



OIFIG AN CHIGIRE PRÍOSÚN  
OFFICE OF THE INSPECTOR OF PRISONS

# Strategic Plan 2020–2023



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# Foreword

## I am pleased to introduce the Office of the Inspector of Prisons (“the Inspectorate”) Strategic Plan for 2020 to 2023.

Following my appointment in May 2018, I commissioned an independent review which identified two key strategic drivers for this organisation in the immediate term and into the future. The first of these was the need for a robust regime for the inspection of prisons in Ireland, with the Inspectorate focussed on the delivery of a comprehensive programme of inspections across the prison system. The second was the pending requirements of the United Nations Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT), which when ratified will bring further international obligations and responsibilities on Ireland and by extension to the Inspectorate.

To meet these challenges, it is clear that a transformation is needed: this is, for the Inspectorate to build on the hard work and dedication of our staff, for which I continue to be extremely grateful, and build up the organisational capabilities and capacity to deliver our responsibilities into the future.

This Strategic Plan therefore sets out an ambitious and far-reaching vision for the Inspectorate to 2023: “A robust, preventative regime for the inspection of prisons in Ireland, and the investigation of Deaths in Custody, or other investigations relating to the management or operation of a prison, recognised as meeting or exceeding national requirements and international best practice”.


The successful implementation of this vision requires the delivery of a sustained, determined and energetic action plan over the coming years, with the Inspectorate working alongside and in dialogue with our delivery partners including the Department of Justice, the Irish Prison Service and other key stakeholders. The actions outlined in this Strategic Plan therefore include:

- Delivering a robust programme of inspection throughout all of Ireland’s prisons, guided by an Inspection Framework based on international good practice
- Rolling out a new process for investigating all Deaths in Custody in a robust and timely manner



- Implementing a new operating model for the Inspectorate, underpinned by the resources and capabilities required to successfully deliver our vision and meet our statutory obligations
- Delivering and maintaining collaborate networks both nationally and internationally.

This Strategic Plan provides a strong framework for the continuing development of the Inspectorate, and the vision and strategic ambition to guide our work over the next three and a half years. I look forward to working with colleagues, and our delivery partners to realise the ambition set out in this Strategic Plan, and delivering the step change required to do so.

A handwritten signature in black ink, reading "Patricia Gilheaney", written over a thin horizontal line.

**Patricia Gilheaney**  
Inspector of Prisons  
30 October 2020

# Glossary

AGS	An Garda Síochána
DiC	Death(s) in Custody
DoJ	Department of Justice
DPER	Department of Public Expenditure and Reform
IPS	Irish Prison Service
IPSC	Irish Prison Service College
Minister	Minister for Justice
MOU	Memorandum of Understanding
NPM	National Preventive Mechanism

<b>OPCAT</b>	Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
<b>OPW</b>	Office of Public Works
<b>OSG</b>	Operational Support Group
<b>POM</b>	Preferred Operating Model
<b>SLA</b>	Service Level Agreement
<b>SMART</b>	Specific, Measurable, Achievable, Realistic and Time-bound
<b>SPT</b>	Subcommittee on Prevention of Torture and other Cruel, Inhuman or Degrading Treatment or Punishment
<b>UN</b>	United Nations

# 1 Context and role

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# 1.1 Introduction to this document

**1.1.1** This document provides a plan and framework for the work of the Office of the Inspector of Prisons (“the Inspectorate”) over the next three and a half years. It sets out the Vision and Ambition for the Inspectorate over the period up to and including 2023, identifying the actions required to realise these, and the enablers and inputs necessary to underpin the plan. This approach is illustrated in the diagram below.



## 1.2 Fulfilling our statutory duties

**1.2.1** The Office of the Inspector of Prisons is a statutory office established pursuant to Part 5 of the Prisons Act 2007 (the Act). The key role assigned to the Inspector is to **carry out regular inspections** of prisons in Ireland and to **present reports** on each institution inspected as well as an Annual Report to the Minister for Justice (Minister) for laying before the Houses of the Oireachtas and for publication. The Inspector of Prisons is independent in the performance of her functions.

**1.2.2** Under Section 31 of the Act, the Inspector of Prisons is obliged to carry out regular inspections of prisons and for this purpose may:

- at any time enter any prison or any part of a prison,
- request and obtain from the Governor a copy of any books, records, other documents or extracts from such documents, and
- in the course of an inspection or arising out of an inspection bring any issues

of concern to the notice of the Governor of the prison concerned, the Director General of the Irish Prison Service or the Minister, or all of the aforementioned as the Inspector considers appropriate.

