

JUSTICE PLAN 2022



An Roinn Dlí agus Cirt
Department of Justice



Minister's Foreword

When I published Justice Plan 2021 last year, I hoped it would enable us in the justice sector to look beyond the pandemic.

Through the many policies we implemented over the past year, as well as laying the groundwork for future reforms, I believe we did so.

So many of the policies in Justice Plan 2021 have already been introduced, such as the regularisation scheme for the undocumented, which is now open and receiving applications. These actions make a real difference to people's lives.

We also set in train many other reforms, including reforming our antiquated licensing laws, which I hope to progress in the Oireachtas with a view to enacting new legislation this year.

But we continued to grapple with Covid throughout 2021.

The pandemic remained a challenge and continued to dominate our day to day lives, but the various organisations across the justice sector once again served the public with distinction.

I believe with the pandemic now hopefully in a different phase, Justice Plan 2022 provides the practical actions to support my goal of building a justice system which works for everyone.

There are always new challenges ahead and of course my Department will play a lead role in Ireland's response to the consequences of the devastating and appalling Russian invasion of Ukraine.

Our first responsibility in the justice sector is the protection of our people and our State and our vigilance to any potential threats is particularly acute at this time.

We will also lead, at home and in the European Union, in responding to the unfolding humanitarian crisis and providing refuge to our Ukrainian friends seeking safety at this time of need.

We must always look to the future and our five overarching goals are designed to:

- Tackle crime, enhance national security and transform policing
- Improve access to justice and modernise the courts system
- Strengthen community safety, reduce reoffending, support victims and combat domestic, sexual and gender based violence
- Deliver a fair immigration system for a digital age
- Accelerate innovation, digital transformation and climate action across the justice sector

We have again set out an ambitious number of actions to be achieved during this year.

We will continue to support An Garda Síochána in protecting our communities from crime through increased resources and a stronger and more diverse Garda service. In its centenary year, we will invest in training and technology and progress new laws to help An Garda Síochána support strong and safe communities.

This year will also be a landmark one in the Government's collective efforts to tackle domestic, sexual and gender based violence. This spring, I will publish the third national strategy on domestic, sexual and gender based violence.

I will also lead its implementation across Government and work across society to achieve zero tolerance of this appalling violence and abuse.

We will support victims through implementation of the measures set out in Supporting a Victim's Journey, my plan dedicated to putting the victim of the centre of the criminal justice system.

Through the Judicial Appointments Commission Bill, which will also be enacted this year, we will introduce the most significant reforms to appointing judges in 25 years. The publication of the report of Judicial Planning Working Group will also help us plan our judicial resources, from the number of judges to the skills they need, as well how modern practices can help deliver justice efficiently.

The important work of the new Judicial Council, with its vital input from lay people, will bring more consistency to sentencing.

I also believe in a criminal justice system where the sentence matches the crime and I will bring forward proposals to reform the law in relation to life sentences.

I am looking forward this year to making significant progress in establishing a family court and a transformed family justice system.

We have also made significant progress in tackling the cost of insurance, with the personal injuries guidelines making a real difference in reducing the level of personal injuries awards. That work will continue with proposals on the duty of care, among other issues, and we will also publish research on how we can tackle legal costs.

The policies and duties of the Department of Justice, and the justice sector generally, reach across so many aspects of our lives. Those of us who have the privilege to work within it have the opportunity and responsibility to make the system better. We are already making a real difference to people's lives.

And with Justice Plan 2022, we will take further action to build a justice system that works for everyone.

Helen McEntee TD
Minister for Justice



Minister of State's Foreword

The Justice Plan for 2022 seeks to further the aims of the Department of Justice's Statement of Strategy for a safe, fair and inclusive Ireland and I welcome its aim of bringing us closer to achieving the Department's five strategic goals.

This Plan for the year ahead, cognisant of commitments made in the Programme for Government, outlines the direction of travel for our Department and its agencies, so that the Justice sector continues to develop its capabilities across a wide range of areas.

Staff of the Department and its agencies are to the fore in ensuring that we continue to adapt and tackle changing and emerging challenges. This Plan recognises the capability and strengths of the Department, its agencies and staff in its ambition.

I welcome the Plan's determination to deliver further improvements and innovations in the Justice sector and to enhance the provision of essential public services. I am confident that staff across the Department and agencies will deliver on the actions outlined.

I am especially enthusiastic about progressing legislation regarding the regulation of gambling, seeing further progress on the implementation of the Youth Justice Strategy, combating anti-social behaviour, and robustly tackling criminal activity impacting our communities.

A handwritten signature in black ink, reading "James D. Browne". The signature is written in a cursive style and is positioned above a horizontal line.

James Browne T.D.
Minister of State for Law Reform

Introduction from the Secretary General

Justice Plan 2022 is the second annual plan to deliver on the ambition set out in our Statement of Strategy 2021-2023. The Department's priorities across the five high level goals are designed to support our mission of a safe, fair, inclusive Ireland. I am proud of the work done by colleagues through 2021 which saw significant progress across the broad and complex programme of work in addition to outstanding work in managing the ongoing emergency response to Covid-19.

In keeping with our commitment to transparency and accountability for the important work we do on behalf of the public, a mid-year progress report was published in August 2021 and the end of year report will shortly be published on all actions.

We have been clear that the development of these plans is an iterative process. In developing the second plan, we have examined our capacity as an organisation, our flexibility to respond to unexpected demands and our reporting and monitoring mechanisms to ensure that

Justice Plan 2022 is both ambitious and realistic, and reflects the learning from the past year.

The development of this year's plan has been interwoven with our business planning, risk management and individual performance management processes, ensuring that delivery of the Plan is a top priority for the organisation, but also that it is achievable and manageable. The plan now also includes indicators and measures for each of our strategic goals – these will help to keep these core objectives at the forefront of decision making and prioritisation. Progress on delivery will be monitored and reviewed throughout the year by the Management Board and Ministers and we will continue to publish twice-yearly progress reports. Further detail on the development of these indicators is included in the appendix to to plan.

As the Justice Plan is primarily focused on legislative, policy and innovation initiatives, it does not capture much of the important day to day work delivering vital services for

members of the public and agencies in the justice sector. This 'business as usual' work is also critical to delivery of our strategic goals and we will continue to invest heavily in developing these areas over the coming year. This includes investment in our information management and technology systems, which is particularly timely as we will roll out and refine our blended working capacity and arrangements. We will also finalise a new HR strategy, continue to strengthen and sustain our culture through supporting colleagues and developing new skills, and plan for the future, fostering talents and leadership skills at all levels. We will continue to strengthen our customer-focused approach to service delivery and our climate obligations remain at the forefront of the organisation's corporate agenda.

I am proud and grateful for the hard work and dedication of all colleagues who continue to demonstrate unwavering commitment to public service in spite of challenging personal and professional

circumstances. The continuing dedication, resilience and agility of our organisation are solid foundations and I have no doubt will continue to serve the Government and the public well throughout 2022.



A handwritten signature in black ink that reads "Oonagh McPhillips". The signature is written in a cursive style and is positioned above a thin horizontal line.

Oonagh McPhillips
Secretary General

Introduction

Justice Plan 2022 is the second iteration in a series of annual plans outlining objectives and actions to drive reforms across the Justice sector to build a justice system that works for everyone.

These actions reflect the priorities of the Minister, the Minister of State and the Department for the coming year, in line with the various commitments set out in the Programme for Government and the Department's Statement of Strategy.

A safe, fair and inclusive Ireland is the statement of strategy for the Department of Justice for the years 2021-2023. Within that strategy, we have set out five overarching goals for the Department over this three year period:

1. Tackle crime, enhance national security and transform policing
2. Improve access to justice and modernise the courts system
3. Strengthen community safety, reduce reoffending, support victims and combat domestic, sexual and gender based violence
4. Deliver a fair immigration system for a digital age
5. Accelerate innovation, digital transformation and climate action across the justice sector

It is important to note that the milestones and achievements reflected upon from 2021, as well as the actions and objectives for the year ahead provide just a snapshot of the substantial programme of work being delivered on by the Department of Justice. The Plan is by its nature, mostly policy, legislation and innovation focused, to deliver on our strategic goals for the next few years. It does not capture much of the valued day to day work of the Department which delivers vital services for members of the public and agencies in the justice sector.

The actions planned for 2022 will build upon the significant volume of work delivered last year under Justice Plan 2021. We have committed to reporting biannually on progress under the Justice Plans. A mid-year progress report for 2021 was published in August 2021 and the end of year progress report for 2021 will be published soon.

As with Justice Plan 2021, Justice Plan 2022 is set out in five chapters, structured around the five goals set out above. In each chapter, we begin with the commitments set out in our statement of strategy for the relevant goal and a summary of our key achievements under that goal in 2021, followed by a detailed table of objectives and actions to be delivered in 2022.



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Goal 1 Tackle crime, enhance national security and transform policing



Goal 1: Tackle crime, enhance national security and transform policing

The overarching aim of the objectives and actions set out under Goal 1 are to build a safer Ireland by reducing and preventing crime, continually working to enhance national security and to transform and strengthen An Garda Síochána.

In the long term, our success against this goal will be reflected upon through a reduction in recorded crime, the strength and skill of the Garda workforce, public perceptions of personal safety in homes and communities, and the trust that members of the public have in An Garda Síochána, as measured through Garda Public Attitudes Surveys.

The actions under Goal 1 are grouped around the following objectives -

1. Developing a leading edge and accountable policing service through the implementation of A Policing Service for our Future
2. Deliver a comprehensive programme to improve the operation of the criminal justice system
3. Combat cybercrime, support

online safety and prepare for the challenges posed by Artificial Intelligence through stronger policies and legislation

4. Strengthen measures to tackle terrorism and other serious and organised crime through domestic action and international co-operation
5. Reform, review and modernise criminal law and procedure to enhance and support the efficient and effective operation of the criminal justice system
6. Ensure strong governance in all bodies across the criminal justice sector; and provide challenging yet supportive oversight to these bodies

Over the course of 2021-2023, An Garda Síochána will continue its major transformation and develop into a model of policing excellence, informed in large part by the recommendations of the Commission on the Future of Policing. Significant progress was made

on this front in 2021. Last year, we published the landmark General Scheme of the Policing, Security and Community Safety Bill, which will be drafted, published and progressed through the Houses of the Oireachtas in 2022.

In 2021, despite challenges posed by the COVID-19 pandemic, An Garda Síochána maintained recruitment of Gardaí and staff and continued to progress its programme of civilianisation. The Department will continue to support An Garda Síochána in increasing diversity in the organisation, strengthening their workforce, and ensuring that Gardaí can be on the frontline where they are visible to communities and their policing expertise can be put to best use. We will also progress legislation to codify police powers of search, arrest and detention and to provide for Gardaí's use of body worn cameras, which will strengthen the transparency and accountability of the policing service.

