



**An Roinn Dlí agus Cirt  
agus Comhionannais**  
Department of Justice  
and Equality

# ONEPLAN 2018 FULL YEAR REPORT



At year end, 60 of 86 projects were completed or on track, 13 had a minor delivery issue and 10 had a significant delivery issue, while 3 were replaced, deferred or amalgamated. In terms of the delayed projects, those with a significant delivery issue are projects that have missed or are expected to miss the expected timeframe for completion by 3 months or more.

Minor Delivery Issue

means that there has been an over-run of less than 3 months at report date

Significant Delivery Issue

means that there has been a delay of more than 3 months in completing the project or that an objective is unlikely to

## 3.1 A SAFE, SECURE IRELAND



Project ID	Project	Senior Responsible Owner	Project Status	Planned End Date	Progress
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	<b>On Track</b> <small>(excl. Garda Reserve - under strategic review)</small>	Q1 - Q4 Overall to Q4 2021	There were circa 800 Garda attestations during 2018. The total number of Garda members stood at circa 14,000 at year end, an increase of 500 over 2017 figures. An Garda Síochána remain on track to reach a strength of 15,000 Garda Members by 2021. Over 200 Garda Members have been redeployed to frontline policing duties and redeployments will accelerate during 2019.  In relation to the Garda Reserve, the Commission on the Future of Report recommended the pausing of recruitment to the Garda Reserve pending the completion of a Strategic Review. This review is ongoing and will be completed in 2019.  In respect of civilianisation, just under 350 new civilian posts have been sanctioned since the beginning of 2017. The bulk of these were to address critical skills gaps and capacity issues with a proportion sanctioned to allow for the redeployment of Gardaí to frontline policing duties. An Garda Síochána continues to engage with the Policing Authority in relation to further posts.
3.1.1.3	We will engage with the Policing Authority in relation to a review of: - boundaries of police divisions and dispersment 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	<b>Completed</b>	Q2	A report entitled "Policing with Local Communities" was submitted by the Garda Síochána Inspectorate to the Policing Authority and submitted to the Minister by the Policing Authority on 17 December 2018. The report was published by the Minister on 21 December 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	<b>Ongoing Commitment</b>	Q1 - Q4 Overall to Q4 2021	Since September 2017- 142 Gardaí and 58 Sergeants have been allocated to the Specialist Bureaus under the ambit of Special Crime Operations from the panels formed from the September 2016 competitions. It is planned to hold new competitions for assignment to the Specialist Units in early 2019.
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	<b>2018 Objectives Achieved</b>	Q3	Business Fora are established in Dublin, Cork and Galway. Discussions are ongoing with the Dublin City Business Forum regarding local crime prevention initiatives that the Department can partner in. A meeting with the Galway Business Forum was postponed into 2019 and a meeting with the Cork Business Forum has been requested.
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 GRAs are given access to the WRC and Labour Court, having regard to the historic roles of the Ministers for Justice & Equality and Public Expenditure & Reform and Garda Management in this regard.	Assistant Secretary, Policing Division	<b>On Track</b>	Q4	The second stage of the IR (Amendment) Bill was heard on 16th October 2018. Significant progress was achieved in the last quarter of 2018 in the development of agreed internal dispute resolution mechanisms by the Garda Associations.

3.1.1.7	We will respond to the report of the Commission on the Future of Policing in Ireland.	Assistant Secretary, Policing Division	On Track	Commence Q4	On 18 December 2018 the Government endorsed the report of the Commission on the Future of Policing in Ireland (CoFPI) and agreed to accept all 157 key recommendations contained in the report. This followed a consultation with relevant stakeholders including An Garda Síochána, the Garda oversight bodies and Government Departments/other agencies. On 18 December the Minister also published a four year high level plan "A Policing Service for the Future" which sets out the approach to implementation which will be overseen by a dedicated Programme Office in the Department of the Taoiseach as recommended in the Commission's report. The Plan supersedes the Modernisation and Renewal Programme 2016-2021 and is in effect now the one plan for reform of An Garda Síochána and policing generally over the next four years. The Department is currently engaging with the implementation structures put in place as well as with relevant stakeholders to ensure that the implementation plan is delivered.
3.1.1.1	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 and reporting mechanisms are in place.	Assistant Secretary, Policing Division	Replaced	Q1 - Q4 Overall to Q4 2021	Replaced by the new four year plan "A Policing Service for the Future" to implement the recommendations contained in the Commission on the Future of Policing in Ireland report.
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	2018 Objectives Achieved	Q1 - Q4 Overall to Q4 2021	Investment is ongoing. There was good progress on the building programmes during 2018. Three new Garda Regional and Divisional Headquarters (Galway, Wexford, Kevin St Dublin) were completed and entered into operational use in 2018.  Work is complete at over 80 locations in the Cell Refurbishment Programme, which represents the half-way mark in the programme.  All sites for the planned Public Private Partnerships (PPP) in Macroom, Sligo and Clonmel are in state ownership to allow commencement of the process. The Department and An Garda Síochána (AGS) are in contact with the National Development Fund Authority in relation to appropriate arrangements for the PPPs.  Work is proceeding on the Building and Refurbishment Programme. However, in light of building inflation and other factors, the Programme is underfunded - AGS, following discussions with the Department and the Office of Public Works, is to examine the programme with a view to reprioritisation on timelines.  Investment in the AGS Fleet and ICT is also ongoing, with a significant increase in their respective budgets for 2019.
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	On Track	Q2 Overall to Q1 2020	The Garda Youth Diversion Projects (GYDP) Action Research Project (ARP) was launched by Minister of State Stanton at the GYDP Annual Conference in November 2018. At year end 2018, the scope of the project has been identified and a Town Hall has been held for participating GYDPs. Recruitment of staff in University of Limerick to work on the ARP is underway. Phase 1 of the Action Research Project is due to begin Q1 2019.  The Tender for Restorative Practice training has been completed and the successful contractor is developing the programme.  Discussions around a review of mentoring services is currently ongoing.

