

# JUSTICE PLAN 2023



An Roinn Dlí agus Cirt  
Department of Justice



# Minister's Foreword

I am pleased, as Minister for Justice, to have the opportunity to publish Justice Plan 2023. This plan sets out in detail a significant work programme to be undertaken by the Department of Justice as the third and final year of delivering the priorities set out in 'A safe, fair and inclusive Ireland: Statement of Strategy 2021-2023', which was first published by my colleague Minister Helen McEntee in February 2021.

We have again set out an ambitious number of actions to be achieved this year as we work to build stronger, safer communities.

A key priority will be to continue to support An Garda Síochána in protecting our communities from crime through increased resources and a stronger and more diverse Garda service. We will invest in recruitment, training and technology and progress new legislation to help An Garda Síochána as they do their vital job protecting us.

I look forward to advancing the landmark Policing, Security and Community Safety Bill through the Houses of the Oireachtas. This Bill will embed one of the key principles from the Commission on the Future of Policing in Ireland Report, that preventing crime and harm and making our communities safer does not rest with An Garda Síochána and the Department of Justice alone. This will

be most effectively achieved as a 'whole of government' responsibility with departments and agencies such as health and social services, education authorities and local authorities, the Gardaí and the wider community working together to prioritise and support the overall objective of safer communities.

Many of the policies and actions pledged to in Justice Plans 2021 and 2022 have now been delivered and will continue to be progressed through 2023. Actions such as the publication of Zero Tolerance, the third national strategy on domestic, sexual and gender-based violence, demonstrated the Government's collective efforts to tackle domestic, sexual and gender based violence. During 2023, I and Minister McEntee will lead its implementation across Government and work across society to achieve zero tolerance of this appalling violence and abuse.

The Family Courts Bill and the first Family Justice Strategy was published in 2022. Work will progress throughout this year to enact this Bill, implement this strategy, and make significant steps towards reforming the Family Justice System and improving access to justice, as committed to by the Programme for Government.

To continue to improve access to justice for all of our citizens, it is a priority for me to ensure that our

Courts are properly resourced to deliver on government priorities such as a Planning and Environmental Court and new Family Courts. Having received government approval, as recommended by the Judicial Planning Working Group, and informed by an independent review of judicial resource needs by the OECD, it is my intention to increase the number of judges in two phases, beginning with 24 additional judges this year.

This substantial increase in judicial resources will be complemented by the ongoing implementation of the far-reaching Courts Service Modernisation Plan, for which additional funding has been provided in 2023, as well as strategic reforms to court operations including the frequency, location and management of courts.

The publication of the General Scheme of the Sale of Alcohol Bill at the end of 2022 brought us a step closer to reforming our antiquated licensing laws. We intend to publish this important Bill later this year and start to progress it through the Oireachtas.

The Department will also be supporting the work to prepare recommendations for amendments to Articles 40 and 41 of the Constitution, including the constitutional protection for the family, to be put to the people in a referendum to take place in November.

Despite the challenges faced by the displacement of millions of people from Ukraine and increase in International Protection applications, our immigration services remain focused on ensuring we have a fair and balanced, rules-based immigration system. The actions set

out in this plan are designed to speed up the processing of all applications and in particular from safe countries, to substantially increase the number of applications being processed, and to reduce the time it takes for decisions to be made.

The Department has recently established a modernisation programme to transform its immigration operations to provide a modern, transparent and accessible Immigration system that is faster, easier to access and more efficient for all its users.

The programme will replace legacy immigration management systems, introducing a single view, on a single platform, of an individual's engagement with all aspects of immigration services; significantly improved customer service capacity with comprehensive self-service functionality, and enhanced border security capability and capacity.

In the first quarter of 2023, we will publish the general scheme of the Defamation (Amendment) Bill to modernise the law in this critical area. A significant priority for Government, this is another area which I hope to significantly progress during 2023.

I look forward to making significant progress on all the actions committed to in Justice Plan 2023 and continue to build a justice system that will make a real difference for people in Ireland.

**Simon Harris T.D.**  
Minister for Justice



# Minister of State's Foreword

I welcome this year's edition of Justice Plan which will continue to further the aims of the Department of Justice's Statement of Strategy 2021-2023 for a safe, fair and inclusive Ireland. This Plan for the year ahead, takes account of any outstanding commitments made in the Programme for Government and will continue to progress our key priorities so that the Justice sector continues to develop its capabilities across a wide range of areas.

Justice Plan 2022 delivered significant progress across the justice system and in particular, it delivered one of my key priorities, to publish the Gambling Regulation Bill 2022. As committed to in the Programme for Government, this Bill is a true milestone and long awaited legislation. It is an important and necessary Bill and reform, designed to meet the challenges of gambling responsibly in 21st century Ireland.

The primary objective of the Bill is to present the framework for a robust regulatory and licensing regime for the gambling sector in Ireland. Justice Plan 2023 commits to bringing this Bill through the Oireachtas to allow

for the establishment of the Gambling Regulatory Authority of Ireland.

I will continue to further progress implementation of the Youth Justice Strategy, which provides a developmental framework to address key ongoing challenges, as well as new and emerging issues, in the youth justice area. A major change contained in this Strategy is a new and expanded mandate for the Youth Diversion Projects (YDPs) across the State.

There are currently some 105 YDPs in operation and the intention of this year's Justice Plan, under the Youth Justice Strategy, is to provide full geographic availability of youth diversion services throughout the State by end-2023. I am especially enthusiastic about the establishment of new projects, which will mark a significant achievement of this objective.

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



# Introduction from the Secretary General

Justice Plan 2023 is the third and final annual plan to deliver on the ambition set out in our Statement of Strategy 2021-2023. This year's plan allows delivery of the Department's priorities across the five high level goals. These goals reflect the breath, complexity and importance of the Department's mission and are designed to support a safe, fair, inclusive Ireland.

This 2023 Plan has been developed by taking account of 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.

Progress on delivery of Justice Plan 2023 will be monitored and reviewed throughout the year by the Management Board and by the Ministers. As committed to in previous years, in keeping with our commitment to transparency and accountability for the vital work we

do on behalf of the people of Ireland, progress reports will be published on all actions twice a year.

For the first time in Justice Plan 2022, we introduced a suite of quantitative measures that track activity and outcome levels with a number of key performance indicators under each goal. In Justice Plan 2023, we have further developed these indicators, and this work will continue to be a priority to make sure that we are measuring what matters most.

As the Justice Plan is predominantly dedicated to legislative and policy initiatives, it is important to note these actions will be delivered in addition to the wide-ranging, significant and valued day to day work of the Department which delivers crucial services for members of the public and agencies in the justice sector.

Justice is a people business. Our work has meaning and purpose because

it directly impacts the public, often at times of vulnerability or personal crisis. The significant progress made across the broad and complex programme of work completed through Justice Plan 2021 and 2022 was of immense scale. I am proud of the work done by colleagues particularly against the backdrop of the pandemic and the challenges faced by the displacement of millions of people from Ukraine. I have no doubt this commitment will continue to serve the Government and the public throughout 2023.

A handwritten signature in black ink that reads "Oonagh McPhillips". The signature is written in a cursive, flowing style.

**Oonagh McPhillips**  
Secretary General

# Introduction

Justice Plan 2023 is the third and final in a series of annual plans outlining the actions required to deliver against the high-level goals and objectives set out in 'A safe, fair and inclusive Ireland: Statement of Strategy 2021-2023'.

These actions reflect the priorities of the Minister, the Minister of State and the Department for the coming year, including the various commitments set out in the Programme for Government.

The actions contained within the Justice Plan are grouped within the 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.

strategy for the relevant goal, followed by a detailed table of objectives and actions to be delivered in 2023.

It is important to note that the milestones and achievements reflected upon from 2022, 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 predominantly dedicated to legislative and policy initiatives, it is important to note these actions will be delivered in addition to the wide-ranging, significant and valued day to day work of the Department which delivers crucial services for members of the public and agencies in the justice sector.

The actions planned for 2023 will build upon the significant volume of work delivered last year under Justice Plan 2022. We have committed to reporting biannually on progress under the Justice Plans. A mid-year and end of year progress report for 2022 has been published.

As with previous Justice Plans, Justice Plan 2023 is set out in five chapters, structured around the five goals set out above. In each chapter, we begin with an overview of the priorities and actions for 2023, which in many instances build on the work of previous Justice Plans, the commitments set out in our statement of

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



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

Building stronger, safer communities and a safer Ireland by reducing and preventing crime, continually working to enhance national security, and transforming and strengthening An Garda Síochána are the overarching aims of Goal 1.

A bigger and stronger police service is crucial to this, and we will support An Garda Síochána in bringing 1,000 new recruits into the Garda College in Templemore this year. Strengthening the Garda workforce will ensure that more Gardaí can be on the frontline, visible and accessible to communities.

While the closure of the Garda College during the pandemic halted recruitment of new members of An Garda Síochána, recruitment resumed in 2022 and we now have a steady stream of recruits entering the college every 11 weeks with Budget 2023 providing funding to allow for the recruitment of up to 1,000 new Gardaí in 2023. The Department will continue to support An Garda Síochána to strengthen its workforce.

A new recruitment competition will be held this spring by the Public Appointment Service, with a continued focus on identifying diverse candidates that reflect the communities An Garda Síochána serves and this will provide more recruits and Gardaí in our communities.

Increased recruitment will also complement and support the rollout of the new Garda Operating Model, which introduces major changes to the structures of An Garda Síochána by providing more front-line Gardaí, increased Garda visibility, and a wider range of policing services for people in their local area.

The Programme for Government: Our Shared Future includes commitments to tackle anti-social behaviour. Increasing visible policing, the roll-out of body cameras, new road traffic legislation to tackle the use of scramblers, and the development and national roll out of the Community Safety Partnerships will all have a significant impact. The Anti-

social Behaviour Forum established by the Department will carry out a review of the powers available to An Garda Síochána in relation to public order and anti-social behaviour, including anti-social behaviour orders. We will also support communities affected by anti-social behaviour and work to divert vulnerable young people away from a potential life of crime.

