



# CRIMINAL JUSTICE SECTORAL STRATEGY 2022 - 2024 IMPLEMENTATION PLAN

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## Introduction

The Criminal Justice Sectoral Strategy sets out a vision of a joined-up criminal justice system that protects human rights, builds public confidence and trust, and works together to improve efficiency and the experience of those who rely on us to support a safe, fair and inclusive Ireland.

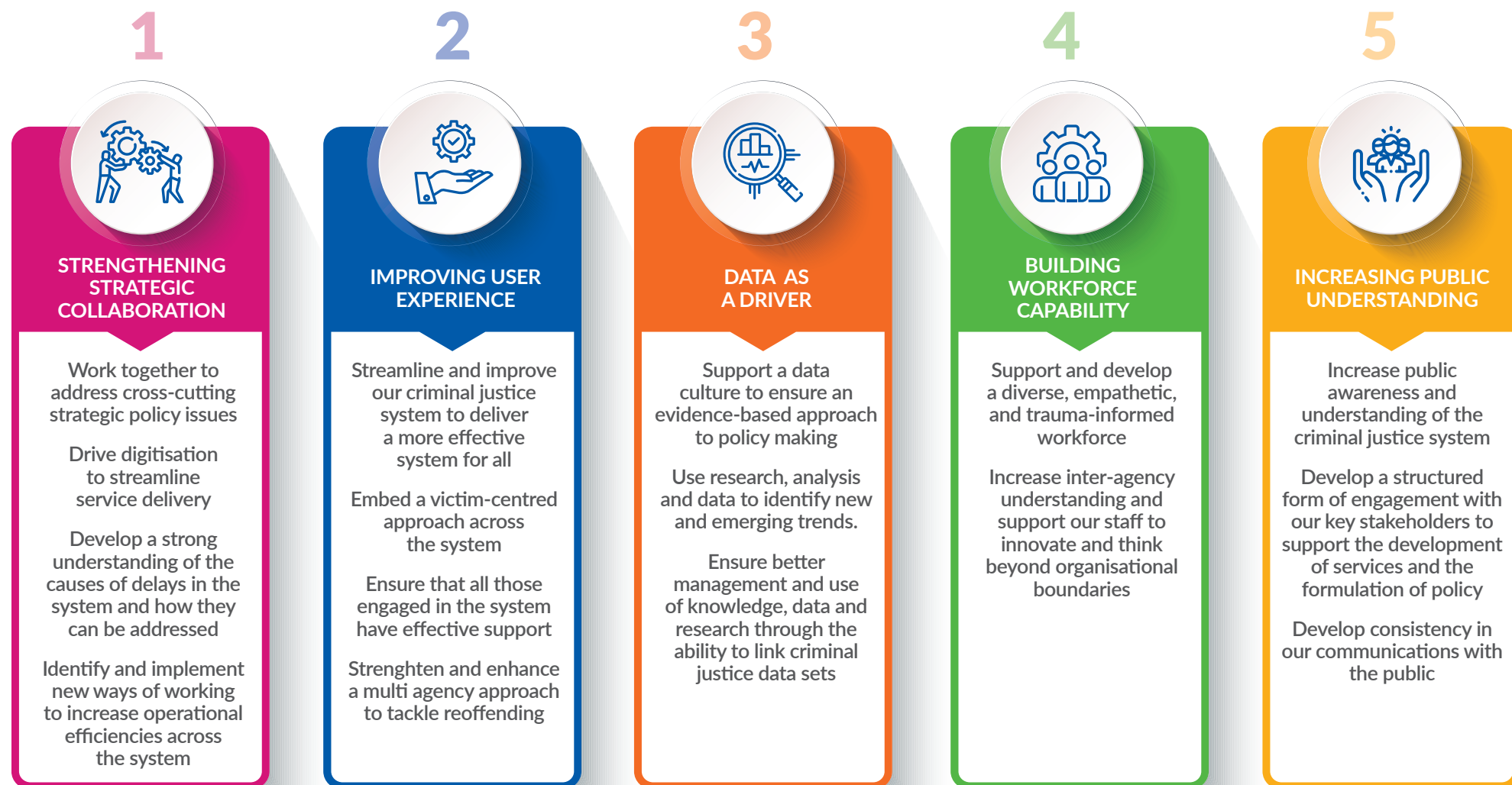
This implementation plan is intended to bring that vision to reality.

