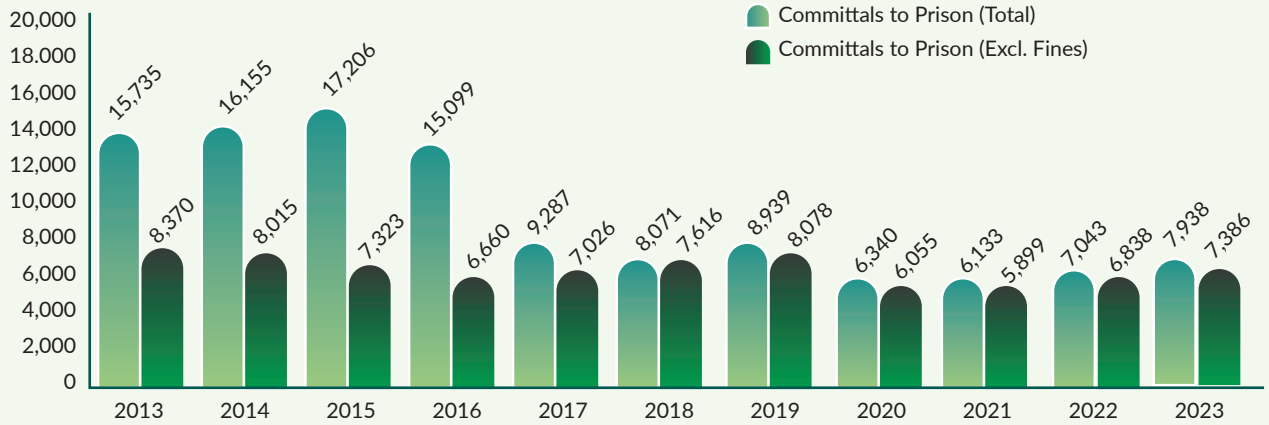


Fig. 10: Committals 2013 to 2023

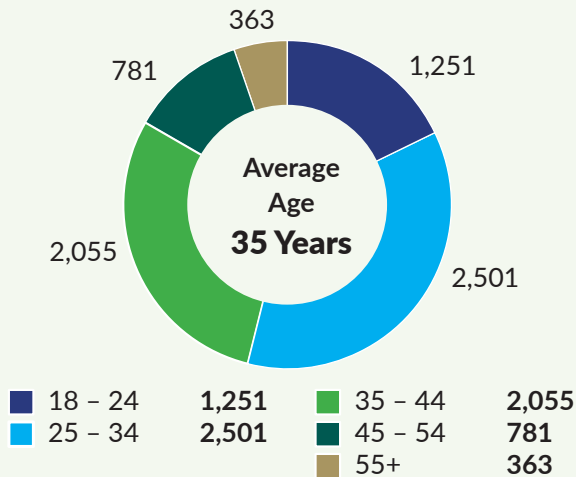
Number of persons committed to prison in 2023

- A total of 6,495 persons accounted for the 7,938 committals. This figure relates to persons newly committed to prison (i.e. not already on remand or serving another sentence).

The total of 7,938 committals comprised of:

- 4,740 under sentence,
- 3,035 on remand,
- 27 for European Arrest Warrant extradition,
- 127 under immigration law and
- 9 for indefinite contempt of court.