We will also ensure that our Gardaí have the tools, technology and laws to protect them as they carry out their vital duties in keeping our communities safe. This year we will introduce tougher sentences for assaults on Gardaí and also commence the rollout of body worn cameras, starting in pilot areas.

Body worn cameras will be underpinned by the Garda Síochána (Recording Devices) Bill 2022, which will be progressed towards enactment in 2023. This Bill will provide a robust and modern statutory framework for the use by An Garda Síochána of digital recording devices to support their

functions, including the investigation, detection, prevention and prosecution of criminal offences, safeguarding against and preventing threats to public safety and public order, and in matters relating to the security of the State.

In 2023, we will also support to enactment the landmark Policing, Security and Community Safety Bill, which was published last year. This Bill will embed in statute the recommendations of the Commission on the Future of Policing in Ireland to improve the performance and accountability of An Garda Síochána. With a new approach to community safety, it will help to ensure people are safe and feel safe in our communities.

The independent oversight and governance of An Garda Síochána will be strengthened through the new Policing and Community Safety Authority, while a new Policing Ombudsman will be given greater independence and an expanded remit. Additionally, an Independent Examiner of Security Legislation will



be established to further strengthen independent review of security legislation and the delivery of security services.

We will continue to progress our commitment to identify all outstanding issues requiring overdue reform in the management and processing of firearms licensing, register of firearms dealers and inspections. We will produce a roadmap for addressing issues identified, including a new legislative framework. The first

phase of the review was completed last year, identifying the short to medium term policy and legislative changes required. Work will commence on new legislative provisions in this area in 2023, while in the longer-term, it is intended to undertake a full-scale reform of the Firearms Acts.

This work is proceeding in tandem with the establishment of a Firearms Expert Committee which will bring forward recommendations on which type of

firearms should be licensable in the State and for what purposes.

A review of minimum custodial terms for people sentenced to life in prison, potentially allowing judges to set minimum tariffs, will be carried out this year, with the general scheme of a new Bill published in 2023.

Tackling human trafficking is a significant priority for the Government and a new Human Trafficking Action Plan

will be published this year. Legislation to establish a new National Referral Mechanism, to allow more victims of human trafficking to be identified and protected across a range of departments and agencies, will also be supported towards enactment this year.

#### 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 cooperation
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

KEY INDICATORS			
OBJECTIVE	MEASURE	DATA SOURCE	INDICATOR
Reduce and prevent crime	Crimes against the person	CSO	Directional: reduce
Reduce and prevent crime	Fraud and related offences	CSO	Directional: reduce
Reduce and prevent crime	Crimes against property	CSO	Directional: reduce
Maintaining trust and confidence in An Garda Síochána	Proportion who believe Gardaí treat everyone fairly	Garda Public Attitudes Survey	Directional: maintain
Maintaining trust and confidence in An Garda Síochána	Proportion who report having medium to high levels of trust in Gardaí	Garda Public Attitudes Survey	Directional: maintain
Ensure strong governance in all bodies across the Criminal Justice System	Oversight and performance delivery agreements are in place with all bodies and agencies in the sector	Criminal Governance records	Percentage: 100%
Ensure strong governance in all bodies across the Criminal Justice System	Appropriate governance meetings are held with all agencies and bodies	Criminal Governance records	Numerical: 39

OBJECTIVES & 2023 ACTIONS	DELIVERY DATE	ACTION OWNER
<b>Objective - Developing a leading edge and accountable policing service through the implementation of A Policing Service for our Future (APSFF)</b>		
1 Support the Policing, Security and Community Safety Bill to enactment	Q3	Criminal Justice Legislation
2 Progress the implementation of the 8 strand programme required to enable full commencement of the Policing, Security and Community Safety Act and provide quarterly updates to the Minister	Ongoing	Criminal Justice Governance
3 Support and monitor continued recruitment by An Garda Síochána of Garda Members, Garda Reserve, Garda Staff and redeployment of Garda Members to frontline duties. 3.1 An Garda Síochána / Public Appointments Service launch of Garda recruitment campaign with targeted focus at underrepresented groups 3.2 Monitor progress against targets for Garda trainees (1000) and Garda staff (400) 3.3 Continue to work with AGS to identify roles suitable for redeployment where a Garda Member will be replaced by Garda Staff	Q1, Q2  Ongoing Ongoing	Criminal Justice Governance  Criminal Justice Governance Criminal Justice Governance Criminal Justice Governance
4 Work with AGS, DoT and DPER to drive forward the delivery of 'A Policing Service for our Future' 4.1 Provide quarterly updates to the Minister on the roll out of the new Garda Operating Model to include the rollout of the Community Engagement Function and Community Policing Teams	Ongoing	Criminal Justice Governance
5 To publish the Garda Síochána (Powers) Bill to codify police powers of search, arrest and detention	Q4	Criminal Justice Legislation
6 Support the Garda Síochána (Digital Recordings) Bill on AGS use of body worn cameras, drones, CCTV and ANPR to enactment 6.1 Draft Committee Stage amendments 6.2 Support Bill to enactment 6.3 Work with AGS to ensure that the necessary steps are taken to commence a pilot of body worn cameras	Q2 Q3 Q4	Criminal Justice Legislation Criminal Justice Legislation Criminal Justice Governance

OBJECTIVES & 2023 ACTIONS	DELIVERY DATE	ACTION OWNER
<b>Objective - Developing a leading edge and accountable policing service through the implementation of A Policing Service for our Future (APSFF)</b>		
<b>Implement new actions to continue to tackle Anti-Social Behaviour</b>		
7.1 Implement recommendations arising from the Anti-Social Behaviour Forum and report quarterly on the work of the forum	Ongoing	Criminal Justice Policy
7.2 The Anti-Social Behaviour Forum will carry out a review of the powers available to AGS in relation to public order and anti social behaviour to include the effectiveness of ASBOs	Q4	Criminal Justice Policy
7.3 Support AGS and OPW to deliver the new O'Connell Street Garda Station	Q1	Criminal Justice Governance
7.4 Provide funding to Dublin Local Community Safety Partnership to support the Community Safety Warden Schemes in Dublin Inner city	Q1	Criminal Justice Policy
7.5 Examine the issue of Anti-Social Behaviour in Approved Housing Body complexes and report to the relevant Ministers.	Q2	Criminal Justice Policy
7.6 Support Dublin Local Community Safety Partnership publish the Community Safety Plan for North Inner City	Q2	Criminal Justice Policy
7.7 Work with all relevant Departments and agencies to trial an approach to joint commissioning of services relevant to families and children (including Tusla-funded services, YDPs, other youth services, SCIAP projects etc.) which will focus also on ways of implementing the no wrong door principle	Q4	Criminal Justice Legislation
7.8 Support the Criminal Justice (Engagement of Children in Criminal Activity) Bill 2023 through the Oireachtas	Q4	
<b>We will implement the Greentown programme which provides support to the children most at risk of recruitment by organised crime groups</b>		
8.1 Develop a target on the number of interventions to be delivered	Q1	Criminal Justice Policy
8.2 Provide quarterly updates to the Minister of the number of interventions	Q4	Criminal Justice Policy
8.3 Complete evaluation of the Greentown pilot projects and make recommendations to the Minister as to how best to incorporate the learning into other youth justice work.	Q4	Criminal Justice Policy
<b>Review of National Security Framework</b>		
9.1 Submit final report of Offences Against State Act Review Group to Government	Q2	Sec & N. Ireland
9.2 Review legislation to identify scope for modernisation	Q2	Sec & N. Ireland
10 Finalise the review of arrangements for Garda Vetting in the context of the introduction of a statutory re-vetting regime	Q2	Criminal Justice Policy
<b>Finalise the Review of Courts Security</b>		
11.1 Draft implementation plan	Q2	Criminal Justice Policy
	Q3	Criminal Justice Policy

OBJECTIVES & 2023 ACTIONS		DELIVERY DATE	ACTION OWNER
<b>Objective - Deliver a comprehensive programme to improve the operation of the criminal justice system</b>			
12	Develop legislative proposals to address Hamilton Report recommendation regarding recklessness and fraud offences in the Criminal Justice (Theft and Fraud) Act 2001	Q3	Criminal Justice Legislation
13	Support the work of the Inter-Agency Working Group to examine Ireland's future participation in the European Public Prosecutor's Office (EPPO) with a view to advising Government on whether Ireland should exercise its option to opt-in to the measure under Article 4 of Protocol 21 to the Lisbon Treaty	Q2	Criminal Justice Policy
14	Report to the Minister on the Strategic Review of the Department's EU engagement, taking account of the vital importance of Ireland's EU membership in a post-Brexit environment	Q1, Q4	EU Affairs
15	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		Service Delivery
	15.1 Finalise offences which will be subject to issuing of fines by AMLCU	Q2	Service Delivery
	15.2 Secure Government approval for legislative proposals for issuing of fines by AMLCU for strict liability offences	Q2	Service Delivery
	15.3 Promote compliance through quarterly webinars targeting DNFBPs	Ongoing	Service Delivery
	15.4 Targeted community events to raise awareness raising among relevant business community (7 events across the year)	Ongoing	Service Delivery
16	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		Service Delivery
	16.1 .1 Publish guidelines on compliance for businesses supervised by AMLCU	Q1	Service Delivery
17	Work with the Advisory Council on Economic Crime and Corruption to draft a national strategy to tackle economic crime and corruption	Q4	Criminal Justice Policy
<b>Objective - Support work to tackle cybercrime, improve online safety and prepare for the challenges ahead through stronger policies and legislation</b>			
18	Publish General Scheme of Criminal Justice (Protection, Preservation of and Access to Data on Information Systems) Bill 2023 giving effect to a number of the provisions of the Budapest Convention on Cybercrime	Q3	Criminal Justice Legislation
19	Commence Data Retention legislation enacted in 2022 and initiate policy work on further consolidated legislation in this area		Criminal Justice Legislation
	19.1 Commence Communications (Retention of Data)(Amendment) Act 2022	Q1	Criminal Justice Legislation
	19.2 Initiate policy work on further consolidated legislation in this area	Q3	Sec & N. Ireland