In 2021, we committed to reforming our laws to effectively deal with those

who seek to spread hatred, fear and harassment in any form, online or offline. We have now enacted Coco's Law, which outlaws image based sexual abuse and launched an impactful awareness campaign around the sharing of intimate images. We will continue work on improving online safety in the coming year, and will publish a Bill to combat hate crime and incitement to hatred.

Through delivery of Justice Plan 2022, we will continue to progress our strategic objectives to improve the operation of the criminal justice system to tackle serious and organised crime. Emerging and continually evolving threats and forms of crime mean this fight requires international cooperation and collaboration. Ireland's successful connection to Schengen information System (SIS II) in 2021 is a major milestone in that regard, already leading to an increased number of arrests.

Throughout 2022, we will keep our national security legislation under review, strengthen measures to tackle

terrorism through domestic action and international cooperation, draft legislation to strengthen our laws around cybercrime, and progress legislation to deal with retention of data for criminal enforcement purposes.

The implementation of the recommendations of the Hamilton Review to tackle white collar crime and corruption will continue in 2022. These will feed into the development of

a national anti-corruption strategy and action plan. We will progress a number of actions to combat money laundering in Ireland and undertake an expansive review to modernise firearms and explosives legislation.

We will also put in place a revised National Referral Mechanism for victims of trafficking and publish a new National Action Plan to combat human trafficking. This will build upon the

progress made in 2021 in this field, with the enactment of the Criminal Justice (Smuggling of Persons) Bill and also the allocation of additional practical supports for victims and NGOs in 2021.

We will also undertake a Strategic Review of the Department's EU engagement in recognition of the vital importance of Ireland's EU membership in a post-Brexit environment. This review will consider a number of issues,

including how we can improve how cross-cutting EU measures are managed within the Department, as well as how the Department might improve its engagement at EU level with both the EU institutions and with other EU Member States.

To achieve these objectives, we have identified 48 actions to be delivered in 2022, which are set out in detail below.

Key Indicators

The focus of this goal is on: reducing and preventing crime; enhancing national security and transforming and strengthening An Garda Síochána.

Although not set out as an objective, Goal 1 does make reference to reducing and preventing crime, upholding procedural rights and fairness, maintaining public safety, confidence and trust.

In this context, there are a range of measures readily available to assess progress on these. These are set out in the accompanying table.

In terms of this area, all data is readily available and reports can be produced relatively quickly with some of the measures updated on a quarterly basis.

TACKLE CRIME				
POTENTIAL MEASURE	ALIGNMENT	MEASURE	DATA SOURCE	FREQUENCY
Crimes against the person	Reduce and prevent crime	Directional: reduce	CSO	Quarterly
Fraud and related offences	Reduce and prevent crime	Directional: reduce	CSO	Quarterly
Crimes against property	Reduce and prevent crime	Directional: reduce	CSO	Quarterly
Proportion of respondents who state Gardai treat everyone fairly regardless of who they are.	Upholding human rights and procedural fairness	Directional: increase	Garda Public Attitudes Survey	Annual
Proportion of respondents who report having medium to high level of trust in AGS.	Maintain trust and confidence in AGS.	Directional: maintain	Garda Public Attitudes Survey	Annual

OBJECTIVES & 2022 ACTIONS	DELIVERY DATE	ACTION OWNER	
Objective - Developing a leading edge and accountable policing service through the implementation of A Policing Service for our Future (APSFF)			
1	<p>Continue to monitor Garda Workforce numbers and support ongoing recruitment of Garda Members, Garda Reserve and Garda Staff and redeployment of Garda Members to frontline duties</p> <p>1.1 An Garda Síochána / Public Appointments Service launch of Garda recruitment campaign</p> <p>1.2 Intake of new class into Garda College from previous recruitment competition</p> <p>1.3 New competition intake begin entering Garda college</p> <p>1.4 Monitor progress against targets for staff recruitment (400) and Garda redeployments (170)</p>	<p>Q1</p> <p>Q2</p> <p>Q3</p> <p>Q4</p>	Criminal Justice Governance
2	<p>Review and reform the role of AGS in prosecutions</p> <p>2.1. Submit report of High Level Review Group on the role of AGS in the public prosecution system to Government with clear recommendations</p> <p>2.2. Lead on the implementation of any criminal justice policy orientated HLRG recommendations</p>	<p>Q2</p> <p>Q4</p>	Criminal Justice Policy
3	<p>Progress the Policing, Security and Community Safety Bill to provide a new coherent governance and oversight framework for policing ensuring appropriate consultation.</p> <p>3.1. Publish the Bill</p> <p>3.2. Enact the Bill</p>	<p>Q2</p> <p>Q4</p>	Criminal Justice Governance
4	<p>Establish and manage the implementation programme for Policing, Security and Community Safety Bill</p> <p>4.1 Provide quarterly progress updates to the Minister</p> <p>4.2 Finalise plan for appointments and recruitment necessary under the new legislation</p>	<p>Q1</p> <p>Q3</p>	Criminal Justice Governance
5	<p>Work with AGS, DoT and DPER to drive forward the delivery of 'A Policing Service for our Future' and provide regular progress updates to Minister</p>	Ongoing	Criminal Governance
6	<p>Review of National Security Framework</p> <p>6.1 Submit final report of Offences Against State Act Review Group to Government</p> <p>6.2 Review other legislative provisions</p>	<p>Q2</p> <p>Ongoing</p>	Security & Northern Ireland

OBJECTIVES & 2022 ACTIONS	DELIVERY DATE	ACTION OWNER
Objective - Developing a leading edge and accountable policing service through the implementation of A Policing Service for our Future (APSFF)		
7 Support the operation of an effective security infrastructure in line with the recommendations of the Commission on the Future of Policing in Ireland through investment in modern information systems and specialist resources	Q4	Security & Northern Ireland
8 Implement recommendations arising from review on Courts Security 8.1 Establish Working Group 8.2 Agree recommendations 8.3 Commence implementation	Q1 Q3 Q4	Criminal Justice Policy
9 Publish the Garda Síochána (Powers) Bill to codify police powers of search, arrest and detention	Q3	Criminal Justice Legislation
10 Publish and enact Digital Recordings Bill to provide for AGS' use of digital recording including body worn cameras, drones, CCTV and ANPR 10.1 Publish Bill 10.2 Work with AGS to ensure the timely development of codes of conduct to enable commencement 10.3 Work with AGS to ensure sufficient capital to enable rollout	Q1 Q4 Ongoing	Criminal Justice Legislation Criminal Justice Governance
11 Work with partners and stakeholders to progress the legacy measures contained in the Stormont House Agreement and commitments made further to the Good Friday Agreement	Q4	Security & Northern Ireland

OBJECTIVES & 2022 ACTIONS		DELIVERY DATE	ACTION OWNER
Objective - Developing a leading edge and accountable policing service through the implementation of A Policing Service for our Future (APSFF)			
12	Review the system of Garda vetting to address technical defects in the legislation and strengthen the protections for vulnerable adults and children	Q4	Criminal Justice Policy
Objective - Deliver a comprehensive programme to improve the operation of the criminal justice system			
13	Prepare national strategy to tackle economic crime and corruption 13.1 Commence public consultation 13.2 Commence work on action plan	Q3 Q4	Transparency, Criminal Justice Policy
14	Agree and progress legislative proposals on relevant aspects of the Hamilton Implementation to prevent and respond effectively to economic and regulatory crime 14.1 Publish General Scheme of Criminal Justice (Theft and Fraud) Amd Bill	Q2	Criminal Justice Legislation
15	Implement EU anti-money laundering measures to facilitate the use of financial and bank account information to prevent and combat serious crime more effectively. 15.1 Transposition of Directive 2019/1153, management of the infringement proceedings in respect of 5AML	Q4	Criminal Justice Legislation
16	Strengthen regulatory enforcement capability of the Anti Money Laundering Compliance Unit (AMLCU) in response to the detection of clear regulatory breaches of the law by designated non-financial businesses and professions (DNFBPs) under the Unit's supervision 16.1 Secure Government approval for legislative proposals for issuing of fines by AMLCU for strict liability offences	Q4	Criminal Justice Service Delivery
17	Support compliance with the Criminal Justice (Money Laundering and Terrorist Financing) Act 2010 as amended by DNFBPs supervised by the AMLCU through the issuing of a set of written guidelines 17.1 Publish guidelines on compliance for businesses supervised by AMLCU	Q4	Criminal Justice Service Delivery
18	Undertake a Strategic Review of the Department's EU engagement, taking account of the vital importance of Ireland's EU membership in a post-Brexit environment. 18.1 Establish High Level Working Group representative of all relevant Functions. 18.2 Interim Report with Preliminary Recommendations to Management Board Q2	Q4	EU Affairs

OBJECTIVES & 2022 ACTIONS		DELIVERY DATE	ACTION OWNER
19	Publish operational implementation plan for Garda Inspectorate report on corruption	Q2	Criminal Justice Governance
20	Pending publication of the Law Reform Commission report, develop proposals, within 6 months, to deal with contempt of court sanctions for violations of social media rulings.	Within 6 months of publication of report	Civil Justice Policy
Objective - Support work to tackle cybercrime, improve online safety and prepare for the challenges ahead through stronger policies and legislation			
21	Continue to support the implementation of the National Cyber Security Strategy, including through attendance at the IDC and policy support for the enactment of the Cybercrime Bill.	Ongoing	Criminal Justice Policy
22	Publish a General Scheme of Bill to update certain provisions linked to the Budapest Convention on cybercrime, as well as specific access to data requests (if not dealt with in Communications (Retention of Data) Bill).	Q2	Criminal Justice Legislation
23	Coordinate the Government's response to upcoming EU legislative proposal on tackling child sexual abuse, including beginning preparations for a possible Irish bid to host any proposed European Centre for the prevention and countering of child sexual abuse	Q2	Criminal Justice Policy
24	Continue to support hotline.ie by encouraging a greater number of platforms to participate/sign up	Q4	Criminal Justice Policy
Objective - Strengthen measures to tackle terrorism and other serious and organised crime through domestic action and international co-operation			
25	Commence Criminal Justice (Mutual Recognition of Custodial Sentences) Bill	Q2	Criminal Justice Legislation
26	Fulfil our international cooperation obligations by supporting the investigation of cross border crime within the mutual assistance & EAW/extradition frameworks 26.1 Process and efficiently manage incoming and outgoing requests for mutual assistance, European Arrest Warrants and extradition and provide quarterly reports to the Minister on the operation of same	Q1	Criminal Justice Service Delivery
27	Enact EAW (Amendment) Bill to address issues raised in the EAW Act in the EU infringement proceedings 27.1 Publish Bill 27.2 Enact Bill	Q1 Q2	Criminal Justice Legislation

