



**STRATEGY STATEMENT 2008 – 2010**

**Working for a Safer, Fairer Ireland**

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## FOREWORD BY THE MINISTER

This is the Sixth Strategy Statement by my Department. It covers the period 2008 to 2010 and I believe it is not a paper exercise, but rather a genuine attempt to map out, from the perspective of the Department, the key issues that will confront the administration of justice and equality services over the next three years. It is an ambitious statement of how the Department sets out its agenda to serve the Government, the Oireachtas and the people. I am, with my Ministers of State, committed to delivering this challenging strategy across the Department's wide-ranging spectrum of business areas including integration, youth justice and equality issues.

The continuing fight against crime remains a major challenge, not just for the Department and me as Minister, but for society at large. People are genuinely concerned about the level of crime in our society and deserve the re-assurance that everything possible is being done to confront the criminals and make our communities safer places.

For this reason there has been a step-change in the organisation, management structures and accountability mechanisms of An Garda Síochána. The changes that have been wrought, and which will continue, bring the Force fully equipped to operate in the modern environment and to confront the criminals head-on. There is an operational budget for An Garda Síochána in 2008 of €1.616 billion – the highest ever – to bed in that change. As well as providing for continuing increased recruitment of sworn Garda members and a greatly increased civilian cohort, I am also providing over €100 million for leading-edge police technology aids. The size of the Force is increasing rapidly, but if our Gardaí are to do their job well, they must have the very best in tried and proven technology and this resource allocation is being made available for that purpose. My intention is to prioritise areas such as gun crime, organised crime and drugs, and public order.

We must also focus more clearly on prevention at an early stage in the cycle of criminality and latent criminality. Recent measures have reformed our entire approach to youth justice. The Irish Youth Justice Service, an Executive Office of my Department and which is co-located in the Office of the Minister for Children, now has responsibility for developing youth justice policy. This is an area in which we must invest heavily. And it is an investment that is very worthwhile, not least because it provides us with a chance to do what we can to deter young people who are at risk of offending from throwing their lives away and perhaps becoming involved in serious crime later on.

But preventing or detecting crime cannot be done by agencies of the criminal justice system alone; they need the active help of communities. At the same time, as part of that partnership, the work of those agencies must be responsive to the needs of communities. I want, as much as I can as Minister, to foster a spirit of national partnership in tackling crime and I am giving priority to establishing a Joint Policing Committee in every local authority area. These committees provide a forum where members of a local authority and the senior Garda officers responsible for policing the area, together with Oireachtas members and community and voluntary interests, can consult, discuss and make recommendations on matters affecting policing of their community.

Other components of the criminal justice system – for example the Courts, Prisons, and Probation Service - are aligned and resourced to play their roles in delivering on the overriding need to address, prevent, and punish wrong-doing. This is the hard edge of the Department as it engages with the sometimes unpalatable task of addressing the darkest side of our society.

The Courts Service has made significant strides in recent years in modernising and providing improved services to all court users. A very exciting development which should bear fruit over the next few years is the construction of the new Criminal Courts Complex which is due for completion in 2010.

The next number of years will see the replacement of almost 40% of the existing prison accommodation under my Department's Prison Building Programme. In addition, new and enhanced security features for closed prisons will include the deployment of a drugs dog unit and the installation of Airport-style search facilities.

The Probation Service will continue to be supported in bringing about change and reform so that it can better deliver services to help reduce the level of crime and increase public safety by working with offenders to change their behaviour. During 2007 an additional 71 staff were approved for the Probation Service to deliver on this mandate. The financial resources available to the Probation Service will allow for more effective nationwide delivery of Probation related services.

Continued reform of immigration systems is another priority for me. Ireland has made a rapid transition from a country of emigration to one of immigration, with up to 10% of our population now recorded as non-Irish. It is, I believe, to our credit as a nation that we have managed that transition without major upheaval. The challenge is to ensure that as the number of newcomers in our midst increases, we continue to provide the environment in which they can legitimately go about their business. The newly-created Office of the Minister for Integration will tackle in a holistic way the challenge of integration across Government Departments and the Public Service generally.

In recent years the Department's focus on social inclusion has been greatly enhanced. We are committed to promoting equality of opportunity and we will continue to take a lead role in addressing discrimination across many levels of society.

The wide range of issues that fall to be addressed by this Department makes it almost inevitable that over the lifetime of this Strategy Statement there will be events where our strategies have to be looked at again and altered or even perhaps jettisoned. In this context, I welcome the emphasis in the Department arising from the recently completed Efficiency Review of the Department and the bodies under its aegis on achieving administrative efficiencies. The fact that the Secretary General will personally oversee the process that has emerged from the Review will ensure that it is given the weight and attention it deserves within the organisation. This work is now all the more urgent and important in the light of the changed financial circumstances facing the country. No area of the public service can be immune from the requirement to deliver public services more efficiently and the Justice and Equality area will of course comply with Government requirements in this respect. That said, however, my focus for the next 3 years will be on ensuring that front-line services in the Justice and Equality Area are appropriately resourced to meet the reasonable expectations of our communities.

We will be exploring ways of achieving this objective in the coming period and in particular we will be looking at ways of improving and rationalising how services are delivered. This will, for example, mean taking a very clear view on the range of agencies in the Justice and Equality area and assessing whether greater efficiencies in terms of resources as well as service delivery can be achieved.

I am confident that working together, the staff of the Department and its associated agencies have the vision and commitment to tackle the unexpected and continue to focus their efforts because "*Working for a Safer, Fairer Ireland*" is more than just a catch cry: it is a statement of the highest ideals of public service.

Dermot Ahern T.D.  
Minister for Justice, Equality and Law Reform.

## INTRODUCTION BY THE SECRETARY GENERAL

The work programme of the Department of Justice, Equality and Law Reform upholds the highest values and addresses some of the deepest concerns of our society. Our collective mission is to help make Ireland a safer and fairer place in which to live and work, to visit and do business. The remit of the Justice family of organisations and services stretches across a range of human concerns and touches on aspects of national life as diverse as the protection of life and property, the prevention and detection of crime, maintaining and promoting equality of treatment between people, the provision of services for the buying and selling of property, the management of inward migration to the State, supporting integration and providing a Courts Service and other forms of investigative tribunals. On the international front, the Minister and the Department serve the interests of Ireland in relation to Justice, Equality and Home Affairs' matters by participating fully in the European Union, the Council of Europe and the United Nations among other international fora.

The direction for the Department during 2008-2010 is set out in this, our sixth Strategy Statement. Our goals are ambitious and achieving them should make a positive difference to the life of our shared community.

The primary focus of the Statement is on delivering the Department's commitments under the Agreed Programme for Government as well as other key strategies such as the current Partnership Agreement "Towards 2016" and the National Development Plan. Pressures affecting the shape of our work programme include resource limitations, legislative change, increasing social diversity within the population, the quest for administrative efficiency and sustaining improved economic performance, the need for community solidarity and security, improvement in the quality of the service being offered to the public and the public's expectation of higher standards of ethics and accountability. The Department's overall goals and objectives are also influenced by the broader international environment in which we operate. We will continue to work to achieve Ireland's international objectives in our areas of responsibility at EU and other fora by participating and contributing to policy deliberations and advancing policies which reflect the concerns of the State. These priorities are reflected in this Strategy Statement particularly in the High Level Goals which detail the policies, operational mandates and activities of the core areas of the Department that underpin the wide ranging and complex process of delivering Justice and Equality services.

Effective delivery on our objectives requires that from time to time we review the range of offices, agencies and boards charged with particular policy responsibilities and delivery. Huge strides have already been made in addressing challenges and opportunities across the Justice and Equality sector. It is always appropriate, however, to take stock of what has been achieved in order to establish if there are even better and more efficient ways of discharging our mandate. An Efficiency Review requested by the Minister for Finance and the Government at all Departments was completed and submitted to the Department of Finance in early 2008 – it is intended that the outcome of this review will yield administrative efficiencies. The changed economic circumstances which we are now experiencing add a new and urgent dimension to this task. We will remain focused on delivering public services to the people we serve; the challenge facing us is to ensure that we do so in the most efficient and effective way possible. I believe that there is great scope for 'simplifying the delivery landscape' by choosing strategic options in respect of the role and functions of some of our agencies and bodies. In the coming period we will be carefully examining these options with a view to ensuring that whatever decisions are taken by Government will yield better outcomes for the community we serve. In the carrying through of the strategies outlined in this Strategy Statement, the scope for reductions in costs will be our constant focus.

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Seán Aylward  
Secretary General

## OVERVIEW

The Department of Justice, Equality and Law Reform is structured around the following areas, responsibility for which fall to members of the Management Advisory Committee (MAC):

- An Garda Síochána
- Anti Trafficking Unit
- Immigration Related Services
- Civil Law Reform
- Cosc - The National Office for the Prevention of Domestic, Sexual and Gender-based Violence
- Courts Policy
- Crime, Security and Northern Ireland, Criminal Law Reform and Human Rights
- Equality and Disability
- EU / International Matters
- Human Resources, Corporate Services, Organisation Development, Project Development, Finance, Internal Audit and IT
- Irish Prison Service
- Mutual Assistance and Extradition
- Prisons and Probation Policy
- Reception and Integration Agency (RIA) *and*
- Youth Justice.

The Department, whether directly as a resource provider or in its oversight role, is guided by the following core values:

- ensure access to justice;
- apply fair and equal standards of treatment to all groups in society;
- demonstrate accountability for our actions;
- show courtesy and integrity in our dealings;
- provide excellent services to the public *and*
- respect and value the individual with whom we engage in whatever situation we encounter him or her.

The goals and objectives contained in this Statement have been informed by a review of our policy and operating environment and the issues detailed above are considered at both national and international level.

The Department, on behalf of the State, must ensure that critical projects are delivered on time and in the most cost effective manner possible. Sound corporate governance practices and accountability requirements within the Justice group are a priority for the Department and we will continue to take a collaborative approach in the development of policy. This approach is supported by formal structures such as the Justice and Equality Steering Group which comprises the Heads of the Justice and Equality Sector organisations and senior officials of the Department, and a Project Oversight Board which is jointly chaired by the Minister and Secretary General, as well as informal networks and ongoing consultation. Modernisation and reform programme commitments also help shape our objectives resulting in improvements to financial management and IT systems, regulatory reform and the approach to human resource management. Better regulation is a key element of the modernisation agenda and involves an ongoing commitment to improving access to services and streamlining legislative and regulatory frameworks. Performance appraisal systems are in place to ensure that the parties concerned are committed to full and ongoing co-operation with change, continued adaptation and flexibility and the delivery of a high performing Public Service.

Of course, implementation of policies and programmes must take account of public finances. Therefore, decisions as to how our financial resources are allocated are a critical part of strategic planning in the Department. Resources, voted by Dáil Éireann, are allocated in accordance with Government priorities and operational needs. Across all its votes the Department is responsible for a budget of €2.695 billion in 2008 as follows:

	€m
Justice, Equality and Law Reform	502
Garda	1,616
Prisons	394
Courts	136
Property Registration Authority	47

Under the Capital Investment Framework (CIF) 2008 to 2012, the Department has received an allocation of €1.9 billion as its capital envelope. Of this amount, €1 billion is by way of direct Exchequer funding, while the balance of €900 million is to be sourced by way of Public Private Partnerships (PPP). This PPP allocation is to fund significant projects such as the development of the Criminal Courts Complex, the new prisons at Thornton Hall and the new Munster Regional Prison. A National Projects Board, chaired by the Minister, will oversee delivery on time and within budget of these and other major capital projects.

The National Development Plan 2007-2013 positions the Department to access funding for an ambitious array of Justice and Equality Programmes. These Programmes reflect the remit of the Department covering such social inclusion issues as gender equality, youth justice, rehabilitation of prisoners, disability measures and anti-racism measures. A significant amount of this funding will also be spent on capital programmes across the Prisons, Courts and Probation Services.

There are currently approximately 23,631 staff within the overall remit of the Department (including An Garda Síochána and the Irish Prison Service). Under the Government's Decentralisation Programme over 900 staff are, and will be, involved in the ongoing relocation of certain areas of the Department and the wider Justice sector to seven locations countrywide – Longford, Navan, Portllington, Roscrea, Roscommon, Thurles and Tipperary Town. It is the Department's objective to have completed all moves in the lifetime of this Strategy Statement.

Delivery on all objectives laid down for us by Government will be tracked over the period of this Strategy Statement by ongoing monitoring of progress reported in Business Plans and the Department's Annual Reports.

### **Our Strategy Statement and Annual Output Statement Programmes**

There are 9 Programmes listed in our Annual Output Statement:

1. Community Security, Law Enforcement, Crime Prevention by Support for An Garda Síochána
2. The Maintenance of Safe and Secure Custody for Offenders by Support for the Prison Service
3. Management of the Courts and Supporting the Judiciary
4. The Promotion of a Safe Society through the Provision of a Wide Range of Justice Services
5. The Promotion of a Tolerant and Equitable Society
6. The Provision of Immigration and Related Services
7. The Provision of Probation Services
8. The Provision of a Coherent, Effective Youth Justice Service
9. The Provision of Property Registration Services

We have aligned our High Level Goals as far as is practicable to reflect the programmes of the Annual Output Statement as follows:

<b>High Level Goal</b>	<b>Programme</b>
<b>1. Supporting An Garda Síochána and Tackling Crime</b>	<b>1. Community Security, Law Enforcement, Crime Prevention by Support for An Garda Síochána</b>
<b>2. Developing Justice Services</b>	<b>2. The Maintenance of Safe and Secure Custody for Offenders by Support for the Prisons Service</b> <b>3. Management of the Courts and Supporting the Judiciary</b> <b>7. The Provision of Probation Services</b> <b>8. The Provision of a Coherent, Effective Youth Justice Service</b> <b>9. The Provision of Property Registration Services</b>
<b>3. Provision of Immigration and Related Services</b>	<b>6. The Provision of Immigration and Related Services</b>
<b>4. Promotion of a Caring, Integrated and Equitable Society</b>	<b>5. The Promotion of a Tolerant and Equitable Society</b>
<b>5. Promotion of a Secure and Peaceful Society</b>	<b>4. The Promotion of a Safe Society through the Provision of a Wide Range of Justice Services</b>
<b>6. Law Reform</b>	For ease of reporting all Law Reform information is contained in HLG 6 even though Civil Law Reform is included in Programme 5
<b>7. Business Delivery</b>	Across all programmes

This Strategy Statement was developed in consultation with the Minister, the Management Advisory Committee, organisations within the Justice and Equality Sector and other Government Departments. The Department's Partnership Committee was also consulted and members of the public were invited to submit comments via the Department's website ([www.justice.ie](http://www.justice.ie)).