In order to deliver this programme of work, we will work cohesively together with a 'whole-of-sector' approach to problem solving and information sharing. It is our intention that these actions will inspire trust and confidence for users of the criminal justice, and will see us supporting the use and sharing of high quality data (both qualitative and quantitative) to inform and assess effective policies and actions. Encouraging a culture of innovation will allow us to identify new and better solutions. Over the three year lifespan of the Strategy, we will communicate proactively with the public and external stakeholders about our work, encouraging transparency and building trust and confidence.

The Strategy sets out five strategic pillars - strengthening strategic collaboration; improving the user experience; data as a driver; building workforce capability; and increasing public understanding of the work of the sector. Structured around those five strategic pillars, this implementation plan contains 58 actions to be delivered over the next three years. Each action has a clearly identified lead(s), and an agreed timeframe by which the action should be completed. The actions are ambitious, but also realistic.

The implementation of this programme of work will form the agenda and work programme for the Criminal Justice Strategic Committee in the coming period. This work will be supported by Subgroups of the Committee which will be established to monitor and assess the effectiveness of the implementation of the actions outlined in this plan, while a set of clear indicators will be developed to measure progress over time across a number of key areas.

## Summary of Strategic Pillars







## **Strategic Pillar 1**

Strengthening Strategic Collaboration

1



## Strategic Pillar 1

### Strengthening Strategic Collaboration

We will work together collaboratively to address specific strategic and operational issues in a joined-up and coherent way. We will work to align priorities and drive strategic collaboration within the criminal justice sector.



#### ACTION



#### LEAD (PARTNERS)



#### TIMELINE

#### 1.1 We will work together to address cross-cutting strategic policy issues.

1.1

1.1.1 We will develop and agree protocols to ensure future policy decisions and initiatives in the area of criminal justice are pre-assessed to determine impacts on case load and capacity at each stage of the system, where practicable.

DoJ (All CJSC members)

Q4 2023

1.1.2 We will identify and examine the options available and resource implications to support wider engagement in the formulation of Ireland's policy position at an EU level and engagement with Ireland's criminal justice and human rights commitments arising from other international bodies including the Council of Europe and the UN.




DoJ (All CJSC members)

Q4 2022



1.1.3 We commit to supporting the implementation of the sectoral Justice Climate Policy Statement, and reducing our respective energy usage by 7% per annum.

DoJ (All CJSC members)

Ongoing

	ACTION	 LEAD (PARTNERS)	 TIMELINE
1.2	<b>1.2 We will drive digitisation to deliver more streamlined services.</b>		
	1.2.1 We will drive modernisation, digitisation, and online services across the sector through the establishment and support of a cross sectoral Information Management & Technology (IM&T) Working Group.	DoJ (All CJSC members)	Q2 2022
	1.2.2 We will develop a plan to reduce our use of paper-based systems and work towards digitising processes and procedures, recognising the need for interoperability.	All CJSC members, where appropriate	Q4 2022
	1.2.3 We will prioritise the delivery of key messages to drive operational efficiencies, as part of the Criminal Justice Operational Hub, including (i) the sharing of charge sheet data from An Garda Síochána and (ii) court list and court outcome data from the Courts Service with other criminal justice agencies.	DoJ (All CJSC members)	Q4 2023
1.3	<b>1.3 We will develop a strong understanding of the causes of delays in the system and how they can be addressed.</b>		
	1.3.1 We will work together to develop a detailed process map of the criminal justice system to address challenges, barriers and duplication of processes.	DoJ (All CJSC members)	Q1 2023
	1.3.2 We will develop an evidence-informed action plan to address any causes of delays identified during the mapping process.	DoJ, Courts Service (All CJSC members)	Q4 2023
	1.3.3 We will conduct a review of the volume of adjournments in the system and explore the reasons for them.	DoJ, Courts Service (LAB, ODPP)	Q4 2022
1.4	<b>1.4 We will identify and implement new ways of working to increase operational efficiencies across the system.</b>		
	1.4.1 We will expand and review alternatives to prosecution in order to divert minor offences away from the Courts.	DoJ (All CJSC members)	Ongoing