OBJECTIVES & 2022 ACTIONS		DELIVERY DATE	ACTION OWNER
28	Progress policy preparations on legislation for the collection of intra-EU Passenger Name Record data	Q4	Criminal Justice Legislation
29	Engage with agencies to develop improved mechanisms for collecting and reporting on asset recovery activities in order to satisfy EU reporting requirements and address Financial Action Task Force (FATF) recommendation 33 29.1 Reach agreement on cross-sectoral solutions to data collection and reporting issues	Q4	Criminal Justice Policy
30	Develop a separate risk assessment for terrorist financing, in line with Financial Action Task Force (FATF) recommendation 8	Q2	Criminal Justice Policy
31	Strengthen measures to tackle terrorism and other serious and organised crime through domestic action and international co-operation 31.1 Decision on designation of Competent Authority/Authorities 31.2 Prepare for and support the implementation of the EU Regulation on addressing the dissemination of terrorist content online; 31.3 Transpose Terrorist Content Online regulation	Q1 Q2 Q2	Criminal Justice Policy Criminal Justice Legislation
32	Assess the legislative requirements necessary to transpose the ECRIS-TCN package into Irish Law. ECRIS-TCN extends the current system of information exchange among EU Member States on convictions to third country nationals	Q4	Criminal Justice Legislation
33	Progress drafting of Criminal Justice (Terrorist Offences) Bill to support robust EU measures to combat terrorism with a particular focus on the risk related to travel to third countries to engage in terrorist activities	Q4	Criminal Justice Legislation
Objective: Reform, review and modernise criminal law and procedure to enhance and support the efficient and effective operation of the criminal justice system			
34	Update firearms and explosives legislation 34.1 Transpose existing four EU legal requirements 34.2 Determine medium term policy and legislative changes required and agree timeline for development of further legislation 34.3 Identify all outstanding issues requiring overdue reform in the management and processing of firearms licensing, register of firearms dealers and inspections. Produce roadmap for addressing issues identified, including new legislative framework.	Q1 Q2 Q4	Criminal Justice Legislation Criminal Justice Policy Criminal Justice Service Delivery

OBJECTIVES & 2022 ACTIONS		DELIVERY DATE	ACTION OWNER
35	Establish Firearms Expert Committee to provide guidance on a wide range of matters related to firearms licensing in the State		
	35.1 Issue requests for expressions of interest for membership	Q1	Criminal Justice Policy
	35.2 Establish Firearms Experts Committee	Q2	Criminal Justice
	35.3 Receive report of Firearms Expert Committee	Q4	Service Delivery
36	We will bring forward proposals to make changes to the law in relation to life sentences	Q2	Criminal Justice Policy
37	Publish and enact the Criminal Justice (Misc Provisions) Bill which deals with a number of issues including firearms licensing, conspiracy to murder, appeal against sentence, prison planning rules and evidence held in the cloud.		
	37.1 Publish Bill	Q1	Criminal Justice Legislation
	37.2 Enact Bill	Q2	
38	Publish Hate Crime Bill to reform and modernise the law through the introduction of new, specific hate aggravated offences for crimes motivated by prejudice against protected characteristics, with tougher sentences than ordinary forms of crime	Q2	Criminal Justice Legislation
39	Progress the new National Referral Mechanism (NRM) Framework to allow more victims of human trafficking to be identified and protected across a range of Departments and agencies		
	39.1 Establish interdepartmental subgroup	Q1	Criminal Justice Policy
	39.2 Publish General Scheme	Q1	Criminal Justice
	39.3 Put a revised National Referral Mechanism (NRM) in place for identification and support of victims of trafficking	Q4	Legislation
40	Develop a new National Action Plan to combat Human Trafficking		
	40.1 Consult with relevant departments and civil society representatives	Q1	Criminal Justice Policy
	40.2 Submit action plan to Government for approval to publish	Q2	

OBJECTIVES & 2022 ACTIONS		DELIVERY DATE	ACTION OWNER
41	Enact Garda Síochána (Compensation) Bill to update the current Garda Síochána compensation scheme for members of An Garda Síochána injured in the course of his or her duties.		Criminal Justice Legislation
	41.1 Enact Bill	Q2	
	41.2 Manage, through project planning, transfer of AGS compensation scheme to AGS to coincide with commencement of Garda Compensation Scheme legislation	Q2	Criminal Justice Service Delivery
42	Disregard of convictions for qualifying offences (consensual same-sex activity) prior to decriminalisation in 1993	Q3	Criminal Justice Policy
	42.1 Bring to Government and publish a scheme to disregard convictions for certain acts now decriminalised		
43	Progress implementation of recommendations made in review of Proceeds of Crime legislation		Criminal Justice Policy
	43.1 Prepare draft general scheme once AG's advice received	Q1	
	43.2 Submit review, draft action plan, and draft general scheme to Government for approval	Q2	Criminal Justice Legislation
	43.3 Publish Bill	Q4	
44	Publish legislation to deal with retention of data for criminal enforcement purposes	Q2	Criminal Justice Legislation
	44.1 Publish Bill		
45	Review Law Reform Commission recommendations on alternatives to suspended sentences for children and progress legislation to provide for such alternatives	Q4	Criminal Justice Policy Criminal Justice Legislation
46	Working with the National Rural Safety Forum, we will develop and publish a rural safety plan	Q3	Transparency
Objective - Ensure strong governance in all bodies across the criminal justice sector; and provide challenging yet supportive oversight to these bodies			
47	Provide support to agencies in implementing their capital investment programmes across the Criminal Justice sector, ensuring compliance with statutory obligations and engagement with all relevant Stakeholders	Q4	Corporate
48	Further advance project to develop a statutory basis for IPS		
	48.1 Submit final report of Working Group to the Minister	Q2	Criminal Justice Governance
	48.2 Subject to Minister's approval, submit proposal to Government for approval	Q2	
	48.3 Begin developing General Scheme for statutory basis	Q2	



Goal 2 Improve access to justice
and modernise the courts system



Goal 2: Improve access to justice and modernise the courts system

Under Goal 2, we are committed to introducing reforms to improve access to justice, which is a fundamental right. The changes we are introducing to the justice and courts systems will ensure that the expectations of a modern society and economy can be met.

We are responsible for widening access, and identifying and removing barriers, to the justice system so it meets the needs of the public, society and business.

It is important to note a snapshot of the milestones achieved under Goal 2 in 2021 which covered a substantial programme of work delivered by the Department.

In terms of improving access to justice, the Peter Kelly Report, Review of the Administration of Civil Justice, has been published, an implementation group has been established and an implementation plan has been prepared for Government.

Work was also progressed to reform the family justice system to ensure

that it is a more efficient and family friendly court system. Drafting of the Family Court Bill is ongoing with a view to publication by the end of Quarter 1. The Bill will establish a District Family Court, a Circuit Family Court and a Family High Court as divisions within the current court structures, each dealing with family law matters as appropriate to its jurisdiction. The Bill will also provide for court procedures that support a faster and less adversarial resolution of disputes in specialised centres. The Family Court Bill is a key element of the transformation of the family justice system being led by the Family Justice Oversight Group.

The General Scheme of the Judicial Appointments Commission Bill was published which will replace the Judicial Appointments Advisory Board, and the Judicial Planning Working Group was established to work on judicial numbers over the medium term.

The General Scheme of the Gambling Regulation Bill was published, bringing

us closer to the establishment of a Gambling Regulator.

Strong measures to tackle the cost of insurance were also introduced, including bringing into operation new personal injuries guidelines and enacting the Perjury Bill to establish a statutory criminal offence for perjury.

In looking forward, this year's priority is to build on these pathways created last year in improving access to justice.

To progress the Programme for Government commitment to reform family law, a strategy and implementation plan will be published, which will set out a high-level vision for the development of a national family justice system.

Once published, implementation of the recommendations of the Report of the Review of the Administration of Civil Justice will commence to make the civil justice system more efficient and easier for people to access. This Implementation Plan will identify work streams aligned to the main

themes from the Review, and will set out timelines for implementation over the next three years. The changes underway will amount to the biggest reform of the courts in one hundred years.

The Judicial Planning Working Group convened to review the number and type of judges required in the coming five years in line with the commitment in the Programme for Government will make recommendations to ensure the efficient administration of justice over the next five years.

We will bring forward proposals to drive forward reform of legal education, which will include removing barriers to entering the legal profession, increasing diversity and introducing independent oversight of professional legal education for the first time.

Research undertaken on an economic analysis of models to reducing legal costs in Ireland will be completed and published with the aim of reducing costs for legal service users: citizens, businesses, as well as costs to the

State. These findings will inform the development of future proposals in this area.

Tackling the cost of insurance continues to be a priority for the Department. We will bring forward proposals to re-balance the Duty of Care in the Court and Civil Law Miscellaneous Provisions Bill.

The General Scheme of a Criminal Legal Aid Bill will be published and will transfer the administration of the Criminal Legal Aid Scheme to the Legal Aid Board.

Following an open consultation process, progress will be made towards reviewing and modernising alcohol licensing laws and application processes' through the Sale of Alcohol Bill. The existing laws governing sale and regulation of alcohol in Ireland have been rooted in principles of the transparent regulation and administration of licensing, the importance of public health and the maintenance of public order. These principles will underpin this reform process.

The Department will progress this legislation in the months ahead with a view to enacting it this year.

A review of the coronial service will bring forward proposals to deliver a service improvement plan to address identified issues; driving innovation; enhancing customer service and improve the interaction with pathology services nationwide.

This ambition is set out in A safe, fair and inclusive Ireland: our Statement of Strategy for the period from 2021-2023. To work towards delivering these goals, we have identified seven priority objectives in this area in the period to 2023:

- Modernise the courts and legal system to improve the fair and speedy conduct of court proceedings
- Establish a Family Court and a transformed family justice system
- Modernise the operation of the judiciary to enable it to work more effectively; and reform the process for appointing judges
- Support the reduction of legal costs and the length of legal proceedings and tackle the high cost of insurance
- Support our economy and society through regulatory, licensing and civil law reform

- Support the Dublin Coroner to conclude the Stardust Inquests and all coroners to do their jobs
- Provide challenging yet supportive oversight of the civil justice bodies under our aegis and ensure that appropriate governance structures and relationships are in place across these bodies

To achieve these objectives, we have identified 43 actions to be delivered in 2022, which are set out in detail below.

Key Indicators

The focus of this goal is to support access to justice and modernise the courts systems.

There are several areas where performance measures could be developed, as set out in the accompanying table. These include:

- Objective 1: speedy conduct of court proceedings could be assessed through Courts clearance rates.
- Objective 4: support the reduction of legal costs could be measured through whether individuals can find supports to resolve civil problems.

