



AN ROINN DLÍ AGUS CIRT AGUS COMHIONANNAIS
DEPARTMENT OF JUSTICE AND EQUALITY



ONEPLAN 2016

Open

High standards
of service
delivery

Proactive

Professional &
Supportive

Empowered &
Accountable

Leading
Collaboratively

Trusting &
Respectful

INTRODUCTION BY THE SECRETARY GENERAL



I am pleased to introduce the strategic implementation plan for 2016, the second to be published by the Department of Justice and Equality, which draws together several strategic programmes into a single plan. Called the OnePlan, it further progresses the objectives and actions outlined in the Department's Strategy Statement 2015 - 2017 and sets out the major priorities and objectives to be delivered this year by the Department, including those arising from the Programme for a Partnership Government, and key reform projects by the Department and its agencies under the Programme for Change and the Civil Service Renewal Plan.

This plan is not intended to, nor could it capture all of the actions being undertaken by the Department this year. Underpinning the OnePlan are Divisional Business Plans, which in aggregate capture the entire programme of work being undertaken.

Monthly reports will be submitted to the Management Board and to the Minister and Ministers of State in respect of the major objectives, while some objectives will be reported on quarterly. In addition we will publish progress reports twice yearly and progress will also be reported in our Annual Report. Finalisation of the plan would normally be completed at the start of the year, but due to the General Election a decision was taken to hold the plan until after the formation of the new Government in order to incorporate commitments contained in the new Programme for Government that will be implemented in 2016.

Noel Waters

Secretary General (Acting)

2.1A LEADERSHIP IN AND OVERSIGHT OF JUSTICE AND EQUALITY POLICY AND DELIVERY



2.1.1 To support our Ministers

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| 2.1.1.1 | We will provide ongoing management and support to the Minister, the Secretary General and the Management Board to deliver the broad range of policy and operational objectives for Justice and Equality. | Assistant Secretary
Corporate Affairs | Q1 - Q4+ |
| 2.1.1.2 | We will manage the relationships and support the statutory responsibilities as between the Minister and An Garda Síochána and support the political accountability of the Minister on core objectives of national security, crime prevention and public safety. We will manage and support other critical relationships. | Assistant Secretaries
Policing Division and
Crime and Security | Q1 - Q4+ |

2.1.2 To provide leadership and strategic direction on Justice and Equality matters

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| 2.1.2.1 | We will work to transform the culture of the Department by integrating our new Values Charter into how we work as a Department. * | Assistant Secretary
Corporate Affairs | Q1 - Q4+ |
| 2.1.2.2 | We will develop and publish a revised Strategy Statement covering the period 2016 to 2018 following the formation of the new Government. | Assistant Secretary
Corporate Affairs | Q4 |
| 2.1.2.3 | We will develop and implement a new programme management system, which will form the core of oversight by the Management Board of the broad and complex nature of the Justice and Equality sector in order to monitor and optimise overall performance. * | Assistant Secretary
Corporate Affairs | Q1 |

2.1.3 To ensure Justice and Equality services to the public are delivered effectively within available resources

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| 2.1.3.1 | We will agree and allocate budgets for the Justice and Equality Sector, monitor expenditure and will provide monthly reports to the Department of Public Expenditure. We will support the Minister in presenting the Estimates before the Dáil Committee and will finalise Budget Day estimates for the Sector. | Assistant Secretary
Corporate Affairs | Q1 - Q4 |
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* = Programme for Change

2.1.3.2	We will ensure effective financial management of the Department of Justice Vote and maintain budgetary control.	Assistant Secretary Corporate Affairs	Q1 - Q4
2.1.3.3	We will oversee and monitor expenditure on Justice and Equality Sector Capital Projects.	Assistant Secretary Corporate Affairs	Q1 - Q4
2.1.3.4	We will update, publish and implement the Department's Customer Service Action Plan and Charter.	Assistant Secretary Corporate Affairs	Q3
2.1.3.5	We will merge the Property Registration Authority, Ordnance Survey Ireland and the Valuation Office through the legal establishment of a new body, Tailte Éireann.	Assistant Secretary Corporate Affairs	Q4
2.1.4	To ensure effective corporate governance in the Justice and Equality sector		
2.1.4.2	We will develop a new Corporate Governance Framework for the Department that is compatible with the Civil Service-wide governance system. *	Assistant Secretary Corporate Affairs	Q1
2.1.4.3	We will agree Performance Agreements/Frameworks with Agencies and implement a schedule of governance meetings with each of the Agencies. *	Assistant Secretary Corporate Affairs	Q4

* = Programme for Change

2.1 B IMPLEMENT A PROGRAMME OF FUNDAMENTAL AND SUSTAINED ORGANISATIONAL CHANGE



2.1.5 To build an organisation that meets the visions set out in the Civil Service Renewal plan and in the Report of the Independent Review Group on the Department of Justice and Equality (Toland Review).