## **MISSION STATEMENT**

**To maintain and enhance community security and promote a fair society through the development of a range of policies and high quality services which underpin:**

- **the protection and assertion of human rights and fundamental freedoms consistent with the common good**
- **the security of the State**
- **an effective and balanced approach to tackling crime**
- **progress towards the elimination of discrimination**
- **the promotion of equal opportunities and tolerance**

<b>HIGH LEVEL GOALS</b>		<b>IMPACT INDICATORS</b>
<b>1</b>	<p><b>Supporting An Garda Síochána and Tackling Crime</b></p> <p>We will further advance law enforcement, crime prevention and community security by our continuing structural and service reform of An Garda Síochána and through the development of effective anti-crime policies, the implementation and enforcement of effective and balanced laws and working to ensure visible policing of our communities.</p>	<p><b>Reduction in crime and a safer environment in which to live and work</b></p>
<b>2</b>	<p><b>Developing Justice Services</b></p> <p>We will continue to advance our structural and service reforms of justice services – criminal and other - so as to enable the Department and the Justice and Equality Sector organisations implement their mandates in the most effective and efficient way possible.</p>	<p><b>Delivery of a more effective justice system entailing a range of responses appropriate to today’s society</b></p>
<b>3</b>	<p><b>Provision of Immigration and Related Services</b></p> <p>We will continue to implement Government commitments in relation to the provision of immigration and related services and to update when necessary the legislative base in this area.</p>	<p><b>Policies implemented effectively and enhanced delivery of migrant systems</b></p>
<b>4</b>	<p><b>Promotion of a Caring, Integrated and Equitable Society</b></p> <p>We will promote the development of a caring and equitable society and co-ordinate, support and facilitate the integration of all legally resident immigrants into Irish society through the implementation of appropriate policies.</p>	<p><b>A more integrated society in which equality of opportunity is promoted and advanced</b></p>
<b>5</b>	<p><b>Promotion of a Secure and Peaceful Society</b></p> <p>We will continue to promote a secure and peaceful society through the provision of a wide range of Justice Services and we will continue to contribute to the development of accountable local governance in Northern Ireland.</p>	<p><b>The security of the State advanced through appropriate measures and policies</b></p>

6	<p><b>Law Reform</b></p> <p>We will continue to reform our laws – criminal and civil – and provide for improved regulatory systems where required.</p>	<p><b>Robust legislation and an appropriate regulatory environment that meets the ongoing changing needs of society</b></p>
7	<p><b>Business Delivery</b></p> <p>We will support the delivery of the Department’s business objectives through optimising staff performance and development, providing a high quality working environment for staff and customers, maintaining the highest standards of corporate governance and through the effective use of resources.</p>	<p><b>Business objectives managed and delivered effectively</b></p>

## **SUPPORTING AN GARDA SÍOCHÁNA AND TACKLING CRIME**

**Tackling crime in all its forms is a top priority for the Department. We play a key role in the development of the regulatory and structural framework within which An Garda Síochána operates and in the promotion of measures designed to provide greater accountability, economy, efficiency and effectiveness. We remain committed to taking whatever actions are necessary to reduce the level of crime in our society and to make our communities and our streets safer. A number of strategies have been framed to deliver commitments intensifying such matters as the fight against drugs and organised crime; the enforcement of public order; ensuring effective and visible policing at community level; the implementation of stronger anti-crime laws; giving effect to our international obligations to combat crime and protect the security of the State; the regulation and control of the use of firearms and explosives and the implementation of traffic laws.**

**High Level Goal 1:**

**We will further advance law enforcement, crime prevention and community security by continuing structural and service reforms of An Garda Síochána and through the development of effective anti-crime policies, the implementation and enforcement of effective and balanced laws and working to ensure visible policing of our communities.**

The Government’s commitment to the fight against crime is strong and unambiguous. The role of the Department, in conjunction with An Garda Síochána, is to deliver the desired outcomes. To do so, responses must be adapted on an ongoing basis to tackle the emerging forms and changing patterns of criminal activity whilst keeping the focus firmly on areas of consistent concern, including drug trafficking, organised crime and public order. In addition, our response to crime is increasingly influenced by the international dimension, for example, trafficking of persons across borders, international drug crime, money laundering and cybercrime. Internationally co-ordinated responses are now key influences on the development of crime policy and we are committed to enhancing international co-operation in this regard. Stronger legislation, improved targeting of police resources and increased strategic use of forensic science will all play a part in delivering on these commitments.

The role of An Garda Síochána is fundamental to the ongoing fight against crime. The goal of An Garda Síochána is “to achieve the highest attainable level of personal protection, community commitment and state security based on best international policing practice”. The Department is committed to supporting An Garda Síochána in carrying out its function of providing policing and security services to the State by performing the role set out for the Minister and the Department in the Garda Síochána Acts 2005 to 2007. This includes setting the strategic direction for An Garda Síochána and ensuring the accountability of the Commissioner for the performance of his/her functions, including setting policing priorities and performance targets and approving Garda strategy statements and annual policing plans. This process of reform will continue so as to improve efficiency and effectiveness in the use of Garda resources and to improve accountability and standards within the Force.

<b>Key Objective:</b>	<b>Key Action:</b>	<b>Performance Indicator:</b>	<b>Outcome:</b>
We will set the strategic direction for An Garda Síochána and ensure the accountability of the Commissioner for the performance of his/her functions.	Policing priorities and performance targets will be set and Garda strategy statements and annual policing plans will be approved.	Policing priorities identified with performance targets where appropriate. Garda strategy statements and annual policing plans approved within specified timeframes.	Providing strategic direction for An Garda Síochána and ensuring the accountability of the Garda Commissioner.

In addressing crime, including gun/drug/gangland crime, policing priorities will seek to increase the number of Gardaí on frontline, operational, high-visibility policing duties in the community. The ongoing civilianisation programme has an important role in releasing Gardaí for such duties. As well as advancing any necessary changes to Garda regulations and in order to ensure that resources are deployed to guarantee adequate policing of all areas of the country, it is intended to put in place a Garda Charter which will result in improved response times and in the level of service provided, including the frequency of high visibility patrols.

Significant resources continue to be provided to An Garda Síochána and the Department will seek to ensure that adequate funding continues to be made available so that investment in human resources and support systems can be undertaken by An Garda Síochána. This includes investment in a range of technology projects including the provision of a National Digital Radio Service for the Force. The Department will also, in conjunction with the Garda authorities and the Garda Inspectorate work to ensure that these resources achieve the highest level of efficiency and effectiveness by reference to best international policing standards.

<b>Key Objective:</b> We will assist the Garda Commissioner in continuing Garda recruitment in line with Government policy including recruitment from minorities, and in increasing the ratio of civilian staff to Garda members across all areas of the organisation.	<b>Key Action:</b> Appropriate resources / regulatory backing for recruitment competitions for Garda trainees, including recruitment of minorities. Assistance to ensure that agreed numbers of civilians are recruited.	<b>Performance Indicator:</b> Continuation of training programme in the Garda College and that Gardaí resources are targeted to provide visible, frontline policing duties in the community.	<b>Outcome:</b> Increased Garda presence for front-line policing and to allow for an efficient and effective policing service and public satisfaction and feeling of security increased due to more visible Garda presence.
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A significant and developing aspect is the area of crime prevention and related policies. The Joint Policing Committees provided for in the Garda Síochána Act 2005 will make a significant contribution in this regard.

<b>Key Objective:</b> We will (i) implement the provisions of the Garda Síochána Act 2005 regarding Joint Policing Committees, (ii) use the extra capacity in An Garda Síochána to target communities experiencing significant anti-social behaviour and crime which impact on people in their daily lives, having particular regard to RAPID areas and (iii) ensure that special operations such as Operation Anvil continue on the basis of identified need.	<b>Key Action:</b> (i) Roll out of Joint Policing Committees to every local authority in the State. (ii) Ongoing review of the use of relevant legislation. (iii) Provide necessary resources.	<b>Performance Indicator:</b> (i) Establishment and satisfactory functioning of Committees. (ii) Levels of anti-social behaviour and public order offences in affected communities. (iii) The level of effective Garda anti-crime activity	<b>Outcome:</b> (i) Improved structured co-operation between local authorities and An Garda Síochána. (ii) Reduction in levels of anti-social behaviour and public order offences. (iii) Reduction in level of targeted serious crime.
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The Department will continue to develop policy in the area of road traffic law enforcement by An Garda Síochána. In this it will liaise closely with other stakeholders such as An Garda Síochána and the Department of Transport with a view to strengthening interagency co-operation in providing measures to reduce death and serious injury on the roads and improving compliance with road traffic law generally.

<b>Key Objective:</b> We will assist An Garda Síochána to meet the targets of the Road Safety Strategy 2007-2012.	<b>Key Action:</b> Provide necessary resources and assist the Department of Transport in making any necessary changes to road traffic legislation.	<b>Performance Indicator:</b> Number of deaths and serious injuries caused by road collisions.	<b>Outcome:</b> Reduction in number of deaths and serious injuries.
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Resources accessed by An Garda Síochána also include high quality forensic analyses by the Forensic Science Laboratory and the Office of the State Pathologist. These resources will be enhanced by the development of legislation and other implementation arrangements to make available a DNA Database to aid the detection and prosecution of offences.

<b>Key Objective:</b> We will continue to ensure that resources are made available to An Garda Síochána to support their requirements including the introduction of a DNA Database for use as an intelligence tool in the detection and prosecution of offences.	<b>Key Action:</b> Development of the legislative basis for the database, together with the necessary planning, resourcing and co-ordination for successful implementation.	<b>Performance Indicator:</b> (i) Legislation enacted. (ii) DNA Database established.	<b>Outcome:</b> Improved intelligence and evidentiary framework for An Garda Síochána.
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This will be of particular significance in the fight against organised crime, including gun crime and drug trafficking, which remains a key priority. The Department will continue to develop policy in relation to combating organised crime and will, in conjunction with An Garda Síochána, vigorously sustain its efforts to pursue those elements in society who continue to engage in such serious criminal activity. An Garda Síochána will continue to be at the forefront of and lead the State's response in tackling the activities of these criminals through:

- the continued use of specialist units and targeted policing operations
- profiling, intelligence gathering and threat assessments in relation to individuals and groups involved in these categories of crime
- the continued pursuit by the Criminal Assets Bureau of the proceeds of crime.

<b>Key Objective:</b> We will continue to develop policy in relation to combating organised crime.	<b>Key Action:</b> Enhanced support for the Criminal Assets Bureau.	<b>Performance Indicator:</b> Support for expanding the operational presence of the Criminal Assets Bureau in each Garda Division by introducing additional asset profilers and liaison officers.	<b>Outcome:</b> Each Garda Division will have direct links to the Criminal Assets Bureau.
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Enhanced liaison arrangements between the Department and the Criminal Assets Bureau in the pursuit of those engaged in drug dealing at all levels will also be put in place. Tackling the problem of drug trafficking, drug pushing and drug use/abuse also continues to be a major priority of the Department with a strong focus on the reduction of drug supply, effective and proactive policing to deal with drug dealers, targeting of the assets of drug criminals, and eliminating any use of illegal drugs in our prisons. The Department will continue to contribute to the Government's National Drugs Strategies 2001-2008 and 2009-2016, working closely with other Departments and statutory agencies involved in partnership with the voluntary treatment and community sectors.

At EU level, the Department will continue to work closely with other Government Departments in a partnership approach with other Member States to implement the EU Drugs Strategy 2005-2012 which was adopted by the European Council in December 2004. This Strategy forms an intrinsic part of the Hague Programme and is a key instrument in effectively confronting drugs use and trafficking.

<b>Key Objective:</b> We will extend the State's capacity to tackle the problem of drugs in our communities under both the current National Drugs Strategy 2001-2008 and the subsequent Drugs Strategy 2009-2016.	<b>Key Action:</b> Continued proactive Departmental involvement and engagement in the Drug Policy Framework set up to implement the Government's co-ordinated National Drugs Strategy, actively contribute to the development of the new National Drugs Strategy 2009-2016 and initiate the implementation of the criminal justice related elements of that Strategy.	<b>Performance Indicator:</b> (i) Ongoing progress in the implementation of the Government's National Drugs Strategy 2001-2008. (ii) Appropriate criminal justice related elements incorporated into the new National Drugs Strategy and an implementation pathway in place to deliver on this Department's commitments as required under the new Strategy.	<b>Outcome:</b> Delivery on the comprehensive and integrated Government policy approach which has been put in place to tackle the problem of drugs misuse across the pillar headings of education and prevention, supply reduction, treatment and rehabilitation and research and implementation of the new Drugs Strategy.
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The Department is also committed to preventing trafficking in human beings, an issue that has become significant on a global scale and will do all in its power to prevent this despicable crime from taking a foothold in Ireland by proactively bringing forward a comprehensive programme of legislation, policy development and enforcement action. The Programme for Government commits Ireland to ratifying the UN Protocol to Prevent, Suppress and Punish Trafficking in Persons, especially Women and Children, Supplementing the United Nations Convention Against Transnational Organized Crime; the EU Council Framework Decision of Combating Trafficking in Human Beings and the Council of Europe Convention on Action against Trafficking in Human Beings. It is expected that Ireland will be in a position to ratify the UN Protocol and the Council of Europe Convention by May 2009.

The Criminal Law (Human Trafficking) Act 2008, which entered into force on 7<sup>th</sup> June, means Ireland will be compliant with the UN Protocol and the Council of Europe Convention in relation to the criminal law/law enforcement elements of trafficking. It is fully compliant with the EU Framework Decision. This Act criminalises the trafficking of persons for the purposes of sexual exploitation, labour exploitation or the removal of a persons organs. Penalties of a fine and/or up to life imprisonment apply in respect of these offences. It also makes it an offence to sell or offer for

sale, or to purchase or offer to purchase, any person. Penalties of a fine and/or up to life imprisonment apply on conviction. The Act also criminalises the soliciting of a trafficked person for the purposes of prostitution under penalty of a fine and/or up to five years in prison if convicted on indictment.