OBJECTIVES & 2023 ACTIONS	DELIVERY DATE	ACTION OWNER
20 Illegal online content - Represent Ireland in negotiations on new draft Regulation on Child Sexual Abuse and consult with stakeholders with a view to developing draft policy proposals as appropriate	Q4	Criminal Justice Policy
<b>Objective - Strengthen measures to tackle terrorism and other serious and organised crime through domestic action and international co-operation</b>		
21 Amend Passenger Name Recognition (PNR) Regulations to comply with 2022 CJ EU ruling and, in that context, develop proposals to provide PNR for intra - EU flights		Criminal Justice Legislation
21.1 Signature of Regulations to amend existing Passenger Name Recognition Regulations, required to comply with 2022 CJEU ruling	Q3	Criminal Justice Legislation
21.2 Develop policy proposals for General Scheme of Bill to provide for PNR for intra - EU flights, taking into account EU response to 2022 CJEU judgment	Q3	Criminal Justice Legislation
22 Publish the Criminal Justice (Terrorist Offences) (Amendment) Bill to provide for additional terrorist offences and facilitate Ireland's to opt in to the 2017 EU Directive on Combatting Terrorism	Q4	Criminal Justice Legislation
23 Finalise Risk assessment on terrorist financing	Q2	Criminal Justice Policy
Take measures to implement EU Terrorist Content Online (TCO) Regulation 2021		Criminal Justice Legislation
24.1 Signature of Statutory Instrument designating Garda Síochána as Irish authority competent to issue removal orders	Q2	Criminal Justice Legislation
24.2 Obtain agreement with AGO and other relevant Departments on details of industry levy to fund TCOR-related activities within Coimisiún na Meán.	Q2	Criminal Justice Policy
24.3 Publish amendments to Online Safety and Media Regulation Act 2022 allowing Coimisiún na Meán to be designated as Irish competent authority	Q3	Criminal Justice Legislation
25 Represent Irish policy and support Irish practitioners/stakeholders in meetings and activities associated with the Radicalisation Awareness Network and the network of EU prevention policy makers, including Steering Board on Union actions. Examine how this applies in the Irish context	Q4	Criminal Justice Policy
26 Support the EAW (Amendment) Bill to address issues in the EAW Act in the EU infringement proceedings to enactment	Q2	Criminal Justice Legislation
27 Support the Criminal Justice (Mutual Recognition of Custodial Sentences) Bill 2021 , which transposes the EU Framework Decision on custodial sentences and updates the law on transfer of sentences persons to third countries, to enactment.	Q1	Criminal Justice Legislation

OBJECTIVES & 2023 ACTIONS		DELIVERY DATE	ACTION OWNER
28	Signature of Regulations to transpose EU Directive 2019/1153 facilitating the use of financial information for the investigation of criminal offences	Q1	Criminal Justice Legislation
<b>Objective -Reform, review and modernise criminal law and procedure to enhance and support the efficient and effective operation of the criminal justice system</b>			
29	Publish an amendment to increase the maximum penalty available for assaulting a peace officer to 12 years	Q2	Criminal Justice Legislation
30	Review minimum custodial terms for persons sentenced to life imprisonment	Q2	Criminal Justice Policy
	30.1 Develop draft policy proposals as appropriate 30.2 Publish General Scheme of Bill	Q3	Criminal Justice Legislation
31	Coordinate Working Group on Draft Convention on International Cooperation in the Investigation and Prosecution of the Crime of Genocide, Crimes against Humanity and War Crimes (MLA Convention)to determine representation at formal negotiations and consider Ireland's negotiating position	Q2	Criminal Justice Policy
32	Publish Proceeds of Crime (Amendment) Bill to implement legislative recommendations of Proceeds of Crime Review and other legislative amendments identified		Criminal Justice Legislation
	32.1 Publish heads of Bill	Q2	Criminal Justice Legislation
	32.2 Publish Proceeds of Crime (Amendment) Bill	Q4	Criminal Justice Legislation
33	Examine policy implications following the Firearms Licensing Review	Q4	Criminal Justice Policy
	33.1 Appoint a Firearms Technical Advisor (FTA) who will be responsible for providing firearms advice to the Minister & Minister of State and on behalf of the Department when required	Q2	Service Delivery
34	Update firearms and explosives legislation to transpose EU Directives		Criminal Justice Legislation
	34.1 Signature of Regulations to implement Regulation (EU) 2019/1148 to provide for rules on marketing and use of explosives precursors	Q4	Criminal Justice Legislation
	34.2 Signature of Regulations to implement Regulation (EU) 2019/1020 to provide for market surveillance of certain explosives and pyrotechnic (firework) products	Q4	Criminal Justice Legislation
35	Resolve infringement proceedings relating to Article 4(5) of the Firearms Directive	Q2	Criminal Justice Policy
	35.1 Designate Justice Service Delivery as a competent authority for data filing (for Registered Firearms Dealers) under article 4(5) of the Firearms Directive	Q2	Criminal Justice Legislation
	35.2 Agree and develop solution to gather firearms data for traceability of firearms bought and sold by RFDs	Q1	Service Delivery

OBJECTIVES & 2023 ACTIONS	DELIVERY DATE	ACTION OWNER
36 Support 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 to enactment	Q2	Criminal Justice Legislation
37 Finalise a proposal to disregard convictions for certain qualifying offences related to consensual sexual activity between men	Q2	Criminal Justice Policy
<b>Objective - Ensure strong governance in all bodies across the criminal justice sector, and provide challenging yet supportive oversight to these bodies</b>		
38 Finalise and bring to Government the General Scheme of a Bill to provide a statutory basis for the IPS among other structural governance reforms	Q2	Criminal Justice Governance
39 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	Ongoing	Corporate
40 Provide funding and oversight to AGS and OPW to deliver the Garda Capital Plan <ul style="list-style-type: none"> <li>40.1 New Garda Station O'Connell Street, Dublin 1</li> <li>40.2 Progress contract to award replacement of fixed wing aircraft</li> <li>40.3 Portlaoise (Enabling works completed and Main Contract tender awarded )</li> <li>40.4 Slane - Divisional Protective Services Unit</li> <li>40.5 New Fleet Management and Distribution Centre (Dublin)</li> <li>40.6 Property Exhibit Management System (PEMS) Drogheda</li> <li>40.7 Delivery of rotary wing aircraft</li> <li>40.8 Continue to work with OPW and AGS to develop and fund future capital projects</li> </ul>	Q1 Q3 Q3, Q4 Q4 Q4 Q4 Q4 Ongoing	Criminal Justice Governance Criminal Justice Governance Criminal Justice Governance Criminal Justice Governance Criminal Justice Governance Criminal Justice Governance Criminal Justice Governance Criminal Justice Governance





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



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

Access to justice is a fundamental right and, under Goal 2, we are committed to ambitious reforms to ensure all our citizens can exercise this right when they need to.

The changes we are introducing, building on the reforms in previous Justice Plans, to the justice and courts systems will ensure that we can meet the expectations of a modern society and economy.

Being responsible for widening access, and identifying and removing barriers, to the justice system so it meets the needs of the public, society and business is a key objective to the delivery of this Goal.

A new planning and environmental court will help to speed up the delivery of homes and key infrastructure, while ensuring everyone has access to the courts as required. And we will build on the publication in 2022 of the Family Court Bill and Family Justice Strategy by progressing the Bill towards enactment and driving the implementation of the actions in the Strategy.

A Family Justice Implementation Group was established to implement the Strategy, which has nine goals and over 50 actions. The Strategy commits to making the family court system more accessible, easier to understand, access and navigate, and more responsive to its users' legal needs. In particular, it recognises the importance of putting children at the centre of family justice in matters that affect them, and adequately hearing their voice in the family justice system.

Amongst these actions is the examination of the role of expert reports in the family law process and the proposal of recommendations regarding their future application and function. This action will consider the commissioning and availability of these reports, including their content and future use. The implementation group will progress the reform of the family justice system and support the legislative changes proposed in the Family Courts Bill during 2023.

These significant steps towards reform of the Family Justice System and improving access to justice, as committed to by the Programme for Government, will create a new dedicated Family Court, and provides for court procedures that support a faster and less adversarial resolution of disputes.

The implementation of reforms outlined in the Civil Justice Efficiencies and Reform report will also progress in 2023 to enable easier, more affordable and quicker access to civil justice.

To support these reform priorities, Government has also recently approved the recommendation of the Judicial Planning Working Group (JPWG), informed by an independent review of judicial resource needs by the OECD, to increase the number of judges in two phases, beginning with 24 additional judges this year.

An important element of this approach is the agreement of an implementation plan to monitor how the recommendations of the JPWG

will be enacted, and the Minister will receive regular progress updates.

This substantial increase in judicial resources will be complemented by the ongoing implementation of the far-reaching Courts Service Modernisation Plan, for which additional funding has been provided in 2023, as well as strategic reforms to court operations including the frequency, location and management of courts. The Judicial Appointments Commission Bill will also progress towards enactment, and will provide for deep and wide-ranging reform to how our judges are appointed.

Reforming our defamation law will be a priority for 2023, with a general scheme of a Bill to be published in the spring and a full Bill published by the end of the year. Both will build on the major proposals in the Review of the Defamation Act 2009, such as an end to juries in defamation cases; easier access to justice for individuals whose reputation is unfairly attacked; clearer protection for responsible

public interest journalism; reducing legal costs and delays; measures to encourage prompt correction and apology, where mistakes are made; new measures to combat abuse and to make it easier to grant orders directing online service providers to disclose the identity of an anonymous poster of defamatory material.

