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

**DEPARTMENT OF  
JUSTICE AND EQUALITY**  
STRATEGY STATEMENT  
2015 - 2017

PREVENTION

DETECTION

POLICY / EQUALITY





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## FOREWORD BY THE MINISTER

I am pleased to introduce this new Strategy Statement, the first since my appointment as Minister for Justice and Equality. Its publication coincides with the beginnings of economic recovery and as a sense of optimism about the future begins to emerge. In helping to shape the society in which we live, my Department has a central part to play in the national recovery. The new Strategy is timely in charting a course for the Department and its associated agencies from 2015-2017 as the process of reform and renewal gathers pace.



The year just gone has been challenging for the Department and its agencies following an external review. A progressive programme for change is now well underway. Improving how we go about our business is important so that the Department's primary role of serving the people of Ireland in its delivery of public services is met to the highest standards.

Major reforms are in train within the Department and across the sector. The Government is committed to ensuring a reformed and accountable policing system which earns the public's confidence.

We are moving forward with an extensive programme of Garda reform, in particular, an independent Policing Authority. Far-reaching legislative reforms are being prioritised across a whole range of public policy issues. This year we will introduce new legislation for victims of crime to give effect to the EU Victims Directive. We will hold a referendum on Marriage Equality in 2015.

We will deliver important reform of family law to safeguard the best interests of children and to bring legal clarity to the parentage, guardianship and custody of children living in a range of family situations. All of these measures will result from the hard work and expertise of officials across the Department and impact in a positive way on the lives of our citizens.

This Strategy and the change programme that is underway will help to ensure the Department is better placed to do its vital work in the best interests of the Irish people. I look forward to working with the talented and dedicated staff of the Department and its agencies in delivering the Strategy.

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

## INTRODUCTION BY THE SECRETARY GENERAL

I am pleased to introduce this Strategy Statement. The Strategy outlines both how the Department will implement the Programme for Government and Statement of Government Priorities, and how it will reform itself to ensure that it continues to meet the expectations of Government and the public we serve.

2014 was a very challenging year for the Department. It was subject to an external review<sup>1</sup> which found significant deficiencies across a number of areas. We are embarking on a comprehensive Programme for Change arising from this review. Fundamental change in the way the Department conducts its business is therefore one of the major objectives of this Strategy and I am confident that, through the capability, commitment and experience of colleagues in the Department and its agencies, we will deliver the change needed. The work of everyone in the Department over the next few years will take full account of the recommendations of the external review. The actions set out in the Civil Service Renewal Plan will also complement our efforts.



The Strategy Statement is the core document from which all of the Departmental business planning emanates. It sets a planning framework for the efficient and effective management of the Department's mandate. As recommended in the external review, this process will be subject to regular review and evaluation thus providing an accountability mechanism for the delivery of our objectives.

We also have to ensure that we continue to deliver the public services for which we have responsibility to the highest standard possible. That is a core value for all of us at all levels in the Department and this Statement underlines our commitment in this respect.

This Statement will be kept under constant review to ensure that it reflects priorities.

I look forward to working with colleagues and stakeholders in the period ahead.

**Noel Waters**  
Secretary General (Acting)

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<sup>1</sup> Report of the Independent Review Group on the Department of Justice and Equality, July 2014 (known as the "Toland Report" after its chair, Mr Kevin Toland, CEO of the Dublin Airport Authority).

## INTRODUCTION

This Strategy Statement sets out the overall high-level objectives and policy goals of the Department of Justice and Equality for the period 2015 to 2017. It sits at the centre of the Department's activities, all of which can be traced to a strategic goal in this Statement.

The Department's strategic planning and business planning structures, and how they relate to the Performance Management and Development System (PMDS) for staff, are illustrated in the diagram opposite. These structures, which incorporate built-in reviews, will drive implementation of the recommendations of the Independent Review Group on the Department of Justice and Equality, July 2014 for a new management model that defines clarity on purpose, roles, priorities and performance measures including in respect of agencies.

There are four main parts to this Strategy Statement:

- Part 1: Operating Environment – Challenges and Opportunities
- Part 2: Vision, Mission Statement and Values
- Part 3: Our Objectives
- Part 4: Goals, Actions, Performance Indicators/Outcomes

This Strategy Statement has been drafted in a consultative manner and is a high level document. A detailed Annual Corporate Business Plan will be developed and form the Implementation Plan for the Strategy. This will be published on the Department's website. Progress will be evaluated regularly by the Department's Management Advisory Committee (MAC) and reported on in the Annual Report.

Appendix 1 sets out the Department's commitments arising from the Statement of Government Priorities 2014 -2016. This Strategy Statement outlines the strategic context in which these commitments will be delivered.



This chart illustrates the role of individual staff in the planning process.

# PART 1: OPERATING ENVIRONMENT – CHALLENGES AND OPPORTUNITIES

## RESPONSIBILITIES

The Department's remit covers activities as diverse as the security of the State, the protection of life and property, the prevention and detection of crime, maintaining and promoting fairness and equality, overseeing services for the buying and selling of property, developing the Insolvency Service of Ireland, managing inward migration to the State, providing a Courts Service, various other regulatory services and updating our criminal and civil laws. These are crucial to sustaining a democratic society and must be exercised in a manner reflecting the commitment to human rights and equality set out in section 42 of the Irish Human Rights and Equality Commission Act 2014.

