



A safe, fair and inclusive Ireland

DEPARTMENT
OF JUSTICE
AND EQUALITY

Strategy
Statement
2016-2019



Our Values

Open

Public services
delivered to a
high standard

Proactive

Professional
and Supportive

Empowered and
Accountable

Contents

**Leading
Collaboratively**

**Trusting and
Respectful**

- 04** Foreword by An Tánaiste and Minister for Justice and Equality
- 05** Introduction by the Secretary General
- 06** Our Operating Environment
- 10** Our Key Strategic Partners
- 13** What we are committed to achieve
- 14** Our Vision, Mission Statement and our six strategic goals
- 15** A Safe, Secure Ireland
- 18** Access to Justice
- 20** An Equal and Inclusive Society
- 22** A Fair and Balanced Immigration and Protection Regime
- 24** Leadership in and oversight of Justice and Equality Policy and Delivery
- 26** Develop our people, culture, systems and processes

Appendices

- 28** Appendix 1: Commitments under the Programme for a Partnership Government
- 32** Appendix 2: Agencies/Bodies under the aegis of the Department

“The Sector’s 23,000 employees and 28 bodies work day-in, day-out to make everyone’s lives better – be that protecting the public, fighting discrimination or strengthening victims’ rights.”

**Frances Fitzgerald, T.D.
Tánaiste and Minister for Justice and Equality**



Foreword

by An Tánaiste and Minister for Justice and Equality



Our Department's vision is 'a safe, fair and inclusive Ireland'. We have much work to do to make this ambition a reality for everyone but I believe it encapsulates the essence of the work conducted by our Department and indeed that of the entire Government.

While certain aspects of the work of the Department of Justice and Equality surface in the news on a regular basis, there is a huge depth and breadth to this Department that is perhaps not as well known. The Sector's 23,000 employees and 28 bodies work day-in, day-out to make everyone's lives better – be that protecting the public, fighting discrimination or strengthening victims' rights. This Strategy provides a framework within which we can continue to strengthen the way we do that vital everyday work, and sets out ambitious new goals towards which we can strive.

The Strategy also provides for the implementation of the Department's 76 commitments under the Programme for Government. We must integrate and streamline our work to the greatest extent possible in order to implement those commitments and continue apace with our challenging legislative programme which accounts for one quarter of all Government legislation. We will not temper our ambition over the next three years and will meet the challenge of progressing our agenda through the more complicated, but more inclusive, political environment.

I am proud to present this ambitious Strategy Statement to Government and the public. I believe it will have a very real and positive impact on the lives of people and communities all over Ireland.

Frances Fitzgerald, T.D.
Tánaiste and Minister for Justice and Equality



Introduction

by Secretary General

I am delighted to present the Department's Strategy Statement for the period 2016-2019. Our vision is for 'a safe, fair and inclusive Ireland' and in this document, we outline the key strategic objectives and the priority actions necessary to achieve this. The Strategy naturally takes account of the resources available but will seek to build and strengthen our capacity in order to deliver on our objectives including the commitments in the Programme for a Partnership Government.

The work we do is often difficult and complex and we cannot do it alone. There are many challenges, not least those posed by the evolving geo-political environment. Brexit and the migration and refugee crisis are two key examples and we are committed to working with other Departments across Government, and with our European and United Nations partners to address these issues effectively. In addition, we have placed a strong focus in our new Strategy on working closely with our agencies, providing strategic leadership and strengthening multi-agency approaches. We recognise that we also need to build closer links with partners in communities, business and civil society to achieve our common objectives.

Over the past few years, we have put a lot of energy and focus on transforming the way we work with the objective of becoming a more outward facing, collaborative and more effective Department. Over the period of this Strategy, we will continue to strengthen the changes made already, strive to ensure that our values underpin all the work we do and develop new initiatives to further embed this positive culture in the way we work. As part of this, one of our strategic goals is to further develop our staff, systems and processes to ensure we can operate as a high performing and trusted Department that values the input of its staff and stakeholders. A particular focus will be around a number of actions to integrate and make better use of knowledge, data and research to underpin and strengthen our work.

We will publish a detailed annual strategic plan (the OnePlan) which will be monitored monthly by the Management Board to ensure we are delivering on priorities. We will also publish biannual progress reports on implementation. I look forward to working closely with all our dedicated and capable colleagues and stakeholders to deliver on this ambitious Strategy.

Noel Waters
Secretary General



Our Operating Environment

Responsibilities of the Department

The Department of Justice and Equality has overall responsibility for public policy and administration in respect of justice, national security, equality, disability and human rights issues.

Employing in the region of 2,000 staff, the Sector includes some 23,000 employees with 28 bodies operating under the aegis of the Department, some of which are independent in the exercise of their functions. We are a multi-faceted Department providing policy advice to Government and delivering services to a wide range of clients.

The Department prepares a significant proportion of all legislation passed by the Oireachtas (26% in 2015). We co-operate closely with our counterparts in Northern Ireland and the United Kingdom on public safety matters and play a key role internationally, particularly in the context of the Justice and Home Affairs Council of the European Union. There is also significant involvement with other international bodies such as the Council of Europe and the United Nations. It is likely that developments in relation to Brexit will dominate the Department's agenda over the coming years.

A Changing Organisation

Since 2014 we have been transforming the way we work with the objective of becoming a more open, outward facing, collaborative Department, providing strategic leadership and more effective services. A new [Culture and Values Charter](#) has been adopted following wide-ranging consultation. These values inform and underpin everything we do. The value of co-operating closely with our agencies, other Government Departments and with the public to fulfil our mandate is reflected throughout this Strategy Statement.

Details of the ongoing changes are set out on the Department's website¹. They are fully aligned with the [Civil Service Renewal Plan](#) which seeks to build the capacity of the Civil Service to respond to existing and future challenges and improve performance over the period 2014-2017. Based on developing leadership and staff engagement, the Plan sets out practical changes to create a more unified, professional, responsive, open and accountable Civil Service providing a world-class service to the State.

We recognise and value the skills, expertise and commitment of our staff. A key aim of this Strategy is to focus on developing the skills, capacity and behaviours of everyone in the organisation, to use workforce planning to align resources more effectively and ensure that learning and development opportunities are directed in a strategic way.

Political Environment

The Partnership Government's ambition is the protection of all our people by preventing and reducing crime, investing in An Garda Síochána, extending Garda oversight and accountability, implementing the EU Victims Directive, creating a more efficient legal system, implementing a Penal Policy that contributes to a safer Ireland and an extensive legislative programme. The Department has some 76 commitments to deliver under the Government's Programme (*see full details at Appendix 1*). The implementation of these commitments is reflected in this Strategy as are other

1. http://www.justice.ie/en/JELR/Pages/Corporate_Affairs_Reform

policy initiatives arising from EU Directives and other commitments. We will also support cross-cutting priorities included in the Programme for Government, as well as overarching budgetary and policy frameworks including the Action Plans on Jobs, Housing, and Regional and Rural Development.

In this context, a key challenge for the Department, and our colleagues in the Office of Parliamentary Counsel, is to improve the way we draft, progress and implement the more than 40 Bills on our legislative agenda, some of which are essential to transpose EU Directives within specified timeframes.

Broader Environment

The environment in which the Department operates is challenging and complex. Economic, societal, political and technological factors are constantly evolving and that requires us to respond flexibly and effectively on an ongoing basis.