3.1.3.4	We will take forward the remaining recommendations in the Garda Inspectorate Report on Crime Investigation.	Assistant Secretary, Crime and Security	Ongoing Commitment	Q4	<p>Garda Inspectorate Report contains over 200 recommendations with 22 addressed to the Department. The remaining recommendations are directed to An Garda Síochána, with oversight for implementation with the Policing Authority.</p> <p>Of the 22 recommendations assigned to the Department, 7 have been completed with implementation of the remaining recommendations ongoing.</p>
3.1.3.5	We will take forward recommendations in the Garda Inspectorate Report on the Fixed Charge Processing System (Penalty Points) and related measures in the field of road safety.	Assistant Secretary, Crime and Security	Ongoing Commitment	Q4	<p>Oversight of the implementation of the Garda Síochána Inspectorate's report 'The Fixed Charge Processing System – A 21st Century Strategy' (February 2014) is the responsibility of the Criminal Justice (Fixed Charge Processing System (FCPS)) Working Group. This Working Group is a multi-agency group, comprising representatives from the following Government Departments and public bodies: Departments of Justice and Equality and Transport, Tourism and Sport; An Garda Síochána; Courts Service; Road Safety Authority; Office for the Director of Public Prosecutions; the Revenue Commissioners; the Department of the Environment, Community and Local Government; and the Office of the Attorney General.</p> <p>The Working Group met on 6 occasions in 2018 and published a progress report on implementation progress for 2017 on 20 July 2018.</p> <p>The Working Group continued its ongoing focus on progressing the remaining medium- and longer-term Inspectorate recommendations. At the Working Group's final 2018 meeting in November, it signed off on the headline paper articulating the future vision for the FCPS. The future vision will be submitted to the Ministers for Justice and Equality and Transport, Tourism and Sport in advance of the next Committee meeting on 5 March 2019, with a view to obtaining ministerial agreement.</p>
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	Completed	Q4	<p>The Department of Justice and Equality (DJE) funds core operating costs of the Community Alert Programme. The Community Crime prevention initiatives to be funded by DJE in 2018 were agreed in consultation with An Garda Síochána, Muintir na Tire and Crimestoppers.</p> <p>€150,000 in additional funding was provided for the text alert rebate scheme in September 2018. Additional measures for community support that were suggested by Muintir on 1st October were agreed and provided to Muintir.</p>
3.1.3.7	We will deliver the Annual Criminal Justice Strategic Committee Work Programme	Assistant Secretary, Crime and Security	2018 Objectives Achieved	Q1 – Q4	<p>The work of the Criminal Justice Strategic Committee (CJSC) continues to be advanced through its meetings and its rolling Work Programme. The various initiatives under the Work Programme are inter-agency subgroups and, following the adoption of subgroup recommendations, implemented by the Department and/or relevant agencies (with ongoing monitoring by the CJSC and assistance from its secretariat). The CJSC meetings also serve as a forum for high-level consideration of wider issues affecting the sector. Issues discussed in 2018 included the new data protection regime, jury reform, District Court reform, the operation of the Fines Act, and the impact of Brexit on criminal justice co-operation with the UK.</p> <p>New CJSC initiatives in 2018 included the establishment of a Data Protection Officers' network for the criminal justice sector and the establishment of a High Level Group and network to bring an enhanced multi-agency input into the development and evaluation of criminal justice legislation. In October 2018, the CJSC also agreed to establish a High Level Group on Offender Management (which will evaluate the success of the Joint Strategy on Offender Management 2016-18 and develop its successor) and a working group on Pre-Sanction Assessment Reports.</p>

3.1.3.8	We will monitor and progress the JARC Joint Agency Response to Crime through the High Level Group	Assistant Secretary, Crime and Security	Completed	Q4	The Joint Agency Response to Crime (JARC) is overseen by a High Level Group and a National Coordination Team, on both of which the Crime and Security Directorate (CSD) is represented. CSD is also represented on the JARC evaluation sub-group, which was set up in January 2018 and oversaw the completion of three independent JARC evaluations along with an internal desktop review of those evaluations. The evaluation subgroup has also been working on a standardised evaluation framework and KPIs, in which context it has latterly been considering (inter alia) the development of a Crime Harm Index and related feedback from the first JARC National Conference. This conference was held on 25 September 2018 and featured presentations on each of the three evaluations, each of which found that the JARC programmes under review had delivered significant successes. The event generated a substantial amount of positive media coverage. JARC also won a Civil Service Excellence Award in November.
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	Minor Delivery Issue	Q4	The Department launched a community-based CCTV grant-aid scheme in 2017 to assist groups in the establishment of community-based CCTV systems in their local areas. Eligible community groups can apply for grant-aid of up to 60% of the total capital cost of a proposed CCTV system, up to a maximum grant of €40,000.  28 grant applications have been received to date. 20 of the applications have been approved to date, involving approved funding of over €500,000.  There has been detailed engagement with the Local Government Management Agency / County and City Management Association to clarify any queries arising.  The Data Protection Commission has released guidance on CCTV and data protection, which should be of assistance to all stakeholders and in particular to local authorities.
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	Minor Delivery Issue	Q4	Recommendations 11-13 of the CIWG Employer and Public Liability Insurance Report, published in early 2018, were successfully progressed to conclusion by Quarter 4 2018. An Garda Síochána now has the capacity to collect complaint, investigation, prosecution and conviction statistics relating to fraud within the personal injuries area. An Garda Síochána also published revised guidelines concerning the reporting of suspected fraudulent insurance claims by the insurance sector, following consultation with the sector.  Recommendation 25 of the CIWG Motor Insurance Report was progressed during 2018 with the circulation of the report of the Insurance Fraud Database Working Group to the Offices of the Data Protection Commission (DPC) and the Attorney General in February 2018. The DPC requested Insurance Ireland to conduct a detailed Data Protection Impact Assessment (DPIA) on the existing Insurance Link database in the context of GDPR. The DPIA was submitted to the Department in mid-October and continues to be considered by the Department. A preliminary analysis has been obtained from the DPC in relation to the DPIA. It is intended to reconvene the Working Group to consider the DPIA in early 2019.  Progress on Recommendation 26 has involved confirmation by Insurance Ireland in July 2018, following a cost/benefit analysis, that an industry-funded insurance fraud investigative unit should be established in An Garda Síochána. The Minister for Justice and Equality met An Garda Síochána in August 2018 to discuss the proposal. The Minister of State at the Department of Finance subsequently met with the Garda Commissioner on 13 December 2018 to discuss matters relating to insurance fraud, including this recommendation, and the work of the CIWG. Following these discussions, the Garda Commissioner confirmed that he was not in favour of establishing an industry-funded unit.
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	On Track	Q1 – Q4  Overall to Q4 2022	The Implementation Oversight Group (IOG), chaired by Dr. Mary Rogan, is continuing to oversee the implementation of the 43 recommendations of the Penal Policy Review Group (PPRG). The 6th progress report of the IOG was published in September 2018.  Another group, established as a result of the recommendations of the PPRG, is the Interagency Group for a Fairer and Safer Ireland, chaired by Dr. Ruth Barrington. The aim of this group is to focus on a whole-of-Government approach in addressing offending behaviour which acknowledges that crime is a question of social as well as penal policy. It published its first annual report in July 2018.