The *Programme for Government 2011 – 2016* and the *Statement of Government Priorities 2014-2016* are the core reference points for this Strategy Statement. These are the drivers for the objectives, values, goals, actions and outcomes in the Statement.

The Department employs approximately 900 people in the core Department and has overarching responsibility for a sector employing nearly 22,000 people.

## A CHANGING DEPARTMENT

The operations of the Department were subject to external review during 2014. The Review acknowledged that the Department *plays an essential role within Government and on behalf of the people of Ireland [and] has had many great achievements and made vital contributions to the country's peace, national security and the safety of the public.*<sup>2</sup> The Review *confirmed and validated that the commitment, capability, capacity and expertise of the Department staff is an essential and strong base to build upon, but the Department . . . needs to change fundamentally how it functions to cope with a complex and fast changing world.*<sup>3</sup>

The Department is fully committed to acting on the recommendations of the Review Group and seizing this opportunity to develop and improve. A comprehensive Programme for Change has been initiated to ensure the *necessary reforms in the justice sector and to enhance its leadership, management and oversight systems in order to be more efficient and successful in the achievement of its goals.*<sup>4</sup> At the same time the Department must ensure that it does not lose its existing capacity to adapt and react quickly to changing circumstances and events.

2 Report of the Independent Review Group on the Department of Justice and Equality, pg 2

3 Ibid pg 2

4 Ibid pg 7

Since the Review was published in July 2014, the initial recommendations have been acted on speedily and others are well progressed under the Programme for Change. The Department is enhancing its leadership, management and oversight systems. The weekly meetings of the Management Advisory Committee (MAC) are the key driver of all deliverables across the Department and the Minister and Ministers of State also meet the MAC regularly. A successful Ministerial roundtable including heads of all agencies in the sector was convened at Farmleigh<sup>5</sup> and was addressed by the Minister, Acting Secretary General and Mr. Kevin Toland, Chairman of the Review Group. A Programme Management Office (PMO) has been set up to steer the Programme for Change, mobilise the various sections of the Department and staff, communicate the changes, develop engagement with Departmental agencies including Performance Agreements and liaise with the Department of Public Expenditure and Reform in respect of overlapping Civil Service Renewal actions. Progress so far includes the establishment of a Corporate Secretariat Office, the appointment of a Head of Communications and formalising the purpose, functions and procedures of the Management Advisory Committee (MAC) in line with the Toland recommendations.

The Programme for Change will steer strategy and implementation in the period ahead. The Programme will take account of the establishment of the Policing Authority and will re-assess the role of the Department vis-a-vis An Garda Síochána following the establishment of the Authority. Notwithstanding this, the Department will play a pivotal role in providing collaborative leadership across all aspects of the Justice and Equality sector. Strategy is a continuous activity and not a once-off event and as such periodic checks will be necessary, including the ongoing identification and anticipation of events or developments, both internal and external, which may require a revision or addition to the strategy.

5 Ministerial Roundtable, Justice and Equality Agencies, Farmleigh, November 2014

This is particularly true for the Department as the Programme for Change is implemented, given the scale of the transformation involved.

The Strategy Statement and the Corporate Business Plan will be reviewed regularly by the Management Advisory Committee in line with the recommendations<sup>6</sup> of the Review Group.

## ENVIRONMENT

Changes in society and technology are reflected in the evolving challenges facing the Justice and Equality sector. The Department's aim is to provide strategic and policy direction and it is critical that we stay ahead in this fast changing and complex environment.

Some examples:

- > **Changing patterns of crime** and **changing security demands** require a flexible, alert and joined-up approach, both in the **national** and **international** context.
- > **Youth offending**, as just one category of offending, requires a **proactive approach** which includes **working collaboratively**, strengthening the evidence to support policies and services and further development of targeted interventions to divert young people from the criminal justice system. The Irish Youth Justice Service plays a key role in driving this approach.
- > Evolving forms of criminality and the international dimension require **enhanced collaboration and cooperation at national and international level** across a range of crime types including human-trafficking, money laundering, terrorism financing, corruption, burglary, child pornography, drugs and cyber crime.