The enactment of the Immigration, Residence and Protection Bill 2007 will provide for a period of recovery and reflection of 45 days for victims to escape the influence of their traffickers and in circumstances where he or she wishes to assist the Gardaí in any investigation or prosecution in relation to the alleged trafficking, a further six months period of residence to enable him or her to do so. An administrative framework, broadly reflecting these provisions of the Bill, was introduced on 7<sup>th</sup> June to provide for the period of recovery, reflection, and residency in the State until the full enactment of the provisions of the Bill.

As well as the provisions on criminalisation and reflection periods a number of administrative measures have been put in place. A dedicated Anti-Human Trafficking Unit, under the stewardship of an Executive Director, was established in February 2008 with the purpose of ensuring the State's response to human trafficking is coordinated, comprehensive and holistic. In this context the Unit is engaged with over 50 different stakeholders both domestically and internationally. Furthermore, an inter-departmental High Level Group on Combating Trafficking in Human Beings with representatives from key Government Departments has been established by the Minister for Justice, Equality and Law Reform to recommend to him the most appropriate and effective responses to trafficking in human beings. These issues will be addressed in a National Action Plan to Combat Trafficking in Human Beings. It is intended that a draft National Action Plan will be submitted to the Minister for approval by the end of 2008. A Non-Governmental and Governmental roundtable forum and 5 interdisciplinary working groups have been established to deal with issues surrounding child trafficking, labour exploitation, sexual exploitation, awareness raising and training, and the development of a National Referral Mechanism.

Ireland is a member of an initiative called the G6, a group established for a period of one year to deal with human trafficking. Ireland is taking the lead on an awareness raising campaign, to be run between July and October 2008 in the six group member states, which is aimed at the general public and law enforcement personnel. Based on the UK Blue Blindfold Campaign, it encourages people to report suspicions of trafficking. It is expected that campaign will take place in Ireland in October 2008. To date, approximately 150 members of an Garda Síochána have received training in the area of human trafficking as part of their continuous professional development. Training in the area of human trafficking now forms part of recruit training. The International Organisation for Migration is also facilitating training of inspectors from the National Employment Rights Authority, inspectors from the Private Security Authority and HSE personnel.

<b>Key Objective:</b>	<b>Key Action:</b>	<b>Performance Indicator:</b>	<b>Outcome:</b>
We will implement measures to ensure that Ireland is fully compliant with all relevant international instruments to combat trafficking in human beings.	Enactment of legislation and administrative measures to give effect to the UN Protocol, the Council of Europe Convention and the EU Framework Decision. The High Level Group established on an inter-departmental basis will, having regard to recommendations by the Working Groups and other stakeholders, ensure the policy response is both adequate and appropriate and the Anti-Human Trafficking Unit will co-ordinate the policy response.	All relevant International Instruments will be implemented and ratified; a suitable National Referral Mechanism will be put in place as will appropriate measures for victim care and protection; a National Action Plan to Combat Trafficking in Human Beings will be completed.	The Government will have put a comprehensive and coherent policy response in place in order to prevent Ireland becoming a major destination for human trafficking.

Recent years have seen an increase in ownership of firearms for recreational pursuits such as hunting and target shooting. A major reform of legislation governing this matter came into effect with the introduction of the Criminal Justice Act 2006 which introduced substantial reforms to the law in relation to legally held firearms. These include amongst other things measures relating to the



licensing regime, suitability to possess firearms, secure accommodation for firearms, inspection of firing ranges and the operation of gun clubs. To facilitate these reforms, a Consultative Panel was set up in late 2007, comprising members of hunting and sporting interest groups, An Garda Síochána and relevant Government Departments, to progress the introduction of the new licensing system. Liaison with these representatives will continue for the purpose of implementing new firearms control policies and in the operation of legislation which will be kept under regular review.

<b>Key Objective:</b> We will keep under review the effectiveness of the law and policy for the regulation and control of firearms	<b>Key Action:</b> Prepare for the implementation of remaining provisions in relation to firearms in the Criminal Justice Act 2006 and newer relevant legislation where it arises.	<b>Performance Indicator:</b> Enactment of remaining provisions.	<b>Outcome:</b> Introduction of new firearms licensing regime.
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Furthermore, there is a growing demand for explosives especially for the purpose of road building and other construction projects. This necessitates both an advisory and enforcement function on the part of the Department, dealing as it does with a diverse range of customers spanning operational activities of factories, mines, quarries and construction. The knock-on effects of the increase in demand for explosives and the implementation and effectiveness of legislation and policy in this area is kept under regular review with particular cognisance being taken of the evolving EU context in this regard. A major overhaul of explosives legislation dating back to the nineteenth century commenced in 2006 and it is envisaged that consolidated and updated legislative proposals will be finalised shortly.

Crime and violence are also manifested on a much more intimate and personal level, targeting the most innocent and vulnerable members of society. Domestic and sexual violence against women and men, including older people in the community, is a prime concern of this Department to such an extent that for the first time a dedicated, resourced Executive Office has been established with the key responsibility of ensuring the delivery of a well co-ordinated response to abuse/violence of that nature. Cosc, the National Office for the Prevention of Domestic, Sexual and Gender-based Violence, was established in June 2007. Cosc supports the State and non-governmental structures already in place to deal with violence against women and is also engaging with the non-governmental organisations in relation to the issue of domestic and sexual violence against men and older people. Cosc's key task over the course of this Strategy Statement is the drafting and implementation of a National Strategy on Domestic, Sexual and Gender-based Violence which is to be submitted to Government in September 2009. Cosc will also develop and deliver awareness raising strategies, develop standards for service delivery and training programmes and put in place strategically positive actions that will work with perpetrators of domestic violence.

<b>Key Objective:</b> We will ensure greater co-ordination of policies and services on domestic, sexual and gender-based violence and the development of a National Strategy in line with best international practice including increasing the awareness among the general public of the criminal and unacceptable nature of such violence.	<b>Key Action:</b> Finalisation of a Government approved National Strategy, facilitation of inter-organisational communication, sourcing best practice strategies and service standards to inform strategic policy development, identification and resolution of immediate difficulties and the sharing of information on policies.	<b>Performance Indicator:</b> (i) Increased reporting of domestic, sexual and gender-based violence (ii) Resolution of immediate difficulties. (iii) Improved inter-organisational working and improved evidence-based policy development. (iv) Increased awareness of such violence as crimes.	<b>Outcome:</b> Improved policies in respect of domestic, sexual and gender-based violence. Greater service delivery to victims and changed attitudes towards these crimes.
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Maintaining an appropriate support framework for victims of crime into the future is of the utmost importance and a number of measures have been put in place to ensure that this issue remains to the forefront of the Department's commitments. The Commission for the Support of Victims of Crime was set up on an interim basis to support organisations that offer front-line support to crime victims and is supported by the Department. Over the life-time of this Strategy Statement we will develop policies and strategies to further support victims of crime, including the provision of financial support to voluntary organisations working in the field. We will raise public awareness and

knowledge of the effect of crime and promote awareness of the services available to victims of crime. We will explore the potential for restorative justice measures to address the needs of interested victims while offering another option to pursue a diversion of offenders from further offending. As these are cross cutting issue, stronger links with other Departments, agencies of the criminal justice system and other stakeholders will be developed to improve cohesion in providing support to victims of crime and, in line with Government commitments the question of a statutory Victim's Support Agency and a Victim's Council will be pursued. We will report to the European Commission on the transposition and implementation of the Framework Decision on the Standing of Victims in Criminal Proceedings and provide for a revised Victim's Charter – *A Guide to the Criminal Justice System*.

<b>Key Objective:</b> We will establish a Victims Support Agency and a Victims Council to address the needs of victims of crime in an integrated way.	<b>Key Action:</b> Introduce enhanced supports for victims of crime and develop new policy framework.	<b>Performance Indicator:</b> Comprehensive support service for victims of crime incorporating stakeholder interests in place.	<b>Outcome:</b> Victims of crime more satisfied that their needs are addressed within the criminal justice system.
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In addition, on the technological front, and as a response to growing concerns about internet safety an Office for Internet Safety (OIS) has been established as an Executive Office of the Department. This Office will have responsibility for co-ordinating measures so as to ensure a safer internet environment within a self-regulatory and co-operative framework. The particular focus of the Office will be in the fight against child pornography. A number of initiatives will be implemented over the next three years including (i) taking responsibility for overseeing the Internet Hotline ([www.hotline.ie](http://www.hotline.ie)) which deals with confidential reports of illegal content on the internet, (ii) promoting safety awareness campaigns, (iii) working out, in conjunction with An Garda Síochána, the practicalities of introducing blocking technology and (iv) monitoring compliance with the Internet Service Providers (ISP) industry Code of Practice. The current Internet Advisory Board will be replaced by the Internet Safety Advisory Council whose remit will be to support the work of the OIS and this body will be drawn from representatives of the key stakeholders in the statutory, industry and community sectors.

<b>Key Objective:</b> We will develop the Office for Internet Safety and establish an Internet Safety Advisory Council to develop policy and actions in the fight against child pornography.	<b>Key Action:</b> Develop a robust self-regulatory environment for internet safety, particularly in relation to child pornography.	<b>Performance Indicator:</b> Internet Safety issues located within the crime policy framework of the Department and linked to key industry and other stakeholders.	<b>Outcome:</b> A safer internet environment for children, with no child pornography created in Ireland or hosted on Irish servers.
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The Department will continue to ensure a strategic and coherent policy approach concerning international activities in respect of matters involving police and judicial criminal co-operation.

<b>Key Objective:</b> We will take forward the implementation of Ireland's Schengen obligations and implement the provisions of the Hague Programme on Strengthening Freedom, Security and Justice in the EU and any Action Plan.	<b>Key Action:</b> Enable Ireland participate in the Schengen Convention in appropriate areas, work with partners at EU level to develop and implement the provisions of the Hague Programme/relevant Action Plan and participate in work to develop a successor to the Hague Programme which will expire end 2009.	<b>Performance Indicator:</b> Enactment of necessary legislation and provision of technical facilities leading to EU Council Decision approving Ireland's implementation measures, meet relevant deadlines arising from implementation of the Hague Programme and timely adoption of new programme.	<b>Outcome:</b> Legislation enacted and technical facilities provided, the Hague Programme and Action Plan implemented as far as possible and new Programme adopted.
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Support for, and implementation of, mutual assistance in criminal matters and surrender and extradition arrangements between states are important elements of our commitment to tackle the threat of cross-border crime. Our international commitments in relation to mutual assistance will increase over the period covered by this Strategy Statement with the implementation of a number of additional relevant international instruments. The legal framework for our surrender arrangements

with our EU partners will continue to be the European Arrest Warrant Act 2003. However, proposals to amend this Act will be brought forward in light of the evolving jurisprudence and other developments. The European Police Office (EUROPOL) plays an important role in supporting the Member States of the EU in tackling international crime and we will continue to play our part in ensuring that the most appropriate legal framework is in place in order to assist Europol in fulfilling its objective.

<p><b>Key Objective:</b> We will manage the Central Authority for Mutual Assistance, the Central Authority for the European Arrest Warrant and for Extradition taking account of legislative changes.</p>	<p><b>Key Action:</b> Development of effective operational procedures and to process requests for mutual assistance, surrender and extradition in accordance with international standards of good practice and legislative and procedural requirements.</p>	<p><b>Performance Indicator:</b> An efficient and timely response to requests for mutual assistance, surrender and extradition.</p>	<p><b>Outcome:</b> An increase in the successful completion of requests for mutual assistance, surrender and extradition.</p>
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The fight against bribery and corruption has been strengthened at national and international level over the last number of years and Ireland has signed up to a number of related International Conventions. The offences of bribery and corruption can have a very detrimental effect on an economy and the World Bank estimates that 0.5% of GDP is lost through corruption every year. The Government is fully committed to ensuring that a level playing field exists for all companies operating in Ireland and internationally. This Department is playing a leading role in relation to tackling bribery and corruption. The law on Corruption was updated following the enactment of the Prevention of Corruption (Amendment) Act 2001. A new Prevention of Corruption (Amendment) Bill was published in 2008. The Department has established an inter-departmental Senior Officials Compliance Committee in relation to the OECD Convention on combating bribery of foreign public officials. The Department is also committed to raising awareness of Ireland's obligations under the various international treaties.

<p><b>Key Objective:</b> We will work with other Government Departments and agencies towards ratification of and full compliance with all relevant international treaties.</p>	<p><b>Key Action:</b> Creating greater awareness of the offences of bribery and corruption throughout the business and Government sectors. Legislative amendments that will allow for ratification of the UN Convention against Corruption and for full compliance with the OECD Convention on Bribery of Foreign Public Officials.</p>	<p><b>Performance Indicator:</b> Enactment of legislation and implementation of any other required measures during the lifetime of this Statement to ensure full compliance with all relevant treaties.</p>	<p><b>Outcome:</b> Greater awareness of what bribery and corruption is. Favourable reports on Ireland's response to this issue from the various evaluation mechanisms of the International Treaties.</p>
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The Department will continue to develop and formulate a broad crime policy. In co-operation with other Divisions of the Department and in partnership with the relevant State agencies, we will contribute to the development of a comprehensive strategy to tackle crime and ensure that all relevant public agencies deal with crime in a cohesive way. This involves the development of objectives and the formulation and promotion of policy initiatives to assist An Garda Síochána and other agencies in tackling crime with maximum effectiveness.

### **DEVELOPING JUSTICE SERVICES**

**The Department is committed to ensuring that all areas of the justice system – criminal and other - are properly resourced and to effective interaction between the key organisations. We play a lead role in ensuring that the Justice and Equality Sector organisations deliver on all commitments contained in national and international strategies.**

## **High Level Goal 2:**

**We will continue to advance our policy, structural and service reforms of justice services – criminal and other - so as to enable the Department and the Justice and Equality Sector organisations implement their mandates in the most effective and efficient way possible.**

The effectiveness of our policies and actions has a direct bearing on our ability and that of the Justice and Equality Sector organisations to deliver on Government commitments. Therefore, organisational reform geared to delivering best practice operations and services across the Justice system will continue to be a priority for the Department.