- 1.2.3** Accordingly, the Inspectorate will carry out a number of different types of inspections: General, Thematic, Functional and Follow-up Inspections. A summary of these types of Inspections is included at Appendix A.
- 1.2.4** The Inspector may, and must if requested by the Minister, **investigate** any matter arising out of the management or operation of a prison and must submit to the Minister a report of any such investigation (Section 31(2) of the Act). The Minister must lay any such report before the Houses of the Oireachtas subject to certain caveats (Section 31(3), (4) and (5) of the Act).
- 1.2.5** Since 2012, under Section 31(2) of the Act, the Inspector of Prisons investigates the circumstances surrounding the **deaths of prisoners in custody** and any person who died within one month of his/her temporary release.
- 1.2.6** Under Rule 44 of the Prison Rules 2007-2020, a prisoner is entitled to send or receive an unopened letter(s) to the Inspector on any matter.
- 1.2.7** It is not a function of the Inspector of Prisons to investigate individual complaints, but she may examine the circumstances relating to a complaint where necessary for performing her functions (Section 31(6) of the Act). However, the Inspector has specific functions in relation to certain prisoner complaints in accordance with Rule 57B of the Prison Rules 2007-2020. Following an Inspectorate report in 2016 entitled *Review, Evaluation and Analysis of the Operation of the Present Irish Prison Service Prisoner Complaints Procedure*, the then Minister for Justice and Equality, Ms. Frances Fitzgerald TD, announced that she accepted the Inspector of Prisons recommendations in the report, one being that the Ombudsman should be given a role in the prisoner complaints procedure. The Office of the Ombudsman, IPS and DoJ are currently working towards a new complaints-handling process. Until such time as there are legislative changes regarding the prisoner complaints system, the Inspectorate will continue to retain oversight of the operation of the prisoner complaints system within the IPS and will also carry out periodic reviews in the course of inspections.
- 1.2.8** The Inspectorate will also have regard to the need to eliminate discrimination, promote equality of opportunity and protect human rights in accordance with the Public Sector Equality and Human Rights Duty.<sup>1</sup>

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1 Section 42, Irish Human Rights and Equality Commission Act 2014

## 1.3 Our Mission and Values

### 1.3.1 The Mission of the Inspectorate is:

*Supporting excellence in both delivery and outcomes in Ireland's prisons through an independent programme of inspections and investigations*

### 1.3.2 The Values of the Inspectorate are:

- **Independent and Impartial**

The Inspectorate will be fair and reasonable in how it conducts its work, using evidence to arrive at its conclusions. We will report openly and use evidence informed findings to influence policy and practice.

- **Human Rights Focused**

The Inspectorate will have a focus on human rights at the core of its work. This human rights focus will apply to prisoners, visitors, staff and others who come into contact with the IPS.

- **Transparent and Collaborative**

The Inspectorate will publish both its approach to inspections, investigations and the standards that it expects to be met by the IPS. The objective is to work in dialogue with the IPS management, frontline staff and people in custody to drive both compliance and good practice, leading to better outcomes. The Inspector will also work in dialogue with other key stakeholders.

- **Capable and Systematic**

The Inspectorate will be professional and structured in both its approach (e.g. gathering evidence) and the articulation of its findings, conclusions and recommendations.

### 1.3.3 The Inspectorate supports the "Our Public Service 2020" Declaration on Public Service Innovation in Ireland (see Appendix B for further details).

### 1.3.4 Over the period covered by this Strategic Plan, and beyond, these Values will be reflected in both what the Inspectorate does (i.e. our strategic focus and our activities) and how we do it (i.e. our behaviours and tone).

## 2 Our Strategic Drivers

The background of the page is composed of several overlapping geometric shapes. A large, dark teal shape occupies the top left and center. To its right is a lighter teal shape. Below the dark teal shape is a medium teal shape. At the bottom, there are two overlapping shapes: a light blue one on the left and a light green one on the right. The bottom right corner of the page is white.



## 2.1 Conclusions of the independent review in 2018

**2.1.1** In the autumn of 2018, an Independent Review of the Inspectorate's operational structure and resources was undertaken by PA Consulting Group. The purpose of this review was to examine the existing office structure and to identify a future Preferred Operational Model (POM) to enable the Inspectorate to fulfil its statutory responsibilities, at the heart of which is the independent inspection of prisons.

**2.1.2** This review concluded that looking forward, the existing Inspection and Investigation regime within the then Inspectorate was not fit for purpose (while emphasising that this finding did not detract from the good work that had been done or the dedication of staff). It identified two key strategic drivers for developing a robust and sustainable organisation structure and resourcing allocation for the Inspectorate:

- i. The need for a robust regime for the inspection of prisons in Ireland, with widespread agreement across all stakeholders that the core responsibility of the Inspectorate must be focussed on the delivery of a comprehensive programme of inspections across the prison system.
- ii. The pending requirements of the Optional Protocol to the Convention Against Torture (OPCAT) .

**2.1.3** The review set out the need for a future POM to be implemented and supported by enhanced resourcing. It identified a series of 49 recommendations across the full remit of the Inspectorate, its services and statutory powers, its capabilities (including programme of inspections, investigations, transparency and publication of reports, people & skills, relationship with the IPS and other partnerships, technology & data, estate & facilities, organisation status & governance, and indicative budget). Some of the areas covered in the conclusions and recommendations were:

- A focus by the Inspectorate on the immediate core services of: inspection of the management and operation of those places of detention that fall within its remit; and independent investigation of deaths in custody and any death of a prisoner on temporary release that occurs within one month of his/her release
- Adoption of new Inspection and Investigation processes
- Enhanced legislative powers and protections for the Inspector and Inspectorate teams
- Implementing the POM by building the necessary internal capabilities and capacity, and implementing a new organisational structure
- Continuing dialogue with the IPS and building relationships with other organisations that would support service delivery

- Implementing new technology solutions to support the effective planning and delivery of services
- Securing appropriate accommodation that supports the work of the Inspectorate, and
- Requesting an increased budget for the future Inspectorate both through 'transformational' and 'operational' phases.