3.1.3.12	We will implement the Second National Action Plan to Prevent and Combat Human Trafficking in Ireland.	Assistant Secretary, Crime and Security	On Track	Q4 Overall to Q4 2020	The Anti Human Trafficking Unit has focused on the development of a new model for victim identification with a view to introduction on a pilot basis as early as possible in 2019. Detailed work continues, in parallel with engagement with key stakeholders on the overall principles. A measure of support from the wider Non-Governmental Organisation community for the approach has been secured.
Over arching	We will develop and manage legislative proposals for Criminal law in accordance with the Government's Programme	Assistant Secretaries, Criminal Law Reform and Prisons and Probation Policy & Crime and Security	Ongoing Rolling Programme of Legislative Change	Q2 - Q4	<ul style="list-style-type: none"> <li>- Criminal Justice (Corruption Offences) Act commenced on 30 July 2018.</li> <li>- Criminal Law (Sexual Offences) (Amendment) Bill was published and Committee Stage was completed on 29 November. The Bill is currently awaiting Report Stage in the Oireachtas.</li> <li>- Directive 2016/681 on the use of passenger name record (PNR) data for the prevention, detection, investigation and prosecution of terrorist offences and serious crime was transposed into Irish law by the EU (Passenger Name Record Data) Regulations 2018 (S.I. 177 2018) which came into effect on 25 May 2018.</li> <li>- Criminal Justice (Money Laundering and Terrorist Financing)(Amendment) Act 2018 was enacted on 14 November 2018 and implements the 4th EU Money Laundering / Terrorist Financing Directive. The relevant Statutory Instruments were also made.</li> <li>- Criminal Law (Sexual Offences) Act 2017 was commenced, other than Part 5, which requires the enactment of the Criminal Law (Sexual Offences) (Amendment) Bill 2018.</li> <li>- Section 32 Order under the European Arrest Warrant Act 2003 has been drafted and forwarded to the Office of the Attorney General for advice. (Minor delivery issue).</li> <li>- Criminal Justice (International Cooperation) Bill. Drafting is at a very advanced stage. (Minor delivery issue).</li> <li>- Data Retention Bill. Drafting is at a very advanced stage. (Minor delivery issue).</li> <li>- Sex Offenders (Amendment) Bill. Drafting has been delayed due to other legislative priorities.</li> <li>- Criminal Procedure Bill. Drafting has been delayed due to other legislative priorities.</li> </ul>
3.1.4.1	We will develop programmes to enhance responses to security threats.	Assistant Secretary, Crime and Security	Ongoing Commitment	Q4	There continues to be on-going close cooperation with respect of security incidents and responses, including information sharing developments and planning and preparedness in the emergency planning framework for incident response. The Department has continued to engage in and observe multi - agency emergency response scenarios and has committed to undertaking a justice led tabletop emergency exercise under the arrangement for National Emergency planning in quarter 2 2019. At EU there is continued engagement with the internal security/counter terrorism framework including participation in the Chemical Biological Radiological Nuclear Security Advisory Group as well as the newly established Commission Steering Board on Radicalisation and the Network of Prevent Policy Makers. Plans to establish a CBRN (Malign) Subgroup of the Government Task Force on Emergency Planning are expected to be implemented in Q1 2019.
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	Ongoing Commitment	Q4 Overall to Q4 2019	Work is ongoing in this regard. There has been considerable engagement with other Departments and State bodies, particularly with An Garda Síochána, the National Civil Aviation Committee and its subgroups, the Department of Defence and the Office of Emergency Planning, particularly in regards to the development of the new Government Task Force subgroup. Officials from the Division continue to participate in EU activity including the Internal Security Committee (COSI), the Terrorism Working Party as well as other Commission led groups should as the EU CBRN Security Advisory Group, the EU Internet Forum and the Commission's new Steering Board on Radicalisation and the Network of Prevent Policy makers. There has been considerable engagement with other Departments and State bodies, particularly in the National Civil Aviation Committee and its subgroups, including a new subgroup established to review the background check criteria and procedures for aviation security. Ireland continues to participate in EU fora such as the EU Chemical, Biological, Radiological and Nuclear Security (CBRN) Security Advisory Group, the EU Internet Forum and the High Level Commission Expert Group on Radicalisation.
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	Ongoing Commitment	Q4 Overall to Q4 2019	The Department and Garda Authorities continue to actively contribute to the work of Cabinet Committee F. The Commission on the Future of Policing in Ireland published their report in September 2018. It includes a number of significant recommendations on state security and related matters which include the development of a Strategy Threat Analysis Centre and new independent oversight structures. The Department and this Division are actively engaged in the progression of these recommendations.