AGE PROFILE OF MALE COMMITTALS



AGE PROFILE OF FEMALE COMMITTALS

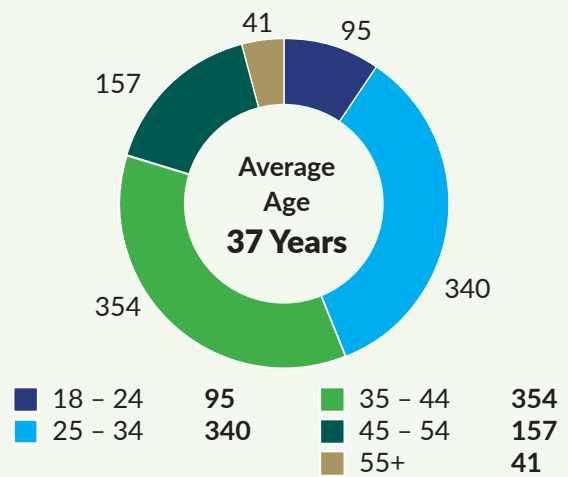


Fig. 11: Age Profile of Committals in 2023, broken down by Gender

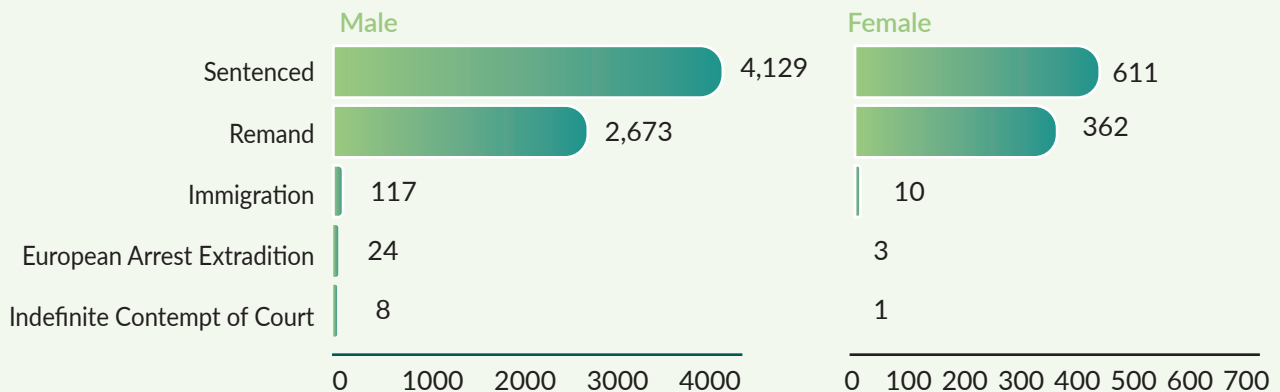


Fig. 12: Most Serious Offence in the Custodial Period, Committal Type broken down by Gender



County and Country of Origin of Persons Committed to Prison in 2023

Over one third (36.4% or 2,366) of all persons committed to prison declared Dublin as their county of residence. Cork was the second most commonly declared county of residence (8.5% or 550), followed by Limerick (4.8% or 312) and Louth (3.1% or 202). People who declared they had no fixed abode accounted for 9.5% (617) of all committals in 2023.

79.3% (5,150) of persons committed to prison in 2023 self-reported as Irish nationals. Other European Union nationals (excluding Irish) accounted for 10.8% (702) of persons committed. British accounted for 1.9% (121). Other European nationals (excluding European Union nationals) accounted for 1.3% (83) of persons committed. African nationals accounted for 3.4% (223) of persons committed, Asian nationals for 1.7% (111) and South American nationals for 0.9%

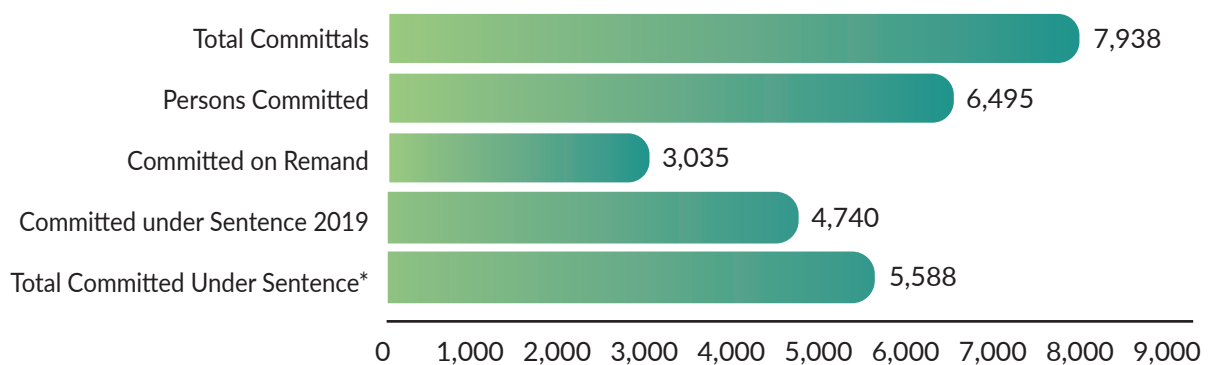
(58) of persons committed. Other nationals, including those from Middle East, North & Central American, Oceania, accounted for 0.6% (47) of persons committed.

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

Total Sentenced during 2023

There were 4,740 committals under sentence in 2023. When an additional 848 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 2023 was 5,588.

There was a 15.1% increase (+733) in the total number sentenced in 2023 compared with 2022 (4,855).



*Includes the 848 prisoners who were on remand at the start of the year and who were subsequently convicted

Fig. 13: Total Sentenced during 2023

Under Sentence by Age Group

Age Group	Total	%
18 to 24	832	14.9
25 to 34	2,024	36.2
35 to 44	1,735	31.0
45 to 54	670	12.0
55 years+	327	5.9
Total	5,588	100.0

Fig. 14: Total Sentenced during 2023 by Age Group



Total Sentenced during 2023 broken down by Offence Group

Offence Group	Female	Male	Total	%
GP01 Homicide Offences	2	41	43	0.8
GP02 Sexual Offences	7	320	327	5.9
GP03 Attempts/Threat to Murder, Assaults , Harassments and Related Offences	70	683	753	13.5
GP04 Dangerous or Negligent Acts	14	151	165	2.9
GP05 Kidnapping and Related Offences	0	21	21	0.4
GP06 Robbery, Extortion and Hijacking Offences	8	69	77	1.4
GP07 Burglary and Related Offences	16	294	310	5.5
GP08 Theft and Related Offences	237	793	1030	18.4
GP09 Fraud, Deception and Related Offences	16	103	119	2.1
GP10 Controlled Drug Offences	40	506	546	9.8
GP11 Weapons and Explosives Offences	9	157	166	3.0
GP12 Damage to Property and the Environment	12	258	270	4.8
GP13 Public Order and Social Code Offences	28	318	346	6.2
GP14 Road and Traffic Offences	32	409	441	7.9
GP15 Offences against Government, Justice Procedures and Organisation of Crime	158	774	932	16.7
GP16 Offences Not Elsewhere Classified	9	33	42	0.7
Total	658	4,930	5,588	100.0%