6 Report of the Independent Review Group on the Department of Justice and Equality, pg 9, section 5

- > The criminal justice system is **complex** with actions in one part having knock-on effects elsewhere – it is critical to understand these. In this context the Department takes a **holistic approach** to the delivery of an efficient, effective and human rights centred Criminal Justice system. Furthermore, the recently published **Review of Penal Policy** sets out a roadmap for the development of a just, proportionate and humane penal system which will contribute to an overall goal of reducing offending through collaborative working by relevant agencies.
- > Recognising the **voice of the victim** and providing assistance to support services is critical.
- > The Courts Service, in both its criminal and civil jurisdictions, is affected by a changing society and economy. Facilitating **access to justice** through a modern and efficient courts system that serves an increasingly diverse society, and ensuring that the courts can continue to play their role in the implementation of new initiatives, such as the **insolvency system**, including the outcomes of a review currently being undertaken, will continue to be key concerns.
- > There is a **changing mix of pressures** across the sector which requires policy, legislative, regulatory and administrative responses, often of an immediate nature. These pressures frequently require the Department and its agencies to work closely with **other arms of the State**, e.g. the Department of Children and Youth Affairs on child protection matters, the Department of Transport, Tourism and Sport on road safety, the Department of Health on drug misuse; the Department's regulatory functions (for example, in the areas of property services, private security and charities) also operate in collaboration with others outside the sector.
- > **The European Union** and other **international commitments** are key drivers for much of the Department's work. It is a key part of the Department's role to ensure that the commitments agreed to reflect Irish national values.

Maintaining Departmental capability to respond effectively in this environment, whilst simultaneously dealing with the ongoing day-to-day business of the Department (responding to queries, Parliamentary Questions, briefing requests etc.), is critical.

## RESOURCES AND REFORM

The resources available to the Department to lead and respond have reduced in response to economic pressures across the whole of Government. In the period 2008 to 2014, current expenditure was reduced by 17% and service delivery models across the sector were rationalised - for example, the re-organisation of Garda and Court Districts. Real and measurable flexibility and productivity improvements are being achieved in co-operation with staff, in line with **Public Service Agreements**.

The reports of the Garda Síochána Inspectorate and the review of An Garda Síochána under the Haddington Road Agreement will provide unique reference points for the ongoing reform of An Garda Síochána.

Budget 2015 has signalled increases of €96m on the current side and €45m on the capital side - a total of €2.156 billion provided for current spending and almost €107 million for capital spending. This will allow targeted increases in funding of reforms across the sector, but, nevertheless, continuing restraint in spending will be required in the period ahead.

In this budgetary context, the Department must continue to focus available resources where they are most needed, and innovate in how services are delivered. It must also take cognisance of the Report of the Independent Review Group which observed that the Department had been assigned *additional work . . . with little evidence of critical thought being given either to fundamental organisation design (or effectiveness and efficiency) or whether it fits a common purpose.*<sup>7</sup>

<sup>7</sup> Ibid, pg 9

The Department therefore must keep its functions under review and prioritise to support those activities that best align with its strategic direction, reassess and re-prioritise programmes that do not align with this and re-allocate resources to where they are needed.

The Integrated Reform and Delivery Plan for the Justice and Equality sector will be central to achieving the aims of this Strategy Statement, in particular, through its focus on integrated and inter-agency delivery of programmes and services. Initiatives for collaboration, partnership, cross-functional working and shared ownership will be led by the Department. The development of these initiatives and constructive relationships with agencies with two way communication and shared understanding<sup>8</sup> is a key part of the Programme for Change and is reflected in all of the Programmes in this Strategy Statement.

The Department will continue to participate in shared services initiatives and cooperate with the Office of the Government Chief Information Officer to develop ICT applications that simplify and integrate work roles and customer services within the Justice and Equality sector and across Government. The Department will also continue to progress European social and other policy goals under the Europe 2020 Strategy, through the funding available under EU Structural and Investment Funds.

The coming years will see completion of a number of agency mergers currently underway. Arrangements for the merger of the Property Registration Authority, Ordnance Survey Ireland and Valuation Office are well advanced, including the drafting of enabling legislation. The merged organisation will yield new potential around the development and use of geo-spatial data.

The new Irish Human Rights and Equality Commission, created from the merger of the Irish Human Rights Commission with the Equality Authority, will also yield a step change in oversight of the State's obligations in the human rights and equality spheres.

The Department is a labour intensive, knowledge based organisation. Staff numbers have been progressively reducing in recent years. The Department will proactively address the challenges arising from this by use of workforce planning to achieve optimal deployment of staff, allied with a supporting HR strategy and a Learning and Development Plan aimed at building capability<sup>9</sup>.

## CIVIL SERVICE RENEWAL

The Department is fully committed to the ongoing programme of change in the Civil Service which seeks to build capacity to respond to existing and future challenges and improve the performance of the Civil Service and its staff. The Civil Service Renewal Plan provides the framework for renewing the Civil Service over the next three years. The Plan outlines a vision for the Civil Service and practical changes that will create a more unified, professional, responsive and open and accountable Civil Service, providing a world-class service to the State and to the people of Ireland. Strong leadership and active participation in the implementation of this programme of change will be a key focus over the period.