While not set out as an objective, the narrative on this goal highlights that the Criminal Justice system is accessible to all. This can also potentially be measured.

IMPROVE ACCESS TO JUSTICE AND MODERNISE THE COURTS SYSTEM				
POTENTIAL MEASURE	ALIGNMENT	MEASURE	DATA SOURCE	FREQUENCY
Courts processing of cases	Access to justice and modernisation of the courts	Cases initiated	Courts data/ CEPEJ report/ EU Scorecard report	Annual/ bi-annual (CEPEJ)
Courts processing of cases	Access to justice and modernisation of the courts	Clearance/disposal rates	Courts data/ CEPEJ report/ EU Scorecard report	Annual/ bi-annual (CEPEJ)
Courts processing of cases	Access to justice and modernisation of the courts	Wait time for civil hearings	Courts Service Annual Report	Annual
Cases handled by Legal Aid Board Law Centres (Civil Legal Aid)	Access to Justice	Number of cases handled annually	Legal Aid Board annual report	Annual
Mediation as part of a resolution process	Access to Justice	Number of new Family Mediation cases /number of formal written agreements	Legal Aid Board annual report	Annual

OBJECTIVES & 2022 ACTIONS	DELIVERY DATE	ACTION OWNER
Objective - Establish a Family Court and a transformed family justice system		
<p>49 Develop and publish a Family Justice Strategy and Action Plan to provide for a user friendly and accessible family court system</p> <p>49.1 Publish Family Justice Strategy 49.2 Continue to progress the work of the family justice oversight and advisory groups 49.3 Progress Implementation Plan</p>	<p>Q1 Q4 Q4</p>	<p>Civil Justice Policy</p>
<p>50 Publish the Family Court Bill which will create a new dedicated Family Court within the existing court structures</p>	<p>Q1</p>	<p>Civil Justice Legislation</p>
<p>51 Implementation of EU legislation on recognition of judgments and judicial co-operation in family law matters.</p> <p>51.1 Develop secondary legislation to give further effect in Irish law to the Brussels IIa recast Regulation (Regulation 2019/1111)</p>	<p>Q2</p>	<p>Civil Justice Legislation</p>
<p>52 Support cross department work on issues relating to international surrogacy and donor-assisted human reproduction</p> <p>52.1 Undertake preliminary work regarding the law on guardianship and parentage to inform the Department's consideration of any recommendations which may be made by the special Oireachtas Committee</p>	<p>Q4</p>	<p>Civil Justice Legislation</p>
<p>53 Publish review of the operation of the provisions of the Guardianship of Infants Act 1964 relating to guardianship of children whose parents are not married or in a civil partnership</p>	<p>Q2</p>	<p>Civil Justice Legislation</p>
<p>54 Conduct public consultations on the issue of parental alienation and, informed by consideration of research into the approaches to it in other jurisdictions, make recommendations on the matter to the Minister</p>	<p>Q4</p>	<p>Civil Justice Policy</p>
Objective - Modernise the courts and legal system to improve the fair and speedy conduct of court proceedings		
<p>55 Use Customer Insights to consider the impact of service modernisation on users of the courts and legal system and to promote the best customer journey</p> <p>55.1 Explore with the Courts Service appropriate methodologies to measure short, medium and long-term impacts of its modernisation programme and develop mechanisms to begin assessment</p>	<p>Q4</p>	<p>Civil Justice Policy</p>

OBJECTIVES & 2022 ACTIONS	DELIVERY DATE	ACTION OWNER
<p>56 Implement recommendations of the Review of the Administration of Civil Justice in line with the implementation plan</p> <p>56.1 Publish/Adopt Implementation Plan</p> <p>56.2 Develop legislation to support recommendations related to civil procedures in the courts and Judicial Review and progress towards enactment</p> <p>56.3 Report progress on the Implementation of the Review of the Administration of Civil Justice to government annually</p>	<p>Q1</p> <p>Q4</p> <p>Q4</p>	<p>Civil Justice Legislation</p>
<p>57 Progress work to open up and reform professional legal education, introduce independent oversight for the first time, and remove barriers to becoming a solicitor or barrister.</p> <p>57.1 Finalise approach to mainstream proposed reforms of professional legal education</p> <p>57.2 Develop and begin implementation of action plan to expand provision of professional legal education, enhance access to the profession and introduce independent oversight and quality assurance</p>	<p>Q1</p> <p>Q2</p>	<p>Civil Justice Policy</p>
<p>58 Establish review group to examine reform measures for juries</p>	<p>Q3</p>	<p>Civil Justice Policy</p>
<p>59 Monitor and respond to issues arising in regard to EU Civil Law matters and coordinate Departmental input to issues arising in regard to the Hague Conference on Private International Law</p>	<p>Ongoing</p>	<p>Civil Justice Policy</p>
<p>60 Courts modernisation: provide appropriate support and challenge to the Courts Service as they continue deliver on their modernisation programme, consistent with the digitalisation of the justice sector, to ensure interoperability of systems, coherence for those who interact across the justice sector and develop indicators to demonstrate progress</p>	<p>Q4</p>	<p>Civil Justice Governance</p>
<p>61 Publish General Scheme of the Criminal Legal Aid Bill to transfer the operation of the criminal legal aid scheme to the Legal Aid Board and otherwise update and modernise the law on criminal legal aid.</p>	<p>Q2</p>	<p>Civil Justice Legislation</p>

OBJECTIVES & 2022 ACTIONS	DELIVERY DATE	ACTION OWNER
62 Enact ECHR (Delay in Court Proceedings) Bill to provide appropriate compensation to those who have suffered undue delays in getting access to justice	Q2	Criminal Justice Legislation
Progress EU legislation on service of documents in cross-border civil and commercial matters		
63 63.1 Develop secondary legislation to give further effect in Irish law to Regulation (EU) 2020/1784 on the service in the Member States of judicial and extrajudicial documents in civil or commercial matters (service of documents) 63.2 Develop secondary legislation to give further effect in Irish law to Regulation (EU) 2020/1783 on cooperation between the courts of the Member States in the taking of evidence in civil or commercial matters (taking of evidence)	Q2	Civil Justice Legislation
Promote and give effect to EU accession to 2019 Hague Judgments Convention		
64 64.1 Develop secondary legislation to give further effect in Irish law to proposal for EU accession to the Convention on the Recognition and Enforcement of Foreign Judgments in Civil or Commercial Matters	Q4	Civil Justice Legislation
Advance the making of Regulations under regulation 6 of European Union (Hague Maintenance Convention) Regulations 2019		
65 65.1 Develop secondary legislation to specify (a) States which are Contracting States for the purposes of the Convention of 23 November 2007 on the International Recovery of Child Support and Other Forms of Family Maintenance and (b) that various declarations, reservations and denunciations have been made under the Convention by Contracting States	Q3	Civil Justice Legislation
Advance the making of Regulations under section 2(1) of Choice of Court (Hague Convention) Act 2005		
66 66.1 Develop secondary legislation to specify, in accordance with section 2 (1) of the Choice of Court (Hague Convention) Act 2015, States which are Contracting States for the purposes of the Convention on Choice of Court Agreements done at The Hague on the 30th day of June 2005.	Q3	Civil Legislation

OBJECTIVES & 2022 ACTIONS	DELIVERY DATE	ACTION OWNER
Objective - Modernise the operation of the judiciary to enable it to work more effectively; and reform the process for appointing judges		
<p>Enact new Judicial Appointments Commission Bill which will reform and modernise the way in which judges are appointed and dealing with the legislative process following publication</p> <p>67 67.1 Publish Judicial Appointments Commission Bill</p> <p>67.2 Enact Judicial Appointments Commission Bill</p> <p>67.3 Progress on governance aspects of the project to establish the new Commission and make arrangements for relevant appointments including CEO designate and Lay Members</p>	<p>Q1</p> <p>Q2</p> <p>Q4</p>	<p>Civil Justice Legislation</p> <p>Civil Justice Governance</p>
Objective - Modernise the courts and legal system to improve the fair and speedy conduct of court proceedings		
<p>Progress Programme for Government commitment to review the numbers and types of judges needed to ensure the efficient administration of justice over the next five years.</p> <p>68 68.1 Publication by the OECD of research commissioned in late 2021 to provide an evidence base to inform the review on judicial numbers and skills, including appropriate international comparators.</p> <p>68.2 Publish the report of the Judicial Planning Working Group</p>	<p>Q2</p>	<p>Civil Justice Governance</p>
<p>69 Ensure effective and timely process to fill judicial vacancies and retirements; vacancies under relevant legislation for individual Office Holders including County Registrars, Sheriffs, Legal Costs Adjudicators, and; Chairs, Members and CEOs of Civil Boards and Regulatory Authorities and of Tribunals and Boards of Appeal.</p>	<p>Q4</p>	<p>Civil Justice Governance</p>
<p>70 Continue to develop and ensure the implementation of best practice governance arrangements with all relevant bodies including through the development of meaningful Oversight Agreements and Performance Delivery Agreements; and regular liaison with bodies, including through formal governance meetings</p>	<p>Q4</p>	<p>Civil Justice Governance</p>

OBJECTIVES & 2022 ACTIONS		DELIVERY DATE	ACTION OWNER
71	Support for appropriate resourcing of priority activities for all civil justice agencies.	Q4	Civil Justice Governance
72	Roll-out of Periodic Critical Review (PCR) of Department Civil Agencies under new D/PE&R Guidelines.	Q4	Civil Justice Governance
	Review Abhaile Scheme to ensure that it is ready to deal with changed economic circumstances and in line with the commitment to future resourcing under the Programme for Government		
73	73.1. Assess, in conjunction with the Department of Social Protection, the Joint Working Group and Steering Board of Abhaile, the findings stemming from the governance review of Abhaile conducted in 2021	Q2	Civil Justice Governance
	73.2 In conjunction with the Department of Social Protection, contribute to a comprehensive Strategic Review of the Abhaile Scheme	Q3	
Objective - Support our economy and society through regulatory, licensing and civil law reform			
	Building on formal programme of work commenced in 2021, continue work to establish the Gambling Regulatory Authority by early 2023, using a project management approach and cross-functional programme team.		
74	74.1 Supporting the planning and establishment of the Gambling Regulatory Authority	Q4	Civil Justice Governance
	74.2 Publish the Gambling Regulation Bill	Q2	Civil Justice Legislation
	74.3 Finalise responsibilities for Director/CEO designate of new statutory gambling regulator, publicly advertise the position and finalise appointment of Director/CEO designate	Q4	Corporate
	74.4 Enact Gambling Regulation Bill	Q4	Change, Technology & Innovation
	74.5 Enabling activities for the Establishment of a Gambling Regulator in 2023.	Q4	