Fig. 15: Total Sentenced during 2023 by Offence Group



SNAPSHOT 30TH NOVEMBER 2023 - KEY POINTS

The total number of persons in custody was 4,731 on 30 November 2023.

Of the 3,701 sentenced prisoners, 379 prisoners (10.2%) were serving life sentences and another 300 (8.1%) were serving determinate sentences of 10 years or more.

32 offenders were serving sentences of less than 3 months representing 0.9% of sentenced prisoners.

Temporary Release

There were 426 prisoners on temporary release on 30th November 2023. Of these 426 prisoners, 1 prisoner was serving less than 3 months solely for fines. 97 were on the Community Return Programme and 100 were on temporary release to the Community Support Scheme.

6 prisoners were on structured temporary release from an open centre, 55 were on temporary release serving less than 6 months for non-fine offences, and

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

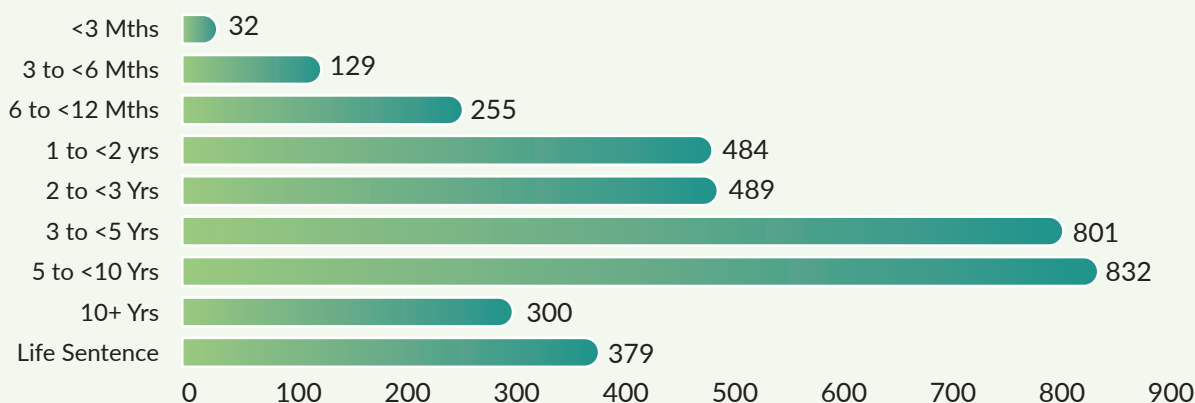


Fig. 16: Sentence length of Prisoners in Custody under Sentence on 30 November 2023

Males Under Sentence

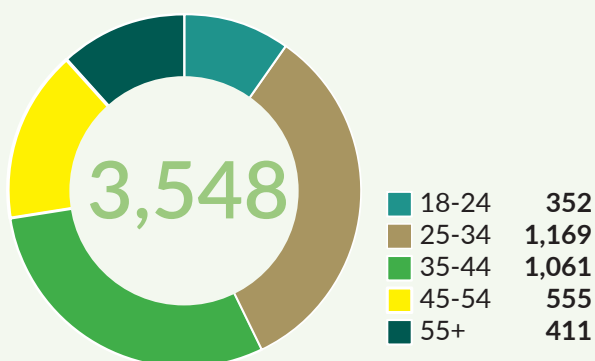


Fig. 17: Male Prisoner Population Under Sentence on 30th November 2023, broken down by Age Group

Females Under Sentence

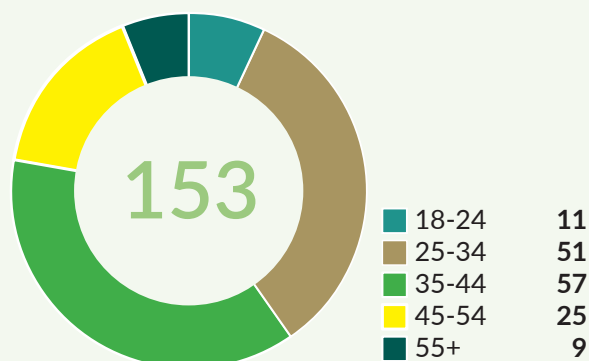


Fig. 18: Female Prisoner Population Under Sentence on 30th November 2023, broken down by Age Group