**2.1.4** The review also set out a five-year roadmap for implementing the POM by the end of 2023, implementing a renewed Inspectorate on a phased basis.

## 2.2 The pending requirements of OPCAT

**2.2.1** The OPCAT was adopted by the United Nations (UN) General Assembly in 2002, and entered into force in 2006. It is a treaty which seeks to assist States in the prevention of torture and ill-treatment. OPCAT establishes a system of regular visits to all places of detention, conducted by national bodies which are called National Preventive Mechanisms (NPMs), and by an international body, the Subcommittee on Prevention of Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (SPT).

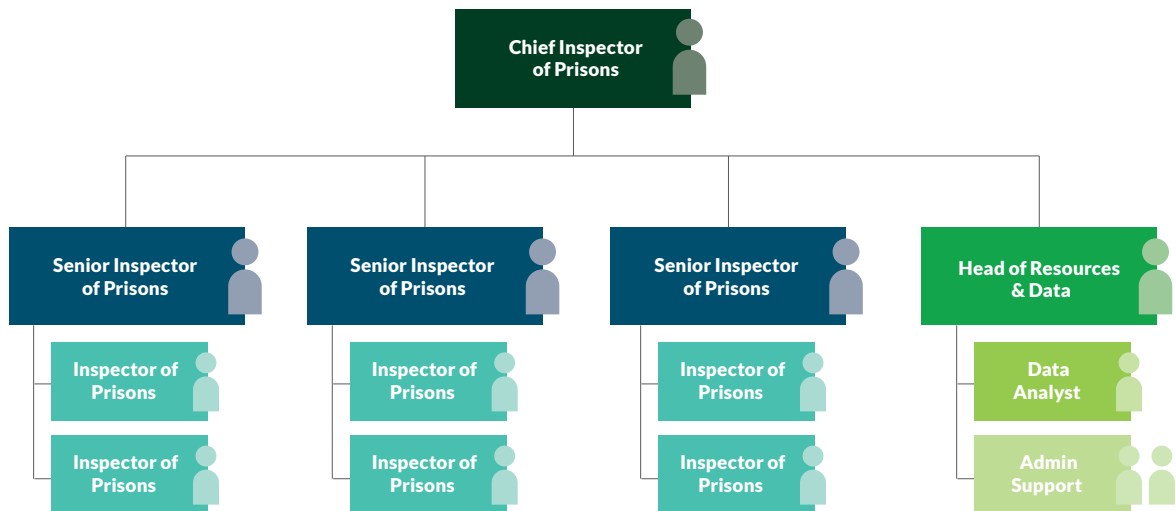
**2.2.2** Ireland signed the protocol in 2007, but ratification remains outstanding. The Programme for Government includes a commitment to ratify the OPCAT during the lifetime of this plan. The review noted that the good practice in relation to the OPCAT should inform the future development of the Inspectorate.

**2.2.3** The 2018 Review recommended a change in the titles of post-holders to reflect the work of the Inspectorate. It recommended that the Inspector of Prisons who is appointed in accordance with Section 30 of the 2007 Act be known as the Chief Inspector (Inspector of Prisons), supported by Senior Inspectors, Inspectors and administrative staff. The current staffing of the Inspectorate is:

Role	Number
Chief Inspector	1
Senior Inspector	1
Inspector	1
Office Manager	1
Administrative Support	1

#### 2.2.4

The 2018 review identified the need to change the organisational structure, with an increased level of resourcing, in order to satisfactorily and successfully deliver the Inspectorate's statutory duties. It recommended increasing to 13 staff (in addition to the Chief Inspector), organised into three operational teams headed by Senior Inspectors (two focussed on Inspections, and one focussed on Investigations including Deaths in Custody), and supported by a Resources and Data Team. This proposed structure is illustrated below.



#### 2.2.5

The proposed staffing model is dependent on the availability of a Panel of Experts to augment the core teams. It is intended that the experts on the panel would be drawn down on an 'as required' basis for inspections / investigations and be remunerated in accordance with a rate to be approved by the DoJ and Department of Public Expenditure and Reform (DPER).

## 2.3 Wider context of the scrutiny of Ireland's prison system

#### 2.3.1

The role of the Inspectorate should not be considered in isolation, but rather within the wider context of the scrutiny of the prison system in Ireland. There are four main scrutiny functions in relation to prisons:

- **Inspection** – period, planned reviews of all aspects of each prison (plus thematic, functional and follow-up inspections) by a cadre of professional inspectors, including monitoring of implementation of IPS Action Plans to address areas identified for improvement.
- **Monitoring** – on-going regular visits to each prison by Prison Visiting Committees who are appointed by the Minister for Justice.

- **Investigations** – expert inquiries into deaths in custody and any other matter relating to the operation or management of a prison. Criminal investigations are conducted by An Garda Síochána who also gather evidence for Coroners' inquests.
- **Complaints** – Resolution of complaints that cannot be resolved within the scope of the internal complaints processes of the IPS.

