



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

# **Strategic Business Plan 2015**

## Introduction by the Secretary General



I am pleased to publish this Strategic Business Plan for 2015. This is the first time that the Department has published its major annual priorities and this Plan complements the recently published Strategy Statement. The Department's [Strategy Statement 2015-2017](#) is the core document from which all Departmental business planning emanates and it sets a planning framework for the efficient and effective management of the Department's mandate.

Over the past year, we have been working to strengthen our Strategic, Business Planning, Risk Management, Governance and Accountability processes and the development of this annual Plan of key priorities is an important initiative in this regard. It is quite a challenging task to identify key priorities in a concise manner given the wide range of functions that are carried out by this Department and the extensive amount of important work and legislative reforms that are ongoing.

However, this Plan draws together the major priorities and objectives that we are committed to delivering this year and against which we can be measured. It sets out the timelines and Senior Responsible Officers (SROs) at Management Board level for each. In developing it, we have taken account of Ministerial and Departmental priorities and actions included in the Programme for Government. It also reflects the fact that a key focus this year is on the Programme for Change that the Department is implementing arising from the External Review in 2014.

We will monitor implementation of this Plan regularly and quarterly reports on progress will be submitted to the Management Board and to the Minister and Ministers of State. We will also publish progress reports twice yearly and progress will also be reported in our Annual Report.

Of course, a Plan like this cannot capture the full range of work being progressed across the Department this year but all such work will be reflected in each Divisional Business Plan and also in each individual's goal setting form under the Performance Management and Development System (PMDS). The Department's Annual Reports will reflect the broader progress on all work across the Department.

We are committed to our vision of "**Working for a safe and fair Ireland**" and our mission to "**Maintain community and national security, promote justice and equality, and safeguard human rights and fundamental freedoms consistent with the common good**". These continue to guide us in all the work we do.

**Noel Waters**

Secretary General (Acting)

Priority Area	Key Priorities/Actions for 2015 <sup>i</sup>	Senior Responsible Officer	Timeline <sup>ii</sup>
Organisational Development	Oversee a Programme of organisational change following the Toland Report - key actions under this Plan to be progressed during 2015 include:	Assistant Secretary, Corporate Affairs	Q1-Q4 2015 and Q1-Q4 2016
	<ul style="list-style-type: none"> <li>Conduct a climate survey of staff, analyse results and put in place a plan of action to address findings</li> </ul>	“	Q1/Q2
	<ul style="list-style-type: none"> <li>Review business planning and risk management processes and develop a new Strategy Statement (2015-2017) in consultation with stakeholders and an annual Plan setting out key priorities. Monitor progress on ongoing basis.</li> </ul>	“	Q1/Q2
	<ul style="list-style-type: none"> <li>Put in place annual Performance Agreements/Frameworks with all specified statutory and non-statutory agencies and monitor these on ongoing basis</li> </ul>	“	By end Q2
	<ul style="list-style-type: none"> <li>Develop an Integrated Reform Delivery Plan for 2015 that draws together the major reforms across the justice and equality sector and monitor and report on implementation</li> </ul>	“	Q1 Q1-Q4
	<ul style="list-style-type: none"> <li>Establish new structures for engagement with agencies – Criminal Justice Strategic Committee and similar group in respect of other agencies</li> </ul>	Deputy Secretary General / Assistant Secretary Corporate Affairs	Q1/Q2
	<ul style="list-style-type: none"> <li>Redevelop and launch a new improved website for the Department and strengthen communications both externally and internally</li> </ul>	Assistant Secretary, Corporate Affairs	Q2-Q4
	<ul style="list-style-type: none"> <li>Develop and consult on a new cultural model.</li> </ul>	“	Q2-Q4
	<ul style="list-style-type: none"> <li>Develop and implement a new HR Strategy and a Learning and Development Plan in consultation with staff</li> </ul>		By end Q4
	<ul style="list-style-type: none"> <li>Develop the leadership and management capability of the Management Board</li> </ul>		Q1 –Q4
	<ul style="list-style-type: none"> <li>Progress Communications, Information, Records and Data initiatives in liaison with OGCIO</li> </ul>	“	Q2-Q4 2015 and Q1-Q4 2016
	<ul style="list-style-type: none"> <li>Develop Workforce Planning and prepare 2015 Workforce Plan</li> </ul>	“	Q2
	<ul style="list-style-type: none"> <li>Develop new Customer Service Action Plan and Customer Charter in consultation with staff and stakeholders</li> </ul>	“	Q3