In the period 2016-2019 the key challenges, risks and opportunities we face include:

- The UK's decision to exit from the EU and achieving the best possible outcomes for Ireland in respect of the Common Travel Area, North-South relations and the range of security, immigration, criminal and civil justice issues in which co-operation with both the UK and EU is necessary;
- The changing international security environment and the challenges of monitoring and responding to incidents and the evolution of terrorism, organised crime, serious international crime and other crimes including cybercrime;
- The need to provide strong but objective leadership across the Justice system in order to build trust and confidence;
- National crime and policing issues and supporting the development of An Garda Síochána (through investment in workforce, equipment, facilities and ICT);
- Continuing to develop and support the policing oversight arrangements (the new Policing Authority, Garda Síochána Ombudsman Commission and Garda Síochána Inspectorate);
- Changing patterns of immigration and achieving improvements in case processing times and throughput;
- Implementing the recommendations of the Report of the Working Group on Improvements to the Protection Process, including Direct Provision and supports for asylum seekers for which this Department has responsibility;
- Providing leadership to meet Ireland's commitments in response to the global migration and refugee crisis;



Informal meeting of the Justice and Home Affairs Council in Bratislava, 7-8 July 2016.

Our Operating Environment / continued

- Overseeing delivery of significant capital investment throughout the sector;
- Opportunities for more strategic planning, collaboration and partnerships with all our partners;
- Seeking opportunities to consolidate the Department's complex, wide-ranging remit;
- Sustaining meaningful internal change and Civil Service renewal processes and driving the next round of Public Service Reform (2017-2020) to improve services, including online services;
- Driving whole of Government approaches to complex issues such as crime prevention, migrant integration and access to justice including alternative dispute resolution mechanisms such as mediation;
- Developing our range of data and information sources to inform policy development;
- In conjunction with the Office of Government Chief Information Officer (OGCIO), supporting the roll-out of a range of centrally delivered ICT solutions through the Build to Share strategy, utilising this method to develop a Justice and Equality Data Hub to facilitate the secure exchange of data and information between the Department and sector agencies;
- Ensuring consistency with the expenditure ceilings set in the Budgetary process.



Justice and Equality Sector Conference
'Leadership – why courage matters'

Financial Resources

Funding of €2.54 billion has been provided in Budget 2017 for the Justice and Equality Sector, an increase of €85 million over the Revised Estimate in 2016 (€68 million increase in current expenditure compared with the Mid Year Expenditure Report 2016). Of the €2.54 billion allocation, 63% relates to the Garda Vote and a total of 71% of the overall sectoral allocation relates to payroll and pensions. The budget is negotiated and overseen by the Department for the sector and the Secretary General is Accounting Officer for the Department and Prisons Votes.

In the region of 30 Bodies/Offices are funded from the Department's Vote. Expenditure is monitored through the cross-sector Financial Management Committee which meets monthly. A major change will take place over the lifetime of this Strategy with the rollout of the Financial Management Shared Service under the National Shared Services Office (NSSO) which is scheduled to encompass the Justice and Equality Sector during the course of 2018.

Human Rights Public Duty

Section 42 of the Irish Human Rights and Equality Commission Act 2014 establishes a positive duty on public bodies to have regard to the need to eliminate discrimination, promote equality and protect the human rights of staff and the persons to whom services are provided. It also requires "an assessment of the human rights and equality issues it believes to be relevant to the functions and purpose of the body and the policies, plans and actions in place or proposed to be put in place to address those issues". This assessment is required to be accessible to the public.

This Public Duty is consistent with the core functions and values of the Department. The promotion of equality and human rights through our day to day work, whether in the development of legislation and policy or in administration generally, forms part of our broader objective to be a values-driven Department. For example, the Department screens all draft legislation from a human rights and equality perspective.

Many of the initiatives to be developed over the course of this strategy will support this objective, for example, the Victims of Crime Bill which will strengthen the rights of victims of crime and their families. It provides a right to information, advice and other appropriate assistance in line with the EU Directive.



Citizenship Ceremony, Conference Centre Dublin

This Public Duty is equally applicable to how we interact with our staff and in line with our values we are committed to creating a better work environment for staff that promotes positive engagement, open communication, fairness, equality and respect between us and in turn with our stakeholders and those to whom we provide services.

In the period covered by this Strategy, we will continue to take steps to embed these values in all aspects of our work. In support of this, we will:

- Carry out an assessment of the human rights and equality issues relevant to the functions and purpose of the Department and the policies, plans and actions being or proposed to be taken to address those issues. We will publish this assessment on our website;
- Provide training and information to staff on human rights and equality as part of the training cycle;
- Report on progress in our Annual Report and, where appropriate, require bodies under the aegis of the Department to carry out similar assessments and to report progress in their annual reports.

Process of developing the Strategy Statement

A cross-grade working group was established to develop the Strategy. We held a consultation process, publicised on our website and via social media, from June to end September 2016. Over 50 submissions were received and reviewed which have informed the drafting process. In line with the collaborative approach outlined in the Programme for a Partnership Government, we sought the views of the Oireachtas Committee on Justice and Equality in the drafting of this Strategy.