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8 Ministerial Roundtable, Justice and Equality Agencies, November 2014

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9 Report of the Independent Review Group on the Department of Justice and Equality, pg 17

## PART 2: VISION, MISSION STATEMENT AND VALUES

### Vision

*Working for a safe and fair Ireland*

### Mission Statement

*Maintain community and national security, promote justice and equity, and safeguard human rights and fundamental freedoms consistent with the common good*

### Values

*Justice*

*Fair and equitable standards*

*Respect and value the individual*

*Courtesy and integrity*

*Excellent services and value for money*

*Accountability*

*These values underpin everything we do. Their articulation will be further developed in the context of the Programme for Change as recommended in the Independent Review Group Report.*



## PART 3: OUR OBJECTIVES



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



**LEADERSHIP IN  
AND OVERSIGHT  
OF JUSTICE  
AND EQUALITY  
POLICY AND  
DELIVERY**



**A SAFE,  
SECURE  
IRELAND**



**ACCESS TO  
JUSTICE FOR  
ALL**



**AN EQUAL AND  
INCLUSIVE  
SOCIETY**



**AN EFFICIENT,  
RESPONSIVE  
AND FAIR  
IMMIGRATION,  
ASYLUM AND  
CITIZENSHIP  
SYSTEM**



**IMPLEMENT A PROGRAMME OF FUNDAMENTAL AND SUSTAINED ORGANISATIONAL CHANGE**

## PART 4: GOALS, ACTIONS, PERFORMANCE INDICATORS/OUTCOMES



# IMPLEMENT A PROGRAMME OF FUNDAMENTAL AND SUSTAINED ORGANISATIONAL CHANGE

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# IMPLEMENT A PROGRAMME OF FUNDAMENTAL AND SUSTAINED ORGANISATIONAL CHANGE



Goals	Actions	Performance Indicators/Outcomes
<ul style="list-style-type: none"> <li>&gt; To build an organisation that meets the visions set out in the Civil Service Renewal plan and in the Report of the Independent Review Group on the Department of Justice and Equality (Toland Review)</li> <li>&gt; To staff and resource each functional area as effectively as possible</li> <li>&gt; To develop and implement ongoing professional development</li> <li>&gt; To deliver the change internally which we are aiming to deliver externally</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Implement the Programme for Change</li> <li>&gt; Publish an annual corporate business plan that sets clear priorities and objectives</li> <li>&gt; Develop workforce planning, HR and processes to align responsibilities, resources and priorities</li> <li>&gt; Implement the Department's Communications, Information, Records and Data blueprint, in liaison with Office of Government Chief Information Officer (OGCIO)</li> <li>&gt; Integration of risk and management processes</li> <li>&gt; Introduce training programmes for continuous professional development</li> <li>&gt; Develop leadership internally that will lead change externally</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Programme for Change being implemented</li> <li>&gt; Recruitment, promotion and mobility policies in place and operational</li> <li>&gt; Metrics on staff morale</li> <li>&gt; Objectives in corporate and divisional business plans achieved</li> <li>&gt; Improved analytic, communications and information sharing capacities</li> </ul>



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

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



Goals	Actions	Performance Indicators/Outcomes
<ul style="list-style-type: none"> <li>&gt; To support our Ministers</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Provide effective support for Government, parliamentary and public responsibilities</li> <li>&gt; Influence the policy of other Government Departments in relation to Justice and Equality matters</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Quality of input to Oireachtas business such as PQ replies, adjournment debates, legislation etc</li> <li>&gt; Programme for Government commitments implemented</li> <li>&gt; A whole of Government approach to Justice and Equality matters</li> </ul>
<ul style="list-style-type: none"> <li>&gt; To provide leadership and strategic direction on Justice and Equality matters<sup>10</sup></li> </ul>	<ul style="list-style-type: none"> <li>&gt; Define direction through consultation, collaboration and communication with all agencies</li> <li>&gt; Monitor progress through reporting on key metrics</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Performance frameworks with agencies</li> <li>&gt; Policy coherence between Department and agencies and within and across agencies</li> </ul>
<ul style="list-style-type: none"> <li>&gt; To ensure Justice and Equality services to the public are delivered effectively within available resources</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Customer focussed approaches to service delivery</li> <li>&gt; Lead reform through the Integrated Reform and Delivery Plan prepared annually</li> <li>&gt; Allocate and manage financial resources and maintain the balance between responsibilities and resources</li> <li>&gt; Keep functions of the Department under review</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Customer service channels developed including on-line services</li> <li>&gt; A match between resources and responsibilities</li> <li>&gt; Develop approaches to evaluation of programmes and outcomes</li> </ul>
<ul style="list-style-type: none"> <li>&gt; To ensure effective corporate governance in the Justice and Equality sector</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Structured and formal engagement with bodies under the aegis of the Department and within the Department itself</li> <li>&gt; Support agencies in fulfilling their mandate</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Performance Agreements with agencies</li> <li>&gt; Legislative and other resources available, having regard to Government policy and priorities</li> </ul>



