



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



OnePlan

2018



INTRODUCTION BY THE SECRETARY GENERAL



I am pleased to introduce the 2018 OnePlan, which sets out the major priorities and objectives from the Department of Justice and Equality Strategy Statement 2016-2019 and Strategy to be progressed and implemented this year by the Department and its agencies.

The OnePlan covers the key strategic actions being undertaken and is underpinned by business plans at Divisional level, which in aggregate capture the entire programme of work being undertaken by the Department.

I lead the Department's Management Board in monitoring sectoral performance in respect of delivering this major body of work and will keep the Minister and Ministers of State briefed on an ongoing basis. In line with our values, progress reports will be published twice yearly on our website and details of what has been achieved will also be provided in the Department's Annual Report.

Oonagh McPhillips

(Acting) Secretary General



3.1 A SAFE, SECURE IRELAND

3.1.1 To develop an effective, visible and accountable police service

3.1.1.1	We will progress accelerated recruitment to bring Garda numbers to 15,000, double the Garda reserve to support local patrols and crime reduction initiatives and increase further civilianisation to free up more Gardaí to focus on frontline policing services (delegating court attendances and release from desk work).	Assistant Secretary, Policing Division	Q1 - Q4 Overall to Q4 2021
3.1.1.3	We will engage with the Policing Authority in relation to the review of: <ul style="list-style-type: none"> - boundaries of police divisions and dispersement of Garda Stations to ensure both an efficient and optimum geographical distribution of stations and minimal response times; - deployment and rostering arrangements, with a view to strengthening this vital link with communities with a view to enhancing community policing units.	Assistant Secretary, Policing Division	Q2 2018
3.1.1.4	An Garda Síochána will bring specialist units involved in the fight against all forms of serious crime up to full strength as soon as possible.	Assistant Secretary, Policing Division	Q1 - Q4 Overall to Q4 2021
3.1.1.5	We will establish Garda Business Fora in urban centres allowing Gardaí and businesses to work together to improve public safety, ensure a safe night-time economy and respond to crimes against businesses.	Assistant Secretary, Crime and Security	Q3
3.1.1.6	We will work with the relevant parties to have in place effective, efficient and robust internal Industrial Structures in an Garda Síochána for when the Garda Representative Associations are given access to the WRC and Labour Court, having regard to the historic roles of the Ministers of Justice & Equality and Public Expenditure and Reform and Garda Management in this regard.	Assistant Secretary, Policing Division	Q4

3.1.1.7	We will respond to report of the Commission on the Future of Policing in Ireland	Assistant Secretary, Policing Division	Commence Q4
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3.1.2 To drive and oversee the agreed programme of reform and investment in An Garda Síochána

3.1.2.1	We will Drive and oversee the agreed five-year reform programme in the AGS in line with the Government Decision of 19/07/2016 in conjunction with the Policing Authority including: roll-out of Divisional policing model, development of workforce planning capacity; ensuring effective monitoring & reporting mechanisms are in place.	Assistant Secretary, Policing Division	Q1- Q4 Overall to Q4 2021
3.1.2.4	We will implement the Garda Capital Programme: to upgrade ICT infrastructure, further invest in the Garda fleet and provide new and refurbished Garda Stations throughout the country.	Assistant Secretary, Policing Division	Q1 - Q4 Overall to Q4 2021

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

3.1.3.3	We will extend Garda Youth Diversion Projects for young people promoting restorative justice having regard to trends in youth crime	Assistant Secretary, Crime and Security	Q2 Overall to Q1 2020
3.1.3.4	We will take forward the remaining recommendations in the Garda Inspectorate Report on Crime Investigation.	Assistant Secretary, Crime and Security	Q4
3.1.3.5	We will take forward the longer-term recommendations in the Garda Inspectorate Report on the Fixed Charge Processing System (Penalty Points) and related measures in the field of road safety.	Assistant Secretary, Crime and Security	Q4
3.1.3.6	We will continue to support and prioritise community crime prevention schemes including Neighbourhood Watch and Text Alert. Strive for consistency in supports for community groups and examine direct funding opportunities for community schemes and groups.	Assistant Secretary, Crime and Security	Q4+
3.1.3.7	We will deliver the Criminal Justice Strategic Committee Work Programme.	Assistant Secretary, Crime and Security	Q1 - Q4
3.1.3.8	We will monitor and progress the J-ARC Joint Agency Response to Crime through the High Level Group	Assistant Secretary, Crime and Security Director General, IPS Director, Probation Service	Q4