The Sale of Alcohol Bill will also be published this year, with the goal of reforming Ireland's 200 year old licensing system to support our night time economy and maintain a strict licensing system which tightly controls the sale of alcohol.

We will also support the establishment of the Gambling Regulatory Authority, and the CEO Designate

of the Authority, as we progress the Gambling Regulation Bill towards enactment and commencement later this year – introducing a robust regulatory and licensing system for gambling in Ireland.

Reforming duty of care legislation is a key insurance reform measure. A number of sections of the Occupiers' Liability Act 1995, are being amended

to strike the right balance between ensuring that businesses, community groups and organisers of events fulfil their duty of care responsibilities, while also acknowledging the importance of personal responsibility on the part of customers and members of the public. The proposed legislation will be before the Oireachtas for enactment as part of the Courts and Civil Law (Miscellaneous Provisions) Bill 2022.

#### The actions under Goal 2 are grouped around the following objectives –

1. Modernise the courts and legal system to improve the fair and speedy conduct of court proceedings
2. Establish a Family Court and a transformed family justice system
3. Modernise the operation of the judiciary to enable it to work more effectively; and reform the process for appointing judges
4. Support the reduction of legal costs and the length of legal proceedings and tackle the high cost of insurance
5. Support our economy and society through regulatory, licensing and civil law reform
6. Support the Dublin Coroner to commence the Stardust Inquests in 2021 and all coroners to do their jobs during the pandemic
7. 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

OBJECTIVE	KEY INDICATORS		
	MEASURE	DATA SOURCE	INDICATOR
Access to justice and modernisation of the courts	Cases initiated	Courts data/CEPEJ report/ EU Scorecard report	Numerical
Access to justice and modernisation of the courts	Clearance/disposal rates	Courts data/CEPEJ report/ EU Scorecard report	Numerical
Access to justice and modernisation of the courts	Wait time for civil hearings	Courts Service Annual Report	Weeks
Access to justice and modernisation of the courts	Number of cases handled annually	Legal Aid Board Annual Report	Numerical
Modernise the courts and legal system to improve the fair and speedy conduct of court proceedings	Work with the Courts Service and Judiciary to develop a suite of impact indicators to assess the impact of additional judicial resources on case clearance rates	TBC	TBC
Modernise the courts and legal system to improve the fair and speedy conduct of court proceedings	Work with the Courts Service to develop a suite of impact indicators to assess the impact of the new family justice strategy	TBC	TBC
Ensure strong governance in all bodies across the Civil Justice System	Oversight and performance delivery agreements are in place with all bodies and agencies in the sector	Civil Governance records	Percentage: 100%
Ensure strong governance in all bodies across the Civil Justice System	Appropriate governance meetings are held with all agencies and bodies	Civil Governance records	Numerical: 14

OBJECTIVES & 2023 ACTIONS	DELIVERY DATE	ACTION OWNER
<b>Objective - Establish a Family Court and a transformed family justice system</b>		
<b>41</b> Support work towards enactment of the Family Courts Bill 2022 which provides for the creation of new dedicated Family Courts within the existing court structures 41.1 Engage with the Courts Service to implement changes to be provided for in the Family Courts Bill	Q4 Ongoing	Civil Justice Legislation Civil Justice Governance
<b>Progress the implementation of the Family Justice Strategy actions for 2023</b>		
<b>42</b> 42.1 Support the work of the Family Justice Implementation Group 42.2 Begin reviewing the minimum standards and recommended training for those working in the family justice system (commence Q2 2023, ongoing for delivery date) 42.3 Commence review of the enforcement of maintenance orders 42.4 Submit proposals for reform to the Minister 42.5 Commence an examination of the role of expert reports in the family law process, including their commissioning, availability, content and use 42.6 Make recommendations of the examination to the Minister 42.7 Establish a working group to review the effectiveness of hearing the voice of the child in family law proceedings 42.8 Commence a project to review provision of information on all processes and services within the family justice system with a view to reporting in 12 months	Ongoing Ongoing Q1 Q2 Q1 Q3 Q4 Q4	Civil Justice Policy Civil Justice Policy Civil Justice Policy Civil Justice Policy Civil Justice Policy Civil Justice Policy Civil Justice Policy
<b>43</b> Continue to work with the lead Department on legislation on international surrogacy and donor-assisted human reproduction	Ongoing	Civil Justice Legislation
<b>44</b> Following analysis of the public consultation and research conducted on the issue of parental alienation, make recommendations on the matter to the Minister	Q1	Civil Justice Policy

OBJECTIVES & 2023 ACTIONS		DELIVERY DATE	ACTION OWNER
<b>Objective - Modernise the courts and legal system to improve the fair and speedy conduct of court proceedings</b>			
45	Reform of the Abhaile Scheme		Civil Justice Governance
	45.1 Bring recommendations to Government on the future of the Abhaile Scheme in conjunction with the Department of Social Protection	Q2	Civil Justice Governance
	45.2 Implement recommendations on the future of the Abhaile Scheme, including those arising from the 2022 Abhaile Governance Review	Q4	Civil Justice Governance
46	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		
	46.1 Publish the General Scheme	Q2	Civil Justice Legislation
	46.2 Work with OPC to draft Bill	Q2	Civil Justice Legislation
	46.3 Through the Oversight Committee on Criminal Legal Aid, develop implementation process for transfer of operations to the Legal Aid Board	Q3	Service Delivery
47	Bring into effect a new regulation to provide for Civil Justice Legislative aid for participants in the assisted decision making court process and for wards of court	Q2	Civil Justice Legislation
48	Support the work of the Civil Justice Legislative Aid Review Group and consider the recommendations of the Review Group	Q2, Q4	Civil Justice Policy
49	Undertake necessary steps under Protocol 21 to ensure Ireland can participate in Regulation (EU) 2022/850 on a computerised system for the cross-border electronic exchange of data in the area of judicial cooperation in civil and criminal matters (e-CODEX system) and to advance Ireland's participation in the digitalisation of civil and commercial and criminal law with a view to facilitating greater digital judicial cooperation		
	49.1 Progress work to enable Ireland to opt in to the EU digitalisation proposals	Q4	Civil Justice Legislation
	49.2 Provide update to Minister on opting in to e-CODEX	Q2	Criminal Justice Policy
50	Publish the Court Proceedings (Delays) Bill	Q1	Criminal Justice Legislation
51	Examine the role of sheriffs in respect of state work	Q3	Civil Justice Governance
52	Consider LSRA report on barriers to becoming a solicitor or barrister	Q2	Civil Justice Policy

OBJECTIVES & 2023 ACTIONS		DELIVERY DATE	ACTION OWNER
53	Develop a plan to introduce independent oversight of professional legal education and bring proposals to Government	Q3	Civil Justice Policy
54	Bring proposals to Government to agreement and commence reform of professional legal education, introduce independent oversight for the first time, and remove barriers to becoming a solicitor or barrister	Q4	Civil Justice Legislation
55	Undertake necessary steps (drafting, engagement with Office of Parliamentary Counsel, Minister's Office) to ensure a Statutory Instrument under regulation 6 of the European Union (Hague Maintenance Convention) Regulations 2019 is made. When in force such a SI is evidence that certain states are bound by the 2007 Hague Maintenance Convention and is evidence of the making, under the Convention, of declaration, reservation or specifications and of their contents by the states concerned	Q2	Civil Justice Legislation
56	Undertake necessary steps (drafting, engagement with Office of Parliamentary Counsel, Minister's Office) to ensure a Statutory Instrument is made under the European Communities Act, 1972 to give effect to EU accession to the 2019 Hague Judgments Convention	Q3	Civil Justice Legislation
<b>Objective - Modernise the operation of the judiciary to enable it to work more effectively, and reform the process for appointing judges</b>			
57	Support the progress to enactment of the Judicial Appointments Commission Bill and attend to commencement matters	Q2	Civil Justice Legislation
58	Support the establishment of the Judicial Appointments Commission (JAC), including the appointment of the Director and Lay Members		Civil Justice Governance
	58.1 Establish an implementation committee and commence delivery of implementation plan	Q1	Civil Justice Governance
	58.2 Make required appointments	Q3	Civil Justice Governance
59	Finalise and agree key performance indicators with the Courts Service to measure the impact of the modernisation programme and the implementation of the Final Report of Judicial Planning Working Group	Q4	Civil Justice Governance
	59.1 Establish a Working Group	Q1	Civil Justice Governance
	59.2 Develop Key Performance Indicators	Q2	Civil Justice Governance
60	Oversee and monitor the implementation of the Judicial Planning Working Group (JPWG) recommendations		Civil Justice Governance
	60.1 Bring proposals to Government for approval of the JPWG recommendations and to publish JPWG and OECD Reports	Q1	Civil Justice Governance
	60.2 Establish JPWG Implementation Group	Q1	Civil Justice Governance
	60.3 Agree JPWG Implementation Plan with Government and provide quarterly updates to the Minister	Q2	Civil Justice Governance
	60.4 Bring proposals to Government on the appointment of Judges as required	Ongoing	Civil Justice Governance