Monitoring and Reporting

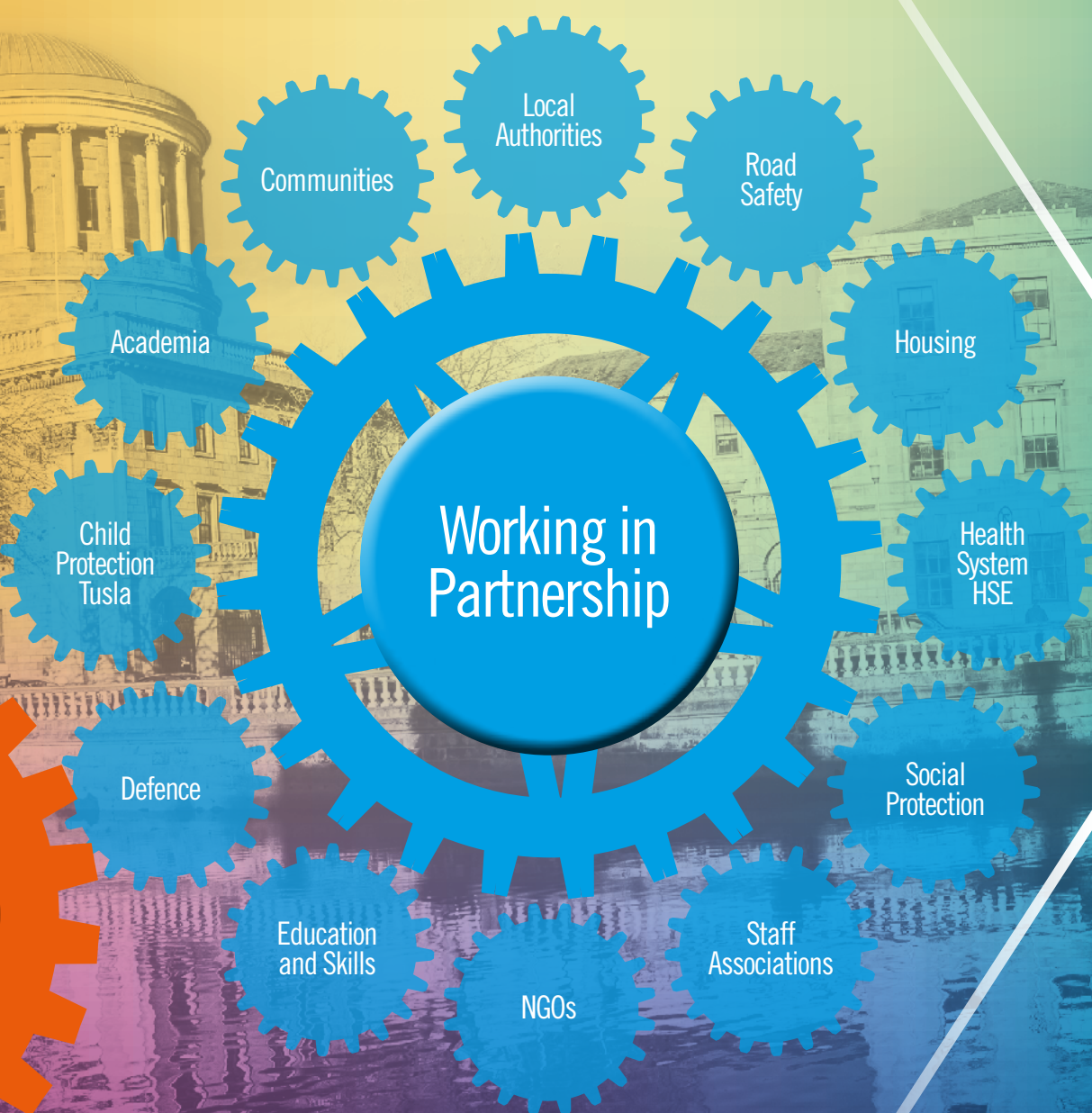
This Strategy Statement is a high level document. The annual strategic implementation plan (OnePlan) will detail the full range of actions to be taken to achieve each of our objectives under this Strategy Statement. This has been published annually since 2015 on the Department's website. Progress is monitored monthly by the Management Board and progress updates published twice yearly on our website and in the Annual Report. Annual Business Plans at Divisional level and the goals of individual staff flow from these strategic documents and set out further details of how objectives are progressed. All staff are subject to performance evaluation and development conversations over the course of the year.

Our Key Strategic Partners

We will continue to work in close partnership with our Agencies/Bodies to advance objectives and develop opportunities for strengthening joint planning, collaboration and effective implementation. Structures such as the Criminal Justice Strategic Committee and the Civil Agencies Network have been established to promote this.



Justice and Equality Sector – Working in Partnership



A safe, fair and inclusive Ireland

Our Key Strategic Partners / continued

Criminal Justice Strategic Committee	Civil Agencies Network
<p>The Criminal Justice Strategic Committee is chaired by the Secretary General and includes the heads of An Garda Síochána, Courts Service, Irish Prison Service, Policing Authority, Probation Service, Legal Aid Board, Forensic Science Ireland and the Director of Public Prosecutions.</p> <p>The Committee's Annual Work Programme is being advanced through Working Groups dealing with issues such as victims, data needs, exhibits management, alternatives to prosecution, international criminal justice co-operation and youth justice.</p>	<p>The Civil Agencies Network is chaired by the Secretary General and members include the Heads of the non-Criminal Justice Agencies and also those Agencies which overlap both the criminal and civil sides i.e. Courts Service and the Legal Aid Board.</p>

We will work closely and co-operate fully across Government on issues of common interest and fully support the strategic objectives of other Government Departments (for example, but not limited to Department of Taoiseach on Brexit; Digital Single Market; Department of Social Protection and others on the new Integrated Framework for Social Inclusion; Department of Transport on Road Safety; Department of Health on Substance Misuse; Department of Children and Youth Affairs on Child Protection and on the National Policy Framework for Children and Young People – *Better Outcomes, Brighter Futures*; Department of Foreign Affairs and Trade on Northern Ireland and immigration related issues; Department of Finance on anti-money laundering and counter terrorist financing).

We will also continue to support central Government public service reforms (e.g. transition to shared services, property management and other initiatives).

Data is a key enabler for improved efficiency, policy making and resource allocation. We are working with the Central Statistics Office to develop our data and analytical capabilities and standards and to maximise the use of administrative data to generate official statistics and strengthen policy development.

We continue to partner with the Office of Government Chief Information Officer (OGCIO) in relation to the implementation of the Public Service ICT Strategy including projects on *Build to Share*, *Digital First* and *Data as Enabler*. In particular, we are developing a **Justice and Equality Hub** which will strengthen our evidence base, deliver operational efficiencies, more robust data and facilitate real time exchanges in the Criminal Justice and Immigration and Asylum areas and provide a platform for secure on-line collaboration.

In addition, we are preparing a revised Research Programme and building evaluation capacity via participation in the Irish Government Economic Evaluation Service (IGEES).





What We Are Committed to Achieve

Over the period of this Strategy, we are committed to:

- Achieving the best possible outcomes from negotiations with our UK and EU colleagues in relation to Brexit;
- Driving and supporting the reform of An Garda Síochána to become an effective, visible and trusted employer and policing service;
- Developing cross sector policies to reduce and prevent crime, develop more secure communities and combat and prevent terrorism;
- Further developing joint agency approaches to the management of offenders;
- Introducing new approaches in the Family Justice system;
- Continuing to improve our immigration systems to meet the needs of Ireland whilst ensuring appropriate controls are maintained;
- Reducing the length of stay in the Direct Provision system and improving conditions particularly for families;
- Fulfilling the Government's international commitments on resettlement and relocation;
- Driving policies and strategies to foster a more equal society and which contribute to the integration of migrants;
- Supporting efficiency and reform in the administration of justice including in relation to the provision of improved services to victims;
- Advancing proposals for criminal and civil law reform and ensuring effective delivery of legislative projects.

In support of these ambitions
and to help us achieve them, we will:

- ◆ Lead the Department and the sector collaboratively and cohesively;
- ◆ Be proactive, responsive, innovative and forward-looking in addressing the challenges and opportunities facing the Department;
- ◆ Enhance service provision through technology;
- ◆ Further develop organisational capacity and capability and develop the skills of our staff;
- ◆ Fully integrate our new values into how we work;
- ◆ Engage proactively with our stakeholders;
- ◆ Develop our evidence base to improve policy-making supported by ICT, data and research.