2.1.5.1	We will develop and implement a Communications Strategy, including media relations. *	Assistant Secretary Corporate Affairs	Q1 - Q4+
2.1.5.2	We will continue to implement the Department's Communications, Information, Records and Data blueprint through the development and implementation of eSubmissions, eJARC and Oursources pathfinder projects and the Justice and Equality Hub. *	Assistant Secretary Corporate Affairs	Q4 (Hub Business Plan)
2.1.5.3	We will develop an Irish Government Economic Evaluation Service (IGEES) Work Programme and a Research Programme.	Assistant Secretary Corporate Affairs	Q4
2.1.5.4	We will establish Principal Officer led cross-grade Horizon groups to take a longer term view of certain issues and present reports to the Management Board within 12 months. *	Principal Officer Management Board Representative	Q2

2.1.6 To staff and resource each functional area as effectively as possible. To develop and implement Multi-Year professional development.

2.1.6.1	We will develop a HR Strategy including a Learning and Development Plan that will implement reforms in people, leadership and talent management. *	Assistant Secretary Corporate Affairs	Q2
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2.1.7 To deliver the change internally which we are aiming to deliver externally.

2.1.7.1	We will lead on the change programme, including Civil Service Renewal, so that it is supporting all parts of the Department to achieve the objectives set out in the Strategy. We will coordinate and report to the Management Board on the Department's Programme for Change and Integrated Reform Delivery Plan as part of the One Plan. *	Assistant Secretary Corporate Affairs	Q1 - Q4+
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* = Programme for Change

2.2 A SAFE, SECURE IRELAND



2.2.1 To provide policy and legal frameworks to reduce and prevent crime, tackle reoffending and develop more secure communities

2.2.1.1	We will take forward recommendations in the Garda Inspectorate Report on the Fixed Charge Processing System (Penalty Points) and related measures in the field of road safety, including Implementation of '3rd Payment Option'.	Assistant Secretary Crime and Security	Q4
2.2.1.2	We will take forward the recommendations in the Garda Inspectorate Report on Crime Investigation and will liaise with the CSO regarding issues raised.	Assistant Secretary Crime and Security	Q4
2.2.1.3	We will publish a Second National Action Plan to Prevent & Combat Human Trafficking in Ireland.	Assistant Secretary Crime and Security	Q3
2.2.1.4	We will finalise the work of the Expert Group established to review the Proceeds of Crime legislation including development of proposals for further consultation with the Office of the Attorney General.	Assistant Secretary Crime and Security	Q4
2.2.1.5	We will implement a package of measures as part of the reform of firearms licensing.	Assistant Secretary Crime and Security	Q4
2.2.1.7	We will support the Joint Strategy between Irish Prison Service and Probation Service, which sets out an integrated response to offender management and aims to help reduce the risk of reoffending, through proactive sentence management and the provision of prisoner resettlement programmes. It includes implementation of the Women's Strategy and co-operation in the collation and publication of data.	Assistant Secretary Prisons and Probation	Q1 - Q4
2.2.1.8	We will collaborate with the Probation Service and the Irish Prison Service on the extension of the Joint Agency Response to crime (J-ARC) pilot programme.	Assistant Secretary Crime and Security	Q4
2.2.1.9	We will deliver the 2016 work programme of the Criminal Justice Strategic Committee, which has identified a range of shared projects, some of which are long term in nature, that are designed to improve outcomes across the criminal justice system, including in relation to victims, data needs, exhibits management, alternatives to prosecution, international criminal justice cooperation and youth justice.	Assistant Secretary Crime and Security	Q4

2.2.1.12	We will strengthen the supervision of prolific repeat offenders post release to reduce the risk of reoffending.	Assistant Secretary Prisons and Probation	Q4
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2.2.2 To promote national security. To enhance North/South cooperation to counteract terrorist or organised criminal activity

