



ONEPLAN

2017



INTRODUCTION BY THE SECRETARY GENERAL



I am pleased to introduce the 2017 OnePlan, which goes hand in hand with the newly published Department of Justice and Equality Strategy Statement 2016-2019 and sets out the major priorities and objectives from the Strategy to be progressed and implemented this year by the Department and its agencies.

The OnePlan covers 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 Management Board in monitoring sectoral performance in respect of delivering this major body of work and will keep the Tánaiste 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.

Noel Waters

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
3.1.1.2	We will support the Policing Authority, Garda Inspectorate and GSOC in the performance of their functions in relation to An Garda Síochána (AGS).	Assistant Secretary, Policing Division	Q1 - Q4
3.1.1.3	We will ask the Policing Authority to oversee a review of: 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. Implementation of a pilot scheme to reopen 6 stations both rural and urban to determine possible positive impacts that such openings will have on criminal activity.	Assistant Secretary, Policing Division	Q1 - Q4 Overall to 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

3.1.2 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 and reporting mechanisms are in place.	Assistant Secretary, Policing Division	Q1- Q4 Overall to Q4 2021
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3.1.2.2	An Garda Síochána will introduce a National Operating Framework and Performance Accountability Framework.	Assistant Secretary, Policing Division	Q3
3.1.2.3	An Garda Síochána will implement a new intelligence led policing infrastructure, which will increase the ability of An Garda Síochána to detect crime and make our communities safer places for all.	Assistant Secretary, Crime and Security	Q1 - Q4
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

3.1.3.1	We will review options to bring forward the work undertaken in respect of White Paper on Crime incorporating the National Anti-Crime Strategy.	Assistant Secretary, Crime and Security	Q4
3.1.3.2	We will safeguard urban centres and the night-time economy by properly resourcing An Garda Síochána in targeting the sale and supply of illicit drugs on our streets.	Assistant Secretary, Crime and Security	Q1
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	Q1- Q4 Overall to Q4 2018
3.1.3.4	We will take forward the remaining recommendations in the Garda Inspectorate Report on Crime Investigation, including liaising with the CSO with regard to their view of the issues raised.	Assistant Secretary, Crime and Security	Q4
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, including implementation of '3rd Payment Option'.	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 for community schemes and groups. Introduction of National Regional support officers in conjunction with An Garda Síochána	Assistant Secretary, Crime and Security	Q4
3.1.3.7	We will encourage collaborative joint planning and interagency partnership approaches by all Criminal Justice agencies.	Assistant Secretary, Crime and Security	Q1 – Q4
3.1.3.9	We will support investment in CCTV at key locations along the road network and in urban centres.	Assistant Secretary, Policing Division	Q2

3.1.3.10	We will implement the Recommendations of the Cost of Insurance Working Group which are relevant to this Department (Phase 1).	Assistant Secretary, Crime and Security	Q4 Overall to Q4 2018
3.1.3.11	We will ensure a whole of Government approach to Penal Policy and addressing offender behaviour to reduce reoffending.	Assistant Secretary, Prisons, Probation & International Policy	Q1 – Q4
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	Q1 - Q4 Overall to Q4 2020
3.1.3.13	We will develop and manage legislative proposals for Criminal law in accordance with the Government's Programme.	Assistant Secretary, Criminal Law Reform+	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 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
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
3.1.4.4	We will develop the necessary technical and legal infrastructure to give effect to other EU measures concerning police cooperation including implementing the PNR Directive (Phase 1).	Assistant Secretary, Policing Division	Q1 2018
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

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	Q3
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

3.1.7.1	We will examine how communities can better engage with CAB including provision of information on the suspected local use of the proceeds of crime and the potential of a smaller CAB being established to target regional assets.	Assistant Secretary, Crime and Security	Q2
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	Q3
3.1.7.3	We will contribute to the International Financial Action Task Force Review prior to publication in mid-2017 and undertake to implement Recommended Actions thereafter.	Assistant Secretary, Crime and Security	Q4
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	Q3



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

3.2.1.1	We will examine the feasibility of a new Public Defender system and report to the relevant Oireachtas Committee and Government within 6 months.	Assistant Secretary, Civil Law Reform / Courts Policy	Q1
3.2.1.2	We will support the delivery of the Courts Service capital Programme, including PPP Projects.	Assistant Secretary, Civil Law Reform / Courts Policy	Q4
3.2.1.3	We will transfer responsibility for criminal legal aid to the Legal Aid Board.	Assistant Secretary, Civil Law Reform / Courts Policy	Q4
3.2.1.4	We will develop mediation as an alternative to court proceedings – progression of the Mediation Bill.	Assistant Secretary, Civil Law Reform / 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 / Courts Policy	Q4
3.2.1.6	The Courts Service will extend the Courts Service online (CSOL) programme to provide for the management and administration of all licensing applications to the Circuit and District Court including online public access to a nationwide Licensing Register.	Assistant Secretary, Civil Law Reform / Courts Policy	Q4
3.2.1.7	We will collaborate with criminal justice agencies on procedural reforms, cost savings and minimising actions, in particular extending the use of video conferencing to additional court venues and prisons nationwide.	Assistant Secretary, Crime and Security	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 / Courts Policy	Q1- Q4 Overall to Q2 2019