Our Vision, Mission Statement and Our Six Strategic Goals



Our Vision

A safe, fair and inclusive Ireland

Our Mission

Working together to advance community and national security, promote justice and equality and safeguard human rights



Leadership in and oversight of Justice and Equality Policy and Delivery



A Safe,
Secure
Ireland



Access
to
Justice



An Equal
and
Inclusive
Society



A Fair and
Balanced
Immigration
and Protection
Regime



Develop our people, culture, systems and processes



Our Values



Our Strategic Goals



A Safe, Secure Ireland:

To safeguard the security of the State and to achieve reductions in crime and re-offending and improvements in people's safety

STRATEGIC OBJECTIVES	PRIORITY ACTIONS	PERFORMANCE INDICATORS / OUTCOMES
To develop an effective, visible and accountable police service	<ul style="list-style-type: none"> Progress the implementation of the agreed overall vision of 21,000 for the Garda workforce by 2021 comprising 15,000 members, 4,000 civilians and 2,000 Reserves in conjunction with Garda Management and the Policing Authority Continue to provide resources to support effective policing including in the Garda fleet, and in critical ICT infrastructure including mobile technology Support the Policing Authority, Garda Inspectorate and GSOC in the performance of their functions in relation to An Garda Síochána (AGS) 	<ul style="list-style-type: none"> Incremental progress on achieving the overall vision including approximately 14,300 members, 3,200 civilians and 1,600 reserves in An Garda Síochána (AGS) by end 2019 Plan to achieve further civilianisation in place by end 2016 and verifiable progress on achieving target More responsive and effective deployment of resources due to increased capacity and investment in the fleet, ICT infrastructure Enhanced capacity for organisation development and delivery of reforms and effective oversight of AGS
To drive and oversee the agreed programme of reform and investment in An Garda Síochána	<ul style="list-style-type: none"> Drive and oversee the agreed programme of reform and investment in An Garda Síochána in conjunction with Garda Management and the Policing Authority including: <ul style="list-style-type: none"> roll out of Divisional policing model; development of workforce planning capacity; effective monitoring and reporting mechanisms are in place. 	<ul style="list-style-type: none"> Level of implementation of the reform programme in An Garda Síochána <ul style="list-style-type: none"> Incremental progress on roll-out of Divisional model Improved workforce planning capacity Formal, structured processes that co-ordinate policing governance in place Effective monitoring and reporting arrangements in place, including with the Policing Authority



A Safe, Secure Ireland / continued

STRATEGIC OBJECTIVES	PRIORITY ACTIONS	PERFORMANCE INDICATORS / OUTCOMES
To provide policy, operational and legal frameworks to reduce and prevent crime, tackle reoffending, and develop more secure communities	<ul style="list-style-type: none"> Encourage collaborative joint planning and interagency partnership approaches by all Criminal Justice agencies Ensure effective youth justice services and targeted interventions in relation to young offenders are delivered to young offenders In co-operation with the Department of Children and Youth Affairs and relevant agencies, to continue to implement “Tackling Youth Crime: Youth Justice Action Plan (YJAP) 2014 - 2018” 	<ul style="list-style-type: none"> Implementation of joint strategies by criminal justice agencies Improved targeted responses to support youth crime reduction Youth Justice Action Plan High Level Goals being achieved including in relation to the five national outcomes for children and young people under the National Policy Framework
	<ul style="list-style-type: none"> Ensure a whole of Government approach to Penal Policy and addressing offender behaviour to reduce reoffending 	<ul style="list-style-type: none"> CSO data showing reduction in recidivism
	<ul style="list-style-type: none"> Implement the Second National Action Plan to Prevent and Combat Human Trafficking in Ireland 	<ul style="list-style-type: none"> International monitoring reports reflecting progress in implementation of the Second National Action Plan
	<ul style="list-style-type: none"> Develop and manage legislative proposals for Criminal law in accordance with the Government's programme 	<ul style="list-style-type: none"> Number of Bills published and enacted
	<ul style="list-style-type: none"> Contribute to the development of a new National Drug Strategy for the period post 2016 	<ul style="list-style-type: none"> New National Drug Strategy in place providing a comprehensive and co-ordinated approach to the drug problem
To promote National Security, tackle terrorism and serious and organised crime	<ul style="list-style-type: none"> Develop programmes to improve responses to security threats Active engagement with other Government Departments and agencies as well as relevant partners in other jurisdictions 	<ul style="list-style-type: none"> Containment and mitigation of risk presented by terrorist or organised criminal threat
	<ul style="list-style-type: none"> Support international co-operation and agreed international standards in responding to serious and organised crime 	<ul style="list-style-type: none"> Improved international co-operation and effective monitoring of agreed international standards through established review mechanisms



A Safe, Secure Ireland / continued

STRATEGIC OBJECTIVES	PRIORITY ACTIONS	PERFORMANCE INDICATORS / OUTCOMES
	<ul style="list-style-type: none"> Enhance Ireland's participation in European and international policing co-operation. 	<ul style="list-style-type: none"> Advance the implementation of Schengen Information System (SIS) II ⁽¹⁾ Advance the implementation of automated information sharing under the Prüm decisions ⁽²⁾ Develop the necessary technical and legal infrastructure to give effect to other EU measures concerning police co-operation
To enhance North-South co-operation to combat terrorist activity and cross border organised crime	<ul style="list-style-type: none"> Strengthen and develop cross border bodies and services in Northern Ireland and implement the Fresh Start Agreement. Establish the Joint Agency Task Force to tackle cross border organised crime Participate in regular bilateral meetings with Northern Ireland and the UK Government. 	<ul style="list-style-type: none"> Establishment and operation of bodies and initiatives under the Fresh Start Agreement Joint Agency Task Force fully operational Improved co-operation between Government Departments and relevant Agencies in Northern Ireland and the UK
To establish institutions to address the legacy of the conflict in Northern Ireland	<ul style="list-style-type: none"> Co-operation with other Government Departments, North and South, and with the UK Government on establishing the institutions under the Stormont House Agreement to address the legacy of the Northern Ireland conflict 	<ul style="list-style-type: none"> Legislation and infrastructure in place to support the work of the relevant bodies and cross border institutions that will address the legacy of the Northern Ireland conflict
To combat money laundering and terrorist financing	<ul style="list-style-type: none"> Implementation of the 4th EU Money Laundering / Terrorist Financing Directive 	<ul style="list-style-type: none"> Transposition of the Directive in 2017
	<ul style="list-style-type: none"> Implementation of pending Action Plan resulting from the National Risk Assessment 	<ul style="list-style-type: none"> Follow up to National Risk Assessment and FATF Review
	<ul style="list-style-type: none"> Contribute to the International Financial Action Task Force (FATF) Review 	<ul style="list-style-type: none"> Comprehensive regulatory regime in place

(1) Schengen Information System (SIS) II is an information sharing IT system to support police services in EEA States participating in Schengen in detecting and preventing crime.

(2) The Prüm decisions introduce procedures for automated exchange between participating EEA States of DNA profiles, fingerprint data and vehicle registration data for the purposes of combating terrorism and cross-border crime.



Access to Justice:

To support efficiency and reform in the administration of Justice including in relation to the provision of improved services to victims