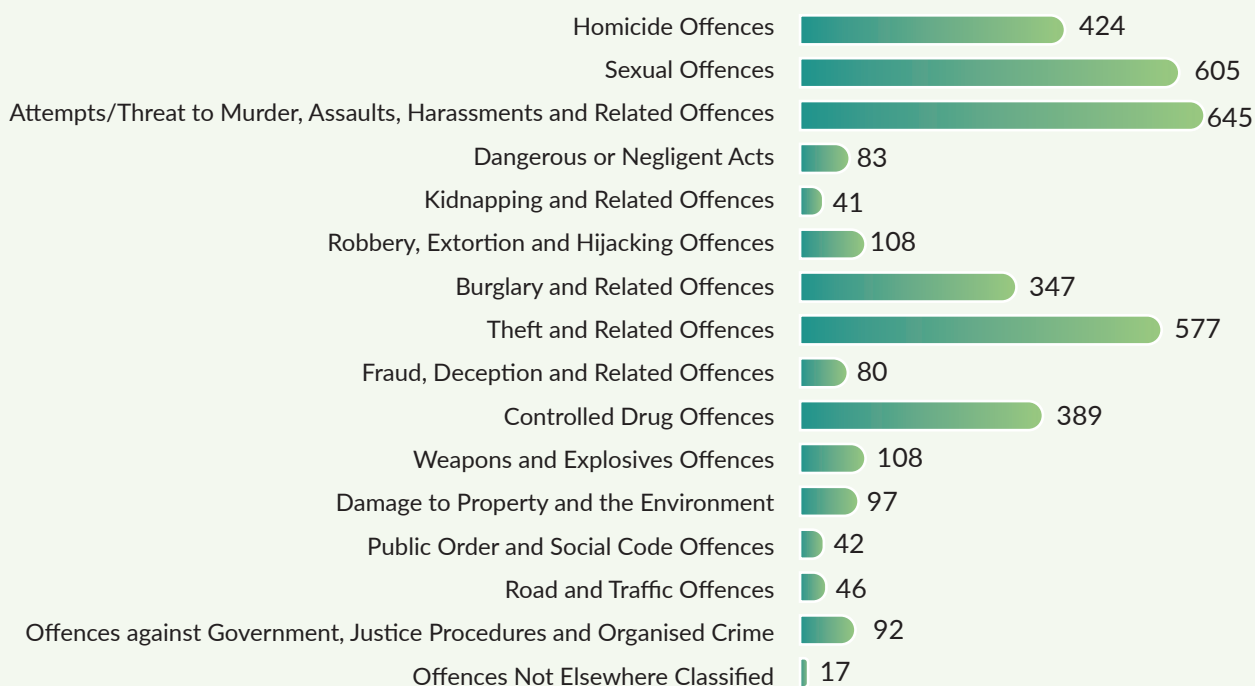
SNAPSHOT OF PRISON POPULATION ON 30TH NOVEMBER 2023

Number
in Custody
4,731
On 30th
Nov 2023

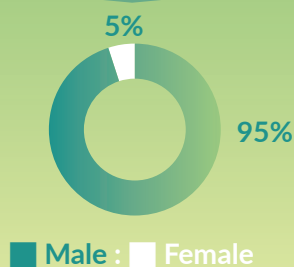
3,701
Under Sentence

1,021
Remand/Trial

9
Extradition/Immigration
detainee(s)



426
On
Temporary
Release



36
Average Age
of Person in
Custody



**Seirbhís Phríosúin
na hÉireann**
Irish Prison Service

STRATEGY STATEMENT 2023-2027



New Strategy Rollout

The research, analysis and consultation stage of developing a new strategy for the Irish Prison Service commenced in 2022 and concluded in 2023. This planning provided a clear understanding of the Irish Prison Service challenges and opportunities. The new Statement of Strategy clarifies the strategic pillars, initiatives and priorities and outlines a timeframe in the roadmap for delivery whilst being cognisant of the short term business needs of the Irish Prison Service. In developing this strategy we undertook a review of our operating environment to identify the internal and external factors which could significantly impact upon future Irish Prison Service capacity, priorities, strategy, implementation and delivery. The new plan for our Service has been informed through extensive engagement and consultation with staff and stakeholders, including the Department of Justice; the Office of the Inspector of Prisons; the Probation Service; staff representative bodies; the Visiting Committees, and people in our custody. The plan was formally launched by Minister of State, James Browne TD, in 2023. The Strategy Statement will undergo a midterm review in 2025 to assess the implementation of the actions identified under the new strategy and make any necessary adjustments

Strategic Plan

The Irish Prison Service Strategic Plan 2023-2027 sets forth a clear and actionable path to transform the prison system by focusing on rehabilitation, staff support, and improving operational services. By addressing both current challenges and anticipating future needs, the plan aims to contribute significantly to safer communities through improved management and rehabilitation of prisoners. This strategy aligns with broader criminal justice reform efforts, aiming to create a more humane and effective prison system that respects human dignity and fosters positive societal outcomes.