3.1.3.9	We will support investment in CCTV at key locations along the road network and in urban areas	Assistant Secretary, Policing Division	Q4
3.1.3.10	We will project-manage implementation of the recommendations of the Cost of Insurance Working Group which are relevant to this Department (Phase 2)	Assistant Secretary, Crime and Security Assistant Secretary, Civil Law Reform and Courts Policy	Q4
3.1.3.11	We will ensure a whole of Government approach to Penal Policy and addressing offender behaviour to reduce reoffending.	Assistant Secretary, Criminal Law Reform and Prisons and Probation Policy	Q1 – Q4 Overall to Q4 2022
3.1.3.12	We will implement the Second National Action Plan to Prevent and Combat Human Trafficking in Ireland (Phase 2).	Assistant Secretary, Crime and Security	Q4 Overall to Q4 2020
Over arching	We will develop and manage legislative proposals for Criminal law in accordance with the Government's Programme.	Assistant Secretary, Criminal Law Reform and Prisons and Probation Policy+	Q2 – Q4

3.1.4 To promote National Security, tackle terrorism and serious and organised crime

3.1.4.1	We will develop programmes to enhance responses to security threats.	Assistant Secretary, Crime and Security	Q4
3.1.4.2	We will continue to actively engage with Government Departments and agencies as well as relevant partners in other jurisdictions to tackle terrorism and serious and organised crime.	Assistant Secretary, Crime and Security	Q4 Overall to Q4 2019
3.1.4.3	We will contribute to the structural review of decision-making arrangements across the common areas of security and defence.	Assistant Secretary, Crime and Security	Q4 Overall to Q4 2019
3.1.4.4	We will develop the necessary technical and legal infrastructure to implement the PNR Directive and give effect to other EU measures concerning police cooperation (Phase 2).	Director General, INIS Assistant Secretary, Criminal Law Reform and Prisons and Probation Policy	Q2 Overall to Q4 2019
3.1.4.5	We will advance the implementation of Schengen Information System (SIS II) and the implementation of automated information sharing under the Prúm decisions.	Assistant Secretary, Policing Division	Q1 – Q4 Overall to Q4 2019
3.1.4.6	We will implement the decision of the Management Board to establish a Cybercrime Division.	Assistant Secretary, Crime and Security	Q3

3.1.5 To enhance North-South cooperation to combat terrorist activity and cross border organised crime

3.1.5.1	We will strengthen and develop cross border bodies and services in Northern Ireland and implement the Fresh Start Agreement.	Assistant Secretary, Crime and Security	Q4
3.1.5.2	We will support and enhance the work of the Joint Agency Task Force to tackle cross-border organised crime.	Assistant Secretary, Crime and Security	Q4

3.1.6 To establish institutions to address the legacy of conflict in Northern Ireland

3.1.6.1	We will cooperate with Government Departments, North and South, and with the UK Government on establishing the institutions under the Stormont House Agreement to address the legacy of conflict in Northern Ireland.	Assistant Secretary, Crime and Security	Q4
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3.1.7 To combat money laundering and terrorist financing

3.1.7.2	We will implement the 4 th EU Money Laundering / Terrorist Financing Directive. - Criminal Justice (Money Laundering and Terrorist Financing) (Amendment) Bill.	Assistant Secretary, Criminal Law Reform and Prisons and Probation Policy	Q3
3.1.7.3	We will implement the Action Plan for FATF Enhanced Review 2017-22.	Assistant Secretary, Crime and Security	Q2 – Q4 Overall to Q4 2022
3.1.7.4	We will review the existing Proceeds of Crime legislation and ensure that adequate resources are provided to support the work of the Criminal Assets Bureau in tackling money laundering and to target the proceeds of crime.	Assistant Secretary, Crime and Security	Q4



3.2 ACCESS TO JUSTICE

3.2.1 To ensure Courts & Legal Aid systems are providing a high quality and professional service that is accessible, efficient & effective