OBJECTIVES & 2022 ACTIONS		DELIVERY DATE	ACTION OWNER
Objective - Support our economy and society through regulatory, licensing and civil law reform			
75	Legislate for new pre-action protocols (clinical negligence) to encourage early resolution of allegations of negligence, promoting timely communications between parties, and reducing the number of clinical negligence actions which are brought 75.1 Include enabling provisions in miscellaneous provisions Bill	Q2	Civil Justice Legislation
76	Finalise General Scheme of Defamation (Amendment) Bill 76.1 Publish review of Defamation 76.2 Publish General Scheme	Q1 Q4	Civil Justice Legislation
77	Publish the Property Services Regulation (Amendment) Bill to enhance compliance and resolve EU-PILOT (2016) 8426	Q2	Civil Justice Legislation
78	Transpose EU Restructuring Directive EU (2019)1023. Following completion of 2021 public consultation, prepare necessary amendments to Bankruptcy Acts and ensure transposition in place	Q2	Civil Justice Legislation
79	Complete statutory review of Personal Insolvency Acts 2012-2015 79.1 Following completion of statutory review of Personal Insolvency Acts, prepare General Scheme of Personal Insolvency(Amendment) ('no. 2') Bill.	Q1 Q4	Civil Justice Policy Civil Justice Legislation
80	Publish and enact new laws to update and modernise licensing law through the Sale of Alcohol Bill 80.1 Publish General Scheme of Bill 80.2 Publish the Bill, with a view to enactment by year end	Q2 Q3	Civil Justice Legislation

OBJECTIVES & 2022 ACTIONS		DELIVERY DATE	ACTION OWNER
81	Review and reform role of Peace Commissioners 81.1 Submit reform proposals with implementation plan to Minister for approval	Q4	Criminal Justice Service Delivery
	Progress and implement Housing for All actions		Civil Justice Legislation
	82.1 Regulate under subsection (17) of section 18 of the MultiUnit Developments Act 2011 ('MUD Act') to ensure that OMCs are financially sustainable		Civil Justice Legislation
82	82.2 Regulate under subsection (9) of section 19 of the MUD Act to ensure that OMCs provide for expenditure of a non-recurring nature (i.e. sinking fund expenditure), and examine the introduction of a non-statutory dispute resolution process	Q4	Civil Justice Policy
	82.3 Examine measures to accelerate conveyancing as part of the sale and land transfer process		Civil Justice Policy
	82.4 Examine the potential extension of the role of estate agents to include an initial inspection of rental property to the extent possible		Civil Justice Governance
	82.5 Establish a new Division of the High Court dealing with planning and environmental issues		Civil Justice Legislation
Objective - Support the Dublin Coroner to conclude the Stardust Inquests and all coroners to do their jobs			
83	Provide all appropriate legal, administrative, financial and functional supports to the Dublin Coroner to enable the delivery of the new Stardust inquest.	Q2	Civil Justice Governance Civil Justice Policy
	Progress reform of the coronial service		
84	84.1 Make proposals following the Governance and Financial review of the Dublin District Coroner's office	Q2	Civil Justice Governance
	84.2 Bring forward nationwide review proposals to deliver a service improvement plan to address identified issues; driving innovative change; enhancing customer service and improve the interaction with pathology services.	Q4	Civil Justice Policy

OBJECTIVES & 2022 ACTIONS		DELIVERY DATE	ACTION OWNER
Objective - Support the reduction of legal costs and the length of legal proceedings and tackle the high cost of insurance			
85	Examine and provide recommendations regarding changes to ensuring insurance fraud data is published	Q1	Criminal Justice Policy
86	Provide appropriate support for the Ireland for Law initiative following Brexit	Q4	EU Affairs
87	Designate a body by Ministerial Order as Mediation Council to support the development of the mediation profession as an important supplement and alternative to traditional judicial processes	Q3	Civil Justice Governance Civil Justice Legislation
88	Progress review of the Civil Legal Aid scheme	Q4	Civil Justice Policy
89	Continue to work with partners across Government to prioritise the reform of the insurance sector. Complete and implement reform measures of insurance related reviews on: 89.1 Discount rate 89.2 Publish amendment to the Occupiers' Liability Act in regard to the actions required of an occupier to meet the common duty of care, and in relation to the voluntary assumption of risk by visitors	Q1	Civil Justice Policy
90	Support development of a new index for periodic payment orders 90.1 Establish Review Group 90.2 Identify and agree appropriate index 90.3 Publish legislative amendments	Q1 Q1 Q2	Civil Justice Policy
91	Publish, subject to legal assessment, economic research on models to reduce legal costs 91.1 Complete economic research 91.2 Publish, subject to legal assessment, economic research finding	Q2 Q4	Civil Justice Policy



Goal 3 Strengthen community safety, reduce reoffending, support victims and combat domestic, sexual and gender based violence



Goal 3: Strengthen community safety, reduce reoffending, support victims and combat domestic, sexual and gender based violence

It is paramount to us that people across the country feel safe in their communities and in their homes – we want every community in Ireland to thrive and flourish, and to do so, our people must feel safe. We have committed to providing that safety by engaging communities, reducing reoffending, diverting young people away from crime and supporting victims.

In 2021 we delivered much of the groundwork on developing and implementing a new community safety policy, which recognises that community safety does not rest with An Garda Síochána alone, but requires all State services to work with local communities. We believe that communities themselves are well placed to identify issues in their locality that contribute to crime and make residents feel unsafe, and best placed to identify and work together to implement suitable fixes to those issues.

A community is more likely to thrive if its businesses, services and residents are collectively committed to making it do so. In 2021, three pilot Local Community Safety Partnership were established (in Dublin’s Norther Inner City, Longford and Waterford) which will inform the roll-out of the new community safety model nationwide over the coming years. Together with local representatives, community representatives, business groups and State agencies, communities will draw up their own plans on how to prevent crime and prioritise effective solutions.

The €2m Community Safety Innovation Fund, which will reinvest seized proceeds of crime, will enable local communities to seek funding to help implement their community safety plans.

Last year we also prioritised supporting community safety in disadvantaged communities. We published a report

on the cause and impact of criminal gangs in Drogheda and established an implementation Board to drive delivery of the plan to improve community safety and wellbeing in Drogheda, while government agreed to put a “special focus” on Drogheda. We engaged throughout the year with Dublin City Council on the implementation of the Nolan report on Darndale, Belcamp and Moatview. A new Youth Justice Strategy was launched in April and we continue to work on and support initiatives that will divert young people away from crime. The Anti-Social Behaviour forum which was established last year will continue to meet and consider current issues influencing anti-social behaviour.

We will work to break the link between gangs and the children they seek to recruit. In 2022, we will progress draft legislation to outlaw the grooming of children into a life of crime. In parallel, we will continue to roll out a

community intervention programme “Greentown” which seeks to break the link between children who are engaged or at risk of engaging with a criminal gang.

A key priority for 2022 is tackling the scourge of sexual, domestic and gender based violence. The objective is to bring perpetrators to justice and to ensure that victims feel encouraged to come forward and know they will be supported when they do.

This year we will launch and begin implementation of a third National Strategy on Domestic, Sexual and Gender Based Violence and continue to implement Supporting a Victim’s Journey, our plan to help victims and vulnerable witnesses in sexual violence cases. As part of this, we will build a new infrastructure on how sexual, domestic and gender based violence services are organised and supported across Departments. This will more

effectively serve victims and assist the vital work of organisations working this area. A national public awareness campaign on consent will further strengthen work to prevent these crimes.

We will prioritise the introduction of new criminal offences, including stalking and non-fatal strangulation. A new Sexual Offences Bill will implement a number of changes proposed in our plan, “Supporting a Victim’s Journey”, to ensure victims are supported throughout the criminal justice system.

In 2021 we published the General Scheme of the Sex Offenders Bill which will improve the monitoring and management of sex offenders, which will have the dual impact of reducing recidivism in offenders and ensuring that victims feel safer. We will seek to enact this important legislation in 2022. We also plan to progress any actions arising from the research study on familicide.

Last year we established the new independent statutory Parole Board which includes board members with experience working with victims and prisoners. Under the new Parole Act, life sentence prisoners must now serve 12 years before being considered for parole, compared to 7 years previously.

The Act brings clear and transparent criteria for how the Parole Board will reach its decisions, independent of the Minister of the day. This will bring a transparency and accountability to the process which we believe is vital in achieving fairness for victims of crime and rehabilitation for prisoners.

The other important element of this Goal is to reduce reoffending. The overriding imperative of our Prisons Policy, through a Penal Reform Action Plan, will be to develop policies which reduce recidivism, and help re-integrate those who have committed crimes safely back into their communities. In 2022, we will prioritise publishing the Inspection of Places of Detention Bill, commencement of which will enable ratification of the Optional Protocol to the UN Convention on Torture. We will focus on ensuring that places of detention in Ireland are humane, with good governance and appropriate oversight. We will progress a project to place the Irish Prison Service on a statutory footing in order to improve governance, to introduce operational reforms, and to develop and implement a new corporate strategy. We will work with the Irish Prison Service to ensure the implementation of a new complaints system.

In 2021, a Taskforce was established to examine the mental health and addiction challenges of people interacting with the Criminal Justice system. The Taskforce will produce its final report in 2022 which will inform important reforms to the system to the benefit of all those who interact with it, supporting early interventions in the community. We will continue to support employment opportunities for offenders and promote restorative justice at all stages in the system.

To deliver against these ambitions, we have eight strategic objectives to be prioritised over the next two years:

1. Drive community participation in a new approach to make communities safer, and work across government and with State agencies to support this goal
2. Combat domestic, sexual and gender based violence and support victims of crime
3. Implement Supporting a Victim’s Journey: A plan to help victims and vulnerable witnesses in sexual violence cases
4. Divert young people away from crime and anti-social behaviour
5. Reduce re-offending rates for those convicted of crime

6. Deliver restorative justice safely and effectively
7. Publish the legislation to implement the Optional Protocol to the Convention Against Torture
8. Lead the development and implementation of strategies and actions to reduce offending and bring greater coherence and shared purpose to the criminal justice sector

34 actions have been identified to ensure meaningful progress is made on this goal in 2022, and these are set out on the following pages.

Key Indicators

The focus of this goal is to ensure people feel safe in their communities through tackling recidivism, supporting victims and engaging communities.

There are several available quantitative measures that align to actions, including reporting of sexual offences, diversion of young people from crime, and reductions in re-offending.