2.2.2.1	We will continue actions to promote national security and to support An Garda Síochána in tackling crime, including combating terrorism of all kinds and serious and organised crime.	Assistant Secretary, Crime and Security	Q1 - Q4
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2.2.2.2	We will support the development and implementation of proposals to address the legacy of the troubles, in particular, through the ICLVR and the Stormont House Agreement.	Assistant Secretary, Crime and Security	Q4
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2.2.2.3	We will strengthen and develop North/South co-operation on security and criminal justice, including the implementation of the Joint Agency Task Force to tackle cross-border organised crime established under the Fresh Start Agreement.	Assistant Secretary, Crime and Security	Q1 - Q4
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2.2.3 To enhance international cooperation in the Justice and Equality areas

2.2.3.1	We will continue to deal with requests for mutual legal assistance in criminal investigations, European arrest warrants and extradition requests as speedily as possible.	Assistant Secretary Crime and Security	Q1 - Q4+
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2.2.4 To reform governance and accountability processes for and in An Garda Síochána

2.2.4.1	We will support reform across all areas of administration and operations in An Garda Síochána having regard to the Garda Commissioner's Strategic Transformation Plan 2016 and the outcome of the Haddington Road Review of An Garda Síochána.	Assistant Secretary Policing Division	Q1 - Q4+
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2.2.4.2	We will continue to support the new independent Policing Authority as the new public oversight body for policing in Ireland.	Assistant Secretary Policing Division	Q1 - Q4+
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2.2.5 To support the development of competent, caring and efficient services to victims of crime. To promote a culture of recognition and prevention of domestic, sexual and gender-based violence			
2.2.5.1	We will proceed to implement in full the EU Victims of Crime Directive strengthening the rights, support and protection of victims across the EU through the development of the Criminal Justice (Victims of Crime) Bill.	Assistant Secretary Criminal Law Reform	Q3
2.2.5.2	We will implement in full the Istanbul Convention on tackling domestic violence.	Assistant Secretary Crime and Security	Q4
2.2.5.3	Following publication of the National Strategy on Domestic, Sexual and Gender-based Violence by Government, we will establish monitoring structures and commence monitoring and implementation of the Strategy.	Assistant Secretary Crime and Security	Q4
2.2.5.5	We will develop victim support services including Garda Victim Support Offices as a single point of contact in accessing support and information.	Assistant Secretary Crime and Security	Q4
2.2.5.6	We will draft and publish a reformed and consolidated Domestic Violence Bill, which will introduce some reforms and consolidate the legislation in this area.	Assistant Secretary Civil Law Reform	Q3
2.2.8 To enhance the protection of society from criminality by reforming the criminal law			
2.2.8.1	We will develop and manage legislative proposals for criminal law in accordance with the Government's programme.	Assistant Secretary Criminal Law Reform	Q1 - Q4+
2.2.10 To ensure a strong and visible policy force in every community			
2.2.10.1	We will progress the Programme for Government commitments to accelerate recruitment to bring Garda numbers to 15,000, double the Garda reserve to support local patrols and crime reduction initiatives and further increase civilianisation to free up more Gardaí to focus on frontline policing services (delegating court attendances and release from desk work)	Assistant Secretary Policing Division	Q2 - Q4+
2.2.12 Building on the Success of Rural and Community Policing			
2.2.12.3	We will continue to support and prioritise community crime prevention schemes including Neighbourhood Watch and Text Alert. Strive for consistency in supports for community groups and examine direct funding opportunities for community schemes and groups. Introduction of National Regional support officers in conjunction with An Garda Síochána.	Assistant Secretary Crime and Security	Q4

2.3 ACCESS TO JUSTICE FOR ALL



2.3.1 To ensure the Court systems and structures are appropriate to meet demands

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| 2.3.1.3 | The Courts Service will proceed with the development of the Dublin Family Court facility at Hammond Lane and will continue development of the Courts infrastructure (the “Courts PPP Bundle”). | Assistant Secretary
Civil Law Reform | Q1 - Q4+ |
| 2.3.1.5 | The Courts Service will extend the Courts Service online (CSOL) programme to provide for the management and administration of all licensing applications to the Circuit and District Court including online public access to a nationwide Licensing Register. | Assistant Secretary
Civil Law Reform | Q4 |

2.3.2 To ensure through legislative reform and development that judicial system meets the highest standards

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| 2.3.2.1 | We will establish a Judicial Council through the Judicial Council Bill, which will, among other things, provide for a mechanism aimed at dealing with complaints against judges. | Assistant Secretary
Civil Law Reform | Q4 |
| 2.3.2.2 | We will progress legislation to reform judicial appointments. | Assistant Secretary
Civil Law Reform | Q4 |

2.3.3 To ensure effective cross-agency collaboration through joined up policy programmes and actions, and where necessary, legislation