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 / Courts Policy	Q4
3.2.2.2	We will establish a Family Justice Forum to identify ways to streamline and improve the broader system for resolving family difficulties.	Assistant Secretaries, Civil Law Reform / Courts Policy & Corporate Affairs	Q4
3.2.2.3	The Courts Service will proceed with the development of the Dublin Family Court facility at Hammond Lane – design phase.	Assistant Secretary, Civil Law Reform / Courts Policy	Q2

3.3.3 To develop appropriate structures and systems to handle mortgage arrears and other personal insolvency cases

3.2.3.1	Review the thresholds and the processes for Personal Insolvency Arrangements (including SMEs) and raise where appropriate.	Assistant Secretary, Civil Law Reform / Courts Policy	Q3
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 / Courts Policy	Q3

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

3.2.4.1	Develop victim support services including Garda Victim Support Offices as a single point of contact in accessing support and information.	Assistant Secretary, Crime and Security	Q4
3.2.4.2	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

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 / Courts Policy	Q1
3.2.5.2	We will progress legislation to establish a Judicial Council.	Assistant Secretary, Civil Law Reform / Courts Policy	Q2
3.2.5.3	We will give effect in Irish law to the Data Protection Regulation and Directive. – Publication of Data Protection Bill.	Assistant Secretary, Civil Law Reform / Courts Policy	Q4
3.2.5.4	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 / Courts Policy +	Q1 - Q4



3.3 AN EQUAL AND INCLUSIVE SOCIETY

3.3.1 To promote equality and inclusion in Irish society

3.3.1.1	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 (Phase 1).	Assistant Secretary, Asylum Services, Integration & Equality	Q4
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
3.3.1.10	We will ratify the Convention on the International Protection of Adults.	Assistant Secretary, Asylum Services, Integration & Equality	Q4
3.3.1.11	We will implement the Programme for Government commitment to require companies of 50 or more to complete wage surveys.	Assistant Secretary, Asylum Services, Integration & Equality	Q4
3.3.1.12	We will develop initiative to increase Female Representation on State boards to 40%.	Assistant Secretary, Asylum Services, Integration & Equality	Q4
3.3.1.13	We will introduce a policy of providing locally delivered courses for women, comprising a series of training opportunities on self-development and work related skills, to assist a return to the labour market and promote entrepreneurship.	Assistant Secretary, Asylum Services, Integration & Equality	TBC
3.3.1.14	We will administer EU Funding Programmes for Migrant Integration and Gender Equality.	Assistant Secretary, Asylum Services, Integration & Equality	Q4
3.3.1.15	We will promote equality and gender proofing in national policy proposals.	Assistant Secretary, Asylum Services, Integration & Equality	TBC
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 (Phase 1).	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	We will implement improvements to State provided accommodation and related services, particularly for families.	Director General, INIS, Assistant Secretary, Asylum Services, Integration & Equality	Q1 – Q4
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3.4.2 To support the relocation and resettlement of programme refugees and relocated asylum seekers

3.4.2.1	We will implement the Second Phase of EU and UN resettlement and relocation programmes and promote integration of refugees in our communities.	Assistant Secretary, Asylum Services, Integration & Equality	Q1 2018
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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

3.4.3.1	We will civilianise border posts to free up Garda resources for operational duties.	Director General, INIS	Q3
3.4.3.2	We will enhance Border Security including working with UK on further enhancing security of the CTA (Phase 1).	Director General, INIS	Q3 Overall to Q4 2018
3.4.3.3	We will extend the use of Commercial Visa Application Centres as part of the British-Irish Visa Scheme (BIVS) (Phase 2).	Director General, INIS	Q3 Overall to Q4 2018
3.4.3.4	We will introduce EU Residents Permit / Joint EU-format Residence Permit and Public Service Card for Foreign Nationals (Phase 2).	Director General, INIS	Q4 Overall to Q4 2020