The Department will continue to develop and strengthen corporate governance across the system with a special focus on organisation performance and accountability at all levels. A particular emphasis will be placed on our interaction with the Justice and Equality Sector organisations on the need to ensure delivery of Agreed Programme for Government commitments, and other commitments contained in national and international strategies such as Partnership Agreements, the National Development Plan and the Lisbon Agenda (National Reform Programme), many of which fall to the Justice and Equality Sector organisations for implementation. Across the board, the Department will fulfil the critical and ongoing function of providing financial resources to these organisations within tight financial and management frameworks.

### **Criminal Justice Services**

The Department's role in this area is to provide policy direction to the Youth Justice, Prisons, Probation and Courts Services and to deepen its modernisation and reform programmes by improving physical infrastructure, procedures and work processes. Also, the Department will continue to support the work of the newly established Garda Síochána Ombudsman Commission in recognition of its central role as an independent instrument of Garda accountability.

The Garda Síochána Ombudsman Commission has a wide range of investigative powers which may be invoked even in circumstances where no complaint has been made. It is obliged to investigate issues concerning the death of, or serious harm to, a person as a result of Garda operations or while in Garda custody. The Minister can also call on the Commission's expertise to examine and report on practices and procedures with a view to reducing the incidence of complaints.

Youth Justice is a key priority of the Department and the Irish Youth Justice Service (IYJS) has been given the mandate of leading and driving reform in this area. The IYJS is an Executive Office of the Department working with the Office of the Minister for Children and Youth Affairs (OMCYA).

An effective youth justice system must be capable of responding as appropriate to the broad range of offending by young people. Different approaches are often necessary depending on the seriousness and circumstances of a specific crime. A youth justice system, to be comprehensive and effective, must therefore involve in an integrated way more than just the criminal justice sector. Criminological research would suggest that socio-economic factors contribute to persistent juvenile offending. These broadly defined factors tend to be compounded by personal or family based issues, such as drug or alcohol abuse, poor or inadequate parenting and educational failure.

A major strategic process involving the social partners is in place to tackle social exclusion. It incorporates measures which tackle the root causes of crime and youth offending. Other measures, which are crime prevention specific, are also in place. All of these involve a wide variety of agencies and structures and large levels of public expenditure. From the youth justice perspective, this raises an issue of overarching co-ordination and strategic linkage of services, especially at local level to deliver services for children in trouble with the law and reduce youth offending. In addition, the IYJS has published a National Youth Justice Strategy, the first of its kind in Ireland, in consultation with national stakeholders including the Office of the Minister for Children and Youth Affairs (OMCYA), An Garda Síochána, the Health Service Executive (HSE) and the Department of Education and Science. The focus of the IYJS, in meeting the challenge of reducing offending

behaviour, will be primarily on diversion and rehabilitation involving greater use of community-based interventions and the promotion of initiatives to deal with young people who offend. Providing a safe and secure environment for detained children and supporting their re-integration into the community is also a key function of the Service.

<b>Key Objective:</b>	<b>Key Action:</b>	<b>Performance Indicator:</b>	<b>Outcome:</b>
We will (i) invest in the provision of safe and secure detention facilities for youth offenders, (ii) expand the number of Garda Youth Diversion Projects and other programmes and (iii) fund the implementation of a range of community sanctions as an alternative to detention and which will be operated by the Probation Service.	IYJS will (i) work with stakeholders to develop detention facilities for youth offenders, (ii) work with An Garda Síochána to increase the number of projects available nationwide in line with the Programme for Government and (iii) work with the Probation Service to ensure that the range of community sanctions is available to the Courts.	(i) Improvement in facilities for youth offenders and progression of development of new national centre for youth offenders. (ii) A phased rollout of additional projects in consultation with An Garda Síochána. (iii) Resources assigned by Probation Service and officers in place to provide support to the Courts as soon as possible.	(i) Improved accommodation for youth offenders which will facilitate their rehabilitation. (ii) Expansion of Garda Youth Diversion Projects to areas where there is need. (iii) Greater use of community-based sanctions by the Courts.

Modernisation and reform of the Irish Prison Service (IPS) will continue by improving physical infrastructure, prison procedures and work processes. A major capital programme is progressing which will result in the replacement of almost 40% of the physical prison infrastructure including the building of new state of the art prisons at Thornton Hall (to replace Mountjoy), and in Munster. Significant progress is being made in the context of developing these two new prison facilities. The development of modern prison facilities is intrinsic to the effective management, rehabilitation and care of our prison population.

We will ensure that a prisoners' rehabilitation needs are assessed on entry to prison and that appropriate rehabilitation programmes are available to address these needs. Such programmes will consist of work, counselling, health services and education modules as well as offence-based programmes. Prisoner rehabilitation involves significant multidimensional input by a diverse range of general and specialist services provided both by the Irish Prison Service and other statutory and non-statutory services. Among these are healthcare, psychiatric, psychological, educational, vocational, counselling, welfare and spiritual services.

In addition, the development of Integrated Sentence Management (ISM) has been a long-standing commitment of the IPS and it is now being piloted at two prisons in the Dublin area, Wheatfield and Arbour Hill.

The IPS continues to work to implement the commitments contained in its Drugs Policy and Strategy, entitled Keeping Drugs Out of Prisons, which was launched in 2006. Working to fulfil these commitments involves the implementation of stringent measures to prevent drugs from getting into prisons while, at the same time, continuing to invest in services within prisons to reduce the demand for illicit drugs in the prisoner population as well as meeting prisoners' treatment and rehabilitative needs. We will extend measures to make prisons drug-free including a prohibition of physical contact with prisoners, drug tests on arrival (and regularly thereafter) with appropriate penalties and severe penalties for those who act as conduits for drugs.

<p><b>Key Objective:</b></p> <p>(i) Ensure development of new prisons is in compliance with Prisons Act 2007.</p> <p>(ii) Development and implementation of Integrated Sentence Management (ISM).</p> <p>(iii) Ongoing progress towards the elimination of drug use within prisons.</p>	<p><b>Key Action:</b></p> <p>(i) Adherence to all requirements of the legislation.</p> <p>(ii) Roll out of ISM to newly sentenced prisoners with sentences of 1 year and upwards.</p> <p>(iii) Implementation of modern drug detection and treatment methods.</p>	<p><b>Performance Indicator:</b></p> <p>(i) Development of new prisons proceeding to schedule.</p> <p>(ii) 20% of newly sentenced prisoners with sentences of 1 year and upwards offered participation in ISM</p> <p>(iii) Appointment of Addiction Counsellors in all prisons (excluding Arbour Hill).</p> <p>(iv) Introduction of Mandatory Drug Testing in all prisons.</p> <p>(v) Establishment of a Drug Detection Dog Unit in all closed prisons.</p>	<p><b>Outcome:</b></p> <p>(i) Prisons built on time.</p> <p>(ii) Effective rehabilitative programmes and individualised sentence management plans in place for participating prisoners.</p> <p>(iii) Reduction in drug use in prisons.</p>
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Provision of policy direction to the Probation Service and monitoring its performance in line with agreed policy objectives are also aspects of the role of the Department. The Service is the lead agency in the assessment and management of offenders in our communities and plays an important role in the Government's approach to the management of offenders. The Probation Service prepares risk evaluation and assessment reports for the Courts to assist judges in determining appropriate sentences and prepares reports for the Parole Board, the Irish Prison Service, the Department and other authorities. The Probation Service has responsibility for the planning, co-ordination and delivery of effective supervised community sanctions and the management of high risk and dangerous offenders including those at risk of causing harm and re-offending. The Service also has the responsibility, through effective partnerships, for the reintegration of prisoners into society. At any one time, the Probation Service is supervising and/or assessing almost 9,000 offenders in the community including offenders subject to supervision orders from courts - some of whom are children under 18, prisoners on life sentences, sex offenders, and other prisoners on temporary release. Modernisation of the Probation Service continues with the establishment of a new management structure with a view to a more effective delivery of services. Over the period of this Strategy Statement we intend to drive forward the implementation of the provisions of the Children's Act 2001, as amended, which are relevant to the Probation Service and develop new programmes for offending children and promote, where possible, the use of alternative sanctions as a means of dealing with children before the Courts.

<p><b>Key Objective:</b></p> <p>We will provide policy direction to the Probation Service and monitor the performance of the Service in line with agreed objectives.</p>	<p><b>Key Action:</b></p> <p>(i) Review the Community Service Scheme.</p> <p>(ii) Support the expansion and enhancement of Sex Offender Programmes.</p> <p>(iii) Develop the community-based Intensive Supervision Programmes as a response to high risk offenders.</p>	<p><b>Performance Indicator:</b></p> <p>Set of policy objectives agreed for the Probation Service and the level of progress achieved on their implementation.</p>	<p><b>Outcome:</b></p> <p>(i) Enhanced Community Service Scheme.</p> <p>(ii) Enhanced and expanded Sex Offenders Programmes available.</p> <p>(iii) New community-based Intensive Supervision Programmes rolled out to key areas of need and reduction in recidivism.</p>
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Our constitutionally independent Courts are the bedrock of our legal system. The primary focus of the Department in this area is to ensure that all Ministerial functions under the Courts Acts are effectively discharged and that all courts-related policy objectives of the Minister and the Government are progressed. We will underpin the delivery through the Courts System of a high quality service by providing appropriate resources with a particular focus on improving access for vulnerable groups of persons, e.g. in family law cases, as well as ensuring, consistent with the administration of justice, value for money from the resources provided. Other priorities are the achievement of significant reductions in case waiting times together with reform of the legal costs process. We will continue to adequately fund the Criminal Legal Aid Scheme ensuring access to justice for all.

<p><b>Key Objective:</b> We will support the Courts Service in delivering a high quality service; enhance the role of the Judicial Studies Institute (JSI) in assisting the professional development of the judiciary and drive the process of courts reform.</p>	<p><b>Key Action:</b> Provide appropriate resources; progress recommendations of committee established to consider a General Court of Appeal; review judicial, administrative and other resource requirements for the District Court and work closely with the judiciary in developing the role of the JSI.</p>	<p><b>Performance Indicator:</b></p> <p>(i) Courts Service adequately funded and supported to fulfil the commitments in its strategic plan.</p> <p>(ii) Ensuring consistent with the administration of justice, value for money from resource allocation.</p> <p>(iii) Completion of reviews and identification of further development needs.</p> <p>(iv) JSI adequately funded</p>	<p><b>Outcome:</b></p> <p>(i) Reduced delays, enhanced service, refurbished Courts buildings and increased use of new technology.</p> <p>(ii) Courts system responsive to current needs and demands and Judiciary provided with structured mechanism to allow for professional development.</p>
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### Other Justice Services

A number of other organisations operate under the aegis of the Department and provide important regulatory and other services in accordance with their respective legislative remits. Whilst these organisations exercise independent decision making functions, the Department provides various support services to, and liaises with them regarding their legislative, resource and other development needs.

A particular area of regulatory reform that is being progressed by the Department concerns that of property transactions. While the vast majority of property transactions are characterised by a high quality service which can be attributed to the professional standards which are applied and adhered to by those who work in the auctioneering and property services sector, it cannot be denied that the experiences of some consumers of these property services in recent years have not been positive.

A sound regulatory environment is now being put in place which will help to increase public confidence in the sector for the benefit both of property services providers and the consumers of those services. The Property Services Regulatory Authority will be established under the Property Services Regulatory Authority Bill which is due to be published in 2008. The setting up of the Authority is one of the key recommendations of the Auctioneering/Estate Agency Review Group which was established by the Government in 2004 to carry out a review of all aspects of the auctioneering profession in Ireland and to make recommendations for any changes to ensure a proper and appropriate standard of auctioneering, estate agency, property letting and property management services.

<p><b>Key Objective:</b> We will establish a National Property Services Regulatory Authority (NPSRA).</p>	<p><b>Key Action:</b> Enactment of legislation and provision of necessary establishment and implementation supports arrangements.</p>	<p><b>Performance Indicator:</b> NPSRA in place on a statutory basis and licensing and oversight functions in operation.</p>	<p><b>Outcome:</b> Improved consumer protection and confidence in dealings with property service providers.</p>
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A full list of Justice and Equality Sector organisations can be found at Appendix 2.



### **PROVISION OF IMMIGRATION AND RELATED SERVICES**

**The Department places major emphasis on the continued reform of our immigration law and operational systems. We focus particularly strongly on implementing a streamlined approach to facilitating the growing numbers of legal migrants, accelerating the processing of all aspects of asylum applications and providing efficient reception and accommodation arrangements.**

### High Level Goal 3

**We will continue to implement Government commitments in relation to the provision of immigration and related services and to update when necessary the legislative base in this area.**

Ireland has made a rapid transition from being a country of emigration to one of immigration. The 2006 Census of Population revealed that 10% of the population were non-Irish. This growth has been driven by economic prosperity and contributed to very significantly by the accession of new Member States to the European Union. In the wider global context, mass migration is an ongoing and increasingly important feature. Populations in the developed world are ageing and it is projected that migration will be needed into the future to take up the slack and maintain economic growth.

It is clear that into the future immigration will continue to be a major feature of Irish society and will pose considerable challenges for policy makers and for those engaged in the administration of an increasingly complex system. In 2007 the number of Non-EEA Nationals registered with the Garda National Immigration Bureau (GNIB) was 155,000.

The core principles underpinning an immigration policy are:

- to maintain the safety and security of the State and its residents and to promote the common good
- to manage migration in an orderly fashion to serve the economic and social needs of the State and its residents
- to protect human rights
- to protect and develop Ireland's international relations
- to ensure fair treatment of persons
- to achieve reasonable standards of transparency and
- to provide satisfactory standards of service.

Emphasis will also continue to be placed on meeting the State's obligations to refugees under national and international law while at the same time ensuring that our refugee determination process can deal speedily but fairly with unfounded asylum claims.

It is envisaged that demand for visas will continue to rise and we aim to process those applications in an efficient, timely and discerning manner. There have been significant reforms in the Visa Service in recent years and it is intended to make further improvements over the period of the Strategy Statement.

<b>Key Objective:</b> To ensure immigration and related services are delivered efficiently and that effective arrangements are in place for failed applications.	<b>Key Action:</b> Completion of the passage, and support the effective implementation, of the Immigration, Residence and Protection Bill.	<b>Performance Indicator:</b> Bill enacted and fully implemented followed by the development of a new organisational and procedural framework.	<b>Outcome:</b> Migration managed efficiently/effectively and enhanced delivery of immigration related services.
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The Immigration, Residence and Protection Bill 2008 was published on 24 January 2008. The Bill sets out a legislative framework for the management of inward migration to Ireland. It sets out in a single code, comprehensive statutory provisions for visas, entry to the State, residence permits and protection as well as streamlined provisions for the removal of foreign nationals unlawfully in the State in place of the current deportation process.