**Figure: Current roles and responsibilities in prison policy, delivery and oversight.**

Department of Justice			
<b>Legislative and Policy framework for the delivery of prisons service in Ireland</b> <i>Making Ireland a safe, fair and inclusive place to live and work</i>			
Irish Prison System <sup>1</sup>			
<b>Operational responsibility for the delivery of the prison service in Ireland</b> <i>Providing safe and secure custody, dignity of care and rehabilitation to prisoners for safer communities</i>			
Inspection	Monitoring	Investigations	Complaints
General or thematic or functional or follow-up inspections	Regular unannounced visits to each prison to view conditions and speak to prisoners and staff	Expert investigations into DiC's  Expert investigations of any matter arising out of the management or operation of a prison	Periodic review of Prisoner Complaints Procedure within the IPS  Oversight of all investigations carried out under Rule 57B Prison Rules 2007-2020
Office of the Inspector of Prisons	Visiting Committees <sup>2</sup>	Office of the Inspector of Prisons <sup>3</sup>	Office of the Inspector of Prisons

Source: PA Consulting Group (2018 review)



Note:

1. The Irish Prison System includes 13 prisons and other functions for example – IPS Headquarters, Irish Prison Service College (IPSC), Prison Service Escort Corps (PSEC) and Operational Support Group (OSG). The IPS also provides funding for community based projects that support prisoners' reintegration in the community.
2. A Visiting Committee is appointed to each prison under the Prisons (Visiting Committees) Act, 1925 and Prisons (Visiting Committees) Order, 1925. Members of the Visiting Committees are appointed by the Minister for Justice for a term not exceeding three years. Visiting Committees of each prison submit an annual report to the Minister for Justice for publication.
3. Currently investigations conducted by the Inspectorate are mainly limited to Deaths in Custody and any death of a prisoner on temporary release that occurs within one month of his/her release from prison. The Inspector must also investigate any matter arising out of the operation or management of a prison as requested by the Minister for Justice. The Inspector may, of her own volition, investigate any matter arising out of the operation or management of a prison. The statutory basis for the investigative role is Section 31(2) of the Prisons Act 2007. However, the associated powers vested in the Inspector to carry out this role are limited and require enhancement.

# 3 The Inspectorate by 2023

The background of the slide is composed of several overlapping geometric shapes. A large teal shape covers the top left and center. A lighter teal shape is on the top right. A light blue shape is on the bottom left, and a light green shape is on the bottom right. These shapes meet at various angles, creating a modern, abstract design.

## 3.1 Our Vision for 2023

**3.1.1** By 2023, we will (with the support of DoJ and in dialogue with the IPS) deliver a step-change in the capability and capacity of the Inspectorate to deliver our Mission and fulfil our statutory mandate. The Vision for the Inspectorate by 2023 is:

*“A robust, preventative regime for the inspection of prisons in Ireland, and the investigation of Deaths in Custody, or other investigations relating to the management or operation of a prison, recognised as meeting or exceeding national requirements and international best practice”.*

## 3.2 Our Ambition Statements for the period 2020 to 2023

**3.2.1** Underpinning the Vision for 2023 is a set of four Ambition Statements, which provide a clear declaration of the specific outcomes that the Inspectorate wants to achieve over the next three and a half years. These outcomes will be achieved with the support of and with the resources approved by the DoJ and also by engaging in dialogue with the IPS and other stakeholders. The ambitions relate to the current role of the Office of the Inspector of Prisons as specified in legislation. The Inspectorate is agile and will pivot and respond to any legislative changes that may impact on its role during the lifetime of this plan. Should this occur, amendment or addition to the following Ambition Statements may be required.

**3.2.2** The Ambition Statements for the Inspectorate over the period to 2023 are:

**1. Provide a robust, preventative regime of independent inspections of prisons which promotes quality and protects human rights**

Provision of a comprehensive and systematic programme of inspections of Ireland's prisons which is independent, transparent, prevention-focussed and in line with or exceeding all national requirements and international obligations and best practice.

**2. Provide a robust regime for investigating Deaths in Custody and / or any matter arising out of the operation or management of a prison**

Delivery of independent, timely and transparent investigations of all DiCs or investigations on any matter arising out of the operation or management of a prison as determined by the Chief Inspector of Prisons.

### **3. Provide public assurance regarding the handling of complaints**

Providing oversight of the Prisoner Complaints Process, in a manner which commands the confidence of prisoners, staff and the public that it is robust and fair.

### **4. Build public confidence in the work of the Inspectorate**

Through demonstrating the robust, comprehensive and independent nature of the Inspectorate's inspection framework, work programmes and outputs, building public confidence that the Inspectorate is fulfilling its statutory mandate and its mission.

## **3.3 Delivering our ambition by 2023: objectives, actions and targets**

### **3.3.1**

The Ambition Statements, and ultimately the Vision for 2023, must be delivered through a planned programme of activity which will be transformational in nature and address all areas of the Inspectorate's business. In order to achieve this, we have identified a set of objectives through which we will undertake this activity over the three and a half years.

### **3.3.2**

The following diagram illustrates these objectives and how they link to delivery of the Ambition Statements.