OBJECTIVES & 2023 ACTIONS		DELIVERY DATE	ACTION OWNER
<b>Objective - Support our economy and society through regulatory, licensing and civil law reform</b>			
<b>61</b>	Support the establishment of the Gambling Regulatory Authority	Q4	Civil Justice Governance
	61.1 Provide programme management services to oversee and coordinate the multiple work streams and other strategic activities to support the establishment of the Gambling Regulatory Authority of Ireland	Ongoing	Change, Technology & Innovation
	61.2 Progress the Gambling Regulation Bill to enactment and commencement	Q4	Civil Justice Legislation
<b>62</b>	Bring to Government proposals regarding the future of censorship of publications board and Censorship of Publications Appeal Board	Q2	Civil Justice Governance
<b>63</b>	Support the appointment of two additional commissioners to the Data Protection Commission (DPC) Resourcing requests received and considered with DPER subject to the relevant approvals	Q2	Civil Justice Governance
<b>64</b>	Monitor progress and engage where appropriate in relation to international data protection matters and adequacy decisions in particular EU-US Data Privacy Framework	Q4	Civil Justice Legislation
<b>65</b>	Progress the Civil Law and Courts (Miscellaneous Provisions) Bill through the remaining stages of the legislative process to enactment	Q2	Civil Justice Legislation
	Progress Property Services Regulation (Amendment) Bill to enhance compliance with relevant EU law and resolve EU-PILOT (2016) 8426		Civil Justice Legislation
<b>66</b>	66.1 Engage with stakeholders on required changes	Q2	Civil Justice Legislation
	66.2 Prepare General Scheme	Q3	Civil Justice Legislation
	66.3 Bring General Scheme to Government for publication	Q4	Civil Justice Legislation
<b>67</b>	Transpose EU Restructuring Directive EU (2019)1023 on the EU restructuring of bankruptcy	Q4	Civil Justice Legislation
	Finalise General Scheme of Defamation (Amendment) Bill for Government approval to draft		Civil Justice Legislation
<b>68</b>	68.1 Engage with OPC to progress drafting of Bill	Q2, Q3	Civil Justice Legislation
	68.2 Publish the Bill	Q4	Civil Justice Legislation



OBJECTIVES & 2023 ACTIONS		DELIVERY DATE	ACTION OWNER
69	Support the Sale of Alcohol Bill to enactment		Civil Justice Legislation
	69.1 Consider the PLS report of the Oireachtas Committee on the General Scheme of the Sale of Alcohol. Consult and liaise with the OPC in relation to drafting the legislation	Q2, Q3	Civil Justice Legislation
	69.2 Publish the Bill	Q3	Civil Justice Legislation
	69.3 Support Bill to enactment	Q4	Civil Justice Legislation
70	Contribute to passing of primary and secondary legislation to allow Minister to set indexation rate and following consultation with Working Group, advise the Minister on an appropriate indexation rate for Periodic Payment Orders	Q1, Q2	Civil Justice Policy
<b>Objective - Support the Dublin Coroner to conclude the Stardust Inquests and all coroners to do their jobs</b>			
71	Provide all appropriate supports to the Senior Dublin Coroner to enable the delivery of the new Stardust Inquests	Q4	Civil Justice Governance
72	Carry out a review of the Coronial Service, including consultation on the future of the Service, legislating for the recruitment of salaried coroners and a Chief Coroner, and engaging with all relevant actors in the delivery of a sustainable pathology service to support the work of the Coroners		Civil Justice Governance
	72.1.Undertake a Coronial Reform Stakeholder Engagement Process	Q2	Civil Justice Governance
	72.2 Bring forward proposals on national coronial reform to improve service delivery and enhance customer service	Q4	Civil Justice Governance
<b>Objective - Support the reduction of legal costs and the length of legal proceedings and tackle the high cost of insurance</b>			
73	Support the establishment of a Planning and Environmental Court	Q1	Civil Justice Governance
74	Support the establishment of a Mediation Council of Ireland	Q3	Civil Justice Governance
75	Introduce new pre-action protocol regulations (clinical negligence) in implementation of Part 15 Legal Services Regulation Act 2015	Q4	Civil Justice Legislation
76	Amendment of the Occupiers' Liability Act to revise Duty of Care in line with the policy review paper	Q2	Civil Justice Legislation
77	Establish and support an expert group on the setting of the discount rate (Q1) and consider recommendations of expert group and make regulations to take account of them (Q2)	Q1, Q2	Civil Justice Policy

OBJECTIVES & 2023 ACTIONS	DELIVERY DATE	ACTION OWNER
<p>Implement recommendations of the Review of the Administration of Civil Justice in line with the Implementation Plan on Civil Justice Efficiencies and Reform Measures</p>	Ongoing	Civil Justice Legislation
<p>78 78.1 Finalise independent economic research on models to control legal costs</p>	Q2	Civil Justice Policy
<p>78.2 Carry out legal evaluation/assessment of independent economic research on models to control legal costs</p>	Q2	Civil Justice Policy
<p>78.3 Publish an annual progress report on the Implementation Plan on Civil Justice Efficiencies and Reform Measures</p>	Q3	Civil Justice Legislation
<p>78.4 Develop General Scheme of Civil Reform Bill</p>	Q4	Civil Justice Legislation
<p>78.5 Following legal assessment, develop draft policy proposals as appropriate to control legal costs</p>	Q4	Civil Justice Policy
<p>79 Review the Peace Commissioner appointment process</p>	Q3	Service Delivery
<p>79.1 Terms of Reference agreed, consultation and research commenced</p>	Q1	Service Delivery
<p>79.2 Consultation &amp; research completed. Drafting of report commenced</p>	Q2	Service Delivery
<p>80 Consider Private Members Bills as they arise. Brief the Minister and prepare Memorandums to Government as required</p>	Ongoing	Civil Justice Legislation



**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

Substantial reforms will be delivered in 2023 under Goal 3 to meet our commitments to strengthen community safety, reduce reoffending, divert young people away from crime, support victims and combat domestic, sexual and gender based violence.

Building on the work of the Zero Tolerance strategy – the third national strategy on domestic, sexual and gender based violence – which was published last year, significant and long lasting change will be progressed in 2023.

This includes working towards the establishment of the first statutory Domestic, Sexual and Gender Based Violence agency in January 2024 by progressing the legislation underpinning the new agency, which will be responsible for the delivery of excellent services to victims, towards enactment.

The Minister will also oversee the progress being made to achieve our goal of dramatically increasing the provision of refuges and safe homes.

A range of legislative measures will be taken this year, such as supporting legislation to ensure character evidence in sentencing for sexual offences trials can be tested and character witnesses cross-examined. In addition, legislation to allow for the introduction of standalone offences of non-fatal strangulation and stalking, as well as increasing the maximum sentence for assault causing harm to ten years, will be supported towards enactment.

These measures build on a number of impactful changes that have been implemented in recent years to improve the criminal justice system for victims, such as the introduction of preliminary trial hearings in February 2022. Pre-trial hearings will have a significant benefit to the trial processes for a range of offences. This includes sexual offences, where the impact on victims will be reduced, as they are less likely to be subject to stressful delays after preparing themselves mentally for a

trial. It will also improve trials for white-collar crimes, organised crime and other complex offences and will make it less likely juries are sent away during trial, making the court process faster and more efficient.

A series of awareness raising campaigns will also seek to change and challenge the attitudes which can contribute to domestic, sexual and gender based violence, such as the national campaign on consent and new phases of the successful intimate image campaigns.

In 2022, €6.7 million in funding allocations were provided for over 50 Youth Diversion Projects (YDPs) nationwide. The Youth Justice Strategy 2021-2027, published in April 2021, contained a major action for a new and expanded mandate for 105 YDPs across the State. YDPs engage with young people through a range of supports, including education, training and employment support, social enterprise

initiatives, as well as personal development and supports such as mentoring, and personal development activities.

To support the development of community safety through innovative and local community based initiatives, the Government has increased the size of the Community Safety Innovation Fund to €3 million in 2023. This follows the success of the 2022 round of Community Safety Innovation Fund, which saw 22 community projects receive grants of between €5,000 and €150,000.

We will also prepare for the national rollout of Community Safety Partnerships – which will bring local people together with a range of services, not just An Garda Síochána, to draw up plans to make local communities safer - in 2024. The Community Safety Partnership pilots in Dublin's north inner city, Waterford and

Longford will provide key examples on how to make this new approach work.

We will also continue to support communities in Cherry Orchard, Drogheda and Darndale to deliver improvements to their local areas and we will implement our Rural Safety Plan to help build stronger, safer communities in rural Ireland.

The Criminal Justice (Incitement to Violence or Hatred and Hate Offences)

Bill 2022 – which will update our laws criminalising hate speech and legislate against hate crimes for the first time in Irish law – is also continuing its progress through the Oireachtas and will be supported towards enactment by the autumn.

In June 2022, the Minister published the General Scheme of the Inspection of Places of Detention Bill. This bill will provide for the designation of National Preventive Mechanisms (NPMs) that

will act as national inspection bodies of places of detention in the State. This Bill will be published and support will be given to progress through the Houses of Oireachtas.

The establishment of a new task force to improve education and upskilling across the criminal justice system, starting with prison education, will support rehabilitation and help reduce reoffending. We will ensure to have enough spaces to meet future demand and pressures.

In the current Programme for Government, there is a commitment to review the existing functions, powers, appointment procedures and reporting processes for Prison Visiting committees, with a view to modernising and improving their administration and oversight. This review commenced in 2022 and the Department carried out a public consultation. Proposals on this matter will be presented to the Minister in 2023.