STRATEGIC OBJECTIVES	PRIORITY ACTIONS	PERFORMANCE INDICATORS / OUTCOMES
To ensure that the Courts and Legal Aid systems are providing a high quality and professional service that is accessible, efficient and effective	<ul style="list-style-type: none"> Support the Judiciary, Courts Service and Legal Aid Board to provide efficient services, including through the provision of the necessary funding and resources to fulfil their remits, and to ensure that effective corporate governance is in place Support the delivery of the Courts Service capital programme, including Public Private Partnership projects 	<ul style="list-style-type: none"> Improved service delivery and efficiencies in the courts system, with reduced waiting times and reduction in backlogs Improved courthouse facilities, including optimisation of ICT for all court users
	<ul style="list-style-type: none"> Transfer responsibility for Criminal Legal Aid to Legal Aid Board 	<ul style="list-style-type: none"> Legislation enacted in 2017
	<ul style="list-style-type: none"> Develop mediation as an alternative to court proceedings 	<ul style="list-style-type: none"> Mediation Bill enacted in 2017
To modernise the Family Justice system	<ul style="list-style-type: none"> Develop a new Family Court system 	<ul style="list-style-type: none"> Modern Family Court system in place
	<ul style="list-style-type: none"> Establish a Family Justice Forum to identify ways to streamline and improve the broader system for resolving family difficulties 	<ul style="list-style-type: none"> Family Justice Forum established in 2017
To develop appropriate structures and systems to handle mortgage arrears and other personal insolvency cases	<ul style="list-style-type: none"> Monitor impact and effectiveness of processes, refine and develop structures and systems where required 	<ul style="list-style-type: none"> An effective personal insolvency regime which is accessible to individuals in financial difficulty
To support the development of competent, caring and efficient services to victims of crime	<ul style="list-style-type: none"> Implement the EU Victims of Crime Directive 	<ul style="list-style-type: none"> Legislation enacted in 2017
	<ul style="list-style-type: none"> Implement the National Strategy on Domestic, Sexual and Gender-based Violence 	<ul style="list-style-type: none"> Progress implementation in line with aims of, actions and timescales in the National Strategy on Domestic, Sexual and Gender-based Violence 2016-2021



Access to Justice / continued

STRATEGIC OBJECTIVES	PRIORITY ACTIONS	PERFORMANCE INDICATORS / OUTCOMES
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	<ul style="list-style-type: none"> Progress legislation to reform and update the system of judicial appointments, in line with the Programme for Government 	<ul style="list-style-type: none"> New judicial appointments procedures in place in 2017
	<ul style="list-style-type: none"> Progress legislation to establish a Judicial Council Ensure effective communications during the legislative process Promote research and co-operation with law reform bodies 	<ul style="list-style-type: none"> Judicial Council in place in 2017
	<ul style="list-style-type: none"> Advance proposals for civil law reform in accordance with the Government's legislation programme and in consultation with stakeholders 	<ul style="list-style-type: none"> Number of Bills enacted Legal Services Regulatory Authority operational Introduction of periodic payment order in catastrophic injury cases
	<ul style="list-style-type: none"> Give effect in Irish law to the Data Protection Regulation and Directive 	<ul style="list-style-type: none"> Relevant data protection legislation enacted by Spring 2018



An Equal and Inclusive Society:

To target barriers to the achievement of our vision of a safe, fair and inclusive Ireland

STRATEGIC OBJECTIVES	PRIORITY ACTIONS	PERFORMANCE INDICATORS / OUTCOMES
To promote equality and inclusion in Irish society	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Following Strategies published and monitored <ul style="list-style-type: none"> National Women's Strategy Migrant Integration Strategy National Disability Inclusion Strategy Traveller and Roma Inclusion Strategy LGBTI Inclusion Strategy Attainment of the targets set out in the national strategies, and the fulfilment of EU and other international commitments in regard to equality, inclusion and human rights Progress towards achievement of 40% gender balance on State boards monitored and reported
	<ul style="list-style-type: none"> Prepare draft 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 	<ul style="list-style-type: none"> Bill to amend the Constitution presented to the Dáil
	<ul style="list-style-type: none"> Include a requirement on companies of 50 staff or more to complete wage surveys 	<ul style="list-style-type: none"> Wage surveys are introduced and wage transparency and the gender pay gap are monitored
	<ul style="list-style-type: none"> Manage the following priority actions: <ul style="list-style-type: none"> Ratify the UN Convention on the Rights of Persons with Disabilities (CRPD); 	<ul style="list-style-type: none"> CRPD ratified
	<ul style="list-style-type: none"> Implement the Assisted Decision Making (Capacity) Act 2015; 	<ul style="list-style-type: none"> Establishment of the Decision Support Service and managed rollout of the functions of the Service in conjunction with D/Health in 2017
	<ul style="list-style-type: none"> Ratify the Convention on the International Protection of Adults; 	<ul style="list-style-type: none"> Convention ratified



An Equal and Inclusive Society / continued

STRATEGIC OBJECTIVES	PRIORITY ACTIONS	PERFORMANCE INDICATORS / OUTCOMES
	– Implement the Comprehensive Strategy on the Employment of Persons with Disabilities ;	<ul style="list-style-type: none"> • Public sector employment quota increased from 3% to 6% • People with disabilities have access to high-quality and relevant training opportunities and are supported to take up employment, including support in managing transitions within and beyond the education system
	– Reform family leave;	
	– Develop policy and oversee funding to promote gender equality and migrant integration;	<ul style="list-style-type: none"> • Gender equality and migrant integration is promoted, including through funding of targeted projects
	– Operate multi-annual European Union and National funding programmes to support local and national interventions by civil society organisations and others that will help to promote migrant integration and gender equality;	
	– Promote equality and gender proofing.	<ul style="list-style-type: none"> • Enhanced consideration of equality issues in national policy proposals



A Fair and Balanced Immigration and Protection Regime:

To provide immigration and protection services that support our vision of a safe, fair and inclusive Ireland

STRATEGIC OBJECTIVES	PRIORITY ACTIONS	PERFORMANCE INDICATORS / OUTCOMES
To ensure a streamlined and effective international protection regime, including improvements to the Direct Provision system.	<ul style="list-style-type: none"> Implement the Single Application system in accordance with the International Protection Act 2015 Improvements to the Direct Provision system particularly for families 	<ul style="list-style-type: none"> First instance applications for International Protection processed within 6 – 9 months Length of time in Direct Provision reduced and conditions improved
To support the relocation and resettlement of programme refugees and relocated asylum seekers	<ul style="list-style-type: none"> Manage the resettlement and relocation strands of the Irish Refugee Protection Programme so as to fulfil the Government's commitment towards programme refugees and relocated asylum seekers Co-ordinate the resettlement in Ireland of Programme refugees and relocated asylum seekers who have received a grant of international protection 	<ul style="list-style-type: none"> Government commitments on resettlement and relocation met
To enhance immigration controls at the State's borders	<ul style="list-style-type: none"> Introduce a number of technology solutions to enhance border security, including Advance Passenger Information, automated checking, electronic gates at ports of entry, further civilianisation of frontline immigration controls 	<ul style="list-style-type: none"> New border control technologies in place with enhanced systematic checks carried out on persons at ports of entry
To ensure responsive policies in respect of non-EEA nationals resident in the State and effective implementation of these policies	<ul style="list-style-type: none"> Regular policy reviews of immigration including for students, retirees, workers, etc. to respond to changing requirements and demands Effective processes for registration of non-EEA nationals, effective dealing with applicants for a wide range of immigration services and citizenship 	<ul style="list-style-type: none"> Processing timelines for various applications adhered to



A Fair and Balanced Immigration and Protection Regime / continued

STRATEGIC OBJECTIVES	PRIORITY ACTIONS	PERFORMANCE INDICATORS / OUTCOMES
To provide a balanced visa regime to enable legitimate visitors, tourists and long term applicants to come here whilst ensuring relevant controls are maintained	<ul style="list-style-type: none">Continued enforcement of immigration laws including addressing immigration abuses	<ul style="list-style-type: none">Number of Deportation, Dublin Transfer and Removal Orders made and effected
To continue to effectively operate the Common Travel Area	<ul style="list-style-type: none">Continue to work with UK colleagues on enhancing and securing the Common Travel Area (CTA)Ensure Ireland's position is reflected at EU level on immigration mattersConsider and address implications of Brexit on all aspects of immigration including the CTA	<ul style="list-style-type: none">Enhanced security of the Common Travel AreaImmigration aspects of Brexit considered and reflected in final outcome of negotiations