Ambition Statements				
	#1 – Provide a robust, preventative regime of independent inspections of prisons which promotes quality and protects human rights	#2 – Provide a robust regime for investigating DiC's and/or any matter arising out of the operation or management of a prison	#3 – Provide public assurance regarding the handling of complaints	#4 – Build public confidence in the work of the Inspectorate
#1 – We will develop and maintain the frameworks, approaches and processes to underpin robust regimes for inspection, investigation and written correspondence from prisoners	✓	✓	✓	✓
#2 – We will implement the new operating model required to deliver our Mission and statutory duties	✓	✓	✓	✓
#3 – We will undertake and maintain a robust programme of inspection throughout all of Ireland's prisons	✓			✓
#4 – We will investigate Deaths in Custody in a robust and timely manner		✓		✓
#5 – We will develop and maintain dialogue with the DoJ, partner organisations and with international networks	✓	✓	✓	
#6 – We will maintain readiness to take on any additional statutory functions				✓
#7 – We will provide a valuable oversight function for the IPS Prisoner Complaints Processes			✓	✓

### 3.3.3

Each of these objectives will be met through delivery of a defined set of actions, with associated SMART (Specific, Measurable, Attainable, Realistic, Time-bound) targets between now and 2023:

## Objective 1

We will develop and maintain the frameworks, approaches and processes to underpin robust regimes for inspection, investigation and written correspondence from prisoners	
Actions	Targets
Develop an Inspection Framework in dialogue with IPS and DoJ	1. Inspection Framework agreed and published by end of September 2020
Maintain and update the Inspection Framework in line with learning from inspections and any changing national/international requirements and best practice	2. The Inspection Framework will be formally updated as required but no later than every three years
Further develop Death in Custody Investigation processes in dialogue with the IPS	3. Updated DiC Investigation process agreed by end of March 2020
Maintain and update the Investigation approach with learning from investigations and any changing national/international requirements and best practice	4. Investigation approach updated on an ongoing basis
Ensure sound and consistent processes are in place for responding in a timely and satisfactory manner to Rule 44 (Prison Rules 2007-2020) letters from prisoners	5. Revised processes in place by end December 2020

## Objective 2

We will implement the new operating model required to deliver our Mission and statutory duties	
Actions	Targets
Seek authorisation for the budget required for the Inspectorate to deliver its Mission (as identified in the 2018 review)	1. The financial allocation as identified in the 2018 Review is secured by end of December 2021 and annually thereafter during the lifetime of this plan
With the support of DoJ, put in place the resources required to complete one general inspection by end of February 2021	2. Resources approved, recruited and in place by end November 2020
Put in place an Expert Panel to support the Inspectorate	3. Expert Panel members appointed by end June 2021
Recruit the remaining staff required to deliver the Inspectorate's Mission and statutory duties	4. Full complement of permanent staff with the required skills and capabilities in place by end December 2021
Implement new technology solutions to support the effective planning and delivery of services	5.a New Website 'go live' by September 2020 5.b New Intranet 'go live' by June 2021 5.c New CMS 'go live' by end December 2023
Source appropriate accommodation that supports the work of the Inspectorate	6. Inspectorate based in appropriate and secure permanent accommodation by end of September 2021

## Objective 3

We will undertake and maintain a robust programme of inspection throughout all of Ireland's prisons	
Actions	Targets
Develop and maintain a future Inspection Programme providing for at least three inspection slots (either General, Thematic or Functional) and two shorter-form "follow-up" inspection slots annually	1.a Inspection Programme developed by end of December 2020  1.b Inspection Programme reviewed and updated on an annual basis thereafter
Complete a first General inspection of a prison	2. One Inspection Report submitted to the Minister for Justice by end of March 2021
Deliver the Inspection Programme ensuring that each prison is inspected at least once in each five-year period	3. Nine inspections completed by end of December 2023

## Objective 4

We will investigate Deaths in Custody in a robust and timely manner	
Actions	Targets
Roll out the use of the revised investigation process under the new organisational structure	1.a All DiCs investigated under the revised Investigation Process from December 2020 onwards  1.b A report on IPS implementation of their Action Plans <sup>2</sup> to address DiC report recommendations to be completed by end February 2021 and on an annual basis thereafter

2 Actions plans to be received from IPS, addressing the Corrective Actions and Preventative Actions (CAPA's) to mitigate risks of re-occurrence of issues identified in every Inspection and Investigation report.

## Objective 5

We will develop and maintain dialogue with the DoJ, key stakeholders and with international networks	
Actions	Targets
Engage regularly with the DoJ regarding the Governance and operation of the Inspectorate	1. Meetings with the Minister for Justice and DoJ Officials will have taken place a minimum of twice per year
Develop future protocols, processes and ways of working in dialogue with IPS	2.a Protocols, processes and ways of working are documented by February 2021 and they are  2.b Reviewed at least every two years or earlier if required
Develop an ecosystem of expert advisers in Ireland and elsewhere (across delivery partners, interested parties, peers in other jurisdictions, academia and advocacy groups)	3. Ecosystem in place (e.g. SLAs, MOUs and framework agreements) by December 2021
Develop and maintain international networks, through which good practice can be shared	4.a Relevant groups and forums identified, links developed and maintained on an ongoing basis  4.b Bilateral international relationships maintained on an ongoing basis
Assist, inform and support DoJ in the development of a contemporary legislative framework for inspection	5. Advice and inputs to DoJ on legislation pertinent to the Inspectorate is provided on an ongoing basis and at any time on request
Inform and advise the Oireachtas Committee on Justice on the Inspectorate's work as requested	6. Information and advice requested by the Oireachtas Committee is provided in a timely manner

