



Oifig An Chigire Príosún
Office of the Inspector of Prisons

Invitation to Tender

Development of Strategic Plan

Tender:

Development of Strategic Plan 2025-2027 for the Office of the Inspector of Prisons

Issued by:

Office of the Inspector of Prisons, 29 Molesworth Street, Dublin 2

Deadline for submission:

5.00 pm, Monday 21st October 2024

September 2024

Contents

1. Overview and Background	2
2. Details of Tender	3
3. Requirements	4
4. Key Deliverables	4
5. Timeframe and location	5
6. Ownership	5
7. Budget	5
8. Award Criterion	5
9. Submission of Proposals	7

1. Overview and Background

About the Office of the Inspector of Prisons

The Office of the Inspector of Prisons (the Inspectorate) is a statutory office, independent in the performance of its statutory functions, established pursuant to Part 5 of the Prisons Act 2007.

Our Mission is:

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

Our **Values** reflected in what we do and how we do it are:

- **Independent & Impartial** – We are fair and reasonable in how we conduct our work, using evidence to arrive at our conclusions.
- **Human rights focused** – We have a focus on Human Rights at the core of our work. This Human Rights focus applies to prisoners, visitors, staff and others who come into contact with us.
- **Transparent and collaborative** – We publish our approach to Inspections and Investigations. The objective is to work in dialogue with the Irish Prison Service to drive both compliance and good practice, leading to better outcomes.
- **Capable and systematic** – We are professional and structured in both our approach (e.g. gathering evidence) and the articulation of our findings, conclusions and recommendations.

The key role assigned to the Inspector of Prisons (Chief Inspector) is to carry out regular inspections of prisons in Ireland and to present reports on each prison inspected to the Minister for Justice for laying before the Houses of the Oireachtas and publication.

In addition to inspections, the Chief Inspector is required to carry out investigations into any matter relating to the operation and management of a prison as requested by the Minister. The Chief Inspector may also, of their own volition decide to investigate any matter they consider to be of concern.

Since 2012, under Section 31(2) of the Prisons Act 2007, the Inspector of Prisons has been requested by the Minister to investigate the circumstances surrounding the deaths of prisoners in custody and any death of a prisoner on temporary release from custody that occurs within one month of his/her release.

The Office of the Inspector Prisons also carries out statutory duties pertaining to oversight of the Irish Prison Service prisoner complaints system and correspondence from people in prison.

The Optional Protocol to the UN Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT) is an international human rights treaty designed to strengthen the protection of people deprived of their liberty.

OPCAT sets out international and national frameworks to monitor detention- the UN Subcommittee on the Prevention of Torture (SPT) and the National Preventive Mechanisms (NPMs), to ensure a system of regular, independent visits to places of detention.

Ireland signed OPCAT in 2007 and ratification is expected soon. The General Scheme of the Inspection of Places of Detention Bill to create a new NPM structure in Ireland was published in 2022¹.

It is anticipated that the Inspectorate will become the Office of the Inspector of Places of Detention (OIPD) and will be designated as the NPM for the justice sector, with responsibility for monitoring prisons, Garda Síochána Stations and other places of detention.

At present, the Inspectorate falls under the remit of the Department of Justice, but it is anticipated that the Inspectorate will become fully functionally and operationally independent from the Department when it becomes the NPM.

The Inspectorate's [Strategic Plan from 2020-2023](#). The development of a new Strategic Plan (2025 - 2027) will consider the Inspectorate's current statutory functions while also accounting for future changes in scope and remit that are anticipated by the Inspectorate once OPCAT is ratified and the Inspectorate becomes the Office of the Inspector of Places of Detention, as outlined above.

2. Details of Tender

The objectives of this Request for Tender

- To review and identify key successes, failures and learning from the Inspectorate's [Strategic Plan 2020-2023](#).
- To ascertain, reflect on and take account of key trends likely to impact on the work of the Inspectorate during the period of the new Strategic Plan 2025-2027.
- To develop an effective and forward-looking Strategic Plan for the Inspectorate for the period 2025-2027, considering the current and future functions of the Inspectorate.

Requirements for the Strategic Plan

- The Strategic Plan should outline the mission, vision and values of the Inspectorate.
- The Plan should crystallise the Inspectorate's key objectives and goals for the period 2025-2027.
- Development of the Strategic Plan should include consultation with key stakeholders to be discussed and decided in conjunction with the senior management team. Stakeholders may include people in prison, managers of places of detention (Department of Justice Officials, Irish Prison Service, An Garda Síochána, etc), civil society organisations and Inspectorate staff. Inspectorate staff will be available to support consultation activities where required.

¹ [Draft General Scheme Inspection of Places of Detention Bill 2022](#).

3. Requirements

Relevant Experience

Essential Experience:

- Project team possesses qualification and / or relevant experience in project management, business development, leadership, communications, data analysis, report writing and / or other relevant disciplines.
- Demonstrable experience (minimum 7 years) in working with organisations to develop and review strategic / corporate plans and evidence of the impact and effectiveness of proposed approach / methodology.
- Expertise in working in a consultative manner with organisational staff and external stakeholders in the context of strategic planning processes.
- Experience of change management and working with organisations going through / preparing for substantial change.