#### The actions under Goal 3 are grouped around the following objectives –

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. Establish the Parole Board on a statutory footing to take better account of the concerns of victims and survivors
6. Reduce re-offending rates for those convicted of crime
7. Deliver restorative justice safely and effectively
8. Publish the legislation to implement the Optional Protocol to the Convention Against Torture
9. Lead the development and implementation of strategies and actions to reduce offending and bring greater coherence and shared purpose to the criminal justice sector

KEY INDICATORS			
OBJECTIVE	MEASURE	DATA SOURCE	INDICATOR
Combat domestic, sexual and gender based violence	Following publication by the CSO of the Sexual Violence Survey, develop appropriate indicators	TBC	TBC
Strengthen community safety	Level of concern in relation to anti-social behaviour	Department of Justice Public Attitudes Survey	Directional: reduce
Strengthen community safety	Level of fear of burglary, assault and robbery	Department of Justice Public Attitudes Survey	Directional: reduce
Reduce reoffending rates for those convicted of crime	Reduce one-year reoffending rate of those leaving the Probation Service	CSO	Directional: reduce
Reduce reoffending rates for those convicted of crime	Reduce one-year reoffending rate of those leaving prison	CSO	Directional: reduce

OBJECTIVES & 2023 ACTIONS	DELIVERY DATE	ACTION OWNER
<b>Objective - Combat domestic, sexual and gender based violence and support victims of crime</b>		
<p>Implement the Zero Tolerance National Strategy on Domestic, Sexual and Gender Based Violence</p>		Criminal Justice Policy
<p>81.1 Report to Government on progress of Zero Tolerance National Strategy on Domestic, Sexual and Gender Based Violence</p>	Q2, Q4	Criminal Justice Policy
<p>81.2 Report to the Minister on a quarterly basis on the delivery of the DSGBV Change Programme to include progress on provision of refugee and safe homes accommodation including Wexford, Meath and Dundalk for 2023</p>	Ongoing	Criminal Justice Policy
<p>81.3 Coordinate and provide oversight on the implementation of the Zero Tolerance National Strategy on Domestic, Sexual and Gender Based Violence and report to the Minister quarterly and to Cabinet Committee as required</p>	Ongoing	Criminal Justice Governance
<p>81.4 Bring heads of DSGBV Bill to Government which will establish a national DSGBV Agency</p>	Q1	Criminal Justice Governance
<p>81.5 Publish Bill</p>	Q2	Criminal Justice Legislation
<p>81.6 Support the Bill to enactment</p>	Q3	Criminal Justice Legislation
<p>81.7 Introduce an intermediary service on a pilot basis in two areas, following completion of training by UL of a first cohort of intermediaries</p>	Q3	Criminal Justice Policy
<p>81.8 Establish a new statutory DSGBV agency by January 2024 under the remit of the DoJ</p>	Q4	Criminal Justice Governance
<p>81.9 Launch Phase 2 of Intimate Image Campaign with focus on threatening to share intimate images without consent</p>	Q2	Transparency
<p>81.10 Launch Phase 2 of Victims of Crime Campaign which will be a major expansion of awareness raising measures on issue</p>	Q2	Transparency
<p>81.11 Develop and launch an awareness campaign under the preventative pillar of the Third National Domestic, Sexual and Gender-based Violence (DSGBV) Strategy</p>	Q3	Transparency
<p>81.12 Progress the national campaign to develop a national shared understanding of the meaning and importance of consent in sexual relationships</p>	Q2	Transparency
<p>81.13 Complete review of training – committed to in Supporting a Victim's Journey and in the Zero Tolerance Strategy - for staff and professionals at all levels dealing with victims of DSGBV, to include a trauma-informed perspective. This will include supporting individual Departments and agencies to develop a training framework and provision of a range of training and awareness raising measures for those engaging with victims of sexual crime and vulnerable witnesses</p>	Q4	Criminal Justice Policy
<p>81.14 Work to remove the legal barriers that prevent individuals experiencing sexual or domestic violence remaining at home where it is safe to do so and examine how to allow An Garda Síochána support the issue removal orders to take offenders out of the home in high risk cases</p>	Q4	Criminal Justice Policy

OBJECTIVES & 2023 ACTIONS	DELIVERY DATE	ACTION OWNER
<b>Objective - Combat domestic, sexual and gender based violence and support victims of crime</b>		
81.15 Complete an examination of the possibility of introducing a Domestic Violence Register and prepare policy proposals for consideration by the Minister	Q3	Criminal Justice Policy
81.16 Examine the recommendations in forthcoming research which explores the interface and interaction of civil family law, public criminal law and the child protection justice systems	Q4	Criminal Justice Policy
<b>81</b> 81.17 Consider recommendations arising from the Review of Part 4 of the Criminal Law (Sexual Offences) Act 2017 and progress action as appropriate, including in consultation with An Garda Síochána and on expungement commitment	Q4	Criminal Justice Policy
81.18 Finalise a review of safety actions needed to make the variety of leisure and recreation spaces and those engaging and working in the Night-Time Economy safer, including publication of a Night-time Economy Charter	Q3	Criminal Justice Policy
81.19 Commence preparatory work for 2024 Zero Tolerance implementation plan for publication in Q1 2024	Q4	Criminal Justice Policy
<b>82</b> Support the Sex Offenders (Amendment) Bill 2021, which strengthens monitoring of sex offenders in the community, to enactment	Q2	Criminal Justice Legislation
<b>83</b> Establish a working group with key stakeholders to produce a plan by year end to operationalise the use of electronic tagging	Q3	Criminal Justice Governance
<b>84</b> Support the Criminal Justice (Incitement to Violence or Hatred and Hate Offences) Bill 2022 to enactment	Q3	Criminal Justice Legislation
Publish Criminal Law (Sexual Offences and Human Trafficking) Bill 2022 and support progress through the Oireachtas.		Criminal Justice Legislation
<b>85</b> 85.1 Consider Justice Committee Pre-Legislative Scrutiny Report and recommendations	Q2	Criminal Justice Legislation
85.2 Publish Criminal Law (Sexual Offences and Human Trafficking) Bill	Q2	Criminal Justice Legislation
85.3 Support progress of Bill through the Oireachtas	Q4	Criminal Justice Legislation



OBJECTIVES & 2023 ACTIONS		DELIVERY DATE	ACTION OWNER
<b>Objective - Combat domestic, sexual and gender based violence and support victims of crime</b>			
	Prepare a new National Action Plan on Human Trafficking and support establishment of a new National Referral Mechanism	Q2	Criminal Justice Policy
86	86.1 Following enactment of the Bill establish a secretariat within DoJ to support the implementation of the National Referral Mechanism (NRM)	Q4	Criminal Justice Policy
	86.2 Following enactment of the Bill publish revised operational guidelines for processing of applications and support for human trafficking victims by new NRM	Q4	Criminal Justice Policy
87	Support legislation to ensure character evidence in sentencing for sexual offences trials can be tested and character witnesses cross examined	Q4	Criminal Justice Legislation
88	Introduce legislative amendment to prevent a defendant who is a lay litigant from cross examining vulnerable victims in trials for certain offences to prevent further traumatisation	Q4	Criminal Justice Legislation
89	Complete examination of report on Familicide and prepare an action plan for enhanced support for families and other actions in this area	Q2	Criminal Justice Policy
90	Work with the CSO to publish the first Sexual Violence Survey	Q1, Q2	Transparency, R&D
<b>Objective - Deliver restorative justice safely and effectively</b>			
91	Continue to promote and support the provision of restorative justice at all stages of the criminal justice system	Q2	Criminal Justice Policy
<b>Objective -Divert young people away from crime and anti-social behaviour</b>			
	Support the Criminal Justice (Engagement of Children in Criminal Activity) Bill 2023 through the Oireachtas		Criminal Justice Legislation
92	92.1 Publish Bill	Q1	Criminal Justice Legislation
	92.2 Support Bill to progress through the Oireachtas to enactment	Q4	Criminal Justice Legislation

OBJECTIVES & 2023 ACTIONS	DELIVERY DATE	ACTION OWNER
<b>Objective -Divert young people away from crime and anti-social behaviour</b>		
<p>93 Continue evidence informed implementation of Youth Justice Strategy 2021-2027 supported by REPPP research</p> <p>93.1 Complete roll out of new YDPs in areas not currently served</p> <p>93.2 Complete examination and commence commissioning work with relevant Departments and agencies to trial an approach to joint commissioning of services relevant to families and children (including Tusla-funded services, YDPs, other youth services, SCIAP projects etc.) which will focus also on ways of implementing the no wrong door principle</p> <p>93.3 Complete consultation process on possible diversion approaches for 18 – 24 year olds and develop draft policy proposals as appropriate</p>	<p></p> <p>Q4</p> <p>Q4</p> <p>Q4</p>	<p>Criminal Justice Policy</p> <p>Criminal Justice Policy</p> <p>Criminal Justice Policy</p> <p>Criminal Justice Policy</p>
<b>Objective -Drive community participation in a new approach to make communities safer, and work across government and with State agencies to support this goal</b>		
94	Continue to support and report on Community Safety Pilots in Dublin, Waterford and Longford	Q4 Criminal Justice Policy
95	Launch Community Safety Innovation Fund 2023	Q1 Criminal Justice Policy
96	<p>Prepare for the national rollout of Community Safety Partnerships in 2024</p> <p>96.1 Develop and provide on boarding/support (including Governance arrangements) for Director</p> <p>96.2 Complete evaluation of Community Safety Partnerships</p> <p>96.3 Consider evaluation and feedback of the pilots in relation to the development of the Strategy</p> <p>96.4 Commence the development of an outline National Strategy</p>	<p>Criminal Justice Policy</p> <p>Criminal Justice Policy</p> <p>Corporate</p> <p>Criminal Justice Policy</p> <p>Criminal Justice Policy</p>
97	<p>Drive community participation in a new approach to make communities safer, and work across government and with State agencies to support this goal</p> <p>97.1 Support and work with Dublin City Council to ensure that the Cherry Orchard implementation group works with the local community to deliver improvements to the Cherry Orchard area</p> <p>97.2 Support and work with Dublin City Council to ensure the implementation of the report on Darndale, Belcamp and Moatview in North Dublin City</p> <p>97.3 Publish Drogheda Implementation Progress Report</p> <p>97.4 Publish Drogheda Implementation Progress Report</p>	<p>Criminal Justice Policy</p> <p>Ongoing Criminal Justice Policy</p> <p>Ongoing Criminal Justice Policy</p> <p>Q1 Criminal Justice Policy</p> <p>Q3 Criminal Justice Policy</p>