## Objective 6

We will maintain readiness to take on any additional statutory functions	
Actions	Targets
Maintain ongoing discussions with DoJ on legislation regarding the powers of the Inspectorate, and the Inspectorate's role	<p>1.a Inspectorate proactively undertakes discussions on an ongoing basis</p> <p>1.b Inspectorate makes recommendations regarding the Inspection of Places of Detention Bill as and when the legislative timetable progresses</p> <p>1.c Inspectorate makes recommendations and suggestions on contribution to Ireland's NPM following ratification of OPCAT</p>



## Objective 7

### We will provide a valuable oversight function for the IPS Prisoner Complaints Processes

Actions	Targets
Maintain IPS prisoner complaints oversight processes	1. Review and further develop complaints oversight process by end March 2021 and review by end December 2023
Carry out periodic reviews of the prisoner complaints processes	2. Reports relating to Review of Prisoner complaints processes are completed by end March 2021 and annually thereafter
Carry out a review of the implementation of the recommendations in the <i>Review, Evaluation and Analysis of the Operation of the present Irish Prison Service Prisoner Complaints Procedure (2016)</i>	3. Report on the implementation of the recommendations in the 2016 report is completed by end June 2023

## 3.4 Our Action Plan for 2020 to 2023

### 3.4.1

The actions and targets above provide a high-level plan for the delivery of the Inspectorate's objectives over the coming years, and for the realisation of our ambitions for 2023. The diagram below depicts the key milestones ahead commencing with Q3 2020:

ID	Task	Timeframe
1	Develop Inspection Framework	Q3 2020
2	Inspection Framework published	Q3 2020
3	Develop Inspection Programme	Q4 2020
4	Obtain approval for:	
(a)	(a) Budget allocation	Q3 2020
(b)	(b) Human Resource approval	Q3 2020
5	Recruit resources for the first general inspection	Q3 to Q4 2020
6	Prepare and carry out first general inspection	Q 4 2020
7	Submit Inspection Report to the Minister for Justice for publication	Q1 2021
8	Carry out inspection programme for rest of period	Q2 2021 to Q4 2023
9	Further develop investigation process for DiC	Q4 2020
10	Develop systems to:	
(a)	(a) Record OIP Report Recommendations	Q4 2020
(b)	(b) Record IPS Action Plans to address issues and	Q1 2021
(c)	(c) Monitor IPS implementation of their Action Plans	Q1 2021, 2022, 2023
11	Report annually on IPS implementation of Actions	Q1 2021, 2022, 2023

ID	Task	Timeframe
12	Report annually on IPS adherence to Prison Rule 57(B)	Q1 2021, 2022, 2023
13	Periodic review of Prisoner Complaints system in prisons	Q4 2020 to Q4 2023
14	(a) Obtain: (i) DoJ approval to establish a Panel of Experts (ii) DoJ approval on payment rate (b) Engage Experts	Q 2 2021  Q3 2021
15	(a) Seek financial resources from DoJ to recruit remaining required human resources (b) Obtain DoJ HR approval to recruit required staff	Q4 2020 Q1 2021
16	Office fully resourced	Q4 2021
17	Protocols / ways of working with IPS in place	Q4 2020 to Q4 2023
18	Develop ecosystem of partners and advisers	Q 4 2020 to Q4 2023
19	Develop a Readiness Plan for any additional duties that may be assigned during the period of this Strategic Plan	Q1 2021 to Q4 2023
20	Seek approval for resources to (a) develop and (b) implement: (i) Website (ii) Intranet (iii) Case Management System	   Q2 2020 Q2 2021 Q4 2023

- 3.4.2** These actions and targets will form the basis of the Inspectorate's annual business plans, which will include further detail and we will update and revise targets and timescales as necessary. We will report on progress against actions and targets each year in our Annual Report.

## **3.5 How we will know if we have been successful**

- 3.5.1** In ensuring that we have delivered our Vision for 2023, it will be important to measure whether we have been successful in delivering the Vision, and the underpinning Ambition Statements. We will therefore measure performance against the following performance indicators, which will let us, the Government, the DoJ, other stakeholders and the public know whether we have been successful.

## By the end of 2023...

**A minimum of six** full inspections will have been completed

**A minimum of three** thematic/functional or follow-up inspections will have been completed

**100% of inspections** will have been carried out in line with the Framework for the Inspection of Prisons in Ireland

**100% of DiC investigations** will be completed and a report submitted to the Minister for Justice as soon as practicable but no later than 12 months from the date of death

Any new duties requested by the Minister for Justice or obliged by legislation **will be delivered by the Inspectorate**

There will be an incremental increase in the visits to our website

There will be a **satisfaction level of at least 90%** in the inspection from prisoners and all grades of prison staff surveyed during the course of inspections

# 4 Supporting and Enabling Delivery

The background of the slide is composed of several overlapping geometric shapes. A large teal shape occupies the top left and center. A lighter teal shape is on the top right. A light blue shape is on the bottom left, and a light green shape is on the bottom right. These shapes meet at various angles, creating a modern, abstract design.