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Resource Management	Management and control of Justice and Equality Vote and monitoring of budgets across the sector	Assistant Secretary, Corporate Affairs	Q1-Q4
	To secure additional staffing resources for the Charities Regulatory Authority, to support the Authority's current functions; and to allow for full commencement of the Charities Act 2009.	“	Q1-Q4
Equality	Develop and publish Child and Family Relationship Bill relating to the reform of family law and steer through Oireachtas to enactment. Put in place relevant regulations	Assistant Secretary, Civil Law and Courts	Q1
	Progress development of a new Integration Strategy in consultation with stakeholders and publish by end year	Assistant Secretary, Equality and Integration	Q4
	Progress the National Women's Strategy 2007-2016 and commence preparation of a successor Strategy	“	Q4
	Review structures for engaging with the Traveller and Roma communities	“	Q4
	Review and restructure engagement with stakeholders in advancing National Disability policy	“	Q4
	Prepare CEDAW Report (Convention on the Elimination of Discrimination against Women) and submit to UN	“	Q4
	Employment Equality ( Amendment ) (No. 2) Bill 2013 to protect LGBTI people from discrimination in publicly funded education and medical posts	“	Q3
Garda Reforms	Publish a Policing Authority Bill and steer through Oireachtas to enactment	Assistant Secretary, Garda Division	Q2 (Bill)
	Establish the Policing Authority and support interim arrangements and preparations pending enactment of the Bill	“	Q4
	Support the Garda Síochána Inspectorate and Garda Síochána Ombudsman Commission (GSOC) in their roles	“	Q1-Q4
	Strengthen the powers and remit of GSOC through enactment of the Garda Síochána (Amendment) (No.3) Bill	“	Q2
	Finalise the work of the Independent Review Mechanism process for consideration of allegations received by Government	“	Q2

Priority Area	Key Priorities/Actions for 2015 <sup>i</sup>	Senior Responsible Officer	Timeline <sup>ii</sup>
Garda Reforms (cont)	Fully participate in and work with the various Commissions of Investigation and inquiries arising from the Guerin and other reports	Assistant Secretary, Garda Division	Q4
	Contribute to the review of the Garda Síochána under the Haddington Road Agreement and incorporate the outcome into the Garda reform process	“	Q3/Q4
	Support continued Garda recruitment	“	Q1-Q4
	Review and support capital investment to improve Garda ICT, having regard to the Garda Síochána Inspectorate Report on Crime Investigation	“	Q1/Q4
	Work with An Garda Síochána and OPW on a programme of development and refurbishment of Garda Stations and facilities	“	Q1-Q4
Immigration	Contribute and support the independent Working Group on the Protection Process and take forward actions following Government approval	DG INIS	Q2/Q4
	Publish the International Protection Bill and put in place operational procedures to implement the Single Procedure following enactment of the legislation	Assistant Secretary, Civil Law and Courts and DG INIS	Q2/Q4
	Complete the civilianisation of immigration functions at Dublin Airport	DG INIS	Q4
	Continue the roll-out of the British-Irish Visa Scheme, in agreement with the UK Home Office	“	Q4
	Re-entry visas on-line appointments system	“	Q3
	Continue operational work, including progressing legal cases, in order to maintain integrity of immigration system	“	Q1/Q4
	Implement the new rules for student migration and for colleges operating in the sector (in conjunction with the Department of Education and Science)	“	Q1-Q4
Maintain integrity of immigration system, continue front line operational work, including processing of applications across a wide range of immigration and protection related areas, including applications for naturalisation and the holding of Citizenship ceremonies. Active management of legal cases, etc.	“	Q1/Q4	

Priority Area	Key Priorities/Actions for 2015 <sup>i</sup>	Senior Responsible Officer	Timeline <sup>ii</sup>
Crime and Security	Continue actions to promote national security and to support An Garda Síochána in tackling crime, including combating terrorism and serious and organised crime	Assistant Secretary, Crime and Security	Q1/Q4
	Continue to enhance and develop North/South co-operation on security and criminal justice	“	Q1/Q4
	Continue to deal with requests for mutual legal assistance in criminal investigations, European arrest warrants and extradition requests as speedily as possible	“	Q1/Q4
	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	“	Q1/Q4
	Publish Second National Action Plan to Prevent & Combat Human Trafficking in Ireland	“	Q2/Q3
	Finalise work of the Expert Group established to Review the Proceeds of Crime legislation.	“	Q4
	Take forward the recommendations in the Garda Inspectorate Report on Crime Investigation, including liaising with the CSO with regard to their review of the issues raised	“	Q1/Q4
	Support coordination of Minister's initiative in relation to burglary crime	“	Q1/Q4
	Strengthen the laws on corruption and sexual offences- Criminal Justice (Corruption) Bill and Criminal law (sexual Offences) Bill	Assistant Secretary, Criminal Law	Q3
	Publication of a Criminal Justice (Burglary of a Dwelling) Bill	“	Q2
Criminal Law - Other Legislative Priorities	Criminal Justice (Terrorist Offences) (Amendment) Bill 2014 - enactment	“	Q2
	Criminal Justice (Mutual Recognition of Decisions on Supervision Measures) Bill -publication	“	Q2
	Bail Bill – submission of General Scheme to Government	“	Q2