OBJECTIVES & 2023 ACTIONS	DELIVERY DATE	ACTION OWNER
<b>98</b> Work through the Rural Safety Forum to implement the Rural Safety Plan with focus on Community Safety, Burglary and Theft, Roads Policing, Animal Crime and Heritage Crime	Q4	Criminal Justice Policy
<b>Objective - Implement Supporting a Victim's Journey: A plan to help victims and vulnerable witnesses in sexual violence cases</b>		
<b>99</b> Reform of the Criminal Injuries Compensation Tribunal Scheme 99.1 Reform of Scheme, subject to Government approval, to introduce transitional arrangement for delayed applications in light of Bowes & Brophy judgment 99.2 Implement Criminal Injuries Compensation Tribunal Scheme Reforms 99.3 Commence preparation of substantial reforms to Scheme in light of recommendations arising from Working Group and following publication of LRC report	Q4 Q2 Q2 Q3	Service Delivery Service Delivery Service Delivery Service Delivery
<b>100</b> Develop and present policy recommendations to the Minister to be included in the General Scheme of the Criminal Injuries Compensation Tribunal Bill	Q4	Service Delivery
<b>101</b> Provide for promotion and awareness of the Victim Charter	Ongoing	Transparency
<b>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</b>		
<b>102</b> Progress Action 12 of Review of Policy Options for Prison and Penal Reform 2022-2024 - To take a comprehensive approach to the development of the next Irish Prison Service Capital Strategy, ensuring the availability of modern detention facilities with adequate capacity 102.1 Consider options to deliver additional prison spaces in the short to medium term (3-5 years) 102.2 Analysis of prosecution data for 2022 to establish the scale of cases that ordinarily would have been dealt with by the Courts and assessment of projected impact on prison numbers 102.3 Analysis of projected population trends and demographics should be undertaken to establish the possible impact on the use of custody 102.4 Assess the analysis produced and provide policy input into the IPS Capital Strategy 102.5 Following policy consideration, provide support to IPS to finalise proposals for a revised Capital Strategy	 Q2 Q3 Q4 Q4 Q4	Criminal Justice Policy Criminal Justice Governance Corporate Corporate Criminal Justice Policy Criminal Justice Governance

OBJECTIVES & 2023 ACTIONS		DELIVERY DATE	ACTION OWNER
103	Bring a memo to Government to establish a task force to improve education and upskilling across the criminal justice system, starting with prison education. The task force will also consider youth justice issues, will agree a work programme, and be co-chaired at Ministerial level in both Departments	Ongoing	Criminal Justice Policy
<b>Objective - Publish the legislation to implement the Optional Protocol to the Convention Against Torture</b>			
104	Review and report to the Minister on the existing functions, powers, appointment procedures and reporting processes of Prison Visiting Committees	Q1	Criminal Justice Policy
105	Publish the Inspection of Places of Detention Bill to enable ratification of UN Optional Protocol to UN Convention on Torture (OPCAT) and support the Bill's progress through the Oireachtas		Criminal Justice Legislation
	105.1 Publish the Bill	Q2	Criminal Justice Legislation
	105.2 Support progress through the Oireachtas	Q4	Criminal Justice Legislation
<b>Objective -Reduce re-offending rates for those convicted of crime</b>			
106	Implement the recommendations of the High Level Task Force on the mental health and addiction challenges of those who come into contact with the Criminal Justice System with responsibilities and tasks assigned across different departments and multiple agencies	Q4	Criminal Justice Policy
107	Develop and establish a Penal Policy Consultative Council to consider matters relating to penal policy and to provide advice to the Minister as appropriate	Q2	Criminal Justice Policy
108	Support the work of the Oireachtas to progress by providing policy input, as requested, to the Criminal Justice (Rehabilitative Periods) Bill 2018	Q4	Criminal Justice Policy
109	Develop protocols to guide client entry and exit and conclusion of JARC programmes as well as potential establishment of additional JARC programmes as a dynamic response to local crime patterns	Q2	Criminal Justice Policy
110	Complete review of the Fines (Payment and Recovery) Act 2014 and begin implementation of agreed actions	Q2	Criminal Justice Policy
111	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
	111.1 Publish policy review (Community Sanctions Bill)	Q2	Criminal Justice Policy
	111.2 Subject to approach agreed, progress General Scheme of Criminal Justice (Community Sanctions) Bill	Q4	Criminal Justice Legislation



**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, in addition to the challenges of the Ukrainian crisis and increased International Protection applications, our focus continues to be delivering a fair and balanced immigration system with efficient, robust and customer-centric frontline services.

In response to the rising number of applications for International Protection, the Government has committed additional funding of nearly €18m in Budget 2023. This will go towards further increasing efficiency in processing applications including the appointment of additional staff and other resources to all of the bodies involved in processing these applications.

Against a backdrop of an increase in the number of applications for International Protection, the Department will work to minimise the timeframe for receiving a decision on an International Protection

application, giving people certainty over whether they are entitled to stay in Ireland to rebuild their lives, or whether they need to remove themselves from the State.

This includes our accelerated system for those arriving from safe countries or origin and we will work to ensure such applicants for International Protection receive a first instance decision within three months.

The International Protection Office will continue to take all necessary steps to manage the International Protection process efficiently and effectively, while ensuring the integrity of the immigration system is maintained at all times. Throughout 2022, a number of measures were implemented to improve efficiencies and throughput, in tandem with reforms to the application form, interview and decision making process. These reforms are having a significant impact and will remain under review in 2023.

The Department and the Immigration Service Delivery (Immigration Service Delivery) function has recently established a modernisation programme to transform its operations to provide a modern, transparent and accessible Immigration system that is faster, easier to access and more efficient.

This ambitious multi-year programme will replace legacy immigration management systems, introducing a single view, on a single platform, of an individual's engagement with all aspects of immigration services; significantly improved customer service capacity with comprehensive self-service functionality, and enhanced border security capability and capacity. Upon completion, we will have realised our strategic objective of an immigration service fit for a digital age.

In order to communicate effectively with our service users, in 2022, the Irish Immigration website was made available in the most common languages used by our customers.

Continuing this focus, in 2023, Immigration Service Delivery will implement a roadmap for a single customer service function and will increase the number of immigration applications that can be completed online.

Immigration Service Delivery will continue to utilise the Immigration NGO Forum and the Economic Migration Employer User Forum to engage with, identify and resolve significant customer service issues on immigration matters.

The Border Management Unit of the Department has responsibility for frontline immigration duties at Dublin Airport. This unit will continue to ensure that all arriving passengers are legally entitled to enter the State. This is a fundamental exercise of State sovereignty, which is necessary to protect the security of the State and to prevent illegal immigration. The exercise of powers in this area is at all

times, subject to the law and to respect for individual rights.

We will also support the Garda National Immigration Bureau as they carry out their work ensuring all who arrive into the State are legally entitled to do so.

In April 2022, the Minister extended the eligibility option of a 5-year multi-entry visa to all visa required countries. With the new changes, people who had frequently travelled to the UK, Schengen zone, USA, Canada, Australia or New Zealand, and observed the conditions of those visas, are now able to apply for the option of a multi-year visa (of any duration from 1 to 5 years), even if they have no previous Irish travel history.

To provide immediate protection to people displaced by the invasion of Ukraine, a Ukrainian Response Team was established to provide temporary protection to those fleeing from Ukraine. This team will continue to ensure the timely processing of all Temporary Protection applications in 2023.

**The actions under Goal 4 are grouped around the following 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

KEY INDICATORS			
OBJECTIVE	MEASURE	DATA SOURCE	INDICATOR
Deliver a fair immigration system for a digital age	Increase customer satisfaction of those contacting the immigration helpdesk	ISD Data	Target: 3.25
Deliver a fair immigration system for a digital age	Maintain number of decisions in relation to EU Treaty Rights and Citizenship applications	ISD Data	Target: 23,390
Deliver a fair immigration system for a digital age	Number of international protection decisions made each month	ISD Data	Target: 1,000

OBJECTIVES & 2023 ACTIONS	DELIVERY DATE	ACTION OWNER
<b>Objective - Communicate effectively with our service users, recognising and understanding their diversity and supporting them to engage effectively with us</b>		
<b>112</b> Implement roadmap for single customer service function in Immigration Service Delivery (Immigration Service Delivery)	Q4	Immigration Service Delivery
<b>113</b> Maintain the 25% increase in processing achieved in key Immigration Service Delivery functions in 2022. IPO to increase outputs by over 25% in 2023	Ongoing	Immigration Service Delivery
<b>Objective - Develop a fully digital, customer-centric immigration service</b>		
<b>114</b> Identify and increase number of immigration applications which can be completed online	Q2	Immigration Service Delivery
<b>115</b> EU Treaty Rights: Develop and implement bespoke online training to drive and sustain efficient delivery of fair decisions	Q3	Immigration Service Delivery
<b>116</b> Commence the implementation of the Immigration Service Delivery modernisation strategy	Ongoing	Immigration Service Delivery
116.1 Investigate and implement changes to process, technology and culture which will accelerate the delivery of a fair immigration service for all	Ongoing	Immigration Service Delivery
116.2 Review and redesign processes in Immigration Services to improve the speed and quality of service delivery	Ongoing	Immigration Service Delivery
116.3 Collaborate with colleagues to introduce both a robust, digital and automated customer service function and a technology platform on which to manage immigration services going forward	Ongoing	Immigration Service Delivery