**A SAFE, SECURE IRELAND**

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# A SAFE, SECURE IRELAND



Goals	Actions	Performance Indicators/Outcomes
<ul style="list-style-type: none"> <li>&gt; To provide policy and legal frameworks to reduce and prevent crime, tackle reoffending and develop more secure communities</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Ensure coherent crime policy and legislative frameworks in place, which are kept under review and which prioritise the critical reforms necessary</li> <li>&gt; Develop cross sectoral and inter-agency partnership approaches to preventing crime and the harms caused by crime</li> <li>&gt; Efficient and timely processing of commitments on the Government legislative programme</li> <li>&gt; Deliver enhanced youth justice services through targeted interventions to support better outcomes for young people coming into contact with the criminal justice system</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Improved, more coherent and more effective responses to evolving crime trends through policy and legislative development</li> <li>&gt; Improved cross-sectoral partnership approaches to preventing crime and the harms caused by crime</li> <li>&gt; Improved targeted responses to support youth crime reduction</li> </ul>
<ul style="list-style-type: none"> <li>&gt; To promote national security</li> <li>&gt; To enhance North/South cooperation to counteract terrorist or organised criminal activity</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Active engagement with other Government Departments, North and South, and relevant agencies</li> <li>&gt; Develop programmes to improve responses to threats</li> <li>&gt; Regular bilateral meetings with Northern Ireland and UK Government</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Containment and mitigation of risk presented by terrorist or organised criminal threats</li> <li>&gt; Improved cooperation between Government Departments and relevant agencies in Northern Ireland and the UK</li> </ul>
<ul style="list-style-type: none"> <li>&gt; To enhance international cooperation in the Justice and Equality areas</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Ensure that arrangements in place governing international criminal cooperation are adequate to meet the challenges of borderless crime and change where necessary</li> <li>&gt; Uphold international standards and cooperation in tackling serious and borderless crime</li> <li>&gt; Support and develop measures to improve security and equality</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Effective and efficient international cooperation</li> <li>&gt; Safeguard Ireland's reputation for integrity and as a safe and secure destination</li> <li>&gt; Monitor application of international standards</li> <li>&gt; A more secure environment</li> </ul>

Goals	Actions	Performance Indicators/Outcomes
<ul style="list-style-type: none"> <li>&gt; To reform governance and accountability processes for and in An Garda Síochána <sup>11</sup></li> </ul>	<ul style="list-style-type: none"> <li>&gt; Implement a programme of reforms including               <ul style="list-style-type: none"> <li>&gt; Policing Authority Bill</li> <li>&gt; Enhancing GSOC and Garda Inspectorate</li> <li>&gt; Review of An Garda Síochána under the Haddington Road Agreement</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>&gt; Improved public confidence in the governance and accountability of An Garda Síochána</li> <li>&gt; Holistic approach to the delivery of an efficient and effective policing service</li> </ul>
<ul style="list-style-type: none"> <li>&gt; To support the development of competent, caring and efficient services to victims of crime</li> <li>&gt; To promote a culture of recognition and prevention of domestic, sexual and gender-based violence</li> <li>&gt; To ensure greater effectiveness of policy and service planning in relation to domestic, sexual and gender-based violence</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Provide financial support to voluntary sector organisations supporting victims of crime</li> <li>&gt; Support implementation by criminal justice agencies and voluntary sector in implementing EU Victims Directive 2012/29/EU</li> <li>&gt; Develop new National Strategy on Domestic, Sexual and Gender-based Violence</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Victims of crime can avail of support</li> <li>&gt; Legislation, systems and procedures in place to enable implementation of the directive in practice</li> <li>&gt; Oversight of National Strategy on Domestic, Sexual and Gender-based Violence</li> </ul>
<ul style="list-style-type: none"> <li>&gt; To implement recommendations of Strategic Review of Penal Policy</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Ensure a whole of Government approach in addressing offender behaviour including reducing reoffending</li> <li>&gt; Develop proposals for reform of sentencing policy</li> <li>&gt; Improve the standard of accommodation in Mountjoy, Cork, Limerick and Portlaoise Prisons</li> <li>&gt; Increase the use of open prisons and pursue such options for female offenders</li> <li>&gt; Expand the Community Return Programme and Community Support Scheme</li> <li>&gt; Establish the Parole Board on a statutory footing</li> <li>&gt; Implementation of the Fines (Payment and Recovery) Act 2014</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Number of persons committed to prison</li> <li>&gt; Use of open prisons</li> <li>&gt; New or refurbished accommodation and prison facilities</li> <li>&gt; Increase in the number of participants on the Community Return and Community Support Schemes</li> <li>&gt; Legislation enacted to establish Parole Board on a statutory basis</li> </ul>

Goals	Actions	Performance Indicators/Outcomes
<ul style="list-style-type: none"> <li>&gt; To enhance independent oversight of the prison system</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Progress the Inspection of Places of Detention Bill</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Independent regulatory oversight of prisons</li> <li>&gt; Compliance with international obligations</li> </ul>
<ul style="list-style-type: none"> <li>&gt; To enhance the protection of society from criminality by reforming the criminal law</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Develop proposals for Criminal Law reform following Government direction and EU and international commitments</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Passage and enactment of criminal law legislation</li> <li>&gt; Transposition of EU Directives</li> <li>&gt; Ratification of UN Conventions</li> <li>&gt; Meet international reporting obligations</li> </ul>