## 4.1 What we will put in place to deliver our Vision

**4.1.1** To realise our Vision and Ambition for 2023, the Inspectorate will need the right business capabilities either in place within the office, or available to the office. For these purposes, a “business capability” can be defined as “the ability of the Inspectorate to deliver the services and interventions it wants to achieve, in order to meet its statutory responsibilities and achieve the outcomes it seeks”. The future business capabilities identified in the 2018 review are outlined at Appendix C.

**4.1.2** Therefore, with the approval and support of the DoJ we will put in place the right:

### **Business Processes**

In particular, we will define, document and put into operation:

- Inspection processes, covering General, Thematic, Operational and Follow-up Inspections
- Investigation processes for DiCs and any investigation relating to the operation or management of a prison
- Processes for the oversight of complaints.

### **People and Skills**

Within the new organisational structure recommended in the 2018 review, we will, subject to the allocation of fiscal resources, recruit additional staff to provide the capabilities and capacity we require to deliver our statutory remit effectively. We will recruit, subject to DoJ approval, an external Expert Panel of suitably-qualified individuals who can support both inspections and investigations in specific specialist subject matter areas.

### **Technology and Data**

We will seek the involvement of the DoJ ICT department in the development of three key new technology solutions within the Inspectorate:

- A new public-facing website, on which we will provide the public with an overview of our work, and publish our processes, frameworks and reports
- A new (internal) intranet / knowledge sharing platform, on which our people will share knowledge and intelligence, and be able to access tools, templates and reference materials
- A new Case Management System (CMS), which we will use to manage, access and report on information in relation to inspections, investigations and prisons.



## **Estates and Facilities**

We will work with the DoJ and OPW to source appropriate office accommodation to support our work. This accommodation will be secure and will support our ways of working (e.g. investigations, private meetings).

## **Relationships**

We will continue to enhance our dialogue with the IPS, putting in place further agreed protocols, processes and ways of working. We will develop an ecosystem of strategic partners and advisors across justice sector delivery partners, academic experts, advocacy groups, international peer organisations and other interested parties. We will also develop, maintain and actively participate in international networks.

## **Budget**

We will work to secure a budget to effectively and efficiently complete the statutory functions of the Inspectorate.

## 4.2 External inputs and support we require to deliver our Vision

### 4.2.1

Our Vision will not be delivered by the efforts of the Inspectorate alone. In parallel with, and in support of the enabling factors discussed above, realisation of our ambitions by 2023 will require inputs and support from a range of stakeholders. These inputs include:

Inputs	Required from
Governance / Oversight Agreement in accordance with the Code of Practice for the Governance of State Bodies (2016)	DoJ
Approvals for budget commitments and resource requirements	DoJ
Legislation to enhance the powers and protections of the Inspectorate in line with the recommendations of the 2018 review	DoJ and Oireachtas
Clarity on ratification of OPCAT	DoJ
Continued access to shared services (e.g. Finance, HR, IT, Legal, Internal Audit, Estates)	DoJ
Support to obtain suitable permanent office premises	DoJ in collaboration with OPW
Maintenance of constructive dialogue across the justice sector, including agreeing SLAs and MOUs where appropriate	Justice partners e.g. DoJ, IPS, AGS, Courts Service, Coroners, Parole Board, Probation Service

# Appendices



# Appendix A: Types of Inspection

The Inspectorate carries out four types of inspection:

<b>General Inspection</b>	<p>Inspection of all aspects of the management and operation of a specific prison.</p> <p>Typically, these General Inspections will be unannounced.</p>
<b>Thematic Inspection</b>	<p>Inspection of a specific operational area across the whole prison estate, for example:</p> <ul style="list-style-type: none"> <li>• Solitary confinement</li> <li>• Prisoner safety</li> <li>• Prisoner restraint</li> <li>• Staff well-being</li> </ul> <p>Typically, these Thematic Inspections will be unannounced.</p>
<b>Functional Inspection</b>	<p>Inspection of a specific functional area across the whole prison estate, for example:</p> <ul style="list-style-type: none"> <li>• Human Resources</li> <li>• Finance</li> <li>• Governance</li> </ul> <p>Typically, these Functional Inspections will be unannounced.</p>
<b>Follow-up Inspection</b>	<p>Follow-up Inspection (after a General, Thematic or Functional Inspection) to assess progress against Action Plan, which IPS will have produced against the recommendations in the original inspection. The Follow-up Inspection may focus on one or more areas of specific concern.</p> <p>Typically, these Follow-up Inspections will be announced.</p> <p>Follow-up inspections are optional and the Inspectorate may decide to rely on self-assessment by prison management if the Action Plan is particularly low-risk.</p>

# Appendix B: Declaration on Public Service Innovation

## Declaration on Public Service Innovation in Ireland

In order to better serve our people, the Irish Public Service needs to be highly innovative. Innovation does more than simply drive economic growth. It has the potential to solve some of the most pressing challenges that Ireland faces now and in the Future.