3.2.1.3	We will finalise and publish Scheme and complete pre-leg scrutiny/commence drafting of the Criminal Legal Aid Bill.	Assistant Secretary, Civil Law Reform and Courts Policy	Q4
3.2.1.5	We will commission an annual study on court efficiency and sitting times, benchmarked against international standards, to provide accurate measurements for improving access to justice.	Assistant Secretary, Civil Law Reform and Courts Policy	Q4
3.2.1.8	We will resource the Courts, particularly the Circuit Court, to deal with increased non-summary prosecutions of serious crimes.	Assistant Secretary, Civil Law Reform and Courts Policy	Q2 2019
3.2.1.9	We will establish an expert group to report on options for reforming the law of Torts [Joint lead between Department of Health and Department of Justice and Equality].	Assistant Secretary, Civil Law Reform and Courts Policy	Q4
3.2.1.10	We will commence the District Court Strategic Review	Assistant Secretary, Civil Law Reform and Courts Policy	Q4+

3.2.2 To modernise the Family Justice system

3.2.2.1	We will develop a new Family Court system. Policy development in respect of Family Court. Family Court Bill – to establish a dedicated Family Court.	Assistant Secretary, Civil Law Reform and Courts Policy	Q2
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3.2.3 To develop appropriate structures and systems to handle mortgage arrears and other personal insolvency cases

3.2.3.1	We will review the thresholds and the processes for Personal Insolvency Arrangements (including SMEs) and raise where appropriate.	Assistant Secretary, Civil Law Reform and Courts Policy	Q2
3.2.3.2	We will monitor the impact and effectiveness of personal insolvency processes and refine and develop structures and systems where required.	Assistant Secretary, Civil Law Reform and Courts Policy	Q4

3.2.4 To support the development of competent, caring and efficient services to victims of crime

3.2.4.1	We will develop victim support services.	Assistant Secretary, Crime and Security	Q4
3.2.4.2	We will oversee the implementation of the second National Strategy on Domestic, Sexual and Gender-based Violence (Implementation of Istanbul Convention).	Assistant Secretary, Crime and Security	Q4 Overall to Q4 2021

3.2.5 To provide an improved legislative basis for judicial standards and implement best practice for judicial appointments as well as other civil law reforms to meet the changing needs of society

3.2.5.1	We will progress legislation to reform and update the system of judicial appointments, in line with the Programme for Government.	Assistant Secretary, Civil Law Reform and Courts Policy	Q4
3.2.5.2	We will progress the Judicial Council Bill to enactment.	Assistant Secretary, Civil Law Reform and Courts Policy	Q4
3.2.5.3	We will give effect in Irish law to the Data Protection Regulation and Directive – Data Protection Bill.	Assistant Secretary, Civil Law Reform and Courts Policy	Q2
Over arching	We will advance proposals for Civil Law Reform / Courts Policy in accordance with the Government's legislation programme and in consultation with stakeholders.	Assistant Secretary Civil Law Reform and Courts Policy+	Q1-Q4



3.3 AN EQUAL AND INCLUSIVE SOCIETY

3.3.1 To promote equality and inclusion in Irish society

Over arching	We will engage with civil society, the social partners and other stakeholders and lead cross-departmental collaboration to develop, publish, implement and monitor policies and strategies to promote equality and social inclusion and to overcome inequalities.	Assistant Secretary, Asylum Services, Integration & Equality	Q1-Q4
3.3.1.7	We will ratify the UN Convention on the Rights of Persons with Disabilities (CRPD).	Assistant Secretary, Asylum Services, Integration & Equality	Q4
3.3.1.8	We will review the role of the National Disability Authority.	Assistant Secretary, Asylum Services, Integration & Equality	Q4 Overall to Q2 2019
3.3.1.9	We will negotiate at EU level in respect of the EU Accessibility Directive and coordinate Ireland's position across all relevant Departments and agencies	Assistant Secretary, Asylum Services, Integration & Equality	Q4
3.3.1.11	We will introduce a requirement on companies of 50 staff or more to complete wage surveys – publication of Bill	Assistant Secretary, Asylum Services, Integration & Equality	Q3
3.3.1.12	We will develop initiatives to increase Female Representation on State boards to 40%.	Assistant Secretary, Asylum Services, Integration & Equality	Q4
3.3.1.14	We will administer EU Funding Programmes for ESF and AMIF Funds.	Assistant Secretary, Asylum Services, Integration & Equality	Q4
3.3.1.16	We will reform Family leave to significantly increase parental leave in the first year of a child's life, over a five-year period.	Assistant Secretary, Asylum Services, Integration & Equality	Q2 Overall to Q4 2021
3.3.1.17	We will prepare legislation to implement the Government's commitment on a referendum on Article 41.2 of the Constitution on the place of women in the home	Assistant Secretary, Asylum Services, Integration & Equality	Q2
3.3.1.19	We will carry out AMIF Responsible Authority functions in compliance with EU Regulations	Assistant Secretary, Asylum Services, Integration & Equality	Q4+