# ACCESS TO JUSTICE FOR ALL

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# ACCESS TO JUSTICE FOR ALL



Goals	Actions	Performance Indicators/Outcomes
<ul style="list-style-type: none"> <li>&gt; To ensure Court systems and structures are appropriate to meet demands</li> </ul>	<ul style="list-style-type: none"> <li>&gt; The Court of Appeal up and running</li> <li>&gt; Develop new family courts structure</li> </ul>	<ul style="list-style-type: none"> <li>&gt; The Court of Appeal operational in 2015</li> <li>&gt; New family courts structure in place</li> </ul>
<ul style="list-style-type: none"> <li>&gt; To ensure through legislative reform and development that judicial system meets the highest standards</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Reform and update judicial appointment procedures</li> <li>&gt; Establish Judicial Council</li> </ul>	<ul style="list-style-type: none"> <li>&gt; New judicial appointments procedures in place</li> <li>&gt; Judicial Council in place</li> </ul>
<ul style="list-style-type: none"> <li>&gt; To ensure effective cross-agency collaboration through joined up policy programmes and actions, and where necessary, legislation <sup>12</sup></li> </ul>	<ul style="list-style-type: none"> <li>&gt; Keep the efficiency of administration of justice under review by working closely with Courts Service, An Garda Síochána, Prison Service, Probation Service, Legal Aid Board and DPP</li> <li>&gt; Continue to provide legal aid and ensure, in collaboration with the Legal Aid Board and other relevant stakeholders, that the administration of the schemes is efficient, effective and supported by new legislative framework</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Measure throughput of cases against budget</li> <li>&gt; Increased use of mediation</li> <li>&gt; Measure throughput of legal aid recipients against budget</li> </ul>
<ul style="list-style-type: none"> <li>&gt; To support the Courts Service and ensure effective corporate governance</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Work with Courts Service on organisational change and development including technology improvement such as eJustice etc</li> <li>&gt; Provide financial resources to Courts Service</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Performance agreement with the Courts Service</li> <li>&gt; Measure the number of court venues, cases heard and personnel against budget</li> </ul>



# AN EQUAL AND INCLUSIVE SOCIETY

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# AN EQUAL AND INCLUSIVE SOCIETY



Goals	Actions	Performance Indicators/Outcomes
<ul style="list-style-type: none"> <li>&gt; To raise awareness of and coordinate efforts to promote equality and human rights in society</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Support the work of the Irish Human Rights and Equality Commission</li> <li>&gt; Coordinate Ireland's participation in international procedures and mechanisms concerning domestic human rights issues</li> <li>&gt; Review section 37 of the Employment Equality Act with a view to protecting LGBTI people from discrimination in posts in religious-run educational and medical institutions funded by the tax payer</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Meet obligations under relevant international reporting procedures concerning domestic human rights issues</li> <li>&gt; Legislation amending section 37 in place</li> </ul>
<ul style="list-style-type: none"> <li>&gt; To promote gender equality in Irish society</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Oversee the implementation of the National Women's Strategy 2007-2016 and gender-related commitment in the Programme for Government</li> <li>&gt; Progress the Family Leave Bill</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Cross-Departmental linkages in existence to support attainment of targets set out in the National Women's Strategy 2007-2016, and the fulfilment of EU and other international gender equality commitments</li> <li>&gt; Enhanced consideration of gender equality issues in national policy proposals</li> <li>&gt; Progress on gender balance on State boards monitored</li> <li>&gt; Enactment of the Family Leave Bill</li> </ul>