Overview and Strategic Context

The strategic plan was developed through extensive consultations with a wide range of stakeholders, including justice departments, prison staff, and rehabilitation services. It addresses the challenges of an aging prison population, increasing prisoner numbers, and the rising mental health needs among inmates. The plan also integrates learnings from the COVID-19 pandemic, particularly in maintaining and advancing prison operations under constrained circumstances.



Minister of State, James Browne TD, Caron McCaffrey (Director General), Raymond Murtagh (Governor Mountjoy Prison)



Strategic Goals and Pillars

The strategy is structured around five main pillars: Prisoner Pathways, Employee Experience, New Business Processes, Digital Platforms, and

Governance Framework. Each pillar targets specific improvements and is supported by detailed actions and measurable outcomes.

Our five strategic pillars

1. Prisoner Pathways: We will evolve existing and develop alternate prisoner pathways to better reflect sentence types, increase capacity within the system and achieve better outcomes for prisoners.

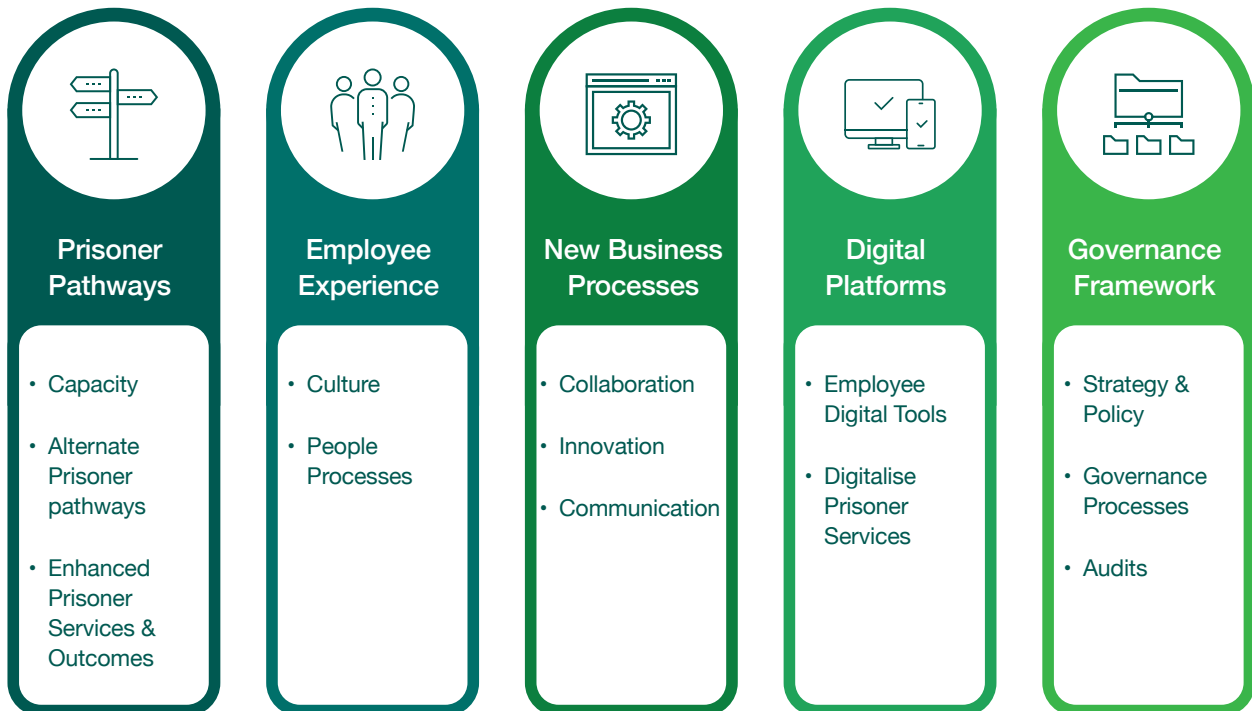
2. Employee Experience: We will continue to embed a person centred innovative, collaborative and transparent culture that reinforces our efforts to renew the organisation, underpinned by more efficient and effective people processes.

3. New Business Processes: We will continuously improve the quality of services provided to our stakeholders through new business processes that place collaboration, innovation and communication as the foundational principles for our ways of working.

4. Digital Platforms: We will modernise our services through digital development that enable more transparent and tailored services, support innovation and improve efficiency and effectiveness in a cohesive and holistic manner.

5. Governance Framework: Will we strengthen our internal controls and governance arrangements to support corporate capacity and maintain and ensure consistency, transparency and accountability for the services we provide on behalf of the State.

Key aims of each pillar





Key Challenges and Responses

The strategy acknowledges the dynamic and challenging environment of the Irish Prison Service, particularly the complexities introduced by the evolving profiles of the prison population. Key responses include:

- ▲ Implementing infrastructure projects to accommodate specific prisoner cohorts.
- ▲ Increasing the focus on health services, especially addressing mental health and substance abuse issues.
- ▲ Enhancing educational and training opportunities to support rehabilitation and reduce recidivism.