STRENGTHEN COMMUNITY SAFETY, REDUCE REOFFENDING, SUPPORT VICTIMS AND COMBAT DOMESTIC, SEXUAL AND GENDER BASED VIOLENCE

POTENTIAL MEASURE	ALIGNMENT	MEASURE	DATA SOURCE	FREQUENCY
Number of sexual offences reported	Sexual offences have traditionally been under-reported. One medium term proxy for an improved response to sexual offences would be increased number of incidents recorded.	Directional: increase	Garda Recorded Crime	Quarterly
Young people committing crime	In order to assess a range of diversion activities, analysis will be conducted to look at the profile of offending by age on an annual basis	Directional: decrease	Garda Recorded Crime	Annual
Reduce reoffending	Aligns with our focus on tackling reoffending	Directional: reduce	Recidivism studies that use CSO/ PULSE/PIMS data	Annual
Public safety: question on fear of crime and quality of life	Aligns with statement on people feeling safe in their homes. Measures relate to perceptions of crime locally and impact of fear of crime on quality of life.	Directional: increase	Garda Public Attitudes Survey	Annual
Supporting Victims: question on experience of victims	Aligns with general statement of intent on supporting victims in the CJS.	Directional: increase	Garda Public Attitudes Survey	Annual
Sexual offences detections	Linked to statement on bringing perpetrators of sexual violence to justice	Directional: increase	Recorded Crime Detections	Annual

OBJECTIVES & 2022 ACTIONS		DELIVERY DATE	ACTION OWNER
Objective -Combat domestic, sexual and gender based violence and support victims of crime			
92	Enact the Sex Offenders (Amendment) Bill to strengthen the monitoring arrangements for convicted sex offenders	Q4	Criminal Justice Legislation
93	Progress any actions arising from the research study on familicide 93.1 Publish research and identify next steps	Q2	Transparency
94	Complete the review of Part 4 of the Criminal Law (Sexual Offences) Act 2017 and develop responses to any policy recommendations it contains	Q4	Criminal Justice Policy
95	Progress the development of appropriate structures to ensure the coherent delivery of DSGBV services and effective support for implementation of the Third National DSGBV Strategy	Ongoing	Criminal Justice Governance
Launch and begin implementation of third National Strategy on Domestic, Sexual and Gender Based Violence			
96	96.1 Complete public consultation	Q1	Criminal Justice Policy, Transparency
	96.2 Develop communications plan to support Strategy, including messaging re: illegal sharing of intimate images	Q1	
	96.3 Finalise and launch Strategy	Q2	
	96.4 Develop and begin to implement a 2022 implementation plan	Q2	
	96.5 Promote a shared understanding of the meaning and importance of consent - which includes the development of a supporting website	Q2	
	96.6 Raise awareness of the rights of victims of crime offline	Q4	
97	Work with the CSO to begin fieldwork on the Sexual Violence Survey	Q3	Corporate
Objective - Deliver restorative justice safely and effectively			
98	Establish a mechanism to create awareness and availability of restorative justice at all stage of the CJ system with consistency of service ensuring quality in training and practice 98.1 Agree implementation plan	Q2	Criminal Justice Policy

OBJECTIVES & 2022 ACTIONS	DELIVERY DATE	ACTION OWNER	
Objective -Divert young people away from crime and anti-social behaviour			
Continue evidence informed implementation of Youth Justice Strategy 2021-2027 supported by REPPP research			
99	99.1 Publish 2021 implementation statement	Q1	Criminal Justice Policy
	99.2 Complete assessment process and funding allocations for enhanced Youth Diversion Projects	Q2	
	99.3 Complete assessment process for new YDPs in areas not currently served and commence commissioning process	Q3	
Under the Anti-Social Behaviour Forum, review existing Garda powers in relation to dangerous weapons, including knives, to ensure they have the necessary legal tools to protect our communities.			
100	100.1 Publish 2021 implementation statement	Q1	Criminal Justice Policy
	100.2 Complete assessment process and funding allocations for enhanced Youth Diversion Projects	Q2	
101	Assess and report to Minister on progress of roll-out of Scrambler Community Initiative	Q4	Criminal Justice Policy
102	Publish new legislation to deal with adults who groom children into criminal activity	Q4	Criminal Justice Legislation

OBJECTIVES & 2022 ACTIONS		DELIVERY DATE	ACTION OWNER
Objective - Drive community participation in a new approach to make communities safer, and work across government and with State agencies to support this goal			
103	Drive community participation in a new approach to make communities safer, and work across government and with State agencies to support this goal	Q1	Criminal Justice Policy
	103.1 Publish Drogheda Implementation Progress Report in Q1 103.2 Publish Drogheda Implementation Progress Report in Q3	Q3	
104	Support and work with Dublin City Council to ensure the implementation of the report on Darndale, Belcamp and Moatview in North Dublin City	Ongoing	Criminal Justice Policy
105	Monitor the operation and effectiveness of the Local Community Safety Pilots with view to rolling the model out nationwide	Q1	Corporate
	105.1 Produce baseline evaluation report on the three pilot LCSPs		
106	Launch community safety innovation fund to invest seized proceeds of crime to support community safety projects	Q1	Criminal Justice Policy
	106.1 Launch fund	Q4	
	106.2 Evaluate fund		
Objective - Implement Supporting a Victim's Journey: A plan to help victims and vulnerable witnesses in sexual violence cases			
107	Deliver on relevant actions under Supporting A Victims Journey		Criminal Justice Policy, Transparency
	107.1 Convene and host an Annual/bi annual victim's rights forum in Q2 and Q4	Q2	
	107.2 Commence legislation to operationalise pre-trial hearings	Q1	

OBJECTIVES & 2022 ACTIONS	DELIVERY DATE	ACTION OWNER
108 Continue to input into and monitor the development of the necessary specialist programmes of training for serving members of An Garda Síochána, legal professionals and others who are participating in a professional capacity in sexual offences investigations and trials	Q4	Criminal Justice Policy
109 Prepare scheme for the use of Intermediaries for victims of sexual offences to establish a pilot in 2023. Include engagement with stakeholders and invite expressions of interest from 3rd level institutions to provide appropriate training and accreditation for relevant professionals to be recognised as intermediaries	Q4	Criminal Justice Policy
110 Progress the Sexual Offences Bill to provide for amendments to sexual offences legislation in line with commitments in Supporting a Victim's Journey 110.1 Publish General Scheme 110.2 Publish Bill	Q2 Q4	Criminal Justice Legislation
111 Reform Criminal Injuries Compensation Tribunal Scheme 111.1 Submit proposals to Government on upper limits on material and non-material losses 111.2 Submit recommendations to Minister on the future structure of the Criminal Justice Compensation Scheme 111.3 Commence work on a General Scheme to place on a Statutory basis	Q2 Q4 Q4	Criminal Justice Service Delivery Criminal Justice Legislation
Objective -Lead the development and implementation of strategies and actions to reduce offending and bring greater coherence and shared purpose to the criminal justice sector		
112 Complete Policy Review of remission and structured temporary release	Q4	Criminal Justice Policy

OBJECTIVES & 2022 ACTIONS		DELIVERY DATE	ACTION OWNER
Objective - Publish the legislation to implement the Optional Protocol to the Convention Against Torture			
113	Publish the Inspection of Places of Detention Bill to enable the ratification of the UN Optional Protocol to the UN Convention on Torture (OPCAT) 113.1 Publish General Scheme 113.2 Publish Bill	Q1 Q3	Criminal Justice Legislation
114	Review of the existing functions, powers, appointment procedures and reporting processes for Prison Visiting Committees 114.1 Finalise the terms of reference for a review 114.2 Conduct consultation with relevant stakeholders as required 114.3 Delivery of report and recommendation to Government	Q2 Q2 Q3	Criminal Justice Policy, Transparency
Objective -Reduce re-offending rates for those convicted of crime			
115	Deliver on DOJ led actions in the Social Enterprise and Employment Strategy 2021-2023 (Working to Change) 115.1 Establish a Department of Justice led Employers' Forum to assist with the reduction in systemic barriers to employment for people with criminal convictions 115.2 Work with the Office of Government Procurement to develop guidance notes to facilitate the use of social considerations in relevant criminal justice sector contracts and which can be used by other Government Departments 115.3 Work with other Government Departments to develop the Buy Social Movement in Ireland.	Q1 Q3 Q4	Criminal Justice Policy
116	Work with the Oireachtas to progress the Criminal Justice (Rehabilitative Periods) Bill 2018	Ongoing	Criminal Justice Policy Criminal Justice Legislation
117	Complete review of the Fines (Payment and Recovery) Act 2014 and begin implementation of agreed actions 117.1 Complete review of Fines Act and submit proposals to Minister 117.2 Agree implementation plan for agreed actions arising from review	Q3 Q4	Criminal Justice Policy

OBJECTIVES & 2022 ACTIONS		DELIVERY DATE	ACTION OWNER
118	Complete policy review of the Criminal Justice (Community Sanctions) Bill 2014 incorporating consideration of a statutory basis for prison as a sanction of last resort		Criminal Justice Policy
	118.1 Publish policy review (of Community Sanctions Bill)	Q2	Criminal Justice
	118.2 Agree a validated and revised General Scheme of Bill	Q3	Legislation
	118.3 Publish the Bill	Q4	
119	Review of Prison and Penal Reform	Q1	Criminal Justice Policy
	119.1 Publish Action Plan for Penal Reform 2022 - 2024	Q3	
	119.2 Establish Penal Policy Consultative Council		
120	High Level Taskforce on Mental Health and addiction challenges of those who interact with the criminal justice system	Q1	Criminal Justice Policy
	120.1 Complete high level implementation plan for recommendations of the HLTF on Mental Health	Q3	
	120.2 Oversee and monitor implementation of HLTF recommendations implementation plan, and provide quarterly progress reports to the Minister		
121	Ensure governance of Offender Management programmes	Q4	Criminal Justice Policy
	121.1 Complete evaluations of ACER projects		
122	Support the development of the JARC programme, which is engaging with 120 clients, as a dynamic response to local crime patterns by developing protocols to guide decisions related to programme establishment and conclusion	Q3	Criminal Justice Policy
123	Commence the evaluation of the JARC Strive and Bridge Programmes and use lessons learned to inform future approach to programme development.	Q4	Criminal Justice Policy
124	Continue the restructuring of multi-agency offender management, informed by a review of the need for a National Offender Management Office.	Q2	Criminal Justice Policy
125	Complete an evaluation of the SORAM programme.	Q4	Corporate

An Oifig um Chosaint Iairme
International Protection Office

Seirbhís Dlíthiúil do Dhídeanaithe
Refugee Legal Service



Goal 4 Deliver a fair immigration system for a digital age



Goal 4: Deliver a fair immigration system for a digital age

With demand for Irish immigration services continuing to increase at a significant rate, focus will continue to deliver an efficient, robust and customer-centric frontline immigration services.

Ireland benefits economically, socially and culturally from the diversity brought to our country by those who choose to travel here to visit, to study, to work and to live.

It is our continued aim to ensure service users have access to immigration processes that are personalised, timely and responsive whilst maintaining an ongoing focus on the identification of opportunities for continuous improvement of services to customers.