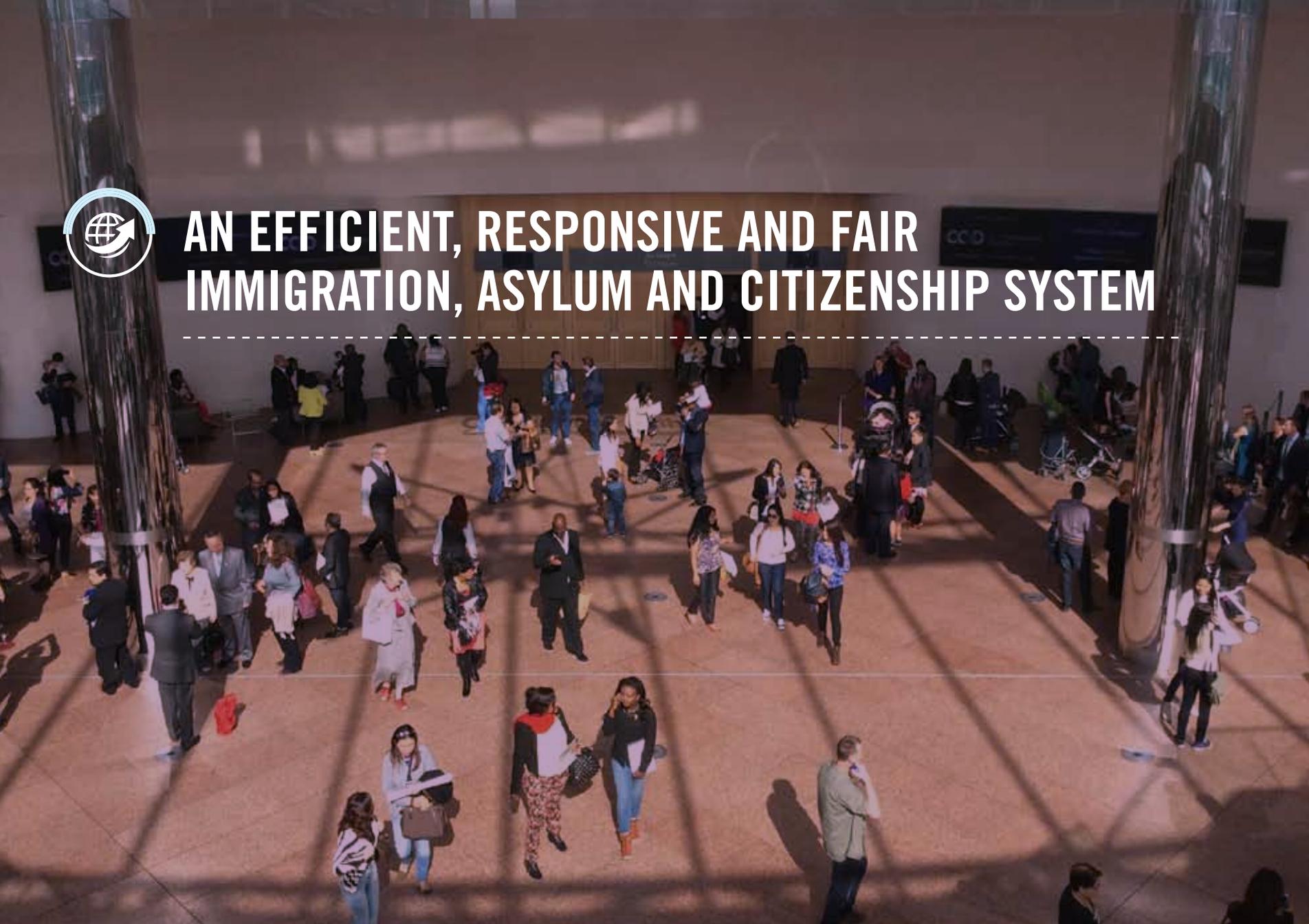
Goals	Actions	Performance Indicators/Outcomes
<ul style="list-style-type: none"> <li>&gt; To promote equality and inclusion in Irish society of the Traveller and Roma communities</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Renew implementing structures at national and local levels to allow for meaningful dialogue and engagement with both the Traveller and Roma communities</li> <li>&gt; Renew the 2011 National Traveller and Roma Integration Strategy to serve the distinct needs of both the Traveller and Roma communities, as well as having due regard to European Commission country-specific recommendations</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Effective structures for consultation with and improving outcomes for the Traveller and Roma communities</li> <li>&gt; An updated National Traveller &amp; Roma Integration Strategy across Government Departments</li> <li>&gt; Favourable European Commission progress reports</li> </ul>
<ul style="list-style-type: none"> <li>&gt; To promote equality for and inclusion of people with disabilities in Irish society</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Policy coordination across Departments and agencies and effective consultation and participation by people with disability and relevant stakeholders in the policy process</li> <li>&gt; Review and restructure engagement with stakeholders in advancing national disability policy to ensure ongoing, appropriate and representative consultation</li> <li>&gt; Support the work of the National Disability Authority, particularly in relation to strengthening the role in providing independent policy advice to the Minister and Government, and to ensure effective corporate governance</li> <li>&gt; Progress ratification of UN Convention on the Rights of Persons with Disabilities (CRPD) by coordinating work of all relevant Departments in making relevant legislative amendments</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Ratification and implementation of UN Convention on the Rights of Persons with Disabilities (CRPD) and other relevant international instruments</li> <li>&gt; Revised and improved stakeholder consultation methods in place and renewed disability strategy priorities and implementation plan formulated</li> </ul>

Goals	Actions	Performance Indicators/Outcomes
<ul style="list-style-type: none"> <li>&gt; To support and facilitate the integration of legally resident immigrants into Irish society</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Review Ireland's approach to the integration of immigrants and develop a new integration strategy.</li> <li>&gt; Anti-racism measures and measures to improve integration of immigrants developed</li> </ul>	<ul style="list-style-type: none"> <li>&gt; New integration strategy developed</li> <li>&gt; Greater tolerance and progress in the integration of immigrants</li> </ul>
<ul style="list-style-type: none"> <li>&gt; To continue reform of civil law, including family law, promoting equality and social rights</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Progress the Children and Family Relationships Bill</li> <li>&gt; Progress the Legal Services Regulation Bill</li> <li>&gt; Support Government commitment on a referendum on marriage equality and any relevant decisions of the Constitutional Convention</li> <li>&gt; Deliver legislative priorities undertaken at Government and international level</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Passage and enactment of civil law legislation</li> <li>&gt; Structural reform of the legal services sector under way</li> <li>&gt; Referendum on marriage equality in 2015</li> <li>&gt; Completed review of recommendations of Constitutional Convention about position of women in the home and offence of blasphemy</li> <li>&gt; Transposition of EU Directives</li> <li>&gt; Ratification of UN Conventions</li> <li>&gt; Meet international reporting obligations</li> </ul>
<ul style="list-style-type: none"> <li>&gt; To develop the arrangements in place relating to personal insolvency</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Implement such measures as are necessary following review of the Insolvency Service of Ireland</li> <li>&gt; Insolvency Service of Ireland discharging its functions in respect of personal insolvency and bankruptcy matters</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Robust legislation in place</li> <li>&gt; Arrears statistics reducing</li> <li>&gt; Economic recovery fully supported</li> </ul>