Leadership in and oversight of Justice and Equality Policy and Delivery:

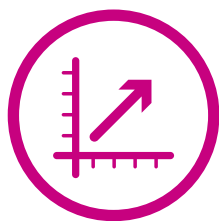
To provide collaborative leadership to the Department and wider sector to achieve efficiency and effectiveness

STRATEGIC OBJECTIVES	PRIORITY ACTIONS	PERFORMANCE INDICATORS / OUTCOMES
To provide leadership and strategic direction on Justice and Equality matters building on the Department's Culture Charter	<ul style="list-style-type: none"> Progress joint strategic planning and collaboration with all Justice and Equality Bodies and other Departments 	<ul style="list-style-type: none"> Development and implementation of joint approaches with Agencies/ Bodies and with other Departments incl. the Joint Strategy on offender management, road safety measures, children's issues etc
	<ul style="list-style-type: none"> Advance the work of the Criminal Justice Strategic Committee 	<ul style="list-style-type: none"> Operational framework for Criminal Justice Strategic Committee in place and specific inter-agency co-operation initiatives identified and advanced
	<ul style="list-style-type: none"> Enhance engagement with academia and civil society 	<ul style="list-style-type: none"> Minimum of 2 Open Policy Debates held each year Rolling Programme of research developed during 2017 and delivered over next 2 years in conjunction with partner organisations
	<ul style="list-style-type: none"> Ensure effective implementation of already enacted legislation 	<ul style="list-style-type: none"> Establishment of the Legal Service Regulatory Authority and managed rollout of the Authority's functions (2017)
To enhance international cooperation on justice and equality issues	<ul style="list-style-type: none"> Represent Ireland's interests internationally by fully participating in all relevant EU discussions and supporting the Tánaiste at Ministerial Councils 	<ul style="list-style-type: none"> Number of meetings attended and all related obligations met
	<ul style="list-style-type: none"> Participate in all negotiations regarding the British withdrawal from the EU to ensure that Ireland achieves the best possible outcomes 	<ul style="list-style-type: none"> Ireland's interests fully represented
	<ul style="list-style-type: none"> Contribute to EU discussions on criminal, judicial and civil law cooperation, police co-operation and immigration/asylum matters 	<ul style="list-style-type: none"> As above



Leadership in and oversight of Justice and Equality Policy and Delivery / continued

STRATEGIC OBJECTIVES	PRIORITY ACTIONS	PERFORMANCE INDICATORS / OUTCOMES
To comply with reporting requirements under Conventions	<ul style="list-style-type: none"> Manage Ireland's examinations under relevant UN and Council of Europe Conventions 	<ul style="list-style-type: none"> Ireland's international commitments met
To enable Justice sector bodies to exercise their functions satisfactorily and ensure effective governance	<ul style="list-style-type: none"> Work with Agencies/Bodies 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) 	<ul style="list-style-type: none"> Oversight Agreements in place as appropriate Annual revised performance delivery agreements in place with all applicable agencies Governance meetings with all statutory agencies occurring at least twice yearly to review progress
	<ul style="list-style-type: none"> Work with Agencies/Bodies to support them in the delivery of their functions in line with the objectives of this Strategy 	<ul style="list-style-type: none"> Progress as recorded in Bodies' Annual Reports
	<ul style="list-style-type: none"> Enhance Irish Prison Service (IPS) organisational capacity to ensure safe and secure custody, dignity and care and rehabilitation of prisoners for safer communities 	<ul style="list-style-type: none"> Progress as recorded in IPS Annual Reports
	<ul style="list-style-type: none"> Work actively with all stakeholders to bring about the merger of Property Registration Authority (PRA), Valuation Office and Ordnance Survey Ireland (OSI) i.e. Tailte Éireann 	<ul style="list-style-type: none"> Publication of Bill by end 2017 Tailte Éireann established following enactment of legislation
	<ul style="list-style-type: none"> Accelerate construction of the new Forensic Science laboratory 	<ul style="list-style-type: none"> Construction of laboratory completed by 2019
To promote public sector reforms across the sector in order to improve capacity and capability of the sector	<ul style="list-style-type: none"> Develop Annual Integrated Reform Delivery Plans 	<ul style="list-style-type: none"> Implementation of the Reform Plan with progress monitored through OnePlan.



Develop our people, culture, systems and processes:

To be a high performing, trusted Department with the capacity to deliver on our vision of a safe, fair and inclusive Ireland

STRATEGIC OBJECTIVES	PRIORITY ACTIONS	PERFORMANCE INDICATORS / OUTCOMES
To be a high performing organisation with a continuous focus on developing the knowledge and skills of staff	<ul style="list-style-type: none"> Ensure our values are lived in all aspects of our work 	<ul style="list-style-type: none"> Human Resources Strategy in place and level of implementation of commitments
	<ul style="list-style-type: none"> Deliver sustained organisational change aligned with the Civil Service Renewal Plan 	<ul style="list-style-type: none"> Increased levels of staff engagement and satisfaction as measured by Civil Service Staff Engagement Survey
	<ul style="list-style-type: none"> Implement a strategic business partner model in HR 	
	<ul style="list-style-type: none"> Use workforce planning to align structures and staff with this Strategy and resource the Department effectively 	<ul style="list-style-type: none"> Workforce Plan in place and actively managed with resources and responsibilities aligned
	<ul style="list-style-type: none"> Provide learning and development opportunities tailored to the needs of the organisation and our staff in conjunction with the Civil Service Shared Learning and Development Centre 	<ul style="list-style-type: none"> Delivery of learning and development in relation to requisite knowledge, skills and behaviours and continuous professional development of staff Full training programme in place
To improve internal and external communications	<ul style="list-style-type: none"> Implement our Communications Strategy – ‘Communicating Change’ 	<ul style="list-style-type: none"> Improved internal and external communications as measured by the ongoing review of the Strategy’s implementation and its objectives and goals as well as an annual evaluation
To deliver excellent customer service to our stakeholders	<ul style="list-style-type: none"> Provide quality service to the public and deliver an enhanced range of on-lines services 	
	<ul style="list-style-type: none"> Implement and monitor the commitments in the Customer Service Action Plan and Customer Charter 	<ul style="list-style-type: none"> Increased level of customer service satisfaction as measured by feedback and surveys



Develop our people, culture, systems and processes / continued

STRATEGIC OBJECTIVES	PRIORITY ACTIONS	PERFORMANCE INDICATORS / OUTCOMES
To ensure better management, integration and use of knowledge, data and research	<ul style="list-style-type: none"> Implement in association with Office of the Government Chief Information Officer (OGCIO) ‘Build to Share Strategy’ a range of applications to support administration 	<ul style="list-style-type: none"> Suite of ‘Build to Share’ applications implemented during 2017 and early 2018
	<ul style="list-style-type: none"> Develop a Justice and Equality Hub to enable the efficient and secure exchange of appropriate data and information within the Justice and Equality sector 	<ul style="list-style-type: none"> Data Strategy (encompassing use of Big Data and Open Data) published mid 2017 encompassing the development and dissemination of widely available body of evidence (statistics and data) in support of our strategies
	<ul style="list-style-type: none"> Develop a Criminal Justice Operational Hub to automate and enhance the sharing of operational information between agencies, thereby enabling efficiencies in case management, and better data and analytics to inform evidence based decision making and evaluation of outcomes 	<ul style="list-style-type: none"> Business Case for Criminal Justice Operational Hub approved and Project Plan developed and implemented; benefits of initial phases of project realised during 2018 and 2019
To ensure delivery of the actions in this Strategy Statement	<ul style="list-style-type: none"> Develop and Publish Annual Strategic Business Plans - the OnePlan - as an Implementation Plan for this Strategy 	<ul style="list-style-type: none"> OnePlan in place and published in Q1 annually
	<ul style="list-style-type: none"> Monitor progress on a monthly basis with detailed reports to the Management Board 	<ul style="list-style-type: none"> Active monitoring of progress under the OnePlan including monthly reports to the Management Board