Progress Report on the Irish Prison Service Strategy Statement 2023-2027 for the Year 2023

Implementation of the strategic plan is guided by a phased roadmap through 2027, ensuring that the initiatives are rolled out in a timely and effective manner. The performance and progress will be monitored through this and future annual reports as well as audits, and stakeholder feedback mechanisms.

Our efforts in 2023 were focused primarily on consulting, developing and initiating the first phases of our five strategic pillars: Prisoner Pathways, Employee Experience, New Business Processes, Digital Platforms, and Governance Framework. Each pillar has been crucial in directing our actions towards a more efficient, transparent, and rehabilitative-oriented service.

Prisoner Pathways

We continue to develop alternate prisoner pathways throughout our estate and services. These pathways aim to reflect the diverse needs of our prison population more accurately, increase system capacity, and improve rehabilitative outcomes. A critical part of this effort was the enhancement of our infrastructure to better accommodate the specific needs of different prisoner cohorts, including the aging population and those requiring mental health interventions.

1. Prisoner Pathways					
	2023	2024	2025	2026	2027
1.1 Capacity	Implement National Flow Plan				
	Explore Capacity Opportunities				
		Harmonise Escorts & Staff Rostering Process			
				Develop infrastructure to meet capacity requirements	
1.2 Alternate Prisoner Pathways	Identify Alternate Prisoner Pathways				
		Align Pathways with Criminal Justice Agencies			
				Implement Alternate Pathways	
1.3 Enhanced Prisoner Services & Outcomes	Reinforce Prisoner Services Model				
			Enhance Primary Care Provisions & Evolve Drugs Strategy		
			Strengthen Psychology Intervention Programs		
			Expand Education & Work Training Opportunities		
				Constructively Engage Prisoners & Families	



Employee Experience

Understanding that our staff are our most valuable resource, we have embarked on initiatives to enhance the workplace environment and provide our employees with the tools and support needed to excel.

2. Employee Experience					
	2023	2024	2025	2026	2027
2.1 Culture	Culture Audit				
		Develop Culture Roadmap			
		Design & Roll-out a Staff Health & Wellbeing Model			
			Implement Culture Roadmap		
2.2 People Processes	Implement an Annual Deliverables Process				
	Implement Functional Planning Framework				
		Strengthen People Planning Process			
			Enhance PMDS Process		

New Business Processes

Innovative business processes are at the heart of our operational improvements. We have focused on enhancing our collaboration with other criminal justice agencies and stakeholders to ensure a unified approach to prisoner management. This includes better stakeholder engagement and the implementation of new communication strategies that enhance clarity and efficiency.

3. Innovation Collaboration & Communication					
	2023	2024	2025	2026	2027
3.1 New Business Processes	Innovation Process				
	Stakeholder Collaboration Process				
		Communication Framework			

Digital Platforms

The planning for digital transformation of our services has commenced in earnest. We will prioritise the deployment of digital tools that reduce manual tasks and improve operational services.

4. Digital Platforms					
	2023	2024	2025	2026	2027
4.1 Employee Digital Tools	Implement Organisation Dashboard				
		Digitalise Prison Report Books			
			Implement Staff Scheduling & Training Portal		
4.2 Digital Prisoner Services	Digitalise Prisoner Services				



Governance Framework

Strengthening our governance framework has been a critical focus. As the Service prepares to go forward on a statutory footing as a Scheduled Office we continue to strengthen internal controls and governance arrangements to support corporate capacity and maintain and ensure consistency, transparency and accountability for the services we provide on behalf of the State. We have worked diligently to enhance our policy management processes and implement a robust auditing system that aligns with both our strategic objectives and regulatory requirements. This foundational work is vital for ensuring accountability and transparency across all levels of our service.

5. Governance Framework					
	2023	2024	2025	2026	2027
5.1 Strategy & Policy	Strategy Rollout		Strategy Review		
	Enhance Policy Framework				
	Sustainability Policy Development & Implementation				
5.2 Organisation Processes	Upgrade Financial Governance Processes				
	Implement a Prisons Operations Manual				
	Strengthen Data & Information Requests Process				
		Upgrade Complaints Process			
5.3 Audits	Consistent Approach for External Audits				
		Develop & Rollout Self Audits			

An outline the progress on the implementation and the delivery of actions during 2023 are highlighted below:

National Flow Plan

A review of prisoner cohorts was undertaken during 2023, with an upward trajectory identified in two groups, male remand and male sex offenders. The IPS have commenced reconfiguration of the accommodation spaces available across the estate to meet this growing category of offender. This change and consolidation of prisoner groups will allow prisoners' access to appropriate supports and services specific to their needs.

Culture Audit & Roadmap

The Irish Prison Service identified a business need within its strategic priorities to undertake a survey and evaluation of its culture to support improving the collective performance of our service, share expectations for accomplishing strategic goals, align strategic direction, build on trust and support and respect individual differences. The Employee Experience pillar supports the value that the Irish Prison Service places on developing a skilled,

engaged, diverse, and dynamic workforce. In 2023 the Irish Prison Service went out to tender to engage an independent organisation to support to work with the organisation to design and implement a culture survey for all staff that includes reviewing and assessing the current culture, meet with focus groups and also develop and present a report highlighting key actions and areas of focus.