	ACTION	 LEAD (PARTNERS)	 TIMELINE
1.4	1.4.2 We will develop and agree a set of Key Performance Indicators (KPI) to measure and drive performance in the criminal justice system.	DoJ (All CJSC members)	Q3 2023
	1.4.3 We will continuously monitor and review the innovations implemented and challenges faced by the criminal justice system during the Covid-19 crisis and build upon the key lessons learned.	AGS, Courts Service, DoJ, LAB, ODPP (FSI, IPS, PS)	Ongoing
	1.4.4 We will establish a central fund for multi-agency collaborative projects.	DoJ (All CJSC members where appropriate)	Q1 2023
	1.4.5 We will streamline the funding and oversight of services funded by the Department of Justice and criminal justice agencies.	DoJ (All CJSC members where applicable)	Q2 2023



## Strategic Pillar 2

Improving the User Experience

2



## Strategic Pillar 2

### Improving the User Experience

We will work together to understand and improve the experience of people who come into contact with the criminal justice system, including victims, witnesses, accused persons, suspects and offenders, while protecting human rights and ensuring procedural fairness



#### ACTION



#### LEAD (PARTNERS)






#### TIMELINE

### 2.1 We will deliver a fair and effective criminal justice system for all users by streamlining and improving their journey through the system.

2.1

2.1.1	We will map the journey of system users (victims, witnesses, accused persons and offenders) through the criminal justice system, identifying and addressing, duplications, bottlenecks and gaps in support.	DoJ (All CJSC members)	Q3 2023
2.1.2	We will ensure a consistent, fair and trauma-informed service is offered to all system users, using a consultative approach to agree core customer service standards.	DoJ (All CJSC members)	Q1 2023
2.1.3	We will maintain our focus on the rights of system users from minority groups, new communities, persons with disabilities and young persons while also reflecting our commitment to the Public Sector Duty.	All CJSC members	Ongoing
2.1.4	We will develop accessible and understandable resources for all people engaging with the criminal justice system; particularly persons with disabilities, minority groups and new communities.	DoJ (All CJSC members)	Q4 2024
2.1.5	We will review how we provide information on, and communicate about, delays, court outcomes and decisions not to prosecute, and make improvements, where possible.	AGS, Courts Service, (DoJ, IPS, LAB, PS)	Q2 2023



 <b>ACTION</b>	 <b>LEAD (PARTNERS)</b>	 <b>TIMELINE</b>
<b>2.2 Embed a victim-centred approach across all stages of the criminal justice system.</b>		
<b>2.2</b>	2.2.1 We will establish and support a network of victim liaison officers across the criminal justice system to facilitate the sharing of best practice.	<b>DoJ, AGS, IPS</b> (LAB, PS, ODPP) Q3 2022
	2.2.2 We will ensure the victim's perspective is clearly understood and embedded in the way of working in the criminal justice system.	<b>All CJSC members</b> Q4 2023
	2.2.3 We will assess the need to establish a National Victims Office.	<b>DoJ</b> Q4 2024
	2.2.4 We will establish an appropriate mechanism to create awareness and availability of Restorative Justice at all stages of the criminal justice system, in line with published policy proposals.	<b>DoJ</b> (AGS, IPS, PS) Q4 2024
	2.2.5 We will ensure a consistency of service and quality in training and practice related to Restorative Justice.	<b>DoJ</b> (AGS, IPS, PS) Q4 2022
<b>2.3 We will ensure all victims, witnesses and accused persons have the support needed to effectively engage within the criminal justice system.</b>		
<b>2.3</b>	2.3.1 We will conduct a systematic review of the provision of translator, interpreter, speech and language therapists and intermediary services within the criminal justice system and implement any recommendations made.	<b>DoJ</b> (All CJSC members, ODPP where appropriate) Q4 2023
	2.3.2 We will review how we provide support to, and communicate with witnesses of crime in Ireland.	<b>DoJ, AGS, Courts Service, ODPP</b> (where appropriate), (LAB) Q2 2023
	2.3.3 We will review the current supports provided to victims, witnesses, and accused persons including court accompaniment, familiarisation and accessibility support services with a view to expanding and improving where appropriate.	<b>DoJ, AGS, Courts Service, ODPP</b> (LAB) Q1 2023