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Criminal Law - Other Legislative Priorities (cont)	Criminal Justice (Mutual Recognition of Probation Judgments and Decisions) Bill –publication	“	Q2
	Progress Review on Firearms licensing to enhance public safety	Executive Director, Crime Division	Q2
	Criminal Justice (Mutual Assistance) (Amendment) Bill 2014 - enactment	Assistant Secretary, Criminal Law	Q3
	Criminal Justice (Spent Convictions) Bill 2012 - enactment	“	Q3
	Criminal Procedure Bill – scheme of Bill finalised and sent for drafting	“	Q3
	Criminal Justice (Offences Relating to Information Systems) Bill -publication	“	Q3
	Prisons Bill –publication	“	Q4
	Criminal Records Information Systems Bill -publication	“	Q4
	Transfer of Sentenced Persons and Transfer of Execution of Sentences Bill -publication	“	Q4
	Criminal Justice (Freezing and Confiscation) Bill – prepare legislative provisions to transpose Directive	“	Q4
	Inspection of Places of Detention Bill – submission of General Scheme to Government	“	Q4
Victims	Implement the EU Victims Directive in full – development and enactment of Criminal Justice (Victims of Crime) Bill	Assistant Secretary, Criminal Law	Q4
	Reformed and Consolidated Domestic Violence Bill-publication	Assistant Secretary, Civil Law and Courts	Q3
	Develop a new Strategy on Domestic, Sexual and Gender-based Violence	Executive Director, Crime Division	Q3
	Signature of Council of Europe Convention Preventing and Combating Violence against Women and Domestic Violence	“	Q3
	Support the development and implementation of proposals to address the legacy of the troubles, in particular, through the ICLVR and the Stormont House Agreement	Assistant Secretary, Crime and Security	Q1/Q4

Priority Area	Key Priorities/Actions for 2015 <sup>i</sup>	Senior Responsible Officer	Timeline <sup>ii</sup>
Penal Policy	Implement the recommendations of the Strategic Review of Penal Policy	Assistant Secretary, Prisons and Probation Policy	Q1/Q4
	Establish the Penal Policy consultative council	“	Q3
Courts and Judiciary	Reform the Judicial Appointments system - Judicial Appointments Bill to be brought to pre-legislative scrutiny	Assistant Secretary, Civil Law and Courts	Q4
	Publish a Judicial Council Bill to provide a system for investigating claims of judicial misconduct	“	Q4
	Support implementation of the Fines Act 2014 by the Courts Service	“	Q4
Legal Services Reform	Progress the Legal Services Regulation Bill 2011	Assistant Secretary, Civil Law and Courts	Q2
	Implement the Legal Service Regulation Bill, on enactment	“	Q3/Q4
Civil Law - Other Legislative Priorities	Prepare Marriage Bill 2015 to make the legislative changes needed to enable same-sex couples to marry in the event that the referendum is passed.	Assistant Secretary, Civil Law and Courts	Q2/Q3
	To publish and seek enactment of the Personal Insolvency (Amendment) Bill and to support implementation of the Government’s package of actions/reforms on mortgage arrears/personal insolvency	“	Q2
	Hague Convention (Choice of Court) Bill –publication	“	Q2
	Assisted Decision-Making (Capacity) Bill - enactment	“	Q3
	Mediation Bill –publication	“	Q3
	Family Court Bill –publication of General Scheme	“	Q3

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Civil Law - Other Legislative Priorities (cont)	Civil Debt (Procedures) Bill –enactment	“	Q3
	International Recovery of Child Support (Hague Convention) Bill -publication	“	Q4
	Tailte Éireann Bill -publication	“	Q4
	Civil Liability (Amendment) Bill -enactment	“	Q4
	Criminal Legal Aid Bill –finalise draft	“	Q4
International Policy	Support the Minister and Department in discharging their EU responsibilities and in communicating and defending Ireland's interests at JHA Council, CATS and other fora, including Oireachtas, as required.	Assistant Secretary, International Policy Development	Q1-Q4

<sup>i</sup> Newly emerging priorities may affect sequencing in this Plan.

<sup>ii</sup> Timelines are indicative. In the case of legislation, timescales are subject to Office of Parliamentary Counsel and Oireachtas scheduling.