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.	Assistant Secretary, Policing Division	<b>2018 Objectives Achieved</b>	Q2 Overall to Q4 2019	The Passenger Name Records Directive has been transposed into Irish law. A Passenger Information Unit has been established and is operational.
3.1.4.5	We will advance the implementation of Schengen Information System (SIS II) and the implementation of automated information sharing under the Prüm decisions.	Assistant Secretary, Policing Division	<b>Minor Delivery Issue</b>	Q1 - Q4 Overall to Q4 2019	Schengen Information System II (SIS II) Data Protection Evaluation was completed by the Commission in late November 2018. The Department, An Garda Síochána and the Data Protection Commissioner's Office participated in this evaluation and the Department awaits the results of the evaluation. The Department submitted its regular progress reports to the Office of the Government Chief Information Officer Peer Review Group.  The Prüm Vehicle Registration Data evaluation was completed in late November 2018 and the Department is awaiting this evaluation to be approved at the next meeting of the Working Party on Information Exchange and data Protection (DAPIX).
3.1.4.6	We will implement the decision of the Management Board to establish a Cybercrime Division	Assistant Secretary, Crime and Security	<b>Completed</b>	Q3	Unit was established in Q3 2018.
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	<b>Ongoing</b>	Q4	The Department maintains strong relationships with its counterparts in Northern Ireland Department of Justice and the Northern Ireland Office with respect to the Fresh Start commitments.
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	<b>Ongoing</b>	Q4	The Joint Agency Task Force (JATF) has been operational since 2016 and has identified six priority areas for action: rural crime; child sexual exploitation; excise fraud; drugs; financial crime and human trafficking. The work of the JATF is ongoing and is fully supported by the two Governments. Intergovernmental Agreement (IGA) officials plan to meet to discuss the implications of Brexit on the reporting arrangements for the JATF.
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	<b>Minor Delivery Issue</b>	Q4	The Northern Ireland Office (NIO) are expected to publish their consideration on the submissions made to the public consultation process on the Stormont House Legacy initiatives in Q1 of 2019. There will be ongoing contact with the NIO in respect of this process
3.1.7.2	We will implement the 4th 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	<b>Completed</b>	Q3	The Criminal Justice (Money Laundering and Terrorist Financing)(Amendment) Act 2018 was enacted on 14 November 2018 and implements the 4th EU Money Laundering / Terrorist Financing Directive. The relevant Statutory Instruments were also made.
3.1.7.3	We will implement the Action Plan for FATF Enhanced Review 2017-22	Assistant Secretary, Crime and Security	<b>Minor Delivery Issue</b>	Q2 - Q4 Overall to Q4 2022	An Action Plan was put in place for all Agencies, containing specific actions, leads and deadlines. Bimonthly reports on Action Plan Implementation continue to issue as required. Significant progress has been made on technical compliance aspects with the passage of legislation transposing the EU 4th Anti Money Laundering Directive.
3.1.7.4	We will review the existing Proceeds of Crime legislation and we will 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	<b>Minor Delivery Issue</b>	Q3	An examination and review of the Expert Group's deliberations and proposals for legislative amendments from CAB was completed. There was continued progress on drafting of the review report. The resources made available to the Criminal Assets Bureau continued to be monitored with particular reference to 2019 estimates process

## 3.2 ACCESS TO JUSTICE



Project ID	Project	Senior Responsible Owner	Project Status	Planned End Date	Progress
3.2.1.3	We will finalise and publish Scheme and complete pre-legislative scrutiny/commence drafting of the Criminal Legal Aid Bill.	Assistant Secretary, Civil Law Reform and Courts Policy	Significant Delivery Issue	Q4	Detailed work on the Scheme has been delayed somewhat due to other legislative pressures
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	Ongoing Commitment	Q4 Overall to Q4 2019	<p>The President of the High Court is chairing a group to review and reform the administration of Civil Justice, which will also address the commitment regarding an annual study of court efficiency. An open call for submissions was made and the deadline for submissions was extended to 30 June 2018. Over 90 submissions have been received. Junior Counsel was engaged to summarise each submission and provide a thematic report to the Civil Justice Review Group. The group established 4 sub-committees to review the submissions and report to the Review Group in relation to specific jurisdictions and topics. It is anticipated that the next meeting of the Review Group will be held in Q1 2019.</p> <p>The Department engaged with and supported the Working Group during 2018.</p>
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	On Track	Q1- Q4 Overall to Q4 2019	The issue of resourcing the Courts, including the Circuit Court, is being considered in the context of current and anticipated demands on the Courts.
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	Minor Delivery Issue	Q4	The Expert Group to review the law of torts and the current systems for the management of clinical negligence claims held four meetings between September and December 2018. The Chairman of the Expert Group, Mr Justice Charles Meenan, sent the Interim Report of the Group to Ministers on 7 January 2019, stating that the final report would be produced in June 2019.
3.2.1.10	District Court Strategic Review	Assistant Secretary, Civil Law Reform and Courts Policy	On Track	Q4 Overall to Q4 2019	Preliminary work undertaken in relation to scoping the strategic review.
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	Significant Delivery Issue	Q2	Task Force comprising leaders from Civil Law Reform and Courts Policy Divisions, the Legal Aid Board and the Courts Service formed to oversee finalisation of a policy and costings document and draft Heads of Bill.
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	Significant Delivery Issue	Q2	Drafting of the report/options paper on Personal Insolvency Arrangements (PIAs) is at an advanced stage and has been circulated to Department of Finance for views. Further progress is subject to priority progression of Coroners (Amendment) Bill 2018 in the Oireachtas.
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	2018 Objectives Achieved	Q4	The Government approved the year 1 and year 2 Abhaile Reports for publication. A strategic review of Abhaile commenced in view of its timeframe (2016-2019 in the first instance). The Department participated as required in meetings of the Senior Officials Group on Mortgage Arrears and the Cabinet Committee on Housing.
3.2.4.1	We will develop victim support services.	Assistant Secretary, Crime and Security	2018 Objectives Achieved	Q4	The Government allocated €1.712m to provide funding support to organisations supporting victims of crime. By year end, the full allocation had been paid to 56 organisations supporting victims of crime.
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	2018 Objectives Achieved	Q4	The Department monitors implementation of the Second National Strategy by implementing bodies through a Monitoring Committee of non-governmental agencies and state agencies and a Strategy Oversight Committee. The Monitoring Committee met 3 times in 2018 and the Oversight Committee met twice.



