



Seirbhís Phríosúin
na hÉireann
Irish Prison Service

Irish Prison Service Strategy

2023-2027

Contents

Foreword	4
Operating Context	6
Developing Our Strategy	9
Strategy Statement Overview	11
Strategic Pillars	12
Prisoner Pathways	14
Employee Experience	16
New Business Processes	18
Digital Platforms	20
Governance Framework	22
Strategy Roadmap	24

Foreword

I am very pleased to submit the Irish Prison Service Strategic Plan 2023-2027 to the Minister for Justice. The new strategic 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 Irish Prison Service, like many public service bodies, has learned much from its experience over the last strategic cycle. Throughout the last number of years, in parallel to the organisational response to managing the pandemic, we were successful in continuing to realise our goals, including completion of the new accommodation in Limerick Prison; repurposing a unit in Mountjoy Prison to accommodate older male prisoners who have special requirements as they age; and implementation of the Covid-19 vaccination programme managed by medical staff, in conjunction with the National Ambulance Service and the HSE.

The Irish Prison Service is facing many challenges with rising numbers in our custody; an aging prisoner population; addressing the mental health needs of people in our custody and maintaining services during times of rising costs and a tight labour market.

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.

With that in mind, the next iteration of the Strategic Plan has been informed by those challenges and our experiences in the context of current societal challenges and the evolving expectations of our stakeholders. As we look to the future, we will focus on a number of themes to support our aims to consolidate and increase the service capacity to people in our custody, making them more accessible and continued collaboration with our stakeholders to progress penal and public service reform.

Modernising the Prison Services through digital and innovation

In February 2022 the Irish Government launched a new national digital strategy, 'Harnessing Digital – The Digital Ireland Framework', to drive and enable economic and societal change. Our work in this area is also aligned to the Criminal Justice Sectoral Strategy, Pillar 3 'Data as a Driver'.

Digitalisation of our services, from committal procedures to release will enable transparent, tailored services, prioritising both efficiency and effectiveness in a cohesive and holistic manner. Operating in an environment with increased technology will support us in considering how they address stakeholder needs better while capturing value from new services.

Digital is also a must 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. Emerging innovative technologies provides the opportunity to shape the narrative for modernisation of the prison estate and its services. There are significant benefits to supporting staff with the introduction of self-service kiosks and in-cell telephone and devices.

The Service will continue to build on its development of an operational reporting and analysis capability to support being a data-driven service. Improved capability of our data analytics will facilitate improving management information in relation to trend analysis and the identification and management of risks across the service as well as supporting the broader policy objectives of the Criminal Justice sector through the provision of quality data and metrics that will inform and support policy decision making.

Talent attraction; succession and retention of people

Attracting and retaining the best people for the organisation formed part of the previous strategic plan under the Staff Support pillar and our commitments to recruit and retain staff will continue.

Recruiting and retaining professionals across operations and healthcare to implement appropriate strategies for a penal setting is a cornerstone for our service. Successfully

providing appropriate services, through our staff, and in-reach service providers, is crucial to ensure that prisons are safe and rehabilitative places, and to support offenders to live crime-free lives and not reoffend upon release, thus creating beneficial outcomes for the individuals and society.

To attract and retain talented motivated staff in today's labour market including people that reflect the broader profile of people in our population now (e.g. non-Irish and ethnic minorities), the Prison Service aims provide a safe and meaningful work environment; continuously review recruitment strategies and ensure there are learning, development and career progression opportunities for staff.

Organisation Culture

We recognise that the culture of an organisation can be the strongest driver for positive change. The Prison Service is facing a significant change agenda through its endeavours to modernise the estate and services and as it prepares to be constituted and operate on a statutory basis. Our greatest asset in achieving under this change programme, is our staff.

Prisons are a unique environment and embedding a strong positive organisational culture will positively reinforce our efforts to renew the organisation at this pivotal time. Initiatives such as the Code of Ethics for the Service, published in 2021, codifies the values that support the organisation, to work through complex, challenging situations and will assist to implement change.

Careful strategic planning, aligned with the overarching Criminal Justice Sectoral Strategy 2022-2024, will develop a person centred innovative, collaborative and transparent culture, which will benefit all stakeholders, prisoners, their families and staff.

By recognising and respecting the individuality of each person, we can connect with everyone. By recognising and reinforcing positive outcomes for people in our custody, we will foster commitment from our staff and support individuals and teams to deliver good practice consistently in person-centred planning.

As part of the national critical infrastructure with a sensitive brief, the Service is continuously improving the quality of

service provided, its staff and public confidence.

Fully aligned with the Department of Justice Criminal Justice Sectoral Strategy 2022-2024, our new strategy 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. We are 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.



A handwritten signature in black ink, which appears to read 'Caron McCaffrey'. The signature is written in a cursive style.

Caron McCaffrey
Director General

Operating Context

The Irish Prison Service has a wide range of functions and responsibilities.

This Strategy Statement sets out broad, outcome focussed aims and deliverables, which can each only be realised through contributions from the whole organisation. These will be supported by specific objectives set out in our annual business plan which will include specific outcomes and indicators for all actions.

The research, analysis and consultation stage of developing the strategy provided a clear understanding of the Irish Prison Service challenges and opportunities. This 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.

Population

The size and nature of the prison population is determined by the level and type of crime, detection rate, Government policy, legislation and sentencing policy and practice. Our population includes some of the most disadvantaged and vulnerable members of our communities.

There were 7,043 committals to prison in 2022, a 14.8% (+910) increase on the number of committals in 2021 (6,133). The overall daily average number of prisoners in custody in 2022 was 4,122 compared to 3,792 in 2021, an increase of 8.7% (+330). The number of committals for the non-payment of fines for 2022 is 205, decreasing from 234 in 2021. Of the 4,162 committals under sentence, 2,259 were for sentences of 6 months or less.

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

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

At the end of 2022 the proportion of remand trial prisoners in custody one year or more was 12% compared with 6% at the start of 2020. This indicates a large number of cases that have to come before the courts. Ultimately there is an increase in the number of remand prisoners and length of time spent on remand.

The challenge of managing the prison population has increased. The Irish Prison Service faces increased demand for the provision of effective interventions and support aimed at promoting desistance and reducing reoffending. This is largely driven by the changing nature and needs of the prison population alongside the trend of increasing sentence lengths for some serious offenders.

There has been an increase in the number of female committals. At the end of 2022, there were 174 spaces provided in Dochas Centre (146) and Limerick (28) for women offenders within the Irish Prison Service estate. The daily average number of female offenders in custody was 173 which is above 20% of the 2021 figure of 144. It is highly unusual for a prison to operate beyond 95% occupancy. The daily average for Limerick Female was 34 surpassing the 28 spaces available, which highlights the urgent need to bring the additional new spaces on stream.

The age profile of the prison population is increasing and is projected to continue to increase. The number of older people (over 50) in custody has doubled over the past 10 years.

In addition to the growth in overall numbers, the composition of the prison population is becoming more complex, with increases in some population cohorts having already occurred. This increases demand for intensive programmes. For example, in recent years we have seen an increase in the number of sex offenders who have been committed to custody and this cohort is expected to increase further over the next three years.

Meeting the demand for specialist programmes and interventions may prove challenging to deliver efficiently due to the practical constraints of resourcing and providing specialist programmes. The Irish Prison Service needs to ensure that its delivery of programmes and interventions is efficient, effective and sustainable.

The publication by the Minister for Justice of the “Review of Policy Options for Prison and Penal Reform 2022-2024” in August 2022 contains six key actions and interventions with specific timelines for implementation, aligned and incorporated into Justice Plan 2022. These key actions prioritise exploring the incorporation, where possible and appropriate, of the principle of prison as a sanction of last resort for people who do not pose a risk of serious harm.

This important document develops and expands the range of community based sanctions including alternatives to imprisonment, and to take forward the implementation plan of the task-force established to consider the mental health and addiction challenges of those imprisoned and primary care support on release.

It clearly outlines the direction of travel for the penal policy reform into the future. These actions and their implementation are based on a unified approach across the criminal justice sector.

Type of Prisoner

In the context of overall prisoner numbers, there are a myriad of issues, underpinned by legislation that require careful management. For example there is an increase both in the number of remand prisoners and the average length of time spent on remand. Cloverhill Prison is currently the only facility in the State dedicated to remand prisoners. This prison has a capacity of 431.

A snapshot of the prison population on 30 November 2022, identified that there were 945 remand prisoners in the system requiring remand prisoners to be ‘spread’ across the Estate. A further recent feature of remand prisoners is the increasing seriousness of the criminal charges they face. As a result many remand prisoners are now being detained for much longer periods than was previously the case and many require higher levels of security due to the nature of the offences or links with criminal gangs.

This has implications for the prison estate and for our practice in terms of the delivery of care, opportunities,

learning and activities. This cohort of prisoners can have complex needs, including healthcare needs, which need to be met both internally and external to the prison environment.

Prison Services

There is a growing realisation that the prison population is not a homogenous group but a complex, set of subgroups with differing profiles and requirements. Some of these groups have increased significantly. This increases the demand for a suite of flexible adaptable intensive programmes and specialist services.

Meeting the demand for specialist programmes and interventions may prove challenging to deliver efficiently due to the practical constraints of resourcing and providing specialist programmes. The Irish Prison Service needs to ensure that its delivery of programmes and interventions is efficient, effective and sustainable.

Those presenting with or at risk of developing drug or alcohol problems have significant implications for our prisons and our staff and all those involved in the provision of health services. There is evidence of an increase in the number of people committed to prison with severe and enduring mental illnesses, which presents challenges in providing appropriate access to mental health services and facilities.

Engagement With Partners

People who are homeless upon release are more likely to reoffend and a lack of housing is one of the reasons cited for reoffending amongst those returning to the Irish Prison Service. Access to housing is key to securing access to wider public services, including health and welfare for those leaving our custody.

We are engaging with a wide range of service providers in order to further develop services to provide structured release planning which includes assistance with housing, social welfare and medical card provision.

Capital Investment

Capital Investment is consistent with the objectives outlined in the Pillars in this strategy and to the high level risks identified in the Corporate Risk Register. The investment envelope has three categories of expenditure:

- Buildings & Equipment
- Fleet
- Digital & Technology

The overarching objective of the capital investment decision making process is to optimise the capital funding envelope in line with all of the above whilst recognising the challenging and dynamic environment in which the organisation operates.

Governance

The Irish Prison Service is making clear and steady progress against its Strategic Plan. The organisation has managed the challenges presented by COVID-19 and has included many response techniques in its longer term plans for the support of prisoners, such as the use of video for visits and an accompanying one stop booking system, the use of tablets to deliver education, in-cell telephony and psychology services in cell. Over the years various reports and entities have called for reform of the governance of the Irish Prison Service. Such recommendations have been made in the Effectiveness and Renewal Group's Report 2019 regarding transforming the Department of Justice, from the then Inspector of Prisons 2015 Report on "Culture and Organisation in the Irish Prison Service" and from, more generally, civil society groups who have an interest in penal reform.

The overarching aim of all of those reports can be summarised as a call for an accountable and progressive prison service.

Inspector of Prisons

Since its establishment in 2002 the Office of the Inspector of Prisons has made a considerable positive impact on the prison system in Ireland. The importance of the Inspectors' role is vital in its contribution to ensuring that we have a prison system that upholds Ireland's commitment to the protection of human rights.

The carrying out of robust prison inspections serves to help us improve our operations and standards through the implementation of the recommendations contained in the inspection reports.

The Inspector of Prisons also plays an important role in the investigation of deaths in prison custody. These reports are very beneficial to the families of the deceased. They highlight policies or procedures which may need to be strengthened or improved, and they also highlight areas where compliance with procedures has not been achieved.

The launch of the Office of the Inspector of Prisons Inspection Framework in 2020 set out the major factors which affect, and reflect, the welfare and human rights of prisoners and others working in and visiting prisons. The framework focuses on five key areas, Safety and Security, Respect and Dignity, Health and Wellbeing, Rehabilitation and Development and Resettlement.

Managing and Measuring Performance

Performance and achievement of this Strategy will be reported through the Irish Prison Service Annual Reports and Performance and Oversight Agreements with the Department of Justice.

These annual reports set out achievement against this published Strategic Plan. Achievement and progress will also be reported through other mechanisms including:

- Parliamentary scrutiny and Parliamentary Questions
- Special reports to include reports from the Inspector of Prisons, Council of Europe Committee for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment (CPT)
- Publication of minutes from senior management meetings
- Stakeholder engagement with a range of stakeholders, including public bodies, third sector and advocacy bodies and others with an interest in our work.

Developing our Strategy

This Strategy Statement was developed following an extensive consultation process involving our staff and a wide range of stakeholders. The process commenced in September 2022 and ran for a period of six months. We received valuable and insightful contributions which have helped to inform the development of the Strategy from the following:

Arbour Hill Prison	Limerick Prison
Association of Higher Civil and Public Servants	Loughan House
Castlerea Prison	Merchants Quay Ireland
City of Dublin Education and Training Board	Midlands Prison
Cloverhill Prison	Mountjoy Prison
Cork Education and Training Board	Office of the Inspector of Prisons
Cork Prison	People in our Custody
Department of Justice	Portlaoise Prison
Dóchas	Prison Officers Association
Galway Roscommon Education and Training Board	Probation Service
IASIO	Shelton Abbey
Irish Penal Reform Trust	St. Stephens Green Trust
Irish Prison Service College	Visiting Committee Group
Irish Red Cross	Wheatfield Prison
Laois Offaly Education and Training Board	Wicklow Education and Training Board
Limerick Education and Training Board	

The Irish Prison Service would like to thank all our staff, service users and stakeholders for taking the time to provide their valuable contributions and submissions to the development of this Strategy.

Strategy Statement Overview

The Irish Prison Service Strategy 2023-2027, like everything we do as an organisation, is guided and underpinned by our Vision, Mission and five values of Teamwork, Integrity, Potential, Safety and Support. 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.

Vision



A safer community through excellence in a prison service built on respect for human dignity

Mission



Providing safe and secure custody, dignity of care and rehabilitation to prisoners for safer communities

Values



Teamwork

We achieve more by working together than we can as individuals working alone



Integrity

We must always have the courage to do the right thing, the decent thing even when no one else is watching



Potential

Everyone has the potential to be a better person and we actively seek to provide staff and those in custody with opportunities to realise and achieve this



Safety

We actively contribute to maintaining an environment in which staff and those in our custody feel emotionally and physically safe and ultimately, contribute to a safer community



Support

We actively seek to provide supports to staff and support rehabilitation of those in custody

Strategic Pillars

The new strategy has been informed by a meaningful comprehensive consultation process with our stakeholders and organisations with who we work in partnership. With the support of the Red Cross, the consultation also included engagement with people in our custody. Having identified themes to support our ambition we have developed five strategic pillars each with their own aims and objectives set out below.

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.

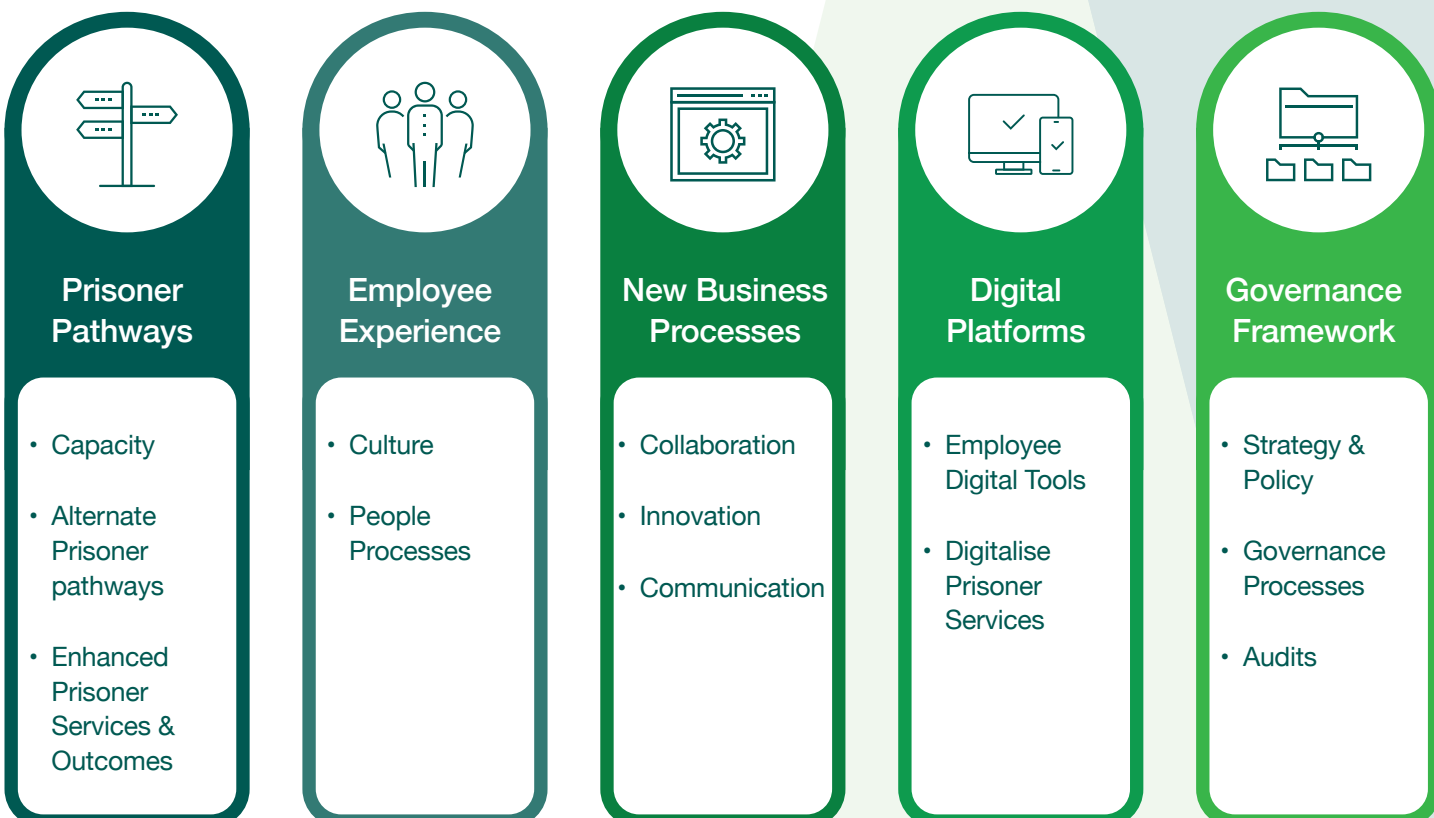
2. Employee Experience: We will continue to embed a person centred innovative, collaborative and transparent culture that reinforces our efforts to renew the organisation, underpinned by more efficient and effective people processes.

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



Prisoner Pathways

The focus of the Prisoner Pathways pillar is to evolve existing and develop alternate prisoner pathways to better reflect sentence types, increase capacity within the system and achieve better outcomes for prisoners.

There are three strategic aims associated with the pillar set out below and described in more detail overleaf.

- Capacity
- Alternate Prisoner Pathways
- Enhanced Prisoner Services & Outcomes



Prisoner Pathways

Capacity

Aims

Identify short, medium and long term capacity and policy opportunities to deal with increase in prisoner numbers.

Align prison estate, security requirements and capital investment strategy to meet identified requirements.

Deliverables

- Implement National Flow Plan
 - Crisis Capacity Management Plan
 - Resolve Escorts Capacity
 - Develop Infrastructure to meet capacity requirements
-

Alternate Prisoner Pathways

Aims

Investigate alternate prisoner pathways for people who do not pose a risk of serious harm and to reduce overcrowding in prisons in line with the Review of Policy Options for Prison and Penal Reform 2022-2024.

Evolve prisoner pathways to better reflect sentence types and prisoner cohorts while fully leveraging the estate.

Examine specialist approaches, temporary release, sentencing and more community based solutions.

Deliverables

- Identify Alternate Prisoner Pathways
 - Align Pathways with Criminal Justice Agencies
 - Implement Alternate Pathways
-

Enhanced Prisoner Services & Outcomes

Aims

Deliver a prisoner-centred, multi-disciplinary approach to working with prisoners and their families to achieve better outcomes.

Enhance and extend the Prisoners Services Model to accommodate growth in prisoner numbers, to further facilitate purposeful activity, to enhance healthcare, rehabilitation, education, pathways to employment and resettlement.

Explore partnerships and initiatives with external experts, NGO's and community groups to strengthen services.

Deliverables

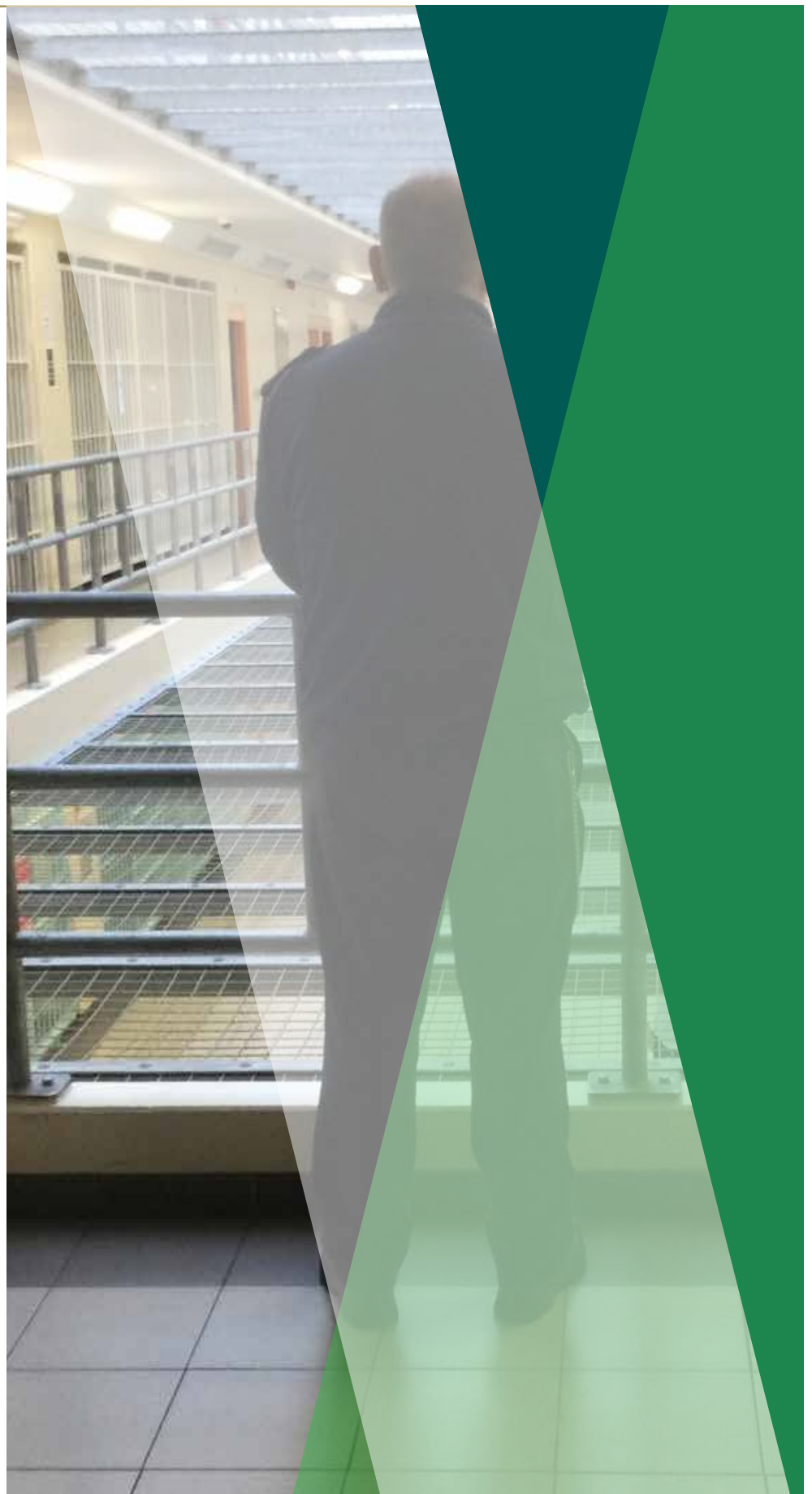
- Reinforce Prisoner Services Model
- Enhance Primary Care Provisions & Evolve Drugs Strategy
- Strengthen Psychology Intervention Programs
- Expand Work Training & Education Opportunities
- Constructively Engage Prisoners & Families

Employee Experience

The focus of the Employee Experience pillar is to 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.

There are two strategic aims associated with the pillar set out below and described in more detail overleaf.

- Culture
- People Processes



Employee Experience

Culture

Aims

A unified service wide culture centred on health, wellbeing and a work environment where employees can thrive.

A culture that positively influences the day-to-day experience of employees, teams, prisoners and stakeholders.

A culture that promotes safety, collaboration, engagement, responsibility, diversity and innovation and where staff have a say.

Deliverables

- Implement a staff wellbeing model
- Undertake a Culture Audit
- Develop a Culture Roadmap
- Implement Culture Roadmap

People Processes

Aims

Embed a strategic workforce planning framework that communicate opportunities and appointments, attracts and retains diverse talent, inducts new employees and those changing roles and outlines career progression options for staff.

Maintain a pipeline of talent by proactively filling open positions and building workforce capability through engaging with line managers.

Align functional activities across the estate and enhance working relationships between Directorates and Prisons.

Implement a fair and consistent performance management process that aligns strategic goals to annual deliverables and effectively manages employee performance to deliver on goals.

Deliverables

- Implement an Annual Deliverables Process
- Implement Functional Planning Framework
- Enhance People Planning Process
- Enhance Performance Management & Development System Process

New Business Processes

The focus of the New Business Process pillar is to 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.

There are three strategic aims associated with the pillar set out below and described in more detail overleaf.

- Collaboration
- Innovation
- Communication



New Business Processes

Collaboration

Aim

Implement Stakeholder Collaboration Process

Deliverables

- Create 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.
 - Perform and communicate an impact assessment for all requested stakeholder initiatives.
-

Innovation

Aim

Define & Implement an Innovation Process

Deliverables

Embed a process and a culture of innovation that is Integrated into day to day operations, engages all key stakeholder and results in innovative outputs that support the delivery of the strategy, the staff experience and improved services and outcomes for prisoners and families.

Communication

Aim

Scope & Implement Communication Framework

Deliverables

- Ensure that the reputation, public image and profile of the Irish Prison Service is maintained and enhanced.
- Implement brand management, communication tools and digital strategies that enable the service to communicate effectively with staff, the public and key stakeholders.
- Implement mechanisms to connect and converse with line managers on improving internal communications.

Digital Platforms

The focus of the Digital Platforms pillar is to modernise our services through digital development that enable more transparent and tailored services, support innovation and improve effectiveness in a cohesive and holistic manner.

There are two strategic aims associated with the pillar set out below and described in more detail overleaf.

- Employee Digital Tools
- Digitalise Prisoner Services



Digital Platforms

Employee Digital Tools

Aims

Improve staff experience through reducing non-value add manual tasks and enhancing system productivity.

Implement a service wide targeted Performance & Risk Dashboard as an internal performance enhancement tool.

Provide more autonomy to staff on self-detailing, rosters, schedules and leave.

Enable online learning and development for staff.

Deliverables

- Implement Organisation Dashboard
- Digitalise Prison Report Books
- Implement Staff Scheduling & Training Portal

Digitalise Prisoner Services

Aims

Design and implement digital operating model that enhances prisoner services, that balances the digital agenda and the need for human interaction and that improves digital literacy and skills for people in custody and improve prisoner outcomes.

Fully leverage digital innovation for the benefit of prisoners and staff while understanding and mitigating for digital abilities.

Deliverables

- Prisoner Scheduling
- Biometric Movement
- In Cell Technology
- Health Monitoring / Behavioral Monitoring systems
- Smart Hatches
- Smart recording of prisoner activities

Governance Framework

The focus of the Governance Framework pillar is to 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.

There are three strategic aims associated with the pillar set out below and described in more detail overleaf.

- **Strategy & Policy**
- **Organisation Processes**
- **Audits**



Governance Framework

Strategy & Policy

Aims

Introduce a process for monitoring, measuring, communicating and reviewing strategy and progress.

Effectively discharging statutory and policy obligations through a framework of structures, policies and processes to deliver on obligations, consistency of approach and objective assessment

Reconcile statutory and policy obligations, resolve policy contradictions and enhance policy development process.

Assess all new policies for impact and applicability.

Implement a sustainability policy and roadmap with clear commitments and timelines for delivering on Government targets.

Deliverables

- Strategy Rollout
- Enhance Policy Management Process
- Sustainability Policy Development & Implementation

Organisation Processes

Aims

Enhance efficiency and performance of governance processes, clarify ownership and authority, identify critical tasks and measurable outcomes. Ensure consistency of application across the estate and strengthen user confidence.

Deliverables

- Upgrade Financial Governance Processes
- Implement a Prisons Operations Manual
- Strengthen Data & Information Requests Process
- Upgrade Complaints Process

Audits

Aims

Align mechanism for managing external audits.

Develop and implement a Self Audit Process for Prisons aligned to statutory and Irish Prison Service requirements and external/internal audit findings.

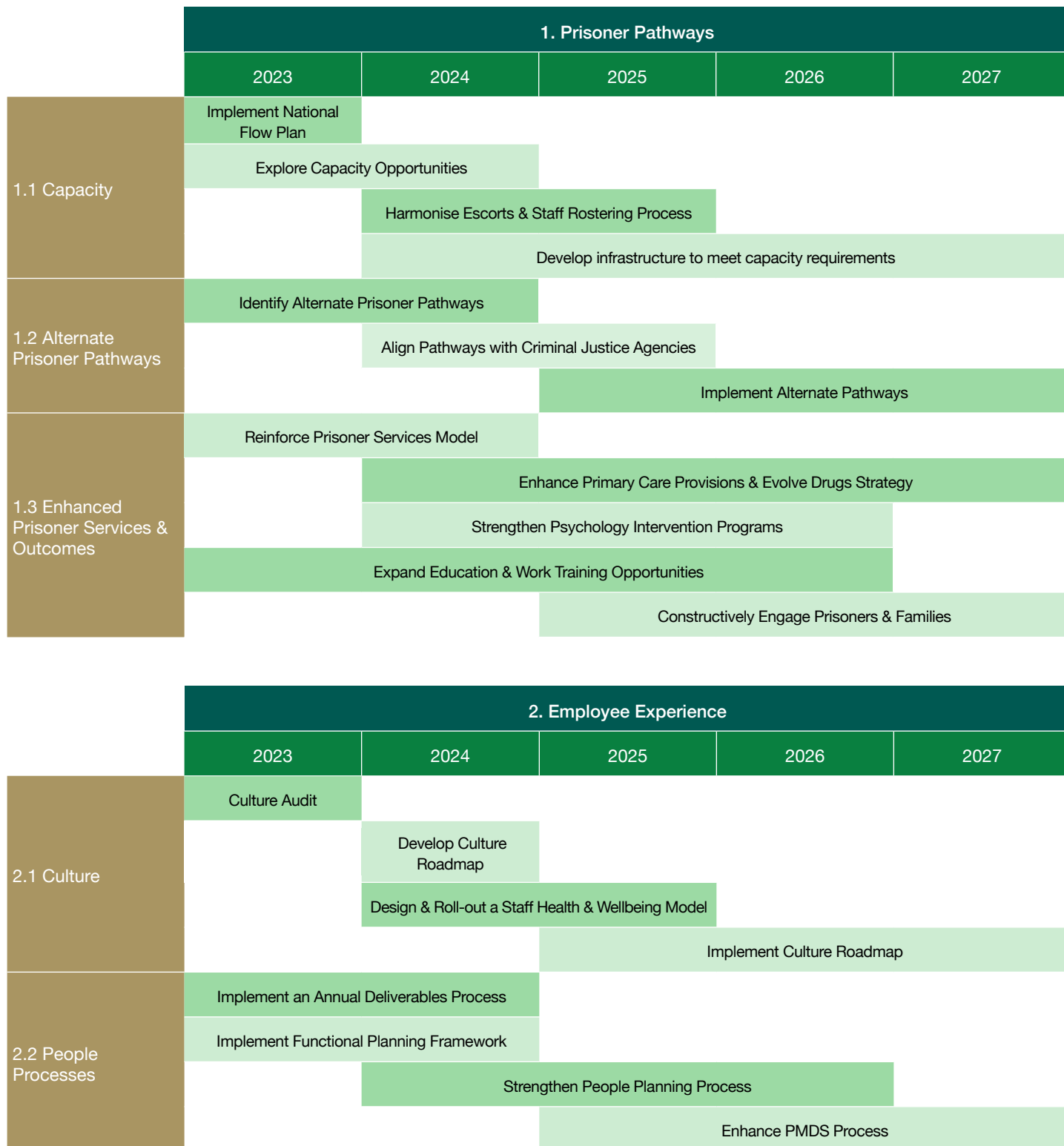
Establish scoring system for self audits and a reporting mechanism to the organisation Dashboard.

Deliverables

- Consistent Approach for External Audits
- Develop & Roll-out Self Audits

Strategy Roadmap

We have developed a phased roadmap through to 2027, which we will use to guide implementation of the aims and objectives within each of the five strategic pillars.



Strategy Roadmap