While COVID-19 posed massive challenges to the delivery of these services throughout 2021, there were significant efforts made to adapt and overcome these challenges were responded too through a frontline response to the pandemic.

Temporary extensions of immigration and international protection permissions were extended throughout 2021 and will continue into 2022 as contingency plans adapt to the scale of the situation.

In terms of developments in the immigration area, a landmark scheme to regularise the immigration status of thousands of long-term undocumented migrants and their families who are living in Ireland was announced.

This scheme opened in January and will enable eligible applicants to remain and reside in the State and to regularise their residency status. The scheme, which is an important Programme for Government commitment, was developed following a consultation process with key stakeholders including NGOs that work directly with people and families who are in vulnerable immigration-related circumstances, as well as inter-Departmental and operational stakeholders.

In response to the recent crisis in Afghanistan, Ireland acted swiftly and compassionately to demonstrate support and solidarity with the Afghan people. A special Afghan Admission Programme was introduced, with an allocation of up to 500 places. This will allow current or former Afghan nationals living in Ireland to apply to bring their close Afghan family members to Ireland to live with them.

The Department will play a lead role in responding to the invasion of Ukraine by Russia, including at EU level. A visa waiver was immediately put in place and we will actively work across government on ways in which we can help Ukraine and its people.

We are fully committed to implementing the key recommendations in the Expert Advisory Group Report to reduce processing times of both first instance decisions and appeals to 6 months respectively, as outlined in the White Paper to End Direct Provision and Establish a New International

Protection Support Service. Throughout, In 2022, Immigration Service Delivery will continue to prioritise those who are especially vulnerable in terms of the risk to their freedom and safety through this scheme.

An end-to-end review of relevant international protection processes by a multi-disciplinary team was completed and published. This forms part of the ongoing work to reduce processing times for international protection applications.

Delivering a compassionate approach to citizenship, draft legislation was published to change residency requirements for naturalisation of children born in the State from 5 years to 3 years, while over 11,000 naturalisation applications were processed, the highest number of decisions since 2015.

In 2021, a new Immigration Service Customer Service Network was

launched to drive best practice and ensure consistent service quality for Immigration Service users, including the introduction of a centralised customer service help-desk. This Network will continue to monitor and drive improvements in customer service and satisfaction.

The introduction of measures to improve appointment scheduling for customers who require in-person appointments for services will be implemented with continued exploration of alternative measures to improve customer experience.

We will relentlessly pursue replacing paper-based processes with digital solutions, building on the six existing digital applications which have been used 115,000 times to date.

Ensuring that effective controls are exercised at our borders in line with our international obligations and to maintain our national security we will maintain the integrity of border controls at Dublin Airport and review the policy of holding immigration detainees.

Progress will continue to implement the CoFPI recommendation to transfer immigration functions from the Garda National Immigration Bureau to the Department of Justice.

A future design operational model for immigration services will be finalised along with a phased implementation plan to restructure our immigration services to better serve our customers and our country.

To make progress against this goal over the next three years, we have identified the following strategic objectives:

1. Develop a fully digital, customer centric immigration service
2. Protect the fairness and enhance the efficiency of our immigration system through new strategic policies and legislative proposals
3. Communicate effectively with our service users, recognising and understanding their diversity and supporting them to engage effectively with us
4. Restructure our immigration services to better serve our customers and our country
5. Ensure that effective controls are exercised at our borders in line with our international obligations and to maintain our national security
6. Eliminate processing backlogs across all immigration application types

This chapter sets out the 20 actions which have been identified to make substantial progress against this goal in 2022.

Key Indicators

There are several performance measures that can be reported on this goal, as set out in the accompanying table. These relate to:

Objective 1: develop a fully digital, customer centric immigration service. This can be measured through the percentage of all relevant application types that are now received digitally. By relevant, this refers to the fact that some application types will need to be done face to face. Only those application types amenable to digitalisation are used to calculate the percentage of forms offered digitally.

Objective 1 and 3: a more customer centric approach. Customer satisfaction data is available from the ISD Customer Satisfaction Survey which will be used to assess customer satisfaction in several areas of ISD delivery.

Objective 6: The Strategy aims to reduce backlogs through increasing processing. ISD will seek to increase the number of decisions made this year.

DELIVER A FAIR IMMIGRATION SYSTEM FOR A DIGITAL AGE

POTENTIAL MEASURE	ALIGNMENT	MEASURE	DATA SOURCE	FREQUENCY
25% increase in decisions made in key ISD processing over 2021 levels	Aligns to reducing processing time and eliminating backlogs	Directional: increase	ISD Data	Quarterly
On-line applications	Aligned to the move towards a fully digital service.	Directional: increase	ISD Data	Annual
Customer satisfaction/ fairness measure	Linked to customer centric immigration service.	Increase customer satisfaction	ISD Customer Satisfaction Survey	Quarterly

OBJECTIVES & 2022 ACTIONS	DELIVERY DATE	ACTION OWNER
Objective - Communicate effectively with our service users, recognising and understanding their diversity and supporting them to engage effectively with us		
<p>126 Continue to monitor and drive improvements in customer service and customer satisfaction.</p> <p>126.1 Ensure that the website is available in the most common languages used by our customers.</p> <p>126.2 Utilise mechanisms to monitor customer service and customer satisfaction to make improvements.</p> <p>126.3 Continue to utilise the Immigration NGO Forum and the Economic Migration Employer User Forum to identify and resolve significant customer service issues.</p> <p>126.4 Use artificial intelligence to improve our customer service offering (including, for instance, chatbots, email management)</p>	<p>Q1</p> <p>Q1</p> <p>Q1</p> <p>Q4</p>	<p>Immigration Service Delivery</p>
<p>127 Implement centralised customer service function.</p> <p>127.1 Commence phased expansion of centralised customer service function to further areas of ISD.</p>	<p>Q3</p>	<p>Immigration Service Delivery</p>
Objective - Develop a fully digital, customer-centric immigration service		
<p>128 Enhance the online forms solution in ISD to further automate the engagement process for ISD customers</p> <p>128.1 Agree the development plan for 2022</p> <p>128.2 Introduce Production Support Function for existing forms</p> <p>128.3 We will progress the delivery of online forms, replacing six paper based processes</p>	<p>Q1</p> <p>Q1</p> <p>Q4</p>	<p>Immigration Service Delivery</p> <p>Change, Technology & Innovation</p>
Objective - Develop a fully digital, customer-centric immigration service		
<p>129 Continue expansion of use of e-vetting for categories of immigration service applicants, increasing efficiency of vetting applications.</p> <p>129.1 Utilise e-vetting for Scheme for Regularisation of long-term Undocumented Migrants</p>	<p>Q1</p>	<p>Immigration Service Delivery</p>
<p>130 Introduce measures to improve appointment scheduling for customers who require in-person appointments for services.</p> <p>130.2 Continue to explore alternative or additional measures to improve customer experience.</p> <p>130.1 Test new online appointment booking system.</p>	<p>Q1</p> <p>Q2</p>	<p>Immigration Service Delivery</p>

OBJECTIVES & 2022 ACTIONS		DELIVERY DATE	ACTION OWNER
Objective - Develop a fully digital, customer-centric immigration service			
131	Investigate and implement ways in which we can accept online payments for visa applications 131.1 Update AVATS in 2022 for the introduction of payments in 2023	Q4	Immigration Service Delivery
132	Publish at least twice a year statistics on the volume of applications received, cases completed, and typical processing times across all immigration areas 132.1 Publish statistics 132.2 Continue to develop metrics that best support and drive customer outcome focused improvements.	Q2	Immigration Service Delivery
133	Deliver measurable reductions in case processing times across all areas, with a particular focus on applications for citizenship and EU Treaty Rights 133.1 Citizenship: 15,000 decisions 133.2 EUTR: 7,000 cases processed 133.3 EUTR: Develop and implement bespoke online training to drive and sustain efficient delivery of fair decisions.	Q4	Immigration Service Delivery
134	Reduce the processing time for FOI and SAR requests 134.1 Ensure that efficiency and digitisation initiatives recognise this as an important driver	Q1	Immigration Service Delivery
Objective - Ensure that effective controls are exercised at our borders in line with our international obligations and to maintain our national security			
135	Review the policy of holding immigration detainees in prisons 135.1 Complete Review and develop action plan. 135.2 Commence engagement with stakeholders on implementation of action plan	Q2 Q4	Immigration Service Delivery

OBJECTIVES & 2022 ACTIONS		DELIVERY DATE	ACTION OWNER
136	Maintain the integrity of border controls at Dublin Airport. 136.1 Maintain training and operational guidance to support border control function. 136.2 Continue to monitor immigration processing times. 136.3 Support COVID-19 public health measures as required	Ongoing	Immigration Service Delivery
137	Continue cooperation and dialogue on strategic and operational matters to maintain the integrity of the Common Travel Area. 137.1 Hold two meetings of joint Department of Justice / Home Office Common Travel Area Forum (CTAF)	Q2 & Q4	Immigration Service Delivery
138	Implement the Regularisation scheme for long term undocumented migrants 138.1 Begin accepting applications under regularisation scheme, using an online, customer-friendly application process. 138.2 Efficiently process applications all non-complex applications under scheme.	Q1 Q4	Immigration Service Delivery
139	Contribute to the development of legislative and policy changes as identified by ISD Units 139.1 Agree high level design for Single Person Committee restructure	Q1	Immigration Service Delivery
Objective - Protect the fairness and enhance the efficiency of our immigration system through new strategic policies and legislative proposals			
140	Complete the delivery of the recommendations of the Report of the Advisory Group on the Provision of Support including Accommodation to Persons in the International Protection Process (the Catherine Day Advisory Group) assigned to this Department. 140.1 Implement process to allow international protection applicants who have an outstanding application and have been in the asylum process for a minimum of 2 years to apply for an immigration status. 140.2 Reduce backlogs and achieve a first instance decision time of less than six months, in line with timeline for new accommodation system outlined in White Paper, including improved efficiencies in case processing and registration 140.3 Develop and progress primary and secondary legislation on citizenship, immigration and international protection as required 140.4 Conclude analysis in relation to guiding a strategy for unsuccessful applicants who cannot return to their home country and in relation to the recommendation of the role of Ombudsman 140.5 Implementation of End to End Review Recommendations 140.6 Roadmap for recommendations to be implemented in 2023	Q1 Q3 Q4 Q4 Q4 Q4	Immigration Service Delivery Immigration Service Delivery Civil Justice Legislation Civil Justice Policy Change, Technology and Innovation