Appendix 1

Commitments under the Programme for a Partnership Government – Department of Justice and Equality



A Safe, Secure Ireland

- Extend Garda Youth Diversion Programmes for young people promoting restorative justice.
- 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.
- Provide adequate resources to support the work of CAB in tackling money laundering and to target the proceeds of crime.
- Continue the accelerated recruitment programme with a view to increasing Garda numbers to 15,000.
- Double the Garda Reserve, to act in a supportive role undertaking local patrols and crime reduction initiatives.
- Increase further civilianisation to free up more Gardaí to focus on frontline policing services (i.e. delegating court attendances and release from desk work).
- 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.
- Protect all our citizens by reducing crime through significant investment in An Garda Síochána, the creation of a more efficient legal system and a tough sentencing approach to offenders.
- 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.
- Further investment in the Garda fleet.
- New and refurbished Garda Stations throughout the country, which will be critical to delivering effective policing.
- We will support investment in CCTV at key locations along the road network and in urban centres.
- 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.
- We will ask the Policing Authority to oversee a review of both the boundaries of Garda districts and the dispersement of Garda stations in rural areas and in developing urban and suburban areas with a view to ensuring both an efficient and optimum geographical distribution of stations and minimal response times, including taking account of station closures since 2012.
- We will ask the Policing Authority to oversee a review of deployment and rostering arrangements with a view to strengthening this vital link with communities with a view to enhancing community policing units.
- As part of the review we will launch a pilot scheme to reopen 6 Garda stations both urban and rural to determine possible positive impacts that such openings will have on criminal activity, with special emphasis on burglaries, theft and public order. This will be initiated within two months.
- Recognising the valuable role of Joint Policing Committees, we will better resource and empower Local Joint Policing Committees (JPCs), reviewing the role of JPCs in the development of Community Policing Strategies. We will also examine the potential for greater consistency of JPCs across the country.
- We support the community listening service and text alert services at local and national level. We will consider, with a view to funding, how to extend this and the introduction of national regional support officers in conjunction with An Garda Síochána.
- We will continue to support and prioritise community crime prevention schemes including Neighbourhood Watch and the Text Alert Scheme. We will strive for consistency in supports for community groups and we will examine direct funding opportunities for community schemes and groups.
- The establishment of a new dedicated Armed Support Unit will be prioritised for the Dublin area, operating in addition to the Emergency Response Unit and other Garda units, to tackle gangland crime.
- We will ensure that in the context of increases in overall Garda

strength, specialist units involved in the fight against all forms of serious crime are brought up to full strength at the earliest possible opportunity.

- Encouraging communities to work with Gardaí can be an effective means of tackling crime. 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.
- We propose to extend the range of serious crime categories for repeat offenders who can receive these tougher sentences.
- We will strengthen supervision of prolific repeat offenders after they have served their prison sentence, to reduce the risk of reoffending.
- We will resource the Courts, particularly the Circuit Court, to deal with increased non-summary prosecutions of serious crimes.
- The post-release supervision of sex offenders has been shown to reduce instances of reoffending and to protect communities. We will further enhance the arrangements in place, providing for post-release supervisions and if necessary make further amendments to the existing legislation in the area. We will provide, in legislation, for disclosure by Gardaí, of details on sex offenders where they believe public safety concerns exist, including disclosure in relevant circumstances to individual parents.
- We will ask the relevant Oireachtas Committee to consider the introduction of mandatory sentencing for robbery, with violence, in the home.
- Together with the new Policing Authority, we will work with An Garda Síochána to implement reforms in particular civilianisation, rostering and management structures.
- We will continue to support the new Independent Policing Authority as the new public oversight body for policing in Ireland and the enhanced role of the Garda Síochána Ombudsman Commission (GSOC) in providing independent oversight of

complaints made against members of the Garda Síochána.

- Full regard will be had to any new evidence which emerges which would be likely to definitely establish the cause of the fire at Stardust.
- Support both An Garda Síochána and the planned new Joint Agency Task Force to implement co-ordinated frontline interagency operations aimed at disrupting cross-border organised crime and fuel and tobacco smuggling.
- We will strengthen and develop cross border bodies and services in Northern Ireland and implement the Fresh Start Agreement. In the Fresh Start Agreement, we committed to establishing a Joint Agency Task Force to tackle cross-jurisdictional organised crime, which would build on current joint efforts focusing on tobacco smuggling and fuel laundering. Conscious of the serious economic, health and environmental consequences of cross-border crime, this Task Force, involving a new strategic and operational approach, will significantly enhance efforts to tackle the scourge of cross-border crime.
- We will publish new legislation to introduce the regulation of the sale and purchase of precious metals, along the lines of the 2015 public consultation conducted by the Department of Justice & Equality.
- We will work with the Department of Environment to further strengthen the regulation of the sale and purchase of scrap metal.
- Complete a core structural review of decision-making arrangements across the common areas of security and defence.
- Implement the Schengen II information-sharing IT system and improve interoperability internationally in order to enhance the policing of entry points to the State, and to support Gardaí in detecting and preventing suspected, dangerous and wanted criminals or prospective terrorists from entering the country.
- We will ensure that the Gardaí are adequately resourced and

that all necessary cross-border cooperation takes place at ministerial, institutional, agency and policing levels to thwart the dissident terrorists who seek to destroy the peace process and the reconciliation agenda which is supported by the overwhelming majority of people on this island.

- We will implement in full the Istanbul Convention on tackling Domestic Violence and the commitments contained in the recently published Second National Strategy on Domestic, Sexual and Gender-Based Violence.
- We will ensure robust protections are in place to fully protect children while online.
- We will propose updated legislation to effectively deal with sexual offences including stronger sanctions aimed at protecting children from sexual exploitation, child abuse material and online grooming.
- Legislation providing for stricter bail terms for repeat serious offenders is being prepared which will strengthen Garda powers to deal with breaches of bail, and to increase the use of curfews. We will seek to fast track this legislation into the Oireachtas.
- We will introduce electronic tagging for those on bail, where requested by Gardaí, thereby reducing the risk of reoffending. We will seek to fast-track this legislation.
- We will propose legislation to reduce excessive delays to trials and court proceedings including pre-trial hearings.
- Upgrade ICT infrastructure, and seek to introduce legislation, based on best practice, on the taking of statement and records, consigning outdated paper based practices to the past and equipping Gardaí for the modern era. We will prioritise a new computer aided dispatch system, increased mobile technology, an investigation management system and enhanced connectivity for Garda vehicles.
- We will propose legislation to provide for convictions to be spent following the lapse of certain offences from an individual's record after a period of time.