	ACTION	 LEAD (PARTNERS)	 TIMELINE
2.3	2.3.4 We will report annually on how we have given effect to our duty under the Irish Sign Language (ISL) Act 2017.	All CJSC members	Ongoing
2.4	<b>2.4 We will strengthen and enhance our multi-agency approach to engaging with offenders in order to reduce reoffending and to improve outcomes.</b>		
	2.4.1 We will restructure the governance and oversight of multi-agency offender management programmes to improve collaborative structures and outcomes.	DoJ (AGS, IPS, PS)	Q4 2022
	2.4.2 We will develop an agreed multi-agency approach to the management of life sentenced prisoners, complex and high risk offenders and domestic violence offenders.	DoJ (AGS, IPS, PS)	Q1 2023
	2.4.3 We commit to implementing a holistic high level implementation plan to ensure the mental health and dual diagnosis needs of people in prison are met and primary care support is available on release, through the work of the Mental Health Taskforce. This will require collaboration with colleagues in the Department of Health, the HSE and other strategic partners.	IPS, PS, AGS, DoJ	Plan developed by Q1 2022



## **Strategic Pillar 3**

### **Data as a Driver**



3



## Strategic Pillar 3

### Data as a Driver

We will work together to better use and share information and improve data quality. This will inform decisions and encourage a unified understanding of issues and problems.



#### ACTION



#### LEAD (PARTNERS)



#### TIMELINE

### 3.1 We will support a data culture to ensure an evidence-based approach to policy making.

3.1

3.1.1 We will continue to work together in order to develop an evidence base to support our work, maintaining an ongoing dialogue in areas of interest.

DoJ (All CJSC members)

Ongoing

3.1.2 We will identify areas for research on cross-cutting sectoral issues.

DoJ (All CJSC members)

Ongoing

3.1.3 We will build partnerships with academic researchers to continue the development of evidence-informed policy and practice.

DoJ (All CJSC members)

Ongoing




### 3.2 We will use research, analysis and data to identify new and emerging trends.

3.2

3.2.1 We will explore options for the use of common identifiers within criminal justice data.

DoJ (All CJSC members)

Q4 2022

	ACTION	 LEAD (PARTNERS)	 TIMELINE
3.2	3.2.2 We will explore and develop options to provide for the recording and monitoring of ethnicity across the criminal justice system.	DoJ (All CJSC members)	Q4 2023
	3.2.3 We will continue to develop collaborative relationships between the CSO and criminal justice agencies to develop insights, assess outcomes and predict future trends.	All CJSC members	Ongoing
3.3 Ensure better management and use of knowledge, data and research through the ability to link criminal justice data sets.			
3.2	3.3.1 We will establish and support a Cross Criminal Justice Data Group to support the development of data across the sector in order to inform insights and ensure a common understanding.	DoJ (All CJSC members)	Q1 2022
	3.3.2 We will develop and implement a three-year plan for the expansion of the Criminal Justice Operational Hub, facilitating greater automation of information exchange between criminal justice agencies, as well as access to data-informed insights to support policy development.	DoJ (All CJSC members)	Q4 2023
	3.3.3 We will regularly publish research and data in a format and language that is accessible to members of the wider public in a centralised location.	All CJSC members, where applicable	Ongoing
	3.3.4 We will explore and develop options for data-sharing protocols, and agreements as and when required, particularly for specific projects, where a common data taxonomy is needed.	All CJSC members	Ongoing







## **Strategic Pillar 4**

### **Building Workforce Capability**

## 4



## Strategic Pillar 4

### Building Workforce Capability

We will work together to deliver significant cultural change in order to embed new ways of working at an organisational level. We will develop and nurture collaborative ways of working across the sector and build the capability of our workforce to lead adaptively and think systemically. We will deliver appropriate training to support a trauma-informed, diversity aware, and culturally sensitive criminal justice workforce.



## ACTION



## LEAD (PARTNERS)



## TIMELINE

#### 4.1 We will support and develop a diverse, empathetic, and trauma-informed workforce.

4.1.1 We will establish a Criminal Justice Learning & Development Working Group to conduct a comprehensive training needs analysis of our workforce.

DoJ (All CJSC members)

Q2 2022



4.1.2 We will develop and roll out joint training programmes to address a number of identified cross-cutting sectoral issues including, but not limited to:

- Collaboration and multi-agency working;
- Understanding the role of trauma and Adverse Childhood Experiences (ACEs) in the criminal justice system;
- Victims' Rights;
- Restorative Practice;
- Diversity & Inclusion;
- The Public Sector Duty;
- Mental Health Awareness; and
- Disability Awareness.