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| 2.3.3.2 | We will progress legislation to reform the Legal Aid system through the Criminal Legal Aid Bill. | Assistant Secretary
Civil Law Reform | Q4 |
| 2.3.3.3 | We will examine the feasibility of a new public defender system. | Assistant Secretary
Civil Law Reform | Q4 |

2.4 AN EQUAL AND INCLUSIVE SOCIETY



2.4.1 To raise awareness of and coordinate efforts to promote equality and human rights in society

2.4.1.1	We will prepare and present the UPR National Report to the Human Rights Committee.	Assistant Secretary Asylum Services, Integration & Equality	Q4
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2.4.2 To promote gender equality in Irish society

2.4.2.2	We will prepare a CEDAW Report (Convention on the Elimination of Discrimination against Women) and submit to UN.	Assistant Secretary Asylum Services, Integration & Equality	Q3
2.4.2.3	We will prepare legislation to give effect to the Government decision to introduce 2 weeks Paternity leave.	Assistant Secretary Asylum Services, Integration & Equality	Q3
2.4.2.5	We will prepare a CERD Report (Convention on the Elimination of Racial Discrimination) and submit to UN.	Assistant Secretary Asylum Services, Integration & Equality	Q4

2.4.3 To promote equality and inclusion in Irish society of the Traveller and Roma communities

2.4.3.1	We will develop a new Traveller and Roma Inclusion Strategy.	Assistant Secretary Asylum Services, Integration & Equality	Q2
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2.4.4 To promote equality for and inclusion of people with disabilities in Irish society

2.4.4.1	We will establish an advisory group to assess sectoral implications of the EU Accessibility Directive. We will negotiate Ireland's position on this proposed directive at EU level and coordinate Ireland's position across all relevant Department and agencies.	Assistant Secretary Asylum Services, Integration & Equality	Q4
2.4.4.2	We will develop a new Disability Inclusion Strategy.	Assistant Secretary Asylum Services, Integration & Equality	Q2
2.4.4.3	We will proceed with ratification of the UN Convention on the Rights of Persons with Disabilities.	Assistant Secretary Asylum Services, Integration & Equality	Q4

2.4.6 To continue reform of civil law, including family law, promoting equality and social rights

2.4.6.1	We will develop and manage legislative proposals for civil law in accordance with the Government's programme.	Assistant Secretary Civil Law Reform	Q1 - Q4+
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2.4.7 To develop the arrangements in place relating to personal insolvency

2.4.7.1	We will commence the Bankruptcy (Amendment) Act 2015, subject to any necessary changes to the Rules of Court.	Assistant Secretary, Civil Law Reform	Q1
2.4.7.2	We will implement the Government Decision of 17 November 2015 authorising a scheme of independent expert aid and advice (legal and financial) for those in home mortgage arrears.	Assistant Secretary, Civil Law Reform	Q4
2.4.7.4	We will establish a new national service to standardise the supports available to borrowers in mortgage arrears, with powers and resources needed to advise, assess, negotiate and recommend solutions. We will establish a new dedicated court to sensitively and expeditiously handle mortgage arrears and other personal insolvency cases, including through imposing solutions, including those recommended by the new Debt Resolution Service.	Assistant Secretary Civil Law Reform	Q3 Phase 1

2.5 AN EFFICIENT, RESPONSIVE AND FAIR IMMIGRATION, ASYLUM AND CITIZENSHIP SYSTEM



2.5.2 To maintain the integrity of and implement improvements to the protection and direct provision systems

2.5.2.1	We will implement the International Protection Act.	Director General INIS	Q4
2.5.2.2	We will offer a safe haven under EU and UN resettlement and relocation programmes and promote integration of refugees in our communities	Assistant Secretary Asylum Services, Integration & Equality	Q1 - Q4+
2.5.2.3	We will develop the Legal Panel for Processing Subsidiary Protection and Leave to Remain cases	Director General INIS	Q1
2.5.2.4	We will reform the direct provision system, with particular focus on families and children.	Director General INIS Assistant Secretary Asylum Services, Integration & Equality	Q3 - Q4+

2.5.3 To provide immigration related services to applicants in an efficient and cost effective manner

2.5.3.1	We will civilianise border posts to free up Garda resources for operational duties.	Director General INIS	Q4
2.5.3.5	We will extend the use of Commercial Visa Application Centres as part of the British-Irish Visa Scheme (BIVS)	Director General INIS	Q4

CREATING A SAFER AND FAIRER IRELAND

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