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	Significant Delivery Issue	Q4	The Judicial Appointments Bill was published and is currently at Committee Stage in the Oireachtas. Seanad Committee detailed scrutiny of the Bill is ongoing.
3.2.5.2	We will progress the Judicial Council Bill to enactment.	Assistant Secretary, Civil Law Reform and Courts Policy	Significant Delivery Issue	Q4	While considerable work has taken place in relation to the development of Committee Stage amendments, it was not possible to bring that work to a conclusion before year end. Consultation with the judiciary and with the Office of the Attorney General is ongoing.
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	Completed	Q4	The Data Protection Act 2018 was signed by the President on 24 May 2018.
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 Secretaries Civil Law Reform and Courts Policy	Ongoing Rolling Programme of Legislative Change	Q1 - Q4	<p>- With regard to the Programme for Government commitment to assess options, subject to legal advice, on establishing new dedicated court to sensitively and expeditiously handle mortgage arrears and other personal insolvency cases, the Attorney General advised that it would not be possible to go beyond the provisions of the Insolvency Court Appeal introduced in 2015 in terms of court imposition of the mortgage arrears solutions. Abhaile was established as a National Mortgage Arrears Service in 2016.</p> <p>- The <b>Domestic Violence Act 2018</b> is a key element of the Second National Strategy on Domestic, Sexual and Gender Based Violence and will assist in enabling Ireland to ratify the Council of Europe Convention on Combating Domestic Violence and Gender-based Violence (the Istanbul Convention). The Act was signed into law on 8 May 2018. The whole Act came into operation on 1 January 2019, as provided for by the Domestic Violence Act 2018 (Commencement) (Order) 2018 (S.I. No. 532 of 2018)</p> <p>- The <b>Constitution (Offence of Blasphemy) Act</b> gave effect to the Government commitment to a referendum to amend Article 40.6.1(i) of the Constitution to remove the offence of blasphemy therefrom. The proposed amendment was approved in the 26 October 2018 Referendum.</p> <p>- The <b>Coroners (Amendment) Bill 2018</b> was published in July 2018 and completed Second Stage (September) and Committee Stage (December) in the Dáil.</p> <p>- Work is ongoing on the <b>Civil Law and Courts (Miscellaneous Provisions) Bill</b> to enact provisions relating to electronic courts services and also it includes a wide range of other measures such as amendment of the Bankruptcy and Personal Insolvency Acts. A more limited Bill is being considered to progress the most pressing elements of the General Scheme. A breakout Bill comprising the gaming and lotteries provisions that were included in the General Scheme for a Miscellaneous Provisions Bill is now being progressed separately.</p> <p>- The <b>International Recovery of Child Support (Hague Convention) Bill</b> will give effect to the Hague Convention on International Recovery of Child Support and other forms of family maintenance. Work on the General Scheme of the Bill is ongoing. A meeting with the Attorney General's Office is planned for January 2019.</p> <p>- The <b>Garda Síochána (Compensation for Malicious Injuries) Bill</b> aims to provide a revised scheme for compensating Gardaí maliciously injured in their work. The Scheme is with the Office of the Parliamentary Counsel for drafting.</p> <p>- Publication of the <b>Courts and Land and Conveyancing (Amendment) Bill</b> is delayed. The Attorney General's Office has confirmed that referral of the draft Bill to the European Central Bank for observations is necessary. This will be actioned in January 2019.</p> <p>- Development of a draft Scheme of a <b>Juries Bill</b> is delayed. The Juries Working Group is progressing its agreed Work Plan under agreed Terms of Reference. Submissions have been invited from legal experts and academics with a known interest in jury issues by way of updating on developments since publication of the LRC Report on Jury Service in 2013. The Working Group will intensify its meetings with the aim of completing its Work Programme by end Q1 2019.</p>

### 3.3 AN EQUAL AND INCLUSIVE SOCIETY



Project ID	Project	Senior Responsible Owner	Project Status	Planned End Date	Progress
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	On Track	Q1 - Q4+	<p>- Equality Division of the Department continues to provide secretariat functions to the National Disability Inclusion Strategy Steering Group (NDISSG) which oversees implementation of the National Disability Inclusion Strategy 2017 - 2021. The Strategy is an all of Government approach which is broadly based around eight key themes including ensuring equality and choice, the provision of services, accommodation, health, employment, transport and education. The aim of the Strategy is to significantly improve the lives of people with disabilities in a practical sense, and also in creating the best possible opportunities for people with disabilities to fulfil their potential.</p> <p>- Implementation of the Comprehensive Strategy on the Employment of Persons with Disabilities is monitored through an implementation Group. The implementation group meets six times a year and comprises officials from the relevant departments, the National Disability Authority, and representatives from the Disability Stakeholders Group. Secretariat support is provided by Equality Division. An action plan for the second three years of the Strategy is being developed in conjunction with the NDA.</p> <p>- The Migrant Integration Strategy (MIS) sets out the Government's approach to the issue of migrant integration for the period from 2017 to 2020. It envisages a whole-of-Government approach involving actions by all Departments. The strategy consists of 76 actions that fall under the responsibility of various Government Departments and State Agencies. The Department provides Secretariat support and has a coordinating role in the delivery of the strategy and in reporting on progress. The strategy is monitored by a committee, Migrant Integration Strategy Monitoring and Coordination Committee (MISMCC), which consists of Government Departments, State Agencies and NGOs. The committee meets in plenary approximately three times per year.</p> <p>- The Department also coordinates the implementation of the National Strategy for Women and Girls 2017-2020 through a Strategy Committee, which met on three occasions during 2018. Secretariat support is provided by Equality Division. Work has begun on 122 of the 139 actions in the Strategy, with 13 actions completed in the first year. 109 actions are in progress, with most (95 actions) on track and a small number (14 actions) reported as experiencing some delays.</p> <p>- Implementation of the National Traveller and Roma Inclusion Strategy 2017-2021 is coordinated by the NTRIS Steering Committee, with Secretariat support provided by Equality Division. An Education subcommittee is focusing on establishing the retention in education pilot which is a joint project between DJE, DES and Tusla. It is expected that the pilot will commence in the coming months. A new Employment subgroup has been established and is bringing together an action plan based on the NTRIS actions.</p>
3.3.1.7	We will ratify the UN Convention on the Rights of Persons with Disabilities (CRPD).	Assistant Secretary, Asylum Services, Integration & Equality	Completed	Q4	Ireland's ratification of the UN Convention on the Rights of Persons with Disabilities (CRPD) came into force on 19 April 2018. There are a number of implementation requirements including enactment of the Disability (Miscellaneous Provisions) Bill 2016. A drafter has been assigned within the Office of Parliamentary Counsel and work is underway on Committee Stage amendments to the Bill.
3.3.1.8	We will review the role of the National Disability Authority.	Assistant Secretary, Asylum Services, Integration & Equality	On Track	Q4 Overall to Q2 2019	<p>Reviewing the work of the National Disability Authority will be undertaken within the framework of the National Disability Inclusion Strategy 2017 - 2021.</p> <p>Equality Division is in discussions with Civil Governance Unit on how to undertake and progress the Review, with the Review expected to commence in 2019.</p>
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	Significant Delivery Issue	Q3	Pre-legislative scrutiny of the General Scheme of a Gender Pay Gap Information Bill by the Oireachtas Committee took place on 21 November 2018 and the report issued in January 2019.