Implement an Annual Deliverables Process

There are three phases in the Irish Prison Service Strategy and Business Planning Process - Strategy Development; Business Planning and Annual Deliverables. In 2023 the Irish Prison Service designed and finalised the Annual Deliverables process which involves defining the specific annual expectations and targets for the directorates and prisons. The annual deliverables process is an annual cycle of aligning the Directorate Business Plans to Directorate and Prison deliverables and then monitoring progress to ensure delivery over the period January to December



Design Functional Planning Framework

A functional planning framework was complete and agreed in 2023 but not implemented. The Function Director is responsible for leading and directing functional stewardship for their Directorate in alignment with the strategy, governance model and deliverables of the Irish Prison Service. Each Director defines the functional leadership model and working groups for their directorate and is responsible for providing strategic leadership to the functional governors and Lead Governors as required. The aim of this model is to align functional activities and reporting structures and to build close working relationships between the respective directorate functions and the prison and to support the delivery of the primary function of the Service in providing safe and secure custody with dignity of care for people committed to prison and reduce the risk of harm to the public and the likelihood of reoffending by providing rehabilitation for people in prison.

Digitalise Prison Report Books

With the support of the Change, Technology & Innovation unit in the Department of Justice, work continued in 2023 on the planning for digitalising prison report books. To support designing and identifying a solution workshops took place with stakeholders to assess the current status of prison reports, examine the hierarchy of reports and the amount of duplication contained in reports. A

wireframe of components for a potential solution and the relationships that each component should have with databases and each other has been developed. This will support work in 2024 to scope a potential solution that could be tailored to suit the needs and objectives for staff and services.

Technology Transforming Custody

The Irish Prison Service has identified a business need within its strategic priorities to modernise our services through digital development and transformation. The Digital Platforms pillar supports the objective that we will modernise our services through digital development that enable more transparent and tailored services, support innovation and improve efficiency and effectiveness in a cohesive and holistic manner. In 2023 the Irish Prison Service conducted a number of workshops and underwent a procurement process to put in place support to work with the organisation to draft a Technology & Change Delivery Plan for the short, medium and long term objectives of the Strategy Statement, specifically to include:

- ▲ Technology, Change & digital Transformation development from a holistic perspective
- ▲ Digital Maturity dimensions
- ▲ IT Management & governance strategies
- ▲ Innovation & Project Design supports
- ▲ Project Management





Implement Organisation Dashboard

An ambition for the Irish Prison Service to be a data-driven organisation whereby our objectives, operations and processes are based upon a thorough understanding of the needs of our stakeholders, the realities of the lives of the communities we serve and the effectiveness of our interventions. We have been designing the processes to make this ambition a reality over the past four years. By building our capacity and skills to implement data solutions, we are supporting an integrated approach with our service users. In 2023 we implemented a suite of performance and risk management dashboards to facilitate our senior management in making faster and smarter informed decisions on our mission critical priorities. Leveraging our key information management systems, the dashboards contain the right performance and risk metrics that link to the vision of the organisation, facilitate data driven decision-making and allow for the most efficient distribution of resources.

The dashboards have measures that are assigned to:

- ▲ meet statutory requirements
- ▲ deliver on the mission and strategy
- ▲ shed light on key process areas that need senior management attention
- ▲ to enhance performance across the entire organisation
- ▲ In 2023, we rolled out 213 metrics across the dashboards.

Design Stakeholder Collaboration Process

Stakeholder Mapping workshops took place throughout 2023 to identify the list of stakeholders across all prisons in the estate; directorates and at organisation level. This work will support the design of a communications and engagement plan that will support effective collaboration with all of our stakeholders and clarify, understand and set expectations; address common barriers; facilitate feedback and use the appropriate communication methods.

Develop & Rollout Self Audits

The development of a self-audit process commenced in 2023. The purpose of this procedure is to further ensure the appropriate implementation, maintenance, review and improvement of the organisations policies and

procedures by conducting scheduled and regular self-assessments. The process will strengthen governance, performance, risk management and quality assurance and utilise the outputs from the dashboards.

As we look to the future, we remain committed to building on the successes of this past year. Our journey is long, and the challenges are complex, but our dedication to reforming the Irish Prison Service is unwavering. The investments we make today in our infrastructure, our people, and our operational frameworks are critical to our mission of providing safe and secure custody, dignity of care and rehabilitation to prisoners for safer communities.