The Irish Naturalisation and Immigration Service (INIS) is undertaking a major change management process as it plans for the future. This process is particularly aimed at ensuring that the Immigration, Residence and Protection Bill can be implemented effectively once enacted, that major IT projects are delivered and service provision across the organisation is enhanced.

<p><b>Key Objective:</b> We will ensure that the State's arrangements on migration, asylum and related policy issues are developed and represented in harmony with our partners in the EU, Council of Europe and other relevant international groupings.</p>	<p><b>Key Action:</b> Active participation in the work of the EU, Council of Europe and other relevant international groups involved in the development of asylum, immigration and related policy issues.</p>	<p><b>Performance Indicator:</b> (i) State Policy on migration, asylum and related policy reflected in the proceedings of relevant international fora. (ii) Attendance at and participation in proceedings of relevant Working Parties.</p>	<p><b>Outcome:</b> Policy and legal reforms at EU and other international levels which adequately reflect the concerns of the State and which can be implemented effectively at national level.</p>
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During the lifetime of the Strategy Statement we will continue to keep our legislation dealing with immigration, protection and citizenship under review.

Greater co-operation between the Department and relevant Departments such as the Department of Enterprise, Trade and Employment, the Department of Social and Family Affairs, the Department of Education and Science and the Department of Foreign Affairs is being pursued with a view to attaining increased co-ordination and marrying of policies and procedures as they affect migrants.

On the international front, the Department will continue to work in close co-operation with our EU partners by contributing to the formulation of immigration and asylum policy and by information sharing. Key to this co-operation is the ongoing realisation of the Hague Programme – Strengthening Freedom, Security and Justice in the European Union – which sets out a policy framework within which important issues in the immigration and asylum area would be addressed. Initiatives in the area of legal migration, illegal migration and a common asylum process are the essential pillars in this area.

Migration statistics and probably also Census returns underestimate the numbers of foreign nationals in the State. All successful economies have a significant population of illegal migrants and it must be acknowledged that this is the case in Ireland also. The level of illegal migration in the country is unknown and is inherently difficult to estimate as Ireland does not currently operate exit controls and has a common travel area with the UK. However, tackling illegal migration is an urgent priority. This must be done in a joined-up cross agency approach. It has also become a major issue at EU level and Ireland has participated from 2007 in co-operative operations under the auspices of the European Border Management Agency (FRONTEX).

Work is at an advanced stage on the delivery of a number of major IT projects aimed, in particular, at better customer service provision and protection of national security and border protection:

- The development and deployment of a new integrated electronic fingerprint system (AFIS) which includes functionality to capture fingerprints from non-EEA nationals (on registration with GNIB and at ports of entry) and those of asylum seekers making asylum applications is at an advanced stage and will be completed in 2009. The first phase of the Project was successfully put into operation at the end of October 2007 and phase 2 which deals with the fingerprinting of non-EEA nationals when transacting with GNIB commenced deployment in August 2008. The deployment of the system will include provision for GNIB to have the use of mobile fingerprint capture devices and quick-identification systems at ports of entry. The system is capable of interoperability with other systems domestically and internationally, as required
- A new case management system for the Irish Naturalisation and Immigration Service (INIS) – project name AISIP – is being developed which will improve efficiency in the management of applications and substantially enhance customer service provision. This new IT system for INIS will include an integrated case and statistical management system, an accommodation management system for asylum seekers, a file tracking system and a country of origin information system. It is expected the system will be in place during 2010.

- A new visa computerisation system, known as AVATS (Automated Visa Application and Tracking System) is currently being deployed on a phased basis to the all Embassies of Ireland and Consulate Generals worldwide. It offers the same standardised system and set of processes to enable consistent tracking and recording of all Irish visa applications and provides a full audit trail of the visa application process and demonstrates accountability. In addition the system will have the capacity to process biometric data when required. It provides an on-line application system for all customers.

<b>Key Objective:</b> Development and deployment of major IT projects.	<b>Key Action:</b> Development/deployment of AFIS (Automatic Fingerprint Identification System); AISIP (case management system) and AVATS (Automated Visa Application and Tracking System).	<b>Performance Indicator:</b> Ongoing rollout of systems and IT plan fully operational.	<b>Outcome:</b> Improved customer service provision. Improved border and national security protection.
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The core reception function of the Reception and Integration Agency (RIA) is the provision of accommodation and ancillary services under the Direct Provision system for asylum seekers. For the most part, this is a cashless system with the State assuming responsibility for providing suitable accommodation on a full board basis.

The integration function of RIA was assigned to the Office of the Minister for Integration in July, 2007.

RIA is a demand-led organisation requiring it to match its accommodation portfolio to the ebb and flow of asylum seekers coming into the State. Between June 2005 and June 2006 a number of centres were closed, principally arising from the 2005 Irish Born Child (IBC) Scheme which granted a significant number of RIA residents leave to remain in the State. Since then, the underlying trend in the numbers being accommodated has been slowly upwards.

As part of its multi-agency remit, RIA will continue to ensure that asylum seeking children in our centres are placed in local schools; that the RIA Child Protection Policy is enforced; that Garda Vetting, initially of centre employees, is introduced and that continual liaison with Health Service providers takes place to ensure that the health needs of our residents are met. RIA will also ensure that the Review Body on House Rules and Procedures which completed its task in June 2008 is implemented.

<b>Key Objective:</b> We will ensure that the Reception and Integration Agency fulfils its mandate to provide accommodation to asylum seekers under the Direct Provision system and that its multi-agency functions in relation to Health and Education etc. are carried out	<b>Key Action:</b> Provision of sufficient accommodation for asylum seekers and the co-ordination of health, education, welfare and child protection services for residents in our centres	<b>Performance Indicator:</b> All asylum seekers in need of accommodation are housed in Direct Provision centres and are properly linked to appropriate State services.	<b>Outcome:</b> The material needs of asylum seekers in RIA centres are met and State services to this cohort are coordinated in line with Government policy on Direct Provision.
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### **PROMOTION OF A CARING, INTEGRATED AND EQUITABLE SOCIETY**

**The Department and the Justice organisations are responsible for supporting programmes whose aim is to develop a more caring society in which equality of opportunity is promoted and advanced. The Department addresses issues of equality, discrimination and diversity in terms of gender, racism, disability and any other spheres requiring attention and also ensures that all legally resident immigrants are supported in integrating into Irish society.**

**High Level Goal 4:**

**We will promote the development of a caring and equitable society and co-ordinate, support and facilitate the integration of all legally-resident immigrants into Irish society through the implementation of appropriate policies.**

The Department initiates and supports programmes which promote equality under all nine equality grounds: gender, marital status, family status, sexual orientation, religion, age, disability, race, membership of the traveller community. We will continue to address discrimination in employment, services and other spheres through the implementation of the Disability Act 2005, the National Disability Strategy, the National Women’s Strategy and anti-racism policies. The Department focuses on national social inclusion policies through commitments to such strategies as Towards 2016, the National Development Plan 2007-2013, NAP/Inclusion, and the National Strategic Reference Framework.

The Department also fully supports the work of the Office for Disability and Mental Health. This Office supports the Minister of State for Equality, Disability Issues and Mental Health who has cross-cutting responsibilities in a number of Departments including this Department.

The Department will also continue to provide advice and guidelines to other Government Departments on their integration commitments. The Office of the Minister for Integration represents a clear and effective platform for driving forward the integration agenda building on the expertise gained in the Reception and Integration Agency.

**Equality Law**

The Department will continue to review existing equality legislation as necessary in the context of developments at national, international and EU levels. At national level, the Department will focus on best practice in relation to positive action across all nine equality grounds, in particular as regards access to employment. The Department will engage at EU level on Commission proposals to extend EU law in the areas of anti-discrimination and work-life balance.

The Department will consider further the roles, structure, functions and funding of the equality and human rights bodies, including the scope for reorganisation and amalgamation, with a view to providing the most efficient, effective and economical delivery of services to the public.

<p><b>Key Objective:</b> We will secure the most effective, efficient and economic delivery of service in the area of equality and human rights to the public.</p>	<p><b>Key Action:</b> (i) To review the roles, structure, functions and funding of the equality and human rights bodies. (ii) To implement the outcome of the review.</p>	<p><b>Performance Indicator:</b> Review completed by end 2008.</p>	<p><b>Outcome:</b> Proposals for legislative amendments.</p>
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In the context of the Programme for Government, Towards 2016 and developments at EU level, the Department will work with the social partners and relevant Government Departments to promote the greater availability of family-friendly workplace practices, in particular by increasing maternity leave, promoting greater sharing of parental responsibilities by, for example, examining the possibility of a statutory entitlement to paternity leave and providing for sharing of such leaves.

<b>Key Objective:</b> We will work with the social partners to promote family friendly work practices, examine the possibility of introducing paid statutory paternity leave/shared parental/maternity leave and continue to enhance maternity leave entitlements, by reviewing the level of provision of maternity / parental leave by end of 2008	<b>Key Action:</b> (i) In concert with the social partners, to influence the development of work-life policies at EU level. (ii) An investigation of paternity leave/shared parental leave and arrange for review of leave entitlements/examination to be carried out, involving the social partners and relevant Government Departments.	<b>Performance Indicator:</b> Review completed by end 2008.	<b>Outcome:</b> Considered position regarding paternity / shared parental leave benefit and enhancement of the existing statutory foundation for equality.
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## Gender Equality

Whilst a strong body of legislation supports gender equality, and women's participation in the labour market has increased significantly over the past ten years, there is still a gender pay gap of some 10% or more and there is evidence that women are less likely to advance to the most senior decision making roles either in enterprise or in wider civil society. Also, women are still at higher risk of consistent poverty than their male counterparts particularly, but not exclusively, as lone parents and again in older age.

The National Women's Strategy 2007 – 2016 was published in April 2007 to bring an “all of Government” response in the form of two hundred actions, many of which will foster greater equality between women and men. This document responded to a call from the social partners in Ireland for such a Strategy. This cross-departmental Strategy aims to equalise the socio-economic status of women, ensure their well-being and engage them in decision making and in civil society. Its implementation is being overseen by a Monitoring Committee including representatives from Governments, State Agencies and the social partners.

A new Equality for Women Measure covering the years 2008-2013 will also be implemented. This is a further programme of positive actions to foster gender equality and equality of opportunity between women and men. It is partly funded by the European Social Fund under the Human Capital Investment Operational Programme (HCIOP) and builds upon the experience and outcomes of the 2000 – 2007 Equality for Women Measure. The new Measure will support women re-entering the labour market, the advancement of women already in the labour market, women entrepreneurs and to advance women as decision makers.

Irish gender equality policy and the aims of the National Women's Strategy also link with the European Union's policy to foster economic growth and social inclusion through the advancement of the role of women and with the United Nations and Council of Europe recommendations on the advancement of women. Accordingly there is a significant international component to our work in relation to gender equality. This includes the preparation of a periodic report on Ireland's progress on the implementation of the Convention on the Elimination of Discrimination against Women.

<b>Key Objective:</b> Oversee the implementation of the National Women's Strategy 2007–2016	<b>Key Action:</b> Measure progress on the key objectives contained in the Strategy, monitor projects to be delivered by various stakeholders.	<b>Performance Indicator:</b> Annual reports on the implementation of the Strategy are to be published.	<b>Outcome:</b> Closing of the gaps in data in “Women and Men in Ireland” published annually by the Central Statistics Office.
Develop the Equality for Women Measure 2008-2013	Oversee implementation of a programme of positive actions	Performance indicators on all programmes are defined in the HCIOP	Enhanced opportunities for the participants in programmes and a closure of gender gaps.
Strengthen the gender mainstreaming process in the formulation of policy in the Irish Civil Service.	Encourage recognition of mainstreaming amongst policy makers.	Clear inclusion of a gender equality focus in key social and economic policy documents.	Gender impact policies to be better considered by all Departments

To foster the implementation of policy recommendations and commitments from the EU, United Nations, (Commission on the Status Women, Beijing Platform for Action and Convention for the Elimination of Discrimination against Women) and Council of Europe	Raise awareness among other Departments and State Agencies of the policies from international bodies	Actions by Government Departments, State Agencies and civil society which adopt recommendations identified by the EU and Council of Europe.	Achievement in Ireland of the key aims of international policy on gender equality
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### Persons with Disabilities

In relation to disability policy generally, the Department's focus over the next three years is on the implementation of the National Disability Strategy, in particular the implementation of the Disability Act 2005. The policy framework is set by the Strategy, Towards 2016 and our international commitments, in particular the UN Convention on the Rights of Persons with Disabilities, the Hague Convention on the International Protection of Adults (signed by Ireland on 18 September, 2008) and also the Council of Europe Disability Action Plan 2006-2015. Ireland was among the first countries to sign the UN Convention when it opened for signature on 30 March 2007 and the Government has appointed an Interdepartmental Implementation Committee to advance a programme of changes that will allow Ireland to ratify the Convention. The Department will continue to work closely with the National Disability Authority whose function is to advise the Government on issues of disability policy and practice.

The Department will also take account of the impact on people with disabilities of all substantive policy and service proposals submitted by it to Government. The Department will assist in the wider achievement of this objective by developing instructions for disability-proofing of Cabinet memoranda, for use by all Departments.

<b>Key Objective:</b> We will participate fully in the whole of Government approach to implement the legal framework that supports the equal participation of people with disabilities in society.	<b>Key Action:</b> Lead on (i) the implementation of the Disability Act, (ii) the implementation of the UN Convention on the Rights of People with Disabilities including (as part of the process) implementation of Mental Capacity legislation and (iii) continue to fund schemes and raise awareness of disability and accessibility issues; this includes NDP funded projects.	<b>Performance Indicator:</b> (i) The Disability Act will be implemented on an ongoing basis and will be reviewed by the end of 2010. (ii) The UN Convention and the Hague Convention will be implemented and ratified within the lifetime of this Strategy. (iii) Monitoring of ongoing funding and schemes involved in awareness-raising.	<b>Outcome:</b> Improvements for the support of equal participation in society for people with disabilities.
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### Supporting the Travelling Community

The Department has a co-ordinating role on policy in relation to Travellers. It is particularly involved with the work of the High Level Group on Traveller Issues, which reports to the Cabinet Committee on Social Inclusion. It also is closely involved with the work of the independent National Traveller Monitoring and Advisory Committee (NTMAC) which is a forum inclusive of all relevant stakeholders.