Access to Justice

- We will publish legislation to implement in full the EU Victims of Crime Directive strengthening the rights, support and protection of victims across the European Union. We will develop victim support services, including the Garda Victim Support Offices which provide a single point of contact in accessing support and information.
- We will introduce legislation to replace the Judicial Appointments Advisory Board with a new Judicial Appointments Commission. The new structure will include a reduction in its membership, an independent chairperson selected by the Public Appointments Service and approved by an Oireachtas Committee, and a lay majority including independent people with specialist qualifications.
- We will reform the judicial appointments process to ensure it is transparent, fair and credible. We will reduce the number of suitable candidates proposed by the Judicial Appointments Commission for each vacancy to the lowest number advised as constitutionally and legally permissible by the Attorney General, but in any event not more than three candidates to be shortlisted by the Judicial Appointments Commission for any vacancy.
- The new Chair of Judicial Appointments Commission will be asked to attend the relevant Oireachtas Committee on an annual basis to report on implementation of its statutory remit.
- 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.
- We will transfer responsibility for Criminal Legal Aid to the Legal Aid Board who will have new powers to compel criminals to pay a contribution. We will also introduce a more rigorous and objective means testing process for such applications, as well as increasing the sanction for false declarations and improving prosecution in cases of abuse.
- In parallel, we will examine the feasibility of a new Public Defender system and report to the relevant Oireachtas Committee and Government within 6 months.



An Equal and Inclusive Society

- 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.
- Increased female representation on state boards to 40%.
- Article 41.2.1 of Bunreacht na hEireann regarding a “woman’s life within the home”.
- Following the introduction of legislation encouraging increased female participation in politics. We will publish an updated National Women’s Strategy by end 2016, further promoting women’s participation in decision making. We will empower women to ensure that households headed by women are no longer at a higher risk of poverty. We will take measures to reduce the gender pay gap - inclusive of increasing investment in childcare, and reviewing the lower pay of women and gender inequality for senior appointments.
- Wage transparency by requiring companies of 50 and more to complete a wage survey.
- We will increase paid parental leave in the first year of birth (currently maternity leave is 26 weeks, plus 2 weeks paternity leave to be introduced from September).
- Significantly increase parental leave in the first year of a child’s life, over the next five years. Research shows children benefit most from parental care in the first year.
- We will publish a revised National Traveller and Roma Inclusion Strategy, aimed at improving the lives of members of the Traveller and Roma communities by the end of 2016.
- Ireland signed the UN Convention on the Rights of Persons with Disabilities in 2007, and a roadmap to ratification was published in November 2015. The drafting of legislation to address a range of legislative barriers to ratification is underway with a view to putting it before the Oireachtas before the end 2016. The relevant Oireachtas Committee and relevant stakeholders will be asked to oversee its implementation.
- We will also review the role of the National Disability Authority.

- We will, therefore, implement the Comprehensive Employment Strategy for People with Disabilities, ensuring its actions are compatible with mainstream activation policies and that it addresses concerns surrounding the loss of secondary benefits, so that work always pays more than welfare.
- We will ensure the full implementation of the Comprehensive Employment Strategy for people with disabilities, as mentioned above.
- The question of amending Article 40.6.1(i) of the Constitution to remove the offence of blasphemy.
- Establish a new national service to standardise the supports available to borrowers in mortgage arrears, with powers and resources needed to advise, assess, negotiate and recommend solutions.
- Establish a dedicated new court to sensitively and expeditiously handle mortgage arrears and other personal insolvency cases, including through imposing solutions, including those recommended by the new service. The hearings of this court could be held in private if requested by the debtor.
- Review the thresholds and the processes for Personal Insolvency Arrangements (including SMEs) and raise where appropriate.
- We will implement the Valuation Act, which is designed to speed up the cumbersome revaluation process, and will closely monitor its effectiveness and will introduce further measures if we do not see sufficient improvement.
- We will tackle the rising cost of claims by establishing an expert group to report within 6 months on options for reforming the law of torts and the current claims process, particularly when it comes to birth injuries and catastrophic injuries, and injuries that can result from vaccination.



A Fair and Balanced Immigration and Protection Regime

- Working with the relevant Oireachtas Committee, we will introduce a comprehensive Immigration and Residency Reform Bill, aimed at modernising Ireland's visa and residency systems.
- We will get tougher on abuses of our migration system by ensuring implementation of the new enforcement and deportation provisions in the recently enacted International Protection Act.
- We are committed to supporting a humanitarian response to the current refugee crisis and providing a safe haven to those who come to Ireland under EU programmes.
- We will offer safe haven for refugees under EU and UN resettlement and relocation programmes, while promoting the integration of refugees in our communities.
- Long durations in direct provision are acknowledged to have a negative impact on family life. We are therefore committed to reforming the Direct Provision system, with particular focus on families and children.
- In 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 the UK to crack down on the increasing numbers of bogus asylum seekers who are applying for unmerited asylum status in Ireland solely because their UK visa has expired

Appendix 2

Agencies/Bodies under the aegis of the Department

We will work in partnership with all Agencies/Bodies under the aegis of the Department – a comprehensive list including all of the Boards/Tribunals under the aegis of the Department and their functions can be found on the Department's website.

An Garda Síochána 	Garda Síochána Ombudsman Commission 	Mental Health (Criminal Law) Review Board 	Policing Authority  AN TÚDARÁS PÓILÍNEACHTA POLICING AUTHORITY
Charities Regulatory Authority 	Insolvency Service of Ireland 	National Disability Authority  Údarás Náisiúnta Míchumais National Disability Authority	Private Security Authority 
Courts Service  An tSeirbhís Chúirteanna Courts Service	Irish Film Classification Office  IRISH FILM CLASSIFICATION OFFICE	Office of the Data Protection Commissioner  An Coimisinéir Cosanta Sonraí Data Protection Commissioner	Probation Service  An tSeirbhís Phromhaidh The Probation Service
Criminal Assets Bureau 	Irish Human Rights and Equality Commission (IHREC)  Coimisiún na hÉireann um Chearta an Duine agus Comhionannas Irish Human Rights and Equality Commission	Office of the Inspector of Prisons  OIFIG AN CHIGIRE PRÍOSÚN OFFICE OF THE INSPECTOR OF PRISONS	Property Registration Authority  An tÚdarás Clárúcháin Maoine Property Registration Authority
Criminal Injuries Compensation Tribunal 	Irish Prison Service  SEIRBHÍS PHRÍOSÚN NA hÉIREANN IRISH PRISON SERVICE	Office of the State Pathologist 	Property Services Regulatory Authority  Property Services Regulatory Authority
Forensic Science Ireland  forensic science ireland	Legal Aid Board  Legal Aid Board An Bord Um Chúnamh Dílíthiúil	Ordnance Survey Ireland  osi Ordnance Survey Ireland	The International Protection Appeals Tribunal  An Binnse um Achomhairc i dtaobh Cosaint Idernáisiúnta The International Protection Appeals Tribunal
Garda Síochána Inspectorate  GARDA INSPECTORATE PROMOTING EXCELLENCE & ACCOUNTABILITY	Legal Services Regulatory Authority 	Parole Board 	Valuation Office  oifig luachála valuation office



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