# AN EFFICIENT, RESPONSIVE AND FAIR IMMIGRATION, ASYLUM AND CITIZENSHIP SYSTEM

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# AN EFFICIENT, RESPONSIVE AND FAIR IMMIGRATION, ASYLUM AND CITIZENSHIP SYSTEM



Goals	Actions	Performance Indicators/Outcomes
<ul style="list-style-type: none"> <li>&gt; To maintain the integrity of the immigration system</li> </ul>	<ul style="list-style-type: none"> <li>&gt; New immigration and residence legislation</li> <li>&gt; Continued rigorous control of Ireland's borders and immigration procedures to combat immigration abuse</li> <li>&gt; Coordinate with relevant Government Departments</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Progress Immigration and Residence Bill</li> <li>&gt; Effectiveness of enforcement systems</li> <li>&gt; New Rules on Student Migration implemented effectively</li> </ul>
<ul style="list-style-type: none"> <li>&gt; To maintain the integrity of and implement improvements to the protection and direct provision systems</li> </ul>	<ul style="list-style-type: none"> <li>&gt; A Protection Bill to provide for a Single Procedure for Protection applicants with the aim of reducing processing times and, as a result, the length of time spent in the Direct Provision System</li> <li>&gt; Working Group to recommend to the Government what improvements should be made to the State's existing Direct Provision and protection process</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Publication of a Protection Bill in early 2015</li> <li>&gt; Working Group Report submitted to Government</li> <li>&gt; Quicker decisions and significant reduction in length of stay in direct provision accommodation</li> <li>&gt; Improved conditions in direct provision centres and enhanced quality of life for protection applicants</li> </ul>
<ul style="list-style-type: none"> <li>&gt; To provide immigration related services to applicants in an efficient and cost effective manner</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Civilianise frontline immigration controls at Dublin Airport and other major ports of entry</li> <li>&gt; Rationalise and civilianise registration function around a small number of hubs</li> <li>&gt; Continue to deliver decisions on citizenship applications within a six month timeframe</li> <li>&gt; Continue citizenship ceremonies</li> <li>&gt; Process visa and immigration applications in a timely manner</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Civilianisation at Dublin Airport completed by end 2015. Progress on civilianisation of other ports</li> <li>&gt; Net operational cost of Irish Naturalisation and Immigration Service</li> <li>&gt; Statistics on visas and immigration applications</li> <li>&gt; Processing times for Citizenship and other categories of applications</li> </ul>
<ul style="list-style-type: none"> <li>&gt; To maintain and enhance the Common Travel Area with the United Kingdom</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Rollout of British-Irish Visa Scheme (BIVS) commencing with applications from India and China</li> <li>&gt; Exchange of immigration information and intelligence with our UK partners</li> <li>&gt; Ongoing cooperation with the United Kingdom Government</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Integrity of visa issuing process for Irish visas qualifying under the Scheme</li> <li>&gt; Visitor statistics</li> <li>&gt; Enhanced ease of travel between Ireland and the UK, including across the border</li> </ul>

## APPENDIX – DEPARTMENT OF JUSTICE AND EQUALITY COMMITMENTS UNDER THE STATEMENT OF GOVERNMENT PRIORITIES 2014 - 2016

By end 2014, the Government will complete a review of the operation of the Insolvency Service to ensure it has the powers needed to support families willing to work their way through their debt problems

It is intended to hold a referendum on same-sex marriage in 2015

Decisions will be taken in the near future on other recommendations from the Constitutional Convention

We will introduce an independent Garda Authority by end 2014 that will restore confidence and accountability to a policing system on which our country depends

We will complete a review of the operation of the Judicial Appointments System by the end of 2014. The Government remains committed to introducing an appointments system that is open, transparent and accountable

In advance of a referendum on same-sex marriage in the first half of 2015, we will reform and modernise family law through the Children and Family Relationships Bill. It will safeguard the best interests of children and recognise that many children live in families which do not have constitutional recognition

We are committed to addressing the current system of Direct Provision for asylum seekers to make it more respectful to the applicant and less costly to the taxpayer

Legislate to reduce the length of time the applicant spends in the system through the establishment of a single applications procedure, to be introduced by way of a Protection Bill

Work on an Immigration and Residence Bill will also continue

The Government will also establish an independent Working Group to report to Government on improvements with the protection process, including Direct Provision and supports for asylum seekers

An Garda Síochána will continue to work closely with the PSNI on security cooperation, including tackling the threat posed by the activities of dissident paramilitary organisations and criminal activity throughout the island

We will systemically publish details of all appointments to State Boards





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