3.4 A FAIR AND BALANCED IMMIGRATION AND PROTECTION REGIME

3.4.1 To ensure a streamlined and effective international protection regime, including improvements to the direct provision system

3.4.1.1	In line with the recommendations of the McMahon report, we will continue to develop standards to improve accommodation and related services and supports for residents in accommodation centres provided by the Department.	Assistant Secretary, Asylum Services, Integration & Equality	Q1-Q4
3.4.1.2	We will ensure full implementation of Ireland's opt-in to the EU Reception of Asylum Seekers (recast) Directive, including the right to seek work.	Director General, INIS	Q2

3.4.2 To support the relocation and resettlement of programme refugees and relocated asylum seekers

3.4.2.1	We will manage the Irish Refugee Protection Programme to bring asylum seekers and refugees to Ireland under relocation and resettlement mechanisms.	Assistant Secretary, Asylum Services, Integration & Equality	Q4
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3.4.3 To enhance immigration controls at the State's borders. To continue to effectively operate the Common Travel Area

3.4.3.2	We will enhance Border Security including working with UK on further enhancing security of the CTA (Phase 2).	Director General, INIS	Q4
3.4.3.3	In conjunction with D/FAT, we will carry out a review of worldwide visa service and commence implementation of the subsequent recommendations.	Director General, INIS	Q4

3.4.4 To ensure responsive policies in respect of non-EEA nationals resident in the State and effective implementation of these policies

3.4.4.3	We will transfer Registration Functions from AGS to INIS.	Director General, INIS	Q4 Overall to Q4 2019
3.4.4.4	We will implement Process Changes to the service to improve its productivity, quality and customer service such as delivery of online services and improvements to data infrastructure and quality including ICT supports for priority business objectives.	Director General, INIS	Q1 - Q4 Overall to Q4 2019

3.4.5 To provide a balanced visa regime to enable legitimate visitors, tourists and long term applicants to come here whilst ensuring relevant controls are maintained

3.4.5.1	With regard to implementing EU regulations, we will ensure a stringent and effective approach to speedily refusing bogus applications and facilitating removal from the State. We will increase cooperation with UK in cracking down on the increasing numbers of bogus asylum seekers applying for unmerited asylum status following expiry of their UK Visa.	Director General, INIS	Q4
3.4.5.2	We will implement the new enforcement and deportation provisions in the recently enacted International Protection Act 2015 to get tougher on abuses of our migration system.	Director General, INIS	Q1 - Q4 Overall to Q4 2020



3.5 LEADERSHIP IN AND OVERSIGHT OF JUSTICE AND EQUALITY POLICY AND DELIVERY

3.5.1 To provide leadership and strategic direction on Justice and Equality matters building on the Department's Culture Charter

3.5.1.4	We will continue to work to integrate our Values Charter into how we work as a Department.	Assistant Secretary, Corporate Affairs	Q1 - Q4+
3.5.1.5	Principal Officer led cross-grade Horizon groups to consider selected issues taking a longer-term view.	Chair of the Principal Officer Forum	Q2

3.5.2 To ensure implementation of already enacted legislation

3.5.2.1	We will ensure the successful and full commencement of business by the LSRA and full commencement of the Legal Services Regulation Act 2015	Assistant Secretary, Civil Law Reform and Courts Policy	Q4
3.5.2.2	Follow up to enactment of Children and Family Relationships Act, 2015 - commencement of various provisions and Regulations for experts to ascertain the views of the child.	Assistant Secretary, Civil Law Reform and Courts Policy	Q2
3.5.2.3	Follow up to Assisted Decision-making (Capacity) Act, 2015 - to ensure structures in place to enable Act to be commenced.	Assistant Secretary, Civil Law Reform and Courts Policy	Q3
3.5.2.6	We will commence the Criminal Law (Sexual Offences) Act 2017	Assistant Secretary, Criminal Law Reform	Q4
3.5.2.7	We will implement the Civil Liability (Amendment) Act 2017	Assistant Secretary, Civil Law Reform and Courts Policy	Q2
3.5.2.8	We will finalise implementation strategy for Civil Debt Procedures Act 2015 in consultation with D/EASP.	Assistant Secretary, Civil Law Reform and Courts Policy	Q4