All CJSC members

Q4 2024

4.1

	ACTION	 LEAD (PARTNERS)	 TIMELINE
4.1	4.1.3 We will mitigate the barriers to recruiting and retaining people from diverse and minority backgrounds in the criminal justice system using our Equality, Diversity and Inclusion Strategies.	<b>AGS, Courts Service, DoJ, LAB, FSI, IPS, PS</b>	Ongoing
4.2	<b>4.2 We will increase inter-agency understanding and support our staff to innovate and think beyond organisational boundaries.</b>		
	4.2.1 We will develop an online portal with targeted learning resources available to all of our workforce.	<b>DoJ</b> (All CJSC members)	Q2 2023
	4.2.2 We will pilot a structured cross-sectoral job-shadowing programme aimed at all levels within our organisations.	<b>DoJ</b> (AGS, Courts Service, LAB, FSI, IPS, PS)	Q2 2023
	4.2.3 We will continue to support and develop collaborative leadership skills through cross sectoral programmes, where appropriate.	<b>All CJSC members</b>	Ongoing
	4.2.4 We will pilot a cross-sectoral secondment scheme.	<b>All CJSC members, where applicable</b>	Q2 2023
	4.2.5 We commit to establishing and supporting a Criminal Justice Innovation Network which will provide a regular platform to share best practice and innovative methods of working with sectoral colleagues.	<b>DoJ</b> (AGS, Courts Service, LAB, FSI, IPS, PS)	Q2 2022
	4.2.6 We will celebrate success and innovation by developing and promoting a criminal justice sector wide staff recognition scheme.	<b>All CJSC members</b>	Q4 2022









## **Strategic Pillar 5**

Increasing Public Understanding

5



## Strategic Pillar 5

### Increasing Public Understanding

We will work together to improve communications, to deepen community engagement and increase public understanding and confidence in the criminal justice system.



#### ACTION



#### LEAD (PARTNERS)



#### TIMELINE

#### 5.1 We will increase public awareness and understanding of the criminal justice system.

5.1

5.1.1 We will conduct an annual nationally representative survey to (i) understand the public's needs, perceptions and expectations of the criminal justice system, including perceived procedural fairness and (ii) to identify any gaps to be addressed.

DoJ

Ongoing

5.1.2 We will develop a centralised website and a range of resources to communicate basic information on how exactly the system works.

DoJ, (AGS, Court Service, LAB, IPS, ODPP, PS)

Q4 2023

5.1.3 We will develop a resource pack and materials to be used in schools to increase awareness and understanding of how the criminal justice system works.

All CJSC members

Q3 2023

#### 5.2 We will develop a structured form of engagement with our key stakeholders to support the development of services and the formulation of policy.

5.2

5.2.1 We will establish a Criminal Justice Consultation and Participation Network with representation from civil society and academia.

DoJ (All CJSC members)




Q2 2022

5.2.2 We will establish a programme of regular open policy events, each focusing on particular thematic issues with attendance from criminal justice agencies and our key stakeholders.

AGS, Courts Service, DoJ, LAB, FSI, IPS, PS

Q4 2022



	ACTION	 LEAD (PARTNERS)	 TIMELINE
5.3	5.2.3 We will provide opportunities for experiential engagement with the criminal justice system including holding open days, where appropriate.	<b>AGS, Courts Service, DoJ, LAB, FSI, IPS, PS</b>	Ongoing
	<b>5.3 We will ensure consistency in our communications with the public.</b>		
	5.3.1 We will establish and support a Criminal Justice Communications Working Group with representation from across the criminal justice system.	<b>DoJ</b> (All CJSC members)	Q2 2022
	5.3.2 We will align our approach to how we communicate about the work we do.	<b>All CJSC members</b>	Ongoing



An Roinn Dlí agus Cirt  
Department of Justice



An tSeirbhís Chúirteanna  
Courts Service



Seirbhís Phríosúin  
na hÉireann  
Irish Prison Service



An Bord Um  
Chúnamh Dlíthiúil  
Legal Aid Board



Oifig an  
Office of the **Stiúrthóra Ionchúiseamh Poiblí**  
Director of Public Prosecutions



An tSeirbhís Phromhaidh  
The Probation Service