3.3.1.12	We will develop initiatives to increase Female Representation on State boards to 40%.	Assistant Secretary, Asylum Services, Integration & Equality	2018 Objectives Achieved	Q4	40% female representation on State boards achieved in 2018, further work continues into 2019 to extend this good practice to other areas.
3.3.1.14	We will administer EU Funding Programmes for ESF and AMIF Funds.	Assistant Secretary, Asylum Services, Integration & Equality	Ongoing Process	Q4	20 Asylum, Migration and Integration Fund (AMIF) projects received grant funding. In addition, 23 projects funded under the European Social Fund to support the integration and employment of migrants and gender equality received European Social Fund (ESF) grants. Monitoring and verification of the projects continued throughout the year, including ongoing on the spot visits.  Consultations with external stakeholders were completed in advance of new open calls for proposals for ESF and AMIF projects.
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	2018 Objectives Achieved	Q2  Overall to Q4 2021	The interdepartmental Committee finalised its Report in July. The key recommendation in the Report is the introduction of seven weeks of paid parental leave to be implemented over a three year timeframe, commencing in 2019. This period of leave may be extended, in compliance with the requirements of the draft EU work life balance Directive, if the Directive is agreed.  As announced in Budget 2019, the introduction of a new paid parental leave scheme will commence in late 2019. The new scheme is the key recommendation of the report of the interdepartmental committee which was established to develop recommendations as to how the relevant Programme for Partnership Government commitments could be best implemented.  The Department is working with the Department of Employment Affairs and Social Protection to give effect to the working group's recommendations.
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	Significant Delivery Issue	Q2	On 5 July 2018 the Government approved the General Scheme and priority drafting of the 38th Amendment of the Constitution Bill and for the Minister to seek a waiver of the requirement for pre-legislative scrutiny. At its meeting on 12 July, the Oireachtas Business Committee declined to issue a waiver. The Joint Oireachtas Committee on Justice and Equality conducted pre-legislative scrutiny on the general scheme of the 38th Amendment of the Constitution Bill on 19 and 26 September 2018. The Committee's report was published on 6 December 2018. It put forward two options, neither of them simple deletion as decided on by Government and advised by the AG. The Government will outline its position on next steps in due course.
3.3.1.19	We will carry out AMIF Responsible Authority functions in compliance with EU Regulations	Assistant Secretary, Asylum Services, Integration & Equality	Ongoing Process	Q4+	New Direct Award agreed with Irish Refugee Protection Programme (IRPP) in respect of mission costs. Consultation with external stakeholders has taken place in advance of new open call for projects to receive Asylum, Migration and Integration Funds. Internal consultation will take place in January 2019 with view to commencing open call in Q1 2019. Monitoring on projects and activities have been ongoing, including on the spot visits.

## 3.4 A FAIR AND BALANCED IMMIGRATION AND PROTECTION REGIME



Project ID	Project	Senior Responsible Owner	Project Status	Planned End Date	Progress
3.4.1.1	We will deliver improvements in services and supports for persons in the protection process.	Assistant Secretary, Asylum Services, Integration & Equality	2018 Objectives Achieved	Q1 – Q4	<p>Provision of self or communal catering facilities are now available to approximately 3,000 persons across a range of accommodation centres.</p> <p>A Tender Process for EROCs was completed and a Framework is in place. Tenders for accommodation for Sligo, Newbridge and the South East Region are being progressed. It is a contractual requirement of all RFTs for Direct Provision Accommodation Centres that food hall and cooking facilities be provided as well as living space for families.</p> <p>On an emergency basis and to meet an increasing demand, the Reception and Integration Agency (RIA) opened a new centre in Wicklow Town and is planning to open 2 new centres - Roosky and Moville. To meet our obligations under the Receptions Directive, RIA is providing on an emergency basis, hotel beds in Cavan and Monaghan for approx. 250 persons.</p>
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	Completed	Q2	A Statutory Instrument giving effect to Ireland's opt-in to EU (recast) Reception Conditions Directive was signed by the Minister on 29 June 2018. A Labour Market Access Unit was formed in INIS to administer applications for permission to access the labour market under these European Communities (Reception Conditions) Regulations 2018 from 1 July 2018. Information and application forms are available on the INIS website.
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	Ongoing Process	Q4+	To date 2,213 persons have arrived under the programme. This figure includes 58 persons from the migrant Search and Rescue Missions in the Mediterranean. 342 programme refugees from Lebanon were welcomed in 2018 with 202 arriving in December 2018. These persons are in addition to 267 asylum seekers who arrived between 1 January and 31 March 2018 under the EU Relocation Mechanism. 1787 persons have been resettled in communities across Ireland thus far.
3.4.3.2	We will enhance Border Security including working with UK on further enhancing security of the CTA.	Director General, INIS	Ongoing Process	Q4	The Common Travel Area Forum (CTAF) agreed on a Common Travel Area (CTA) data sharing model. The Forum identified possible operational risk scenarios in the post Brexit context. A joint anti-human trafficking exercise led by INIS(BMU) and involving GNIB and UK Border Force took place at Dublin Airport on 20 April. There were a series of exchanges with the UK Home Office on CTA migration/protection aspects post UK withdrawal from EU. Operational cooperation between GNIB/INIS and UK authorities continued throughout 2018 to protect the CTA and facilitate legitimate travellers. Amending Regulation to principal Free Movement Regulations were finalised with the AGO and the Office of the Parliamentary Counsel. The amending Regulations addresses issues relating to border procedures for persons who represent a danger for public policy or public security by reason of the fact that his or her personal conduct represents a genuine, present and sufficiently serious threat affecting one of the fundamental interests of society and abuses of Free Movement under Regulation 27.
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	Completed	Q4	The joint visa service review undertaken in conjunction with the Department of Foreign Affairs and Trade has been completed. A number of recommendations focused on delivering change across a range of activities over the coming two years have been identified by the Group. This includes some recommendations identified for immediate prioritisation and implementation in the first six months of 2019.