**Office of the Inspector of Prisons** declares to take the following actions to build a culture of innovation in our Public Service. We will:

**Further endorse innovation as the responsibility of every public servant;**

**Enable, support, inform and equip our public servants to innovate in their roles;**

**Cultivate new partnerships and involve diverse views in problem solving and designing and delivering our public services;**

**Generate multiple options for existing and potential problems through exploration, experimentation, iteration and testing;**

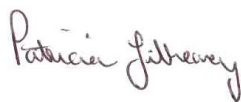
**Provide insights into our experiences, best practices and lessons learned with other public servants in Ireland and abroad;**

**Share knowledge and data with citizens in an open and transparent way.**

Innovation, experimentation and openness require constant effort and a certain degree of risk. As public servants, we must be ambitious, agile and collaborative to achieve meaningful and durable results. In doing so we should be open to progressive thinking in order to create a new and better future for all inhabitants of the State.

To solve difficult problems, we must rely on the diversity, ingenuity and creativity of the public and our fellow public servants. We must also be open to blue sky thinking in order to create a new and better future for our people. In times of considerable change and uncertainty, our greatest risk is refusing to take chances and try new things. We need a culture of innovation.

Innovation is now the benchmark in most scientific, business and social sectors. Embracing and enabling innovation is equally important in delivering services and building inclusive, sustainable communities.

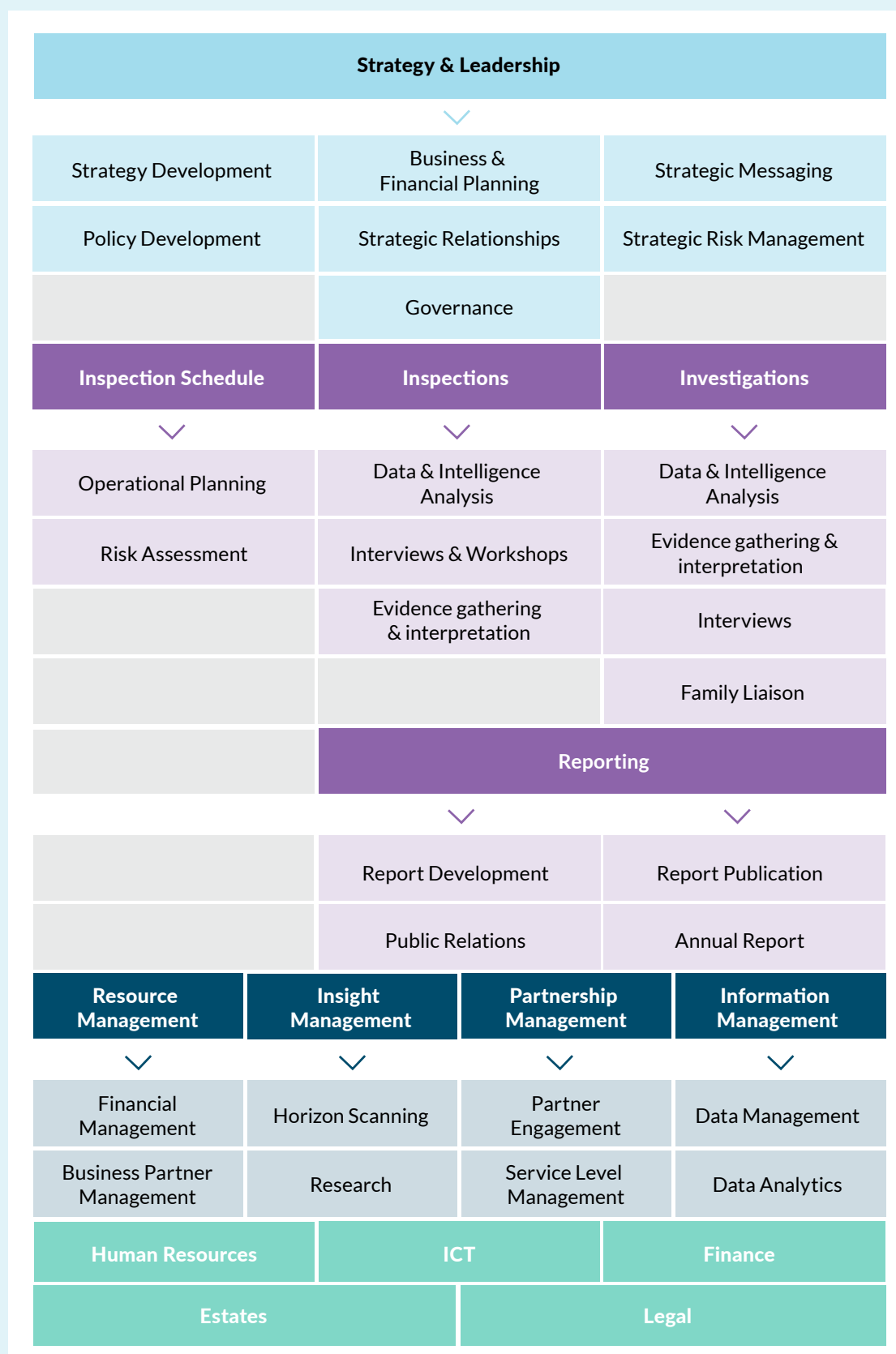


**Inspector of Prisons**  
**Office of the Inspector of Prisons**



## Appendix C: Required Business Capabilities

The following business capabilities were identified in 2018 as being required by the Inspectorate (in-house or sourced externally, including from DoJ shared services) in the future:



# Contact

If you have any comments or queries in relation to this Strategic Plan,  
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# Notes



# Notes





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