<b>Key Objective:</b> We will continue to support an integrated approach to achieving greater progress for the Traveller Community	<b>Key Action:</b> Maintain measures to develop more integrated service delivery and positive communications between Travellers, state agencies and the wider community, including approaches to conflict resolution	<b>Performance Indicator:</b> Further development of effective practical measures and programmes, working in cooperation with other Departments, agencies and Traveller Representatives.	<b>Outcome:</b> Improved engagement by Travellers with mainstream support services and enhanced communication and participation in the wider community.
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## National Action Plan Against Racism

Ireland has developed one of the most comprehensive anti-discrimination codes in Europe and the National Action Plan against Racism (NPAR) helps to provide strategic direction to combat racism and to develop a more inclusive, intercultural society. The Plan is based on a commitment to inclusion by design and not as an add-on or afterthought and its focus is on five objectives - participation, inclusion, provision, recognition and protection. Since the Plan runs until 2008, a key objective will be to review the Plan early in the lifetime of this Strategy Statement, to help inform future policy.

<p><b>Key Objective:</b> Review the National Action Plan Against Racism (NPAR) to help inform future policy.</p>	<p><b>Key Action:</b> Complete the development and, implementation of agreed measures in accordance with targets and timescales of NPAR.</p>	<p><b>Performance Indicator:</b> The continued development of intercultural strategies in a number of sectors e.g. Education, Health, Justice Sector, Workplace, Sports and Arts.</p>	<p><b>Outcome:</b> Implementation of Intercultural strategies and action plans in a broad range of sectors leading to a more integrated society.</p>
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## An Agenda for Integration

The Department will fully support the work of the newly-established Office of the Minister for Integration (OMI). In addition to developing national policy on integration, the new Office will establish specific structures to achieve its core coordination and promotion aims so that the public service as a whole effectively delivers on integration objectives.

The Office of the Minister for Integration recognises that integration policy must be developed in close consultation with a very wide variety of stakeholders. This will involve new structures and mechanisms to ensure that policy is relevant to Irish conditions. It will be important to ensure that a high level of ownership of the integration agenda and a sense of common endeavour are achieved.

<p><b>Key Objective:</b> We will develop integration policy in consultation with key stakeholders.</p>	<p><b>Key Action:</b> Establish new integration structures as follows: <b>Commission on Integration</b> – to provide ongoing policy advice, carry out research and inform public debate  <b>Ministerial Council on Integration</b> – to allow migrants themselves to give direct advice to the Minister on issues affecting them  <b>Task Force on Integration</b> – following broad consultation, to identify current issues / challenges and to make recommendations to improve civic, cultural, social and economic participation by migrants</p>	<p><b>Performance Indicator:</b> Strategy Statement published  New structures established and functioning effectively; defined outputs being achieved and policy options identified and evaluated.</p>	<p><b>Outcome:</b> Shared ownership of policy directions, quality consultation for stakeholders and policy informed by high level expertise and immigrant voices.  Access to international experience.</p>
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Integration has a major cross-cutting dimension involving as it does a very wide range of stakeholders and services. Strong co-ordination measures are needed at both central and local level. The Office of the Minister for Integration has a direct function in the area of central co-ordination of integration activities and will promote appropriate local structures and planning. Broad-based seed-funding strategies with the greatest potential to involve large numbers of migrants will also be important to assist in implementing integration plans. It is not intended that such OMI funds will replace integration-related resources available at central and local levels.

The OMI also includes staff from the Department of Education and Science thus enabling a critical area of integration to be effectively coordinated. Special relationships with other key Departments will be developed, especially those involved in health and employment.

To maximise success, integration strategies will thus be focused on:

- policy identification and development
- effective co-ordination at national and local levels to deliver equality of services for immigrants in a mainstream environment
- high quality consultation among a wide variety of stakeholders
- seed-funding to facilitate overall integration strategy
- activating priority programmes in key areas of cross-cutting activities and
- promoting anti-racism strategies and diversity management activities
- regular assessment and evaluation of public opinion on integration issues

The OMI will pursue a policy of identifying and prioritising activities which have major leverage potential in advancing the integration of newcomers. Strategic studies will be completed and will feed into overall strategy for the integration area. In conjunction with key partners, the Office will examine the implications of these studies for key strategic areas including English language training for adult immigrants, interpretation and translation, funding for ethnic-led groups and housing. Initiatives to improve service provision to migrants will also be examined including the concept of a “one stop shop”.

<b>Key Objective:</b>	<b>Key Action:</b>	<b>Performance Indicator:</b>	<b>Outcome:</b>
Coordinate integration activities across entire public service sector and provide seed-funding in line with available finances	Lead and coordinate work of Cross- Departmental group on integration and to provide advice /guidelines to other Departments on their integration commitments in the context of relevant national and strategic planning as well as encouraging integration planning at local authority level.  Provide seed-funding to facilitate the participation of migrants in all aspects of society with a special focus on sporting bodies, political parties, faith-based groups and local authorities.	(i) Clear commitment to integration reflected in Departmental planning and delivery. (ii) Advice/guidelines provided by OMI and acted upon by Departments and local authority integration plans published and implemented.  New funding schemes developed and implemented	Greater effectiveness in addressing cross-cutting issues Consistency across national planning for integration objectives, coherence secured at Departmental level on integration policy and coordination improved at local implementation level.  Civil society organisations and local authorities mobilised to achieve integration objectives through seed-funding schemes.

### **PROMOTION OF A SECURE AND PEACEFUL SOCIETY**

**A primary function of the Department is to ensure that through appropriate measures and policies the security of the State is guaranteed. The Department is also committed to contributing to supporting the devolved institutions in Northern Ireland.**

**High Level Goal 5:**

**We will continue to promote a secure and peaceful society through the provision of a wide range of Justice Services and we will continue to contribute to the support of the devolved local governance institutions in Northern Ireland.**

One of the most fundamental duties of the State towards its people is to promote their safety and security. The Department seeks to fulfil this duty by developing robust policies and measures to counter terrorist threats on the domestic and international fronts. We seek to achieve our goal through supporting the front line agency – An Garda Síochána - by way of legislation and resources. Furthermore, in terms of countering the specific threat of international terrorism, the Department engages in international co-operation measures, whether within the European Union, Council of Europe or United Nations.

The international terrorist threat continues to be at the forefront of concern within the European Union and other international fora. Although the threat level varies from State to State, the nature of the threat demands close and ongoing liaison between the appropriate security authorities. To this end, existing formal and informal liaison mechanisms have been strengthened and new ones have been established, primarily under the auspices of the European Union. The EU has adopted a number of legal instruments implementing UN Resolutions imposing sanctions on individuals and entities associated with terrorist activities. We will continue to play our part in ensuring the implementation of these instruments. In addition, we will continue to participate in the important work against terrorism undertaken by the Council of Europe and in other international fora.

<b>Key Objective:</b> We will ensure the implementation of international measures taken against those involved/ suspected of involvement in terrorist activities and we will participate in and contribute to negotiations on international instruments to counter the threat of terrorism.	<b>Key Action:</b> (i) All relevant agencies are circulated with EU sanction lists and are notified if a listed person is resident in the State. (ii) Ireland's position is effectively presented.	<b>Performance Indicator:</b> Relevant agencies are notified and Ireland's position is reflected in future international instruments against terrorism.	<b>Outcome:</b> Appropriate action is taken and any future international instruments against terrorism are approved by Government and the Oireachtas.
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An important ancillary issue to countering the terrorist threat is the preparation and planning necessary to deal with a major emergency arising from a terrorist incident. This involves all relevant Government Departments and Agencies co-ordinating their hazard analyses, mitigation strategies and planning and preparedness, as well as their responses to and recovery from a major emergency. The Department is committed to enhancing our strategic emergency management by maintaining in-house guidance and a corporate risk register. Moreover, the Department is actively supporting both An Garda Síochána and Coroners in fulfilling their emergency management responsibilities. A particularly important element of this work is the Department's ongoing contribution to implementing the Government-approved Framework for Co-ordinated Response to Major Emergencies, which sets out, *inter alia*, the intra- and inter-agency arrangements which are to apply in response to the risk and actuality of major emergencies.

In Ireland's case, the Criminal Justice (Terrorist Offences) Act 2005 has enabled the State to play a full part in the international counter-terrorism effort, and this will be supplemented by the Criminal Justice (Mutual Assistance) Act 2008.

<b>Key Objective:</b> We will maintain alertness/ensure appropriate responses to any threat posed by terrorism to the State / international community and promote agreement / implementation of a protocol between An Garda Síochána and the Police Service of Northern Ireland on joint disaster planning.	<b>Key Action:</b> Consult regularly with An Garda Síochána on security matters and oversee the co-signing of a protocol on joint disaster planning.	<b>Performance Indicator:</b> (i) Compliance with international obligations. (ii) Timely briefing of the Minister and Government of terrorism-related developments. (iii) Implementation of the provisions of the co-signed protocol.	<b>Outcome:</b> Optimum protection against terrorist attack and terrorist-related offences and an enhanced, co-ordinated response to major emergencies affecting both jurisdictions.
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The Department also plays a central role, together with the Department of the Taoiseach and the Department of Foreign Affairs, in contributing to supporting the democratic institutions in Northern Ireland.

The Department has particular responsibility for decommissioning, combating paramilitarism, dealing with prisoners and security matters. While there are extremely positive, ongoing developments with respect to decommissioning and a commitment to democratic, peaceful ways as evidenced in a series of Independent Monitoring Commission reports, some groups continue to pose a real and ongoing threat to the security of the State.

The full implementation of the Good Friday Agreement, including the devolution of policing and justice powers to Northern Ireland, remains an important priority for the Department. The planned devolution of policing and justice powers to the Northern Ireland Assembly represents an opportunity to promote deeper and more extensive co-operation on a wide range of justice matters between Ireland and Northern Ireland, to the benefit of all the peoples of the island of Ireland. The Department is actively pursuing this opportunity by promoting the forging of closer co-operative links between the two police services and the broader criminal justice systems. These links are being promoted on both a bilateral basis, such as through the operation of the Intergovernmental Agreements on Policing and Criminal Justice Co-operation, and as part of wider-ranging Justice and Home Affairs policies at the level of the European Union. The Department also provides support to the Independent Commission for the Location of Victims' Remains which is charged with receiving information on the location of the disappeared and managing attempts to recover their remains and to the Remembrance Commission which administers the Scheme of Acknowledgement, Remembrance and Assistance to the victims in this jurisdiction of the conflict in Northern Ireland.

<p><b>Key Objective:</b> We will achieve further progress in relation to supporting the devolved institutions in Northern Ireland.</p>	<p><b>Key Action:</b> Maintain close contacts with Departments of the Taoiseach and Foreign Affairs and NI counterparts. Provide briefing and advice to the Minister and the Government in formulating and implementing policy as requested.</p>	<p><b>Performance Indicator:</b> Timely briefing of the Minister and Government on NI issues.</p>	<p>Further advancements in developing accountable devolved institutions in NI.</p>
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The Offences against the State Acts 1939-1998, which constitute the State's tried and trusted statutory bulwark against subversive groups, will continue to operate to counter the threat posed by them to Ireland and other States.

## **LAW REFORM**

**Legislation promoted by the Department to reform specific areas of criminal and civil law accounts for a very significant share of the Department's law reform output. Key priorities for the Department are completing the programme of law reform contained in the Government's legislative Programme, continuing to keep legislation under review and providing for improved regulatory systems where required.**

**High Level Goal 6:**

**We will continue to reform our laws – criminal and civil - and provide for improved regulatory systems where required.**

Legislation to reform specific areas of criminal and civil law accounts for a significant proportion of the Department’s law reform programme. The Department must monitor and review the legislative process on an ongoing basis so as to identify potential reforms for consideration by Government. As part of this process, we engage in and promote research, assess reports or submissions from advisory or research bodies, notably from the Law Reform Commission, and consult with relevant interest groups. Another feature of work in this area is close co-operation with other Government Departments in relation to policy development and the implementation and monitoring of legislation. Invariably, the programme falls to be adjusted from time to time in response to changing circumstances and new demands. For example, co-operation in the area of criminal and civil law at EU and international level can lead to new international obligations which lead in turn to a re-ordering of priorities within the law reform programme. We will continue to address the obligations consequent on our membership of the EU and other international organisations. In that regard, particular emphasis will be given to addressing present and future initiatives advanced by the EU Commission in the area of judicial cooperation in legislative matters. Our focus in relation to this and other matters will be to represent the national position in an informed and structured way and to respond in a timely way to conclude instruments - whether by primary legislation, secondary legislation or administrative action.

A key aspect of law reform programmes includes legislation pertaining to the issue of Human Rights and in this respect the Department is committed to providing support to the Human Rights Commission to enable it to carry out its mandate and we will develop and review the law, where necessary, to take account of our human rights obligations.

**Criminal Law**

Reform of the criminal law must always have regard to the need to maintain a balance between the rights of individuals and the needs of society. This is a wide remit that over the next three years will cover areas such as

- the provision for the updating and indexation of fines and related matters
- strengthening of the law in relation to bribery of foreign public officials arising from the OECD recommendations
- combating corruption in the private sector
- providing for the establishment of a DNA Database
- Providing for a range of measures recommended by the Report of the Balance in the Criminal Law review Group that are designed to address issues of concern to victims of crime and their families.
- amending existing legislation to prevent money laundering and terrorist financing
- giving effect to various EU and other international Agreements and Decisions
- Progressing the codification of the Criminal Law, and
- reforming and updating the law on corporate manslaughter taking into account the recommendations in the Law Reform Commission Report on Corporate Killing.

<b>Key Objective:</b>	<b>Key Action:</b>	<b>Performance Indicator:</b>	<b>Outcome:</b>
To complete the programme of criminal law reform in the Government’s Legislative Programme, keep the criminal law under review, contribute to policy development at EU and other international fora and give effect to matters arising in that context.	Completion during the period in office of the Government of the passage of primary and, where necessary, secondary legislation to give effect to the commitments in the Government’s programme.	Delivery of the Government’s legislative programme in the area of criminal law - (i) Publish Bills and oversee their enactment. (ii) Remove legal impediments to efficient co-operation in the detection and prosecution of those responsible for transnational crime and terrorism.	(i) Enactment of as much as possible of Government Legislative Programme by 2010. (ii) Robust legislation in place to support the fight against all forms of crime.

## Civil Law

There are a number of factors that shape and give substance to proposals to reform the civil law. These include the need to update and clarify the law as it recognises and protects individual rights and maintains an appropriate balance of rights as between individuals and, where applicable, between the rights of individuals and the needs of society. Reform of defamation law comes under this heading. The need to update and modernise statute law in relation to the legal status of individuals in order to respond to societal and institutional changes in areas such as nationality and citizenship law, immigration law and family law is another influencing factor. The civil law reform programme encompasses reforms relating to, the judiciary, courts administration and jurisdiction and the judicial and legal process on an ongoing basis.. The current programme also addresses the regulation of legal costs, the establishment of a legal services ombudsman and reform and modernisation of the law relating to coroners.

We will also respond to the need to reform regulatory systems with a view to creating an appropriate regulatory environment that meets the changing needs both of society and of a competitive market economy in areas for which the Department has policy responsibility, for example, laws relating to regulation of auctioneers and estate agents. We will continue to update and codify complex areas of the law in order to make them more suited to modern conditions. For example, we will bring forward a Sale of Alcohol Bill which will provide for a thorough and comprehensive updating of the licensing laws and the registration of clubs legislation. We will also continue to review and modernise land and conveyancing laws and policy regarding gaming and lotteries will also be developed. Other areas of law to be addressed over the period of the Strategy Statement include civil partnerships, mental capacity, family law and trust law and arbitration law and is it also incumbent on the Department to ensure that EU Directives for which it is responsible are transposed correctly and on time.

<b>Key Objective:</b>	<b>Key Action:</b>	<b>Performance Indicator:</b>	<b>Outcome:</b>
To complete the programme of civil law reform contained in the Government Legislation Programme, keep the civil law under review and contribute to policy development in EU and other international for a.	(i) Development of relevant Bills, rules and regulations (ii) Participate in the development and negotiation of EU and other international instruments. (iii) Consider responses to Law Reform Commission reports.	(i) Publish Bills and oversee their enactment.	(i) Implementation as much as possible of Government Legislation Programme. (ii) Modernisation of the law. (iii) Implementation of change programmes.



### **BUSINESS DELIVERY**

**The Department is committed to achieving its business objectives, driving improvements in service levels and output and managing internal administration as efficiently and positively as possible through the effective management of resources and the implementation of commitments under Partnership Agreements and other Government strategies.**

## High Level Goal 7:

**We will support the delivery of the Department’s business objectives through optimising staff performance and development, providing a high quality working environment for staff and customers, maintaining the highest standards of corporate governance and through the effective use of resources.**

This Strategy Statement, combined with our annual business planning process and performance management system, provides the planning framework for the effective and efficient management of our business and resources. The objectives set out here will support the Department in delivering on its business commitments and providing a quality service to our customers. A wide range of activities are covered such as managing our human and financial resources, promoting equal opportunities for staff, developing partnership structures and processes, ensuring that the ICT needs of staff are provided and a suitable working environment exists. Many aspects of this support work extend to organisations in the Justice and Equality “family”. Other key issues to be addressed in the short term include the development of a Departmental Risk Management Strategy and Data Strategy. The former will be aimed towards mitigating the risks that threaten the achievement of business objectives and the latter will set out the information and statistical data needs of the Department in the context of delivering on our high level goals.

It is intended to strengthen our corporate governance arrangements by ensuring coherence in strategic planning and implementation of Government decisions across the Justice and Equality Sector; to strengthen the strategic planning and performance management framework of the Department; to provide a professional and quality service to our customers; to provide quality financial services, operate an effective internal audit function and to continue to develop the Financial Shared Services Centre; to continue with the implementation of the core features of the Management Information Framework (MIF); to further develop the Department’s HR capability and maintain a well managed industrial relations environment; to have regard to the “better regulation” principles set out in the White Paper “Regulating Better” when developing proposals for regulation; to develop an effective procurement strategy and to develop our policy analysis capability through the procurement of objective, quality research.

### Our People

Human Resource Management is a proactive approach to developing and supporting the individual and, in turn, helping to improve overall organisational performance. We will continue to promote equal opportunities for our staff, develop partnership structures and identify our staff training and development needs. Our commitment is to recruit and deploy staff promptly and to make maximum possible use of competitive merit-based promotions.

<b>Key Objective:</b> To further develop the Department's HR capability, promote and develop opportunities for staff aimed at supporting the achievements of the Department's business objectives, support and develop Partnership in the Department and maintain a well managed industrial relations environment.	<b>Key Action:</b> Strengthen the linkages between HR policies and the Performance Management and Development System (PMDS), develop annual training programmes, promote and support the wide range of family friendly initiatives, flexible working arrangements and equality for all staff, secure high participation levels by staff through the Partnership Committee and consult with Unions on significant work-place related initiatives as required.	<b>Performance Indicator:</b> Planned recruitment programme in place and all internal promotions to be merit based, further integration of HR policies and PMDS, increased numbers of staff availing of family friendly and flexible working arrangements, a positive working environment with staff engagement through employee opinion surveys and good relations with Unions maintained.	<b>Outcome:</b> The Department has sufficient numbers of motivated staff to deliver its mission, goal and objectives, positive engagement with staff through the partnership process and good industrial relations in the Department.
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## Efficiency Review

The Government has directed that there should be an efficiency review of administrative spending across the public service. We will conduct this review in a timely fashion concentrating on a rigorous scrutiny of any apparent inefficiencies, overlaps, or areas of duplication across the entire justice sector.

<b>Key Objective:</b> To give effect to the terms of the Government Decision concerning an efficiency review of administrative spending by identifying inefficiencies in the administration of justice and equality sector services and to put in place measures to address them.	<b>Key Action:</b> High level group established within the Department for the purpose of this review.	<b>Performance Indicator:</b> Report by review group and actions proposed.	<b>Outcome:</b> Efficiencies made in delivery of policy and service delivery in the course of 2008/09.
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## Research

Research and development play an important part in planning for the development of new policies and programmes. Toward this end, the Department will continue to commission relevant research in the Justice, Equality and Law Reform area.

<b>Key Objective:</b> We will develop our policy analysis capability through the procurement of objective quality research.	<b>Key Action:</b> Continue to commission and fund research relevant to the Justice, Equality and Law Reform area.	<b>Performance Indicator:</b> Relevant research projects funded.	<b>Outcome:</b> Extent to which research contributes to policy development in the Department.
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## Data Strategy

Effective analysis of the complex policy issues facing the Department requires progress to be made in developing the data and statistics collected and disseminated for the purpose of policy making/evaluation and a comprehensive strategic approach is required if this wide range of data needs is to be addressed effectively. This involves an audit of the data sources available, an evaluation of the situation across the Department and the Justice and Equality Sector organisations and the production of a comprehensive Strategy document containing recommendations on how to progress the matter.

<b>Key Objective:</b> We will continue to develop the Data and Statistics Strategy across the Department and Justice and Equality Sector organisations.	<b>Key Action:</b> Consult with data holders/users across the Justice Sector.	<b>Performance Indicator:</b> (i) Detailed, in-depth analysis of data requirements and gaps within the Department. (ii) Detailed, in-depth analysis of data requirements and gaps across the Justice Sector.	<b>Outcome:</b> The development of a comprehensive statistical and data framework and availability (where legally possible) to users in need.
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## Information Technology

IT Division is in the process of transforming itself into an ICT Shared Service for the Department and small and medium sectoral agencies. The provision of shared services enables all participants to benefit from the economies of scale inherent in large number of ICT users operating on a common ICT platform, and is in keeping with the recommendations of the recent OECD report on the public service. These developments have presented a challenge to the IT Division which is considering fundamental changes to how it has traditionally delivered services.

In the meantime, IT Division continues to deliver critical infrastructure:

- To support its customers in the Department and, through its ICT Shared Service, to a growing number of organisations in the Justice and Equality & Law Reform Sector;
- To support service provision to members of the public;

- Support projects from early stages, procurement advice and participation, project management, sanction and peer review processes, technology delivery and subsequent support services;
- To provide advice and support on a range of technology related issues such as computer use policy, identity management, business continuity and technical aspects of integration.

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- Support projects from early stages, procurement advice and participation, project management, sanction and peer review processes, technology delivery and subsequent support services
- To provide advice and support on a range of technology related issues such as computer use policy, identity management, business continuity and technical aspects of integration.

<p><b>Key Objective:</b> We will ensure that there is adequate and functioning IT infrastructure in place through which staff can conduct their day to day business and we will provide support to projects undertaken across the Department and Justice Sector.</p>	<p><b>Key Action:</b> New &amp; Reorganised Clients (NRC) Projects 2008-2010 Technology Upgrade (TUG) projects 2008-2010.</p>	<p><b>Performance Indicator:</b> (i) Primary and secondary data centres available to ensure resilient service and no building without IT service. (ii) Provision of technical capacity for the strategic expansion of IT systems.</p>	<p><b>Outcome:</b> A resilient and cost effective service reflecting international best practise.</p>
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## Financial Services

The provision of quality financial services, including payroll, accounts payable, expenses, accounting and reporting, system maintenance and support, for the Department and for the Justice Sector organisations is a key business priority. Service delivery standards are set out in Service Level Agreements between the Financial Shared Services (FSS) Centre and its client organisations. Monthly performance reports are issued by the FSS to all its client organisations. A formal annual review of performance is also conducted with each client organisation in order to establish the level of satisfaction with the service being delivered.

<p><b>Key Objective:</b> To provide defined financial services in an effective and efficient manner within an appropriate framework of financial controls and accountability.</p>	<p><b>Key Action:</b> Manage performance effectively and advance the Risk Management and Performance Improvement Programme.</p>	<p><b>Performance Indicator:</b> (i) Key actions under the Risk Management and Performance Improvement Programme are implemented. (ii) Service Level Agreement performance targets are substantially achieved.</p>	<p><b>Outcome:</b> Improved financial control framework for the FSS and Client satisfaction with service delivery.</p>
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## Financial Management

The Department will continue to improve on the management of its financial resources allowing for a more effective and targeted approach to the use of these resources. Essentially, this will involve improving management supports to aid in the decision making process through the provision of improved, accurate, timely and relevant information.

<b>Key Objective:</b> We will continue improve on the management of Department financial resources through the provision of quality financial management services.	<b>Key Action:</b> Increased provision of relevant management information and focus on Value for Money throughout the Department.	<b>Performance Indicator:</b> (i) Extended financial reports in place Q1 2008. (ii) Additional Value for Money Reviews to be carried out during 2008 and subsequent years.	<b>Outcome:</b> Limited resources deployed to ensure optimal benefit and minimisation of waste.
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## Procurement

The Department will further develop an effective and coherent strategic approach to procurement across all agencies of the Justice and Equality Sector to support its strategic goals through the development of a strategic focus based on best procurement practises and processes.

<b>Key Objective:</b> We will further develop a strategic procurement focus to establish the objective of best value for money in all of the Department's procurement activity.	<b>Key Action:</b> Complete 3-year Corporate Procurement Plan to form part of the Department's Strategic Planning framework.	<b>Performance Indicator:</b> (i) Corporate Procurement Plan in place Q2 2008. (ii) Analysis of Department's procurement patterns completed Q3 2008.	<b>Outcome:</b> Increased efficiency and effectiveness of service delivery and business outcomes.
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## Decentralisation

Under the Government Programme, over 900 posts from the Department of Justice, Equality and Law Reform and the associated organisations are relocating to seven provincial locations. This Programme is scheduled to run until the end of 2009. As of August 2008, 532 staff have taken up duty and a presence has been established in all seven locations.

In implementing the Programme, the Central Applications Facility (CAF) data is utilised to progress transfers to decentralising locations of this and other Departments. The Justice and Equality Sector organisations along with the Office of Public Works are engaged in the drawing up of Decentralisation Implementation Plans. The Department is committed to ensuring that staff are transferred according to the timetable set out in the Report of the Decentralisation Implementation Group and that advance parties are facilitated where required (see also Appendix 5).