3.4.4.3	We will transfer Registration Functions from AGS to INIS.	Director General, INIS	Deferred	Q4 Overall to Q4 2019	Project delivery has been deferred to 2021, following the development of a new IT system to support registrations
3.4.4.4	We will implement Process Changes to the service to improve its productivity, quality and customer service such as delivery of on-line services. (Phase 1) and improvements to data infrastructure and quality including ICT supports for priority business objectives.	Director General, INIS	On Track	Q1 - Q4 Overall to Q4 2019	<p>The INIS Service Improvement Plan 2018-2020 was published in October 2018 and the first Programme Board meeting was held on 29th November.</p> <p>Phase 1 of INIS Online Forms has been completed, with the first online form live since 14th October. Phase 2 is on track for completion in January 2019.</p> <p>A project to reshape the existing Reporting and Analysis Unit is proceeding as planned. This project has delivered training in statistical analysis, R scripting, and data analysis to all members of the team. Significant progress has been made in regard to automating the production, cleaning and matching of datasets from disparate data sources in INIS, to be used to deliver reports to Eurostat, management and others.</p> <p>IBIS (GNIB-IS* replacement) functional requirements specification has been completed.</p> <p>* GNIB-IS is the current Garda National Immigration Bureau Information System.</p>
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	Significant Delivery Issue (due to high application volumes)	Q4	Excellent progress was made on processing the EUTR VISA backlog. The current caseload for this visa type is now at 208 applications (down from 11,792). With regard to EUTR In country residence applications, the situation remains challenging. There remains a significant caseload of over 5,900 applications on hands. Approximately 49% of these are over the statutory deadline for making decisions. However, good progress is being made in some work streams in reducing backlogs. The caseload is quite complex with significant levels of abuse of Community Law being identified. There has been a slight reduction in the number of Judicial Review cases on hands.
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	On Track	Q1 - Q4 Overall to Q4 2020	The Department is continuing to implement the provisions of the 2015 Act as new cases work through the system.

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



Project ID	Project	Senior Responsible Owner	Project Status	Planned End Date	Progress
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	2018 Objectives Achieved	Q1-Q4+	<p>The Change Team continued its work through 2018. The team organised a series of thematic months designed to focus on how staff across the organisation are giving effect to our values in their work.</p> <p>Following the Civil Service Engagement Survey, over 35 business units have provided feedback from staff on the three priority areas - involvement climate, innovation climate, and performance standards. This feedback is currently being reviewed and will inform the design of suitable interventions.</p> <p>The Civil Service Management Board met in November to discuss the engagement action plans and were satisfied with the progress made to date. Planning for the next engagement survey has begun, with a tentative plan to launch in September 2019.</p>
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	Completed	Q2	The final two reports of the Horizon Groups were submitted to the Principal Officer Forum.
3.5.2.1	We will ensure the successful and full commencement of the Legal Services Regulation Act 2015.	Assistant Secretary, Civil Law Reform and Courts Policy	Significant Delivery Issue	Q4	<p>The Legal Services Regulatory Authority has been established and it has developed its three-year strategic plan.</p> <p>In June 2018 the LSRA commenced the establishment of the Roll of Practising Barristers as required under the Legal Services Regulation Act 2015. The Roll of Practising Barristers is a register of all barristers entitled to provide legal services in the State. Under section 134 (1) of the Legal Services Regulation Act 2015, every person who has been called to the Bar of Ireland and who intends to provide legal services as a barrister must apply to the Legal Services Regulatory Authority to have their name entered on the Roll.</p> <p>Not all sections of the Legal Services Regulatory Act 2015 have yet been commenced.</p>
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	Completed	Q2	The Guardianship of Infants Act 1964 (Child's Views Expert) Regulations 2018 (S.I. No. 587 of 2018) were signed by the Minister for Justice and Equality on 20 December 2018 and came into operation on 1 January 2019.
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	Significant Delivery Issue	Q3	An allocation of €3 million was made in the Justice and Equality Vote in Budget 2019 for the Decision Support Service, with an additional €0.5 million made available in the Revised Estimates. Steering Group meetings have taken place every 3-4 weeks. A subgroup on ICT procurement has been established and its work is underway. Drafting of regulations under the Assisted Decision-Making (Capacity) Act is continuing. A number of heads of amendments to the Act have been finalised with a view to inclusion in the Disability (Miscellaneous Provisions) Bill by way of amendments to that Bill. There has been ongoing participation by the Department in codes of practice working groups.
3.5.2.6	We will commence the Criminal Law (Sexual Offences) Act 2017	Assistant Secretary, Criminal Law Reform and Prisons and Probation Policy	Completed	Q4	Commencement (other than Part 5, which requires the enactment of the Criminal Law (Sexual Offences) (Amendment) Bill 2018) is now complete.
3.5.2.7	We will implement the Civil Liability (Amendment) Act 2017	Assistant Secretary, Civil Law Reform and Courts Policy	Completed	Q2	The Civil Liability (Amendment) Act 2017 (Parts 1, 2 and 3) (Commencement) Order 2018 (S.I. No. 377 of 2018) was signed by the Minister on 25 September 2018, bringing Parts 1, 2 and 3 of the Act into operation on 1 October 2018.
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	Minor Delivery Issue	Q3	Contact is being maintained with the Department of Employment Affairs and Social Protection

