



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

Integrated Reform Delivery Plan (IRDP) for the Justice and Equality Sector

2015 Plan

Department of Justice and Equality

Introduction:

The updated [Public Sector Reform Plan](#) covering the period 2014-2016 was published on 14/1/2014 by the Department of Public Expenditure and Reform and it builds on the achievements and aims of the original Public Service Reform Plan (2011-2013). This current phase of ongoing and continuous change maintains the necessary emphasis on reducing costs and increasing efficiency but also moves the reform agenda towards a much stronger focus on the delivery of the best possible outcomes. In this regard, there are four key themes running through the Public Service Reform Plan:

- Delivery of improved outcomes for service users;
- Achieving a reform dividend;
- Greater digitalisation and use of open data; and
- More openness and accountability.

Reforms in the Justice and Equality sector are being driven by the Minister for Justice and Equality and are aligned with the overall Public Service Reform Programme and the Department's Strategy Statement 2015-2017. The Department prepares annual Integrated Reform Delivery Plans and this Plan for 2015 sets out governance arrangements (Category 1), the departmental and sectoral reforms planned (Category 2) and also information on the implementation of cross-cutting reforms (Category 3) and the Haddington Road Agreement (Category 4).

Structure of Plan



Category 1 - Governance

1.1: Governance Arrangements

A dedicated Programme Management Office (PMO) was established in the Department in Autumn 2011 in the Reform and Development Unit. Its role is to oversee all Justice and Equality projects in this Plan, ensure a “whole of Sector” approach is adopted to all reforms, coordinate implementation and monitor and track outcomes and benefits, ensuring alignment to the overall Public Service Reform programme.

The PMO is supported by an Agency Liaison Group comprising senior representatives from the key stakeholders in the sector, together with Principal Officers from the relevant areas within the Department. It meets quarterly, chaired by the Assistant Secretary responsible for Corporate Affairs, and reports to MAC which is responsible for directing and driving the Plan generally. Within the Department and each agency, governance arrangements are in place for the management of projects.

The Plan includes the comprehensive reform programme in respect of policing which is being overseen by the Cabinet Committee on Justice Reform and also the Department's Programme for Change following the 2014 External Review of the Department.

All areas of the Department and all of the agencies were consulted in preparing this Plan. The Plