

- Identifying appropriate volunteer or intern roles in data entry and casework follow-up;
- Ensuring all staff have access to external supervision as required;
- Carrying out a HR needs analysis and securing resources to implement the results.

Funding

With an ever-increasing demand for our services, but recognising there are significant challenges in publicly fundraising for our client group, it is necessary to develop a funding strategy to enable ICPO to meet the priorities outlined in this plan by:

- Building on existing funding relationships;
- Establishing new funding relationships, both private and public;
- Examining the fundraising potential of the organisation;

- Using the 35th anniversary of ICPO in 2020 as a particular opportunity for profile raising and fundraising.

Governance and structure

In order to secure the future success of the organisation it is necessary to ensure that the governance and structure of the organisation is fit for purpose in the context of the current regulatory environment. ICPO will seek to do this by:

- Strengthening governance arrangements;
- Clarifying the relationship between the IECE board and the Irish Chaplaincy in relation to ICPO work in England and Wales;
- Reviewing all areas of service provision in order to develop ways in which prisoners and their families can be more involved in ICPO.

Strategic Plan 2020–2023

SUMMARY



ICPO

The Irish Council for Prisoners Overseas (ICPO) was established by the Irish Catholic Bishops' Conference in 1985 to work on behalf of Irish prisoners overseas and their families. The ICPO provides support, information and advice to over 1,200 Irish people in prison overseas and their families. Support is provided on a range of issues including repatriation, deportation, health and legal matters, discrimination, ill-treatment and access to post-release support and accommodation. We work closely with government departments, statutory agencies, solicitors, probation officers, prison officials, local authorities and welfare agencies to meet their specific needs. There are two arms of the organisation, one based in Ireland (ICPO Maynooth) and another based in England (ICPO London). Together, the organisation provides assistance to Irish people in prison in twenty-six countries, the vast majority of which are in England.

A strategic planning process was undertaken in 2019 and involved consultation with external stakeholders including a former prisoner, family members of Irish prisoners overseas, staff of the Department of Foreign Affairs and Trade, staff of HMPPS, as well as staff of ICPO, board members, staff of the Irish Episcopal Conference and the Irish Chaplaincy in London. Sheila Cahill Consulting and Mary McKeown & Co. Ltd were contracted to facilitate the strategic planning process and produce this strategic plan.

ICPO is grateful to all its funders for their ongoing support and commitment to the work of ICPO. In particular, ICPO would like to acknowledge the assistance provided by the Irish Abroad Unit of the Department of Foreign Affairs and Trade in making this strategic planning process possible.



VISION

The vision of ICPO is of a world where the human rights of Irish prisoners overseas are respected and their dignity is honoured.

MISSION

To bring hope to Irish prisoners overseas and their families by helping them to cope with the challenges of imprisonment and to increase their chances of rebuilding their lives

after release. This is done by providing pastoral care, information, support and advocacy.

VALUES

Inclusivity

We work with all Irish prisoners and their families, wherever they are and at all stages of the imprisonment process. We do not make any distinction in terms of religious faith or the nature of the conviction.



IRISH CATHOLIC
BISHOPS' CONFERENCE
COMHÁIL EASPAG CAITLÍCEACH ÉIREANN



Government of Ireland
Emigrant Support Programme
An Roimín Gnóthaí Eachtracha agus Trádáil
Department of Foreign Affairs and Trade



Respect

We treat everyone with dignity and respect.

Confidentiality

We ensure the privacy of everyone we work with.

Person-centred

Everyone we work with is treated as an individual and the service provided is tailored to their needs.

Presence

We stay with people on their journey, maintaining a presence for as long as it is needed.

STRATEGIC PRIORITIES

Client well-being

Given the difficult prison conditions experienced by ICPO clients, an increase in the use of ‘lock-down’ in prisons, particularly

in England and Wales, and the consequent isolation and impact on mental health, ICPO is committed to developing and enhancing services to support the well-being of clients through:

- Undertaking further research into clients’ needs to better understand the nature of the supports required;
- Developing tools to conduct more structured needs assessments;
- Prioritising key welfare areas such as mental health;
- Expanding the provision of information and education resources.

Service development

The need to increase the provision of existing ICPO services was a consistent message throughout the consultation process. With this in mind ICPO will seek to increase the level of support provided to prisoners and families by:

- Developing services, resources and policy recommendations for families based on needs identified through research and consultation with family members;
- Exploring the possibility of providing specific supports for Irish women in prison overseas;
- Exploring the possibility of working with prisoners from overseas in Irish prisons;
- Examining opportunities to increase the level of support provided in key areas such as immigration, detention and resettlement.

Advocacy and profile raising

Feedback from stakeholders highlighted the need to develop the level of awareness of ICPO’s work to ensure that we are reaching those in need of our services and to increase our ability to influence policy and advocate for our clients. For the coming four years ICPO will seek to raise its profile by:

- Continuing to advocate on key issues affecting Irish prisoners and their families;
- Developing our monitoring and evaluation system to enable ICPO demonstrates the impact of its work;
- Putting a public relations strategy in place;
- Building alliances with other organisations in order to share knowledge, work in partnership and increase access to services for our clients.

Human resources

The work of the staff and volunteers is highly valued and there is also a recognition that current human resources are not sufficient to meet the level of need among prisoners and their families. During the life of this plan ICPO will seek to address this situation and support the well-being of staff by:

- Establishing caseload parameters in order to balance prison visits with casework and ensuring caseloads are monitored as part of the line management process;