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	<b>2018 Objectives Achieved</b>	Q4	<p>The Withdrawal Agreement and Declaration on Future Relationship was agreed between the EU and UK, and now require ratification. Negotiations were fully supported, with active engagement with the Article 50 Taskforce to develop shared understanding of the implications of Brexit for justice in Ireland and practical solutions.</p> <p>Departmental Brexit action and contingency plans have been prepared, including legislative and communication plans, for a range of scenarios. There has been ongoing engagement with relevant divisions, criminal justice agencies and sectoral experts through, for example, regular meetings of the Departmental Working Group on Brexit to prepare for the issues arising when the United Kingdom leaves the EU. There has also been ongoing communication with EU institutions and Member States and with UK on Brexit-related justice issues, including supporting Ministerial engagement, as appropriate.</p> <p>The Department participated in a range of co-ordination structures across Government to ensure consistent and comprehensive planning and also participated in EU contingency planning workshops with colleagues from An Garda Síochána etc. A whole of Government approach was taken in relation to the Common Travel Area leading to development of a Memorandum of Understanding incorporating citizen rights and qualifications.</p>
Over arching	We will manage Ireland's examinations under relevant UN and Council of Europe Conventions.	Assistant Secretary, Asylum Services, Integration & Equality	<b>Completed</b>	Q1 - Q4+	The Convention on Elimination of Racial Discrimination (CERD) Report was completed and submitted to Government. It was submitted to The UNCERD Committee on 7 September 2018.
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	<b>Completed</b>	Q2	As at 31 December 2018, 21 Governance Agreements were in place in respect of 2018 with Agencies/Bodies under the aegis of the Department of Justice & Equality. Civil Governance Unit continues to liaise with relevant Line Divisions to ensure that 2019 Governance Agreements are negotiated and finalised as soon as is practicable.
3.5.5.5	We will enhance Irish Prison Service (IPS) 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	<b>On Track</b>	Q4 Overall to Q4 2019	The Irish Prison Service have developed the IPS One Plan regarding (1) Structure (2) Governance (3) People and Culture. The Irish Prison Service continues to develop its corporate governance structures and to align with its Corporate Governance Framework with the requirements set out for all public sector bodies in the Code of Practice for the Governance of State Bodies.
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	<b>Significant Delivery Issue</b>	Q4 +	This project is being managed by the National Shared Services Office (NSSO). Phase 1 of this project has been deferred pending a process design review. Based on the outcome of this review the project will be replanned in terms of go-live dates etc.
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	<b>Ongoing Commitment</b>	Q4+	<p>FSI Laboratory: The Tender for the main building construction at the new laboratory site was issued in December 2018.</p> <p>FSI - GNTB Merger: There has been significant engagement with FSI, AGS Technical Bureau and relevant staff associations regarding the merger and a number of key issues have been resolved.</p>
3.5.7.1	Implement the Department's Transformation Programme	Assistant Secretary, Corporate Affairs	<b>Ongoing Commitment</b>	Q1-Q4 Overall to Q4 2019	<p>The first meeting of the Transformation Programme Board took place on 6 November 2018. Following a tender process, EY has been selected as the Department's Implementation Partner and will be on the ground from 7 January 2019.</p> <p>Mobilisation activities and a series of engagement with staff groups were undertaken in advance of the formal commencement of the Programme. With effect from 1 January the Department has been restructured into two executive pillars, Civil Justice &amp; Equality and Criminal Justice, each led by a Deputy Secretary General, supported by the central corporate affairs pillar.</p>

## 3.6 DEVELOP OUR PEOPLE, CULTURE, SYSTEMS AND PROCESSES



Project ID	Project	Senior Responsible Owner	Project Status	Planned End Date	Progress
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	Ongoing Process	Q1 - Q4+	The Department's Human Resources strategy was published in December 2017. It was created following a wide consultation and outlines how we will support our Values and ensure they are embedded in our work. See projects 3.5.1.3 relating to the Values Charter and 3.6.1.3 in relation to the HR Strategy.
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	Ongoing Process	Q1 - Q4 Overall to Q4 2019	263 days of in-house training were delivered in 2018, providing over 3,000 places to staff. Over 260 staff participated on development programmes in 2018 across all grades.
3.6.1.4	We will devise and implement a new phase of organisational transformation	Assistant Secretary, Corporate Affairs	Amalgamated with 3.5.7.1	Q3	This is encompassed by 3.5.7.1, above.
3.6.2.1	We will continue to implement the Communications Strategy - "Communicating Change".	Assistant Secretary, Corporate Affairs	2018 Objectives Achieved	Q1 - Q4	<p>A new Head of Strategic Communications was appointed in September 2018.</p> <p>Four editions of the refreshed JustNews newsletter were published in 2018. The first edition of 2019 is due to be published in March.</p> <p>The new weekly staff eBulletin, which commenced publication in June, continues to be circulated to all Department staff each Friday afternoon. Divisions have been very responsive in terms of providing content.</p> <p>A number of videos were developed in the second half of 2018 to support key Department announcements and campaigns.</p> <p>The Government Information Service's Communication Network has now been established and the Department is actively participating.</p> <p>Work on communicating the Department's Transformation programme is underway.</p>
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	2018 Objectives Achieved	Q4	<p>eCorrespondence, the new IT solution intended to provide a whole of Government response to tracking Ministerial correspondence, is being rolled out across the Department and will include enhanced reporting capabilities.</p> <p>A Departmental Customer Service Network is in the process of being put in place. Terms of Reference for the group have been developed and members have been nominated.</p> <p>Procedural Guidelines were circulated to Representations coordinators, with particular emphasis on the commitment in the Customer Service Action Plan to respond to correspondence within 20 days.</p>



3.6.4.1	We will restructure ICT and Data functions and publish a Data Strategy and Research Programme.	Assistant Secretary, Corporate Affairs	Minor Delivery Issue	Q4	The Data and Research Strategy was launched on the 27th July. A new CIO was appointed on the 3 September 2018 and work is ongoing to recruit the remaining members of the ICT/CIO management team. Early work on implementation has begun. A 2019 Research Plan has been developed and approved by the Management Board and will involve the commissioning of research externally.
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	2018 Objectives Achieved	Q4	The eFOI and ePQ systems were rolled out in the Department in 2018. These systems are part of a suite of build to share applications developed by the Office of the Government Chief Information Officer (OGCIO).  The Department established a project in late 2018 to implement eDocs, which is an electronic document management system. A number of pilot areas were selected to implement the system in and the rollout of eDocs will continue to be progressed in 2019.
3.6.4.5	We will enhance the Risk Management System in the Department.	Assistant Secretary, Corporate Affairs	2018 Objectives Achieved	Q4	Risk criteria guidance was developed and approved by the Risk Committee. This will support and improve consistency in risk scoring across Divisions. The Department participated in an interdepartmental group supporting the development of an eRisk system by the Office of the Government Chief Information Officer (OGCIO) and the specification for the new system has been drafted.