OBJECTIVES & 2022 ACTIONS		DELIVERY DATE	ACTION OWNER
141	Review of the impact of the Access to Labour Market improvements introduced in 2021.	Q3	Immigration Service Delivery
142	<p>Identify Common European Asylum System measures that Ireland can opt-in to now or in the future when measures on the EU Pact on Migration and Asylum have been adopted</p> <p>142.1 Existing measures -Continue analysis and engagement with relevant government departments to guide recommended position.</p> <p>142.2 EU Pact measures - Continue to engage in discussion as measures are still under negotiation so that any opt-in to individual measures could only be post their adoption by the European Parliament and Council.</p>	<p>Q4</p> <p>TBC (Dependng on developments at EU level)</p>	<p>Immigration Service Delivery</p> <p>Civil Justice Policy</p>
143	Develop and progress primary and secondary legislation on citizenship, immigration and international protection as required	Q4	Civil Justice Legislation
144	<p>Finalise a future design model for immigration services, along with a phased implementation plan for same.</p> <p>144.1 Agree and commence implementation of modernisation plan for new Immigration Service Delivery Model, including transitioning to a functional model structure, process simplification and a new case management system</p> <p>144.2 Review and expand to additional countries the five-year multi-visa option</p> <p>144.3 Put in place Operating Model Delivery Team</p> <p>144.4 Carry out a review of additional application types which could transition to a pre-clearance model, providing applicants with certainty in advance of their arrival in Ireland</p>	<p>Q2</p> <p>Q2</p> <p>Q2</p> <p>Q4</p>	Immigration Service Delivery

OBJECTIVES & 2022 ACTIONS	DELIVERY DATE	ACTION OWNER
Objective - Restructure our immigration services to better serve our customers and our country		
<p>Progress continuing transfer of immigration functions from the Garda National Immigration Bureau to the Department of Justice.</p> <p>145 145.1 Finalise and publish roadmap for the transfer of all immigration functions to the Department</p> <p>145.2 Commence pilot transfer of registration related functions.</p> <p>145.3 Assess implications of implementation of broader recommendations relating to immigration functions in A Policing Service for our Future.</p>	<p>Q2</p> <p>Q3</p> <p>Q4</p>	<p>Immigration Service Delivery</p>



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INIMIRCE
An Roinn Dlí agus Cirt
agus Coimhionannais
Department of Justice
and Equality
IMMIGRATION

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Goal 5 Accelerate innovation,
digital transformation and climate
action across the justice sector



Goal 5: Accelerate innovation, digital transformation and climate action across the justice sector

Accelerating innovation, digitalisation and climate action across the justice sector will continue to be vital levers to deliver the significant reforms set out in our Plan.

We will continue to work with all our agencies across the justice sector to implement the Digital First agenda. This is a core priority for the Department for this three year plan and over the next decade.

Delivering for the public is at the very heart of all that we do and the Digital First and modernisation agendas underpin all of our strategic goals.

In 2021, work began to build a 'bridge' between the Department and the Cloud, opening the potential for the utilisation of Cloud resources. Throughout 2022, we will build on this by introducing electronic message exchange between criminal justice

agencies to replace existing manual processes and enable greater sharing of information and increased cooperation.

We will also work to ensure that systems are integrated across the justice sector, enabling information to be shared across agencies safely and quickly and allowing individuals and businesses access regulatory bodies effectively. This will go towards ensuring that we are maximising our resources and working in the more efficient and effective way possible across the Justice sector.

As a Department and across Government, sustainability is at the forefront of our minds. Over the course of 2021, we have actively managed and found ways to reduce our energy consumption, developed plans to digitalise suitable processes and services in the currently paper-heavy Immigration Service Delivery function,

carried out resource efficiency action planning for all Justice buildings and included sustainability criteria in the evaluation of tenders for goods and services where appropriate.

We are fully committed to delivering on our climate and sustainability obligations and responsibilities, with the development of the Justice Climate Policy Statement being a key priority for 2022. We will continue to reduce the carbon footprint of Justice projects by integrated climate impact awareness into our Project Management Frameworks, as was implemented in 2021.

We want to ensure that as a Department we are innovative – we want to be able to react to changes, keep up with new technologies and discover new opportunities for service improvements for the people we serve. In 2021, using the Public Sector

Innovation Scorecard, a baseline audit of innovation within the Department of Justice was carried out. We also reviewed the Public Sector Innovation Strategy and created a gap analysis within our own Department, to ensure our Change, Technology and Innovation (CTI) Strategy is aligned with public sector innovation strategy and best practice.

In re-designing our services, the establishment of appropriate governance and oversight structures for implementation of CTI strategy will incorporate a focus on sustainability, digital solutions and reducing our carbon footprint.

In 2022, we will continue to invest in CTI to reduce the time spent on paperwork across the sector and to improve the customer service experience of the users of all of our services. The Immigration Service

Delivery function will work on implementing a digitalisation strategy, in their move to an enhanced functional model, which will bring greater efficiencies and ensure the user is at the centre of every service we develop and deliver. We are moving towards a fully online, digital, immigration service.

The Department will continue to support An Garda Síochána in becoming better equipped with cutting edge technology so they can do their jobs with remote access to real time, secure information while on the beat. This will mean more Gardaí on patrol and on the frontline because of time saved in the station.

Progressing the modernisation programme for the Courts Service will ensure more efficient and effective Courts and easier access to justice for those who interact with the Courts system.

Six strategic objectives will continue to guide our work in this area over the coming two years:

1. Dramatically increase digital services throughout the justice sector to support the modernisation of An Garda

Síochána, the Courts Service, and the Department of Justice itself, including our immigration services

2. Integrate digital messaging systems across the justice sector to enable greater sharing of information and increased cooperation
3. Implement plans and policies across the sector – including the management of vehicle fleets and estates - to support the achievement of Climate Action Plan goals
4. In re-designing our services, incorporate a focus on sustainability, digital solutions and reducing our carbon footprint
5. Ensure the user is at the centre of every service we develop across the justice sector
6. Develop innovation and leadership strategies for the justice sector.

This chapter sets out the 14 actions that will be delivered in 2022 to make substantial progress towards delivering these objectives.



OBJECTIVES & 2022 ACTIONS		DELIVERY DATE	ACTION OWNER
Objective –Develop innovation and leadership strategies for the justice sector			
146	Develop a Change Management Framework for the Department.	Q3	Change, Technology & Innovation
147	Develop and publish an Innovation Strategy for the Justice sector	Q2	Change, Technology & Innovation
148	Support establishment of appropriate governance and oversight structures for implementation of CTI strategy	Q4	Change, Technology & Innovation
149	Embed Project Management Framework and Methodology inside Programme & Project Management and across the Department 149.1 Develop Project magement Toolkit and Handbook 149.2. Provide Training for managers and users	Q2	Change, Technology & Innovation
Objective - Dramatically increase digital services throughout the justice sector to support the modernisation of An Garda Síochána, the Courts Service, the Department of Justice itself, including our immigration services			
150	Ensure that appropriate equipment and tools are provided for staff to work securely both onsite and remotely where approved in support of blended working	Q1	Change, Technology & Innovation
Objective - Implement plans and policies across the sector - including the management of vehicle fleets and estates - to support the achievement of Climate Action Plan goals			
151	Publish a Justice Climate Policy Statement setting out how the justice sector will reach its climate and energy efficiency targets, including by the adoption of green public procurement	Q4	Corporate
Objective - In re-designing our services incorporate a focus on sustainability, digital solutions and reducing our carbon footprint			
152	Produce prioritised list and commence redevelopment of large scale, complex Lotus Notes applications on modern secure platforms	Ongoing	Change, Technology & Innovation

OBJECTIVES & 2022 ACTIONS		DELIVERY DATE	ACTION OWNER
153	Consider addition of sustainability criteria in the evaluation of tenders for goods and services where appropriate	Q4	Corporate
Objective -Develop innovation and leadership strategies for the justice sector			
154	Integrate Climate Impact Awareness into Project Management Framework to reduce carbon footprint of projects	Q1	Change, Technology & Innovation
Objective - Integrate digital systems across the justice sector to enable greater sharing of information and increased co-operation			
155	Finalise and publish the new Customer Service Action Plan and Customer Charter	Q1	Change, Technology & Innovation
156	Support ISD in implementation of their digitalisation strategy and in their move to an enhanced functional model.	Q3	Change, Technology & Innovation
157	Continue to implement functionality of the Criminal Justice Operations Hub 157.1 Strand 1 - establish governance and approach to Cross-sectoral Research and Analytics 157.2 Strand 2- increase Electronic message exchange between criminal justice agencies to replace existing manual processes	Q4	Corporate
158	Move lotus notes migration for non complex systems into full production environment with application development pipeline	Q4	Change, Technology & Innovation
159	Advance initiatives aimed at promoting Equality, Diversity and Inclusion across the justice sector 159.1 Publish Department of Justice EDI Strategy 159.2 Commence work to identify additional EDI initiatives across the Justice sector	Q1 Q2	Corporate

INFORMATION

ADMISSION FOR OFFICIAL BUSINESS ONLY

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Garda National Immigration Bureau
Registration Office
Hours Of Opening
Mon-Thurs 08.30 - 12.00
Fri 08.30 - 09.00
Sat & Sun Closed
For More Information See website
www.garda.ie
Irish Naturalisation & Immigration
Service
Visit Office
Hours Of Opening
Mon - Fri 08.30 - 14.30
For More Information On Visas &
Other Immigration Matters See website
www.inis.ie

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2

3

13-14 Col Burgh
3-14 Burgh Quay

An Roinn De agus Cúil agus Comharthaí
Department of Justice and Equality

Seirbhís Eadréasach
agus Imleaba na hÉireann
Irish Naturalisation
& Immigration Service (INIS)



Síochána in Imleaba
Garda National
Immigration Bureau

Appendix

This year's Justice Plan introduced a suite of quantitative measures that track activity and outcome levels. The use of such measures is relatively new for the Department of Justice – however, their introduction is a recognition that such measures can support the work of the Department during the period of the Strategy Statement. These measures will allow the Department to:

'Steer and control' our plans, ensuring that outcomes are met through keeping track of activities. It will help identify if there are issues in achieving the progress we want and help inform corrective action.

The use of such measures also supports a learning environment. Through tracking these measures, we can identify what is effective and build on this. Similarly, we can identify where there are issues and ensure we do not repeat mistakes.

More generally, it will support greater transparency, providing publicly available quantitative measures of the progress of the Department against its key objectives.

As noted, this direction of travel is relatively new for the Department of Justice. As such, we will continue to review and develop our measures over the forthcoming years, ensuring that

they are sufficiently robust for the task at hand. We will also continue to detail out our current measures. For the 2022 plan, we will set out in more detail how these will be measured (setting out baseline years, details of the data sources and information used, as identify what the numerical target is – for example, in the case of the 25% increase in decisions made for ISD).





An Roinn Dlí agus Cirt
Department of Justice