OBJECTIVES & 2023 ACTIONS		DELIVERY DATE	ACTION OWNER
117	Continued development and completion of six online forms in 2023	Ongoing	Change, Technology & Innovation
118	Data integrity: eircode introduction and data model completed	Q3	Change, Technology & Innovation
<b>Objective - Ensure that effective controls are exercised at our borders in line with our international obligations and to maintain our national security</b>			
119	Review the policy of holding immigration detainees in prisons	Q2	Immigration Service Delivery
120	Maintain the integrity of border controls at Dublin Airport	Ongoing	Immigration Service Delivery
121	Complete first instance consideration and issue decision in respect of all non-complex cases under the Regularisation scheme for long term undocumented migrants	Q1	Immigration Service Delivery
<b>Objective - Protect the fairness and enhance the efficiency of our immigration system through new strategic policies and legislative proposals</b>			
122	Assess impact of the Catherine Day programme in relation to International Protection	Q2	Immigration Service Delivery, Transparency
123	Finalise the Strategic Plan for International Protection Office Modernisation in 2023-2024	Q1	Immigration Service Delivery
124	Implement actions to ensure a fair and balanced rules based International Protection system	Ongoing	Immigration Service Delivery
	124.1 Ensure accelerated/priority International Protection cases receive a first instance decision within 3 months	Ongoing	Immigration Service Delivery
	124.2 Introduce an expanded and enhanced quality assurance process for first instance International Protection decisions	Ongoing	Immigration Service Delivery
	124.3 Ensure continued focus on removals, voluntary returns and deportations	Ongoing	Immigration Service Delivery
	124.4 Identify additional measures that can be put in place to prevent travel (working with relevant stakeholders) by those with no permission to enter Ireland	Ongoing	Immigration Service Delivery
	124.5 Streamline case processing and transfer/removal protocols to make effective use of the Dublin Convention and inadmissible returns legislation	Ongoing	Immigration Service Delivery
	124.6 Secure Additional Resources to support IPO process improvements	Ongoing	Corporate
	124.7 Produce consolidated web portal including information on international protection and removals, addressing statistical trends and plain language descriptions	Q2	Transparency

OBJECTIVES & 2023 ACTIONS		DELIVERY DATE	ACTION OWNER
125	Maximise the impact of the Ukrainian response team by:	Ongoing	Immigration Service Delivery
	125.1 Timely processing of all Temporary Protection applications	Ongoing	Immigration Service Delivery
	125.2 Where volume allows, undertake processing activities in respect of appropriate Immigration Service Delivery workflows	Ongoing	Immigration Service Delivery
126	Provide quality and timely advice on opt-in to EU measures relating to asylum matters, including measures under the Common European Asylum System		Civil Justice Policy
	126.1 Continue to participate in the negotiation of EU measures related to asylum and migration in particular, the EU Pact on Asylum and Migration	Ongoing	Civil Justice Policy
	126.2 Provide quality and timely advice on opt-in to EU measures related to asylum, in particular, the EU Pact on Asylum and Migration	Ongoing	Civil Justice Policy
127	Advise on the opt-in position on the recast Single Permit Directive and agree implementation plan	Ongoing	Civil Justice Policy
	127.1 Establish the Interdepartmental Working Group on the Single Permit Process.	Q1	Civil Justice Policy
	127.2 Prepare an implementation plan for consideration by Government on the single permit process and the Single Permit Directive	Q2	Civil Justice Policy
128	Review of the impact of the Access to Labour Market improvements introduced in 2021	Q2	Immigration Service Delivery
<b>Objective - Restructure our immigration services to better serve our customers and our country</b>			
129	Implement change strategy for modernisation programme	Q2	Immigration Service Delivery
130	Advance implementation of the Commission on future of Policing in Ireland recommendation to transfer remaining immigration duties from GNIB to DoJ	Q2	Immigration Service Delivery
	130.1 Agree roadmap for transfer of Registration and Border Management functions, with a focus on identifying early deliverables	Q2	Immigration Service Delivery



**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 continue to be vital levers to deliver the significant reforms underway across the justice sector.

In March 2022, the Department of Justice published its first Equality, Diversity and Inclusion (EDI) Strategy. Equality, diversity and inclusion are fundamental building blocks in achieving the Department's mission of a safe, fair and inclusive Ireland. The EDI Strategy provides a focus for increasing our capacity to deliver on this work, whilst supporting the organisation to meet other equally important requirements set out in equality legislation and human rights standards.

2023 brings a focus to further devolvement of innovation and leadership strategies with the publication and implementation of the Innovation Strategy for the Justice Sector. Having identified strategic

innovation competencies, we will provide training and awareness sessions to Innovation Ambassadors and network members across the sector. In addition, we will draft and publish a revised Customer Service Action Plan (CSAP) covering a period of 3 years, which will include significant engagement with staff and users.

We will continue to work with all our agencies across the justice sector to select and implement interoperable technologies to deliver robust, secure and modern digital services.

We are fully committed to delivering on our climate and sustainability obligations and responsibilities, and will develop a Climate Action Roadmap for the Department with specific actions to meet climate and energy efficiency targets. Once published, we will work with our agencies in conjunction with Governance Functions, to monitor

implementation of climate actions and energy in the Justice Sector.

While improving our objective to integrate digital systems across the justice sector to enable greater sharing of information and increased

co-operation, we will advance the Criminal Justice Operational Hub to improve cross-sectoral data analytics, and replace manual data exchange processes with efficient and automated data flows.

### The actions under Goal 5 are grouped around the following objectives -

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 co-operation
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

INDICATORS			
OBJECTIVE	MEASURE	DATA SOURCE	INDICATOR
Dramatically increase digital services across the Justice Sector	Move legacy Notes Databases onto modern digital platforms	CTI Data	Target: 40
Dramatically increase digital services across the Justice Sector	Accept all International Protection applications digitally	CTIU/ISD Data	Target: 100%
Dramatically increase digital services across the Justice Sector	Increased number of online application forms available	CTI Data	Target: 6

OBJECTIVES & 2023 ACTIONS	DELIVERY DATE	ACTION OWNER
<b>Objective –Develop innovation and leadership strategies for the justice sector</b>		
<b>131</b> Publish and implement Innovation Strategy for the Justice Sector 131.1 Publish Cross Sectoral Innovation Strategy 131.2 Identify Strategic Innovation Competencies and prepare training material 131.3 Provide training and awareness sessions to the Innovation Ambassadors and network members across the sector 131.4 Evaluate Innovation Pipeline Management Systems to support ongoing innovation projects	  Q1 Q2 Q3 Q4	Change, Technology & Innovation Change, Technology & Innovation Change, Technology & Innovation Change, Technology & Innovation Change, Technology & Innovation
<b>132</b> Develop a Change Management Framework for the Department	Q1	Change, Technology & Innovation
<b>133</b> Support establishment of appropriate governance and oversight structures for implementation of CTI strategy	Q1	Change, Technology & Innovation
<b>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</b>		
Select and implement interoperable technologies to deliver robust, secure and modern digital services across the department and its agencies  <b>134</b> 134.1 Draft and publish Request for Tender to market to select a platform and implementation partner to deliver a robust, scalable, digital automated Customer Service solution 134.2 Draft and publish Request for Tender to market to identify an appropriate strategic platform and implementation partner for Immigration Service Delivery Modernisation 134.3 Evaluate Proposed solutions and select most appropriate responses 134.4 Work with Immigration Service Delivery to define and scope and develop initial services on the selected platforms	  Q1 Q2 Q2, Q3 Q4	Change, Technology & Innovation Change, Technology & Innovation Change, Technology & Innovation Change, Technology & Innovation
<b>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</b>		
<b>135</b> Update on progress of Justice Sector PPP Projects	Ongoing	Corporate

OBJECTIVES & 2023 ACTIONS		DELIVERY DATE	ACTION OWNER
136	Develop a Climate Action Roadmap for the Department with specific actions to meet climate and energy efficiency targets	Q2 Ongoing	Corporate
	136.1 Develop and publish Department plan		Corporate
	136.2 In conjunction with Governance Functions, monitor implementation of climate actions and energy in the Justice Sector		Corporate, Civil Justice Governance, Criminal Justice Governance
137	The Department will prepare and implement a Smarter Travel Action plan to encourage a move away from car as primary travel means	Q2	Corporate
<b>Objective - In re-designing our services incorporate a focus on sustainability, digital solutions and reducing our carbon footprint</b>			
138	Enhance climate impact of projects in the DOJ Project Portfolio through introducing measurement of impact of actions to drive overall carbon footprint reduction	Q2	Change, Technology & Innovation
<b>Objective - Develop innovation and leadership strategies for the justice sector</b>			
139	To draft a full Customer Service Action Plan (CSAP) covering a period of 3 years, which will include more significant engagement with staff and users		Change, Technology & Innovation
	139.1 Carry out a consultation process with users and staff to inform KPIs for the plan	Q1	Change, Technology & Innovation
	139.2 Issue Customer Satisfaction Survey process to measure satisfaction levels	Q2	Change, Technology & Innovation
	139.3 Analyse the survey results in Preparation for 3-year Customer Service Action Plan	Q3	Change, Technology & Innovation
	139.4 Finalise 3-year CSAP to be published in Q1 2024	Q4	Change, Technology & Innovation
<b>Objective - Integrate digital systems across the justice sector to enable greater sharing of information and increased co-operation</b>			
140	Advance the Criminal Justice Operational Hub to improve cross sectoral data analytics, and to replace manual data exchange processes with efficient and automated data flows		Corporate, Transparency
	140.1 Automated transfer of relevant District Court Outcomes from the Courts Service to the Probation Service	Q3	Corporate, Transparency
	140.2 Commence a project (to conclude in Q1 2024) to allow for the automated transfer of relevant Court List data from the Courts Service to Oberstown Children Detention Campus	Q3	Corporate, Transparency
	140.3 Automated transfer of relevant District Court Outcomes from the Courts Service to Forensic Science Ireland	Q4	Corporate, Transparency
	140.4 Commence a project (to conclude in Q2 2024) to allow for the automated transfer of relevant Court List data from the Courts Service to An Garda Síochána	Q4	Corporate, Transparency



**An Roinn Dlí agus Cirt**  
Department of Justice