3.5.3 To enhance international cooperation on justice and equality issues

3.5.3.1	We will take measures to minimise the impact of Brexit in the areas under the Department's remit, support negotiations as required, and keep under review sector approach to address legislative/operational issues arising therefrom.	Assistant Secretary, International Policy	Q4+
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3.5.4 To comply with reporting requirements under Conventions

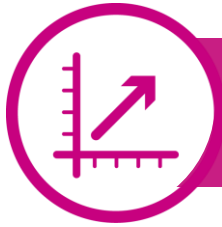
Over arching	We will manage Ireland's examinations under relevant UN and Council of Europe Conventions.	Assistant Secretary, Asylum Services, Integration & Equality	Q1-Q4+
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3.5.5 To enable Justice Sector bodies to exercise their functions satisfactorily and ensure effective governance

3.5.5.4	We will agree 2018 Oversight Agreements with Agencies, including regular monitoring arrangement in accordance with the requirements of the Department's Corporate Governance Framework and the Code of Practice for the Governance of State Bodies (2016).	Assistant Secretary, Corporate Affairs	Q2
3.5.5.5	We will enhance Irish Prison Service organisational capacity to ensure safe and secure custody, dignity and care and rehabilitation of prisoners for safer communities.	Assistant Secretary, Criminal Law Reform and Prisons and Probation Policy	Q1 - Q4 Overall to Q4 2019
3.5.5.6	We will support transition of the Department's Financial Shared Services to the Civil Service Financial Shared Service.	Assistant Secretary, Corporate Affairs	Q1 - Q4 Overall to Q3 2019
3.5.5.7	We will accelerate construction of the new Forensic Science Laboratory (Phase 1) and develop a plan for the merger of the Garda Technical Bureau and FSI.	Assistant Secretary, Policing Division	Q1 - Q4 Overall to Q4 2020

3.5.7 To implement the next phase of organisational change

3.5.7.1	We will implement the restructuring project.	Assistant Secretary, Corporate Affairs	Q1 - Q4 Overall to Q2 2019
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3.6 DEVELOP OUR PEOPLE, CULTURE, SYSTEMS AND PROCESSES

3.6.1 To be a high performing organisation with a continuous focus on developing the knowledge and skills of staff

3.6.1.1	We will implement programme to embed our values and ensure they are lived in all aspects of our work. Support with implementation of commitments in the Human Resources Strategy.	Assistant Secretary, Corporate Affairs	Q1-Q4+
3.6.1.3	We will implement the Human Resources Strategy and Workforce Plan to align structures and staff with the Statement of Strategy 2016-2019 and resource the Department effectively. Provide learning and development opportunities tailored to the needs of the organisation.	Assistant Secretary, Corporate Affairs	Q1-Q4 Overall to Q4 2019
3.6.1.4	We will develop a new three-year organisation improvement plan	Assistant Secretary, Corporate Affairs	Q2

3.6.2 To improve internal and external communications

3.6.2.1	We will continue to implement the Communications Strategy – “Communicating Change”.	Assistant Secretary, Corporate Affairs	Q1-Q4
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3.6.3 To deliver excellent customer service to our stakeholders

3.6.3.1	We will enhance the quality of our engagement with our customers. In particular, the delivery of improvements in our correspondence response times and management systems.	Assistant Secretary, Corporate Affairs	Q4
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3.6.4 To ensure better management, integration and use of knowledge, data and research

3.6.4.1	We will restructure ICT and Data functions and publish a Data Strategy and Research Programme	Assistant Secretary, Corporate Affairs	Q4
3.6.4.4	We will implement in association with the OGCIO ‘Build to Share Strategy’ a range of applications to support administration.	Assistant Secretary, Corporate Affairs	Q4
3.6.4.5	Enhance the Risk Management System in the Department	Assistant Secretary, Corporate Affairs	Q4

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