**Seirbhís Phríosúin
na hÉireann**
Irish Prison Service

APPENDICES



APPENDIX I

Persons in custody under sentence on 30 November 2023 - 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	1	13	30	14	365	424
GP02 Sexual Offences	0	5	3	59	51	107	199	169	12	605
GP03 Attempts/Threat to Murder, Assaults, Harassments and Related Offences	1	17	34	128	125	183	116	39	2	645
GP04 Dangerous or Negligent Acts	0	3	11	19	17	19	13	1	0	83
GP05 Kidnapping and Related Offences	0	0	0	1	4	8	17	11	0	41
GP06 Robbery, Extortion and Hijacking Offences	0	0	0	10	28	31	35	4	0	108
GP07 Burglary and Related Offences	0	3	29	43	54	99	107	12	0	347
GP08 Theft and Related Offences	9	34	84	102	82	158	99	9	0	577
GP09 Fraud, Deception and Related Offences	1	3	5	12	19	24	13	3	0	80
GP10 Controlled Drug Offences	4	8	15	46	78	107	120	11	0	389
GP11 Weapons and Explosives Offences	0	3	4	11	8	16	48	18	0	108
GP12 Damage to Property and the Environment	1	9	17	18	13	25	13	1	0	97
GP13 Public Order and Social Code Offences	9	11	10	2	3	4	3	0	0	42
GP14 Road and Traffic Offences	3	10	22	9	1	0	1	0	0	46
GP15 Offences against Government, Justice Procedures and Organisation of Crime	3	23	21	19	3	3	12	8	0	92
GP16 Offences Not Elsewhere Classified	1	0	0	4	2	4	6	0	0	17
Total	32	129	255	484	489	801	832	300	379	3,701



APPENDIX II

Daily average number of prisoners per Institution 2023

Institution	Bed Capacity at Year end	In Custody	On Temporary Release	On Remand/Trial
Arbour Hill Prison	137	134	0	2
Castlerea Prison	340	369	18	78
Cloverhill Remand Prison	433	460	4	381
Cork Prison	296	306	55	82
Limerick Female Prison	56	49	21	9
Limerick Male Prison	286	293	44	71
Loughan House	140	120	8	0
Midlands Prison	875	914	30	103
Mountjoy Female Prison	146	165	54	45
Mountjoy Male Prison	755	784	96	29
Portlaoise Prison	229	224	3	14
Shelton Abbey	115	98	4	0
Training Unit	96	95	2	0
Wheatfield Prison	610	571	35	55
Total	4,514	4,582	374	869



APPENDIX III

Committals to prison 2003 to 2023

Year	Total	Change from previous year - %	Persons	Change from previous year - %	Male	Female
2023	7,938	12.7	6,495	11.9	5,708	787
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 2023 - 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	0	0	1	2	3	4	14	3	16	43
GP02 Sexual Offences	3	14	17	67	41	73	74	36	2	327
GP03 Attempts/Threat to Murder, Assaults, Harassments and Related Offences	29	170	137	155	120	118	16	8	0	753
GP04 Dangerous or Negligent Acts	20	72	28	20	14	5	6	0	0	165
GP05 Kidnapping and Related Offences	0	1	3	2	2	4	6	3	0	21
GP06 Robbery, Extortion and Hijacking Offences	1	4	4	12	29	17	10	0	0	77
GP07 Burglary and Related Offences	18	40	64	45	58	57	27	1	0	310
GP08 Theft and Related Offences	164	287	302	80	77	105	15	0	0	1030
GP09 Fraud, Deception and Related Offences	12	28	26	21	14	15	2	1	0	119
GP10 Controlled Drug Offences	55	111	97	89	76	75	42	1	0	546
GP11 Weapons and Explosives Offences	17	58	39	18	6	17	10	1	0	166
GP12 Damage to Property and the Environment	35	94	65	27	28	9	12	0	0	270
GP13 Public Order and Social Code Offences	210	105	21	4	4	0	2	0	0	346
GP14 Road and Traffic Offences	86	324	31	0	0	0	0	0	0	441
GP15 Offences against Government, Justice Procedures and Organisation of Crime	668	158	83	8	2	4	8	1	0	932
GP16 Offences Not Elsewhere Classified	17	5	5	6	2	4	3	0	0	42
Total	1,335	1,471	923	556	476	507	247	55	18	5,588



APPENDIX V

Total Sentenced by sentence length 2011 - 2023

	<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 2023	1,335	1,471	923	556	476	507	247	55	18	5,588
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 '22 to '23	34.3	10.3	0.0	14.9	9.7	23.1	16.0	25.0	5.9	15.1

APPENDIX VI

Total Sentenced (excluding fines) 2011 - 2023

	<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 2023	783	1,469	923	556	476	507	247	57	18	5,036
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 '22 to '23	-0.9	10.2	0.0	14.9	9.7	23.1	16.0	25.0	5.9	8.3



APPENDIX VII

Number of Committals per Month in 2023

Month	Number of Committals
January	664
February	735
March	827
April	565
May	703
June	770
July	755
August	408
September	542
October	650
November	763
December	556
Total	7,938



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 2023 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 2023 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.
- ▲ Processes for ensuring documented procedures are in place in respect of all key business activities.
- ▲ There are systems in place to safeguard the assets.

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 2023 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 an 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 2023, 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 2023.

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 regular 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 2023 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	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