<b>Key Objective:</b> We will ensure that the Decentralisation Programme of the Department is satisfactorily completed according to schedule.	<b>Key Action:</b> (i) Property solutions found for all locations concerned. (ii) Staff transferred according to timetable.	<b>Performance Indicator:</b> Presence in all locations.	<b>Outcome:</b> Decentralisation Programme completed satisfactorily and on time.
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## DJELR Decentralisation Programme

IPS: 141

Property  
Registration  
Authority: 230

Navan: 106  
(4 agencies)

DPC: 23

E/Trib: 42

Ombuds C: 23

E/Auth: 55

Gda HQ: 118

Tipp: 186  
(2 agencies)

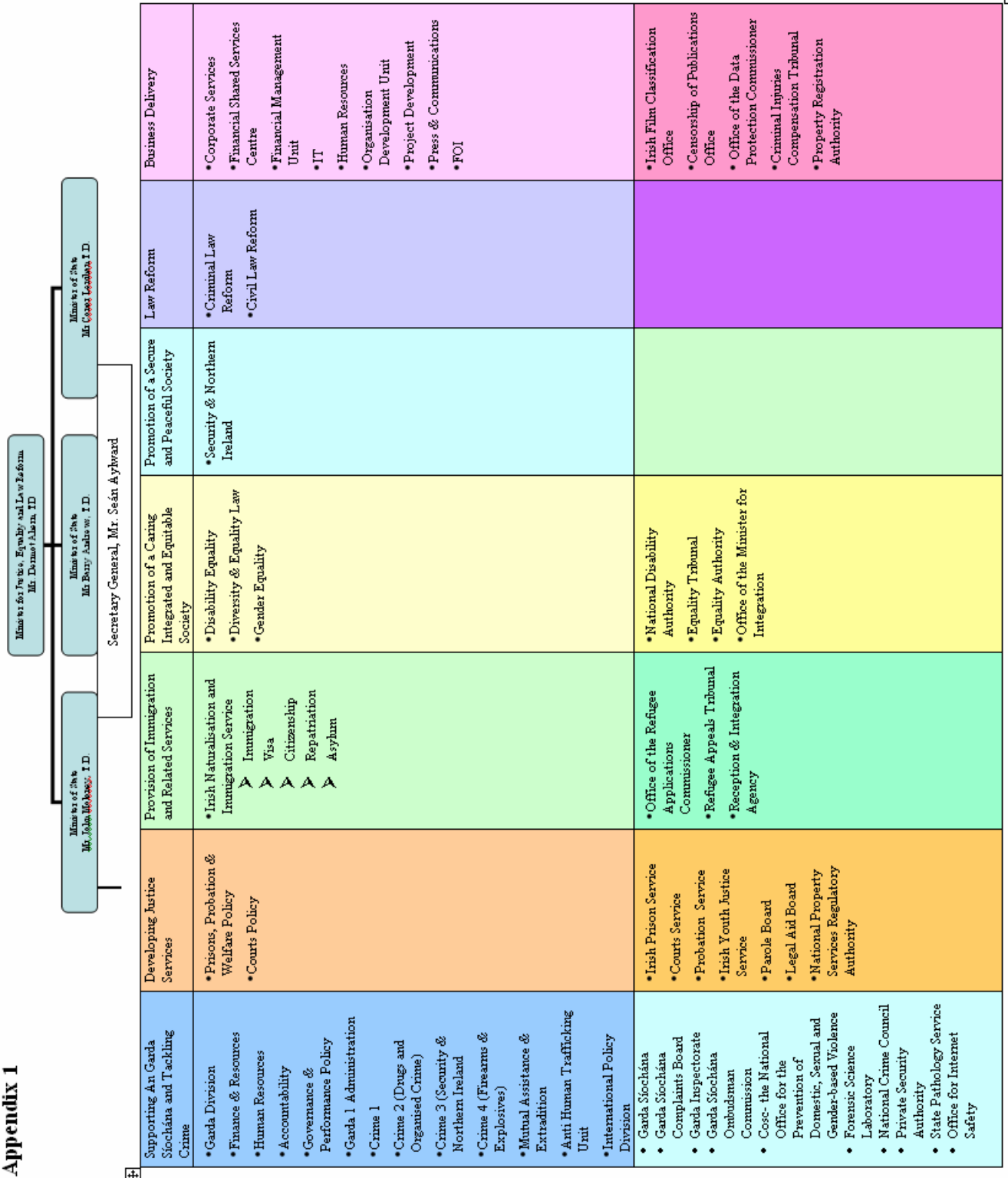
TOTAL: 924



## **APPENDICES**

# Appendix 1 - Organisation Chart

## Appendix 1





## **Appendix 2 - Justice and Equality Sector Organisations and Executive Offices**

### **CENSORSHIP OF PUBLICATIONS OFFICE**

13 Lower Hatch Street, Dublin 2  
Tel: 01 661 0553

### **COSC - The National Office for the Prevention of Domestic, Sexual and Gender-based Violence**

Department of Justice, Equality and Law Reform  
2<sup>nd</sup> Floor, Montague Court  
Montague Street  
Dublin 2  
Tel: 01 4768680  
Web: [www.cosc.ie](http://www.cosc.ie)

### **COURTS SERVICE**

Phoenix House  
15/24 Phoenix St North  
Smithfield, Dublin 7  
Tel: 01 888 6000  
Web: [www.courts.ie](http://www.courts.ie)

### **CRIMINAL INJURIES COMPENSATION TRIBUNAL**

13 Hatch Street, Dublin 2  
Tel: 01 661 0604

### **EQUALITY AUTHORITY**

2 Clonmel Street, Dublin 2  
Tel: 1850 245 545  
Web: [www.equality.ie](http://www.equality.ie)

### **EQUALITY TRIBUNAL**

3 Clonmel Street, Dublin 2  
Tel: 01 477 4100  
Lo-call: 1890 34 44 24  
Web: [www.equalitytribunal.ie](http://www.equalitytribunal.ie)

### **IRISH FILM CLASSIFICATION OFFICE**

16 Harcourt Terrace  
Dublin 2  
Tel: 01 799 6100  
Web: [www.ifco.ie](http://www.ifco.ie)

### **FORENSIC SCIENCE LABORATORY**

Garda Headquarters  
Phoenix Park, Dublin 8  
Tel: 01 666 2910  
Web: [www.forensicscience.ie](http://www.forensicscience.ie)

### **AN GARDA SÍOCHÁNA**

Garda Headquarters  
Phoenix Park, Dublin 8  
Tel: 01 666 0000  
Web: [www.garda.ie](http://www.garda.ie)

**AN GARDA SÍOCHÁNA  
COMPLAINTS BOARD**

Block 1, Irish Life Centre  
Lower Abbey St, Dublin 1  
Tel: 01 872 8666  
Web: [www.gscb.ie](http://www.gscb.ie)

**AN GARDA SÍOCHÁNA OMBUDSMAN COMMISSION**

150 Upper Abbey Street  
Dublin 1  
Tel: 1890 600 800  
Web: [www.gardaombudsman.ie](http://www.gardaombudsman.ie)

**AN GARDA SÍOCHÁNA INSPECTORATE**

87 St. Stephen's Green, Dublin 2  
Tel: 01 408 6500  
Web: [www.gsinsp.ie](http://www.gsinsp.ie)

**IRISH NATURALISATION AND IMMIGRATION SERVICE (INIS)**

13-14 Burgh Quay, Dublin 2  
Tel: 01 616 7000  
Web: [www.inis.gov.ie](http://www.inis.gov.ie)

**IRISH PRISON SERVICE**

IDA Industrial Estate  
Ballinalee Road  
Longford  
Co. Longford  
Tel: 043 35100  
Web: [www.irishprisons.ie](http://www.irishprisons.ie)

**IRISH YOUTH JUSTICE SERVICE**

Montague Court  
7-11 Montague Street  
Dublin 2  
Tel: 01 4768673  
Web: [www.iyjs.ie](http://www.iyjs.ie)

**LEGAL AID BOARD**

47 Upper Mount Street  
Dublin 2  
Tel: 01 644 1900  
Web: [www.legalaidboard.ie](http://www.legalaidboard.ie)

**NATIONAL CRIME COUNCIL**

4/5 Harcourt Road  
Dublin 2  
Tel: 01 476 0047  
Web: [www.gov.ie/crimecouncil](http://www.gov.ie/crimecouncil)

**NATIONAL DISABILITY AUTHORITY**

25 Clyde Road  
Dublin 4  
Tel: 01 608 0400  
Web: [www.nda.ie](http://www.nda.ie)

**NATIONAL PROPERTY SERVICES REGULATORY AUTHORITY**

2<sup>nd</sup> Floor  
Abbey Buildings  
Abbey Road  
Navan  
Co. Meath  
Tel: 046 903 3800  
Web: [www.NPSRA.ie](http://www.NPSRA.ie)

**OFFICE FOR INTERNET SAFETY**

Floor3, Block 2  
Harcourt Centre  
Harcourt Street  
Dublin 2  
Tel: 01 4086122  
Web: [www.internetsafety.ie](http://www.internetsafety.ie)

**OFFICE OF THE DATA PROTECTION COMMISSIONER**

Canal House  
Station Road  
Portarlinton  
Co. Laois  
Tel: 1890 252 231  
Web: [www.dataprotection.ie](http://www.dataprotection.ie)

**OFFICE OF THE MINISTER FOR INTEGRATION**

Dun Aimhirgin  
43-49 Mespil Road  
Dublin 4  
Tel: 01 647 3000  
Web: [infoOMI@integration.ie](mailto:infoOMI@integration.ie)

**OFFICE OF THE REFUGEE APPLICATIONS COMMISSIONER**

79 – 83 Lower Mount Street  
Dublin 2  
Tel: 01 6028000  
Web: [www.orac.ie](http://www.orac.ie)

**PAROLE BOARD**

31/35 Bow Street  
Dublin 7  
Tel: 01 8720 280

**PRIVATE SECURITY AUTHORITY**

Tipperary Technology Park  
Rosanna Road  
Tipperary Town  
Tel: 062 31588  
Web: [www.psa.gov.ie](http://www.psa.gov.ie)

**PROBATION SERVICE HEADQUARTERS**

Smithfield Chambers  
Smithfield  
Dublin 7  
Tel: 01 817 3600  
Web: [www.probation.ie](http://www.probation.ie)

**PROPERTY REGISTRATION AUTHORITY**

Chancery Street

Dublin 7

Tel: 01 6707500

Web: [www.prai.ie](http://www.prai.ie)

**RECEPTION AND INTEGRATION AGENCY**

Block C

Ardilaun Centre

St. Stephen's Green West

Dublin 2

Tel: 01 4183200

Web: [www.ria.gov.ie](http://www.ria.gov.ie)

**REFUGEE APPEALS TRIBUNAL**

6-7 Hanover Street East

Dublin 2

Tel: 01 474 8400

Web: [www.refappeal.ie](http://www.refappeal.ie)

**STATE PATHOLOGY SERVICE**

Fire Brigade Training Unit

Malahide Road

Marino

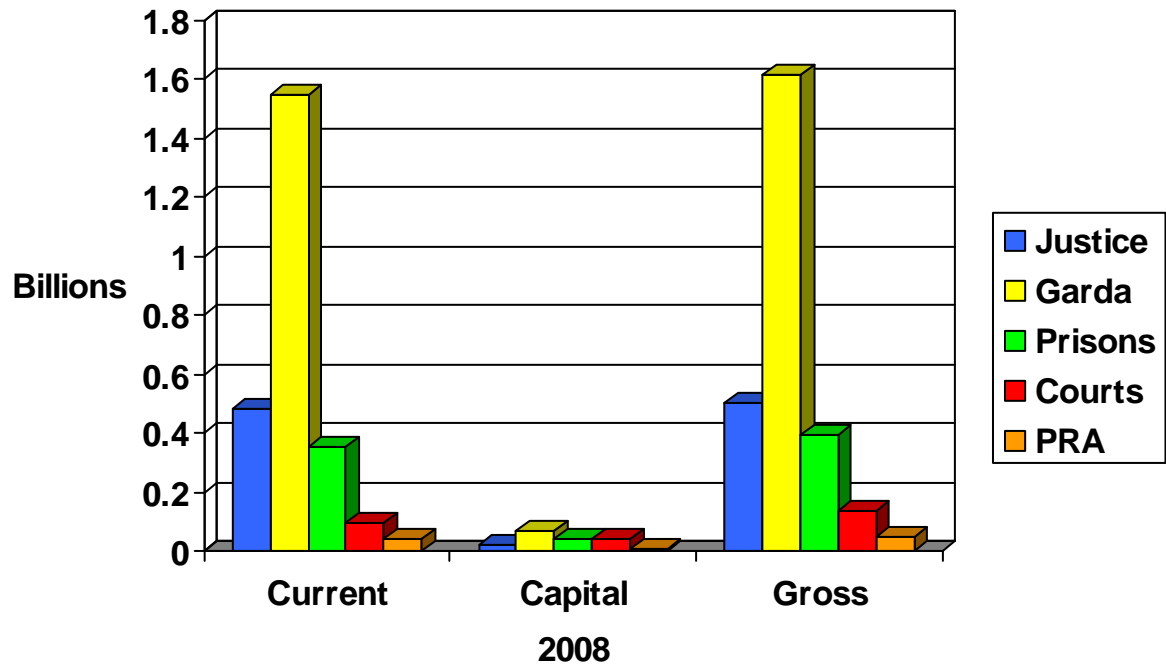
Dublin 3

Tel: 01 853 4872

### Appendix 3 – Staffing Allocations 2007

<b>Location</b>	<b>Staffing 2007</b>
Head Office	575
Financial Shared Services	180
National Crime Council	5
An Garda Síochána (1820 Civilian Staff; 13,732 Gardaí; 206 Garda Reserves )	15758
Garda Síochána Complaints Board	8
Private Security Authority	41
Irish Prison Service	3521
Probation Service (includes 55 Community Service Supervisors)	399
Parole Board	4
Courts Service	1062
Office of Refugee Applications Commissioner	215
Refugee Appeals Tribunal	108
Reception & Integration Agency	58
Irish Naturalisation and Immigration Service	335
Equality Tribunal	35
Equality Authority	53
National Disability Authority	34
Irish Film Classification Office	7
Censorship of Publications Office	1
Office of the Data Protection Commissioner	24
Criminal Injuries Compensation Tribunal	3
Forensic Science Laboratory	77
State Pathology Service	5
Legal Aid Board	282
Garda Ombudsman Commission	80
Garda Inspectorate	11
Cosc- The National Office for the Prevention of Domestic, Sexual and Gender-based Violence	11
The Irish Youth Justice Service	29
Criminal Law Codification Advisory Committee	4
Property Registration Authority	702
Anti-Human Trafficking	4
<b>Totals</b>	<b>23631</b>

### Justice Group Total Allocation



## Appendix 5 - Decentralisation Chart

LOCATION	OFFICE / AGENCY	POSTS	TIMEFRAME	ADVANCE MOVE	
<b>Longford</b>	Irish Prison Service	141	Moved July 2007		
<b>Roscommon</b>	Property Registration Authority	230	End 2009	74 posts moved end 2007	
<b>Navan</b>	Garda Civilian HR Division	39	Moved Jan 2008	Transition team under consideration	
	National Property Services Regulatory Authority (NPSRA)	7	Moved Dec 2007		
	Probation Service	22	Early 2008		
	Coroner's Service ( <i>number to be confirmed</i> )	38	2009		
<b>Portarlington</b>	Office of the Data Protection Commissioner	23	Moved Dec 2006	Advance party under consideration	
	Equality Tribunal (number to be confirmed)	42	Mid 2008		
<b>Roscrea</b>	Equality Authority	55	End 2008	20 posts by early 2008	
	Garda Ombudsman	23	Early 2009		
<b>Thurles</b>	Garda HQ overall total	118	End 2008		
	of which - Garda Central Vetting Unit	33			33 moved October 2005
	- Fixed Charge Processing Section	66			66 moved October 2007
<b>Tipperary</b>	Private Security Authority	24	Moved Jan 2005	60 posts by mid 2008	
	Irish Naturalisation and Immigration Service (INIS)	162			
	<b>Total posts decentralised on completion of programme</b>	<b>924</b>			