Desirable Experience:

- Demonstrable understanding of the criminal justice / human rights landscape nationally and internationally, and experience of working with organisations in either or both of these fields.

Other Requirements

- Demonstrate a full understanding of the Inspectorate's requirements, its challenges and target audiences.
- Outline the suitability, quality and expertise of the proposed team assigned to deliver the service having regard to the requirements of this contract.
- Demonstrate value for money.

The service is to be delivered in consultation with the senior management team and wider inspectorate staff, including presentation of draft proposals to senior management/staff with an opportunity for input, feedback and collaboration with staff members working on the various functions of the Inspectorate. Consultation should also take place with other relevant stakeholders.

The successful tenderer will report directly to a member of the senior management team for the purposes of this project, and liaise with other members of the senior management team and other staff members when necessary.

4. Key Deliverables

The Service Provider will be required to deliver the following in consultation with staff and other relevant stakeholders where appropriate:

- Identification of key learnings, failures and successes of the [Inspectorate's Strategic Plan 2020-2023](#).

- Identification of key issues, trends, themes likely to impact on the work of the Inspectorate over the coming years.
- A new Strategic Plan for the Inspectorate for the period 2025-2027.

5. Timeframe & Location

Timeframe

The expected duration for delivery of this project is approximately 12 weeks, November 2024 – February 2025. Exact timeframes can be discussed.

Location

Engagement with staff to take place at the Inspectorate's Office, 29 Molesworth Street, Dublin 2, online and by phone where suitable. Engagement with other relevant stakeholders may be carried out in-person, online or on phone where appropriate, and will be supported by Inspectorate staff.

6. Ownership

Ownership of data and outputs related to the project will reside with the Office of the Inspector of Prisons.

7. Budget

A payment schedule will be agreed with the successful applicant. Payments will be made within 30 days of receipt of an invoice. If at any stage during the project, the agreed level of quality of the deliverables is not adhered to, payment may be withheld.

8. Award Criterion

An assessment panel will examine all tenders received. The panel will have to be satisfied that the tenderer is suitably qualified and has the knowledge, experience and skills needed to successfully design and deliver the required outputs, within the timeframe and budget outlined above.

The Assessment Panel will determine eligibility for this service in accordance with the following criteria:

A. Understanding client requirements, the challenges and the target audience(s)

Tenderers must demonstrate their full understanding of the Contracting Authority's requirements, their challenges and their target audiences. This demonstration of a high level of understanding should include a commitment to the issues at hand.

Page Limit: A maximum of **two (2) x A4** pages should be provided

B. Quality of Service Delivery Proposal including Strategic Approach and Methodology

Tenderers at a minimum must:

- Provide a detailed implementation plan reflecting all the activities required to implement the proposed service and clearly outline any requirements from the Contracting Authority (time and resources).
- Detail the service delivery proposals' methodology and approach that would be employed when delivering the Contracting Authority service requirements. This should include how budgets are planned, communicated and adhered to.
- Include details of how they propose to add value in their provision of the proposed service, inclusive of innovative ideas that would lead to advantages for Contracting Authority.

Page Limit: A maximum of **FIVE (5) x A4** pages should be provided

C. Quality and Balance of the Team (Key Individuals) Proposed

Tenderers are required to provide detailed information to demonstrate the quality and expertise of the proposed team assigned to deliver the service having regard to the requirements of this contract. In this demonstration, tenderers are asked to include reporting lines, backups, common task assignment responsibility, and all other pertinent details that will illustrate the provision of resources to the Contracting Authority.

Tenderers at a minimum must:

- a. List the service delivery team who it is proposed will be directly involved in delivering the required services.
- b. Describe the role and expertise of each person on the team.

Page Limit: The Page limit for points a – c is **TWO (2) x A4** pages

- c. CVs must be provided for the proposed core services delivery team to be assigned to the contract.

Page Limit: Each CV must not exceed **TWO (2) x A4** pages for each key resource proposed

D. Quality of Account Management

Tenderers must include details on how they propose to ensure structured and effective account management. Tenderers must nominate a dedicated account manager, who will have overall responsibility and accountability for dealing with contract issues. The tender response must outline the methodology for proactive contract management and provide responses for each of the following:

- Management of the day-to-day relationship to include communication and reporting mechanisms
- Performance Review
- Quality Assurance
- Continuity of Service
- Escalation procedures
- Invoicing

Page Limit: A maximum of **two (2) X A4** pages should be provided

E. Costs

Tenderers must demonstrate value for money and include a full breakdown of costs associated with the delivery of the project. These rates cannot increase over the course of the project. If successful, quoted prices will be applicable for the full duration of a resulting services contract.

Page Limit: A maximum of **two (2) X A4** pages should be provided

9. Submission of Proposals

All proposals should be sent to info@oip.ie by 5.00 pm on Friday 27 September.

The Office of the Inspector of Prisons reserves the right not to award the tender to any of the applications received.

For any queries, please contact pjanning@oip.ie