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

3.4.4.1	We will introduce regular policy reviews of immigration including for students, retirees, workers etc. to respond to changing requirements and demands.	Director General, INIS	Q3
3.4.4.2	We will ensure effective processes for registration of non-EEA nationals, effective dealing with applicants for a wide range of immigration services and citizenship.	Director General, INIS	Q4

3.4.4.3	We will transfer Registration Functions from AGS to INIS (Phase 1).	Director General, INIS	Q1 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 merging of the Registration and Visa Re-entry functions in Dublin and delivery of on-line services (Phase 1).	Director General, INIS	Q3 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 (Phase 1).	Director General, INIS	Q1 2018 Overall to Q4 2018
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

3.5.1.1	We will progress joint strategic planning and collaborations with all Justice and Equality Bodies and other Departments.	Assistant Secretary, Corporate Affairs	Q4
3.5.1.2	We will coordinate and report to the Management Board on delivery of the Department's Strategy and reform programmes as part of the One Plan.	Assistant Secretary, Corporate Affairs	Q4
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	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	Q3

3.5.2 To ensure implementation of already enacted legislation

3.5.2.1	We will establish the Legal Services Regulatory Authority – Implementation of the Legal Services Regulation Act 2015.	Assistant Secretary, Civil Law Reform / Courts Policy	Q2
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 / Courts Policy	Q4
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 / Courts Policy	Q4
3.5.2.4	The Valuation Office will continue to implement the Valuation Act [SRO John O'Sullivan, Commissioner of Valuation].	Assistant Secretary, Corporate Affairs	Q4
3.5.2.5	We will implement Family Mediation [Legal Aid Board (SRO Barry Murphy)].	Assistant Secretary, Corporate Affairs	Q3

3.5.3 To enhance international cooperation on justice and equality issues

3.5.3.1	We will develop an approach to minimise the impact of Brexit in the areas under the Department's remit, support negotiations as required, and prepare a sector approach to address legislative/operational issues arising therefrom.	Assistant Secretary, Prisons, Probation & International Policy	Q4
3.5.3.2	We will represent Ireland's interests internationally by fully participating in all relevant EU discussions including criminal, judicial and civil law cooperation, police cooperation and immigration/asylum matters, and by supporting the Tánaiste at Ministerial Councils.	Assistant Secretary, Prisons, Probation & International Policy	Q1 – Q4

3.5.4 To comply with reporting requirements under Conventions

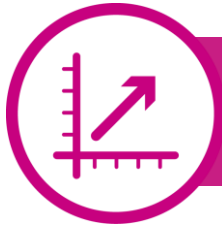
3.5.4.1	We will manage Ireland's examinations under relevant UN and Council of Europe Conventions.	Assistant Secretary, Asylum Services, Integration & Equality	Q1 – Q4
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3.5.5 To enable Justice Sector bodies to exercise their functions satisfactorily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

3.5.5.1	Budgetary control and Financial Management of Justice and Equality Vote.	Assistant Secretary, Corporate Affairs	Q1-Q4
3.5.5.2	We will operate estimates and budgetary control for the Justice Vote Group.	Assistant Secretary, Corporate Affairs	Q4
3.5.5.3	We will oversee and monitor expenditure on Justice & Equality Sector Capital Projects. We will ensure that the key prioritised Justice & Equality Sector capital projects are appropriately reflected in the Justice & Equality submission re the Capital Review.	Assistant Secretary, Corporate Affairs	Q1-Q4
3.5.5.4	We will work with Agencies to put in place Oversight Agreements and regular monitoring 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 (IPS) organisational capacity to ensure safe and secure custody, dignity and care and rehabilitation of prisoners for safer communities.	Assistant Secretary, Prisons, Probation & International Policy	Q4
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	Q4 +
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	Q4

3.5.6 To promote public sector reforms across the sector in order to improve capacity and capability of the Sector

3.5.6.1	We will support the development of the new Public Service Reform Plan and lead it in our sector, developing appropriate Delivery Plans.	Assistant Secretary, Corporate Affairs	Q4
3.5.6.2	We will engage with OPW on implementation of the recommendations in the Property Asset Management Delivery Plan.	Assistant Secretary, Corporate Affairs	Q4



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	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
3.6.1.2	Deliver sustained organisational change aligned with the Civil Service Renewal Plan.	Assistant Secretary, Corporate Affairs	Q1 – Q4
3.6.1.3	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

3.6.2 To improve internal and external communications

3.6.2.1	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 publish a Data Strategy.	Assistant Secretary, Corporate Affairs	Q2
3.6.4.2	We will develop a Criminal Justice Operations Hub (Phase 1: design and commence build).	Assistant Secretary, Corporate Affairs	Q4
3.6.4.3	We will develop an Irish Government Economic Evaluation Service (IGEES) 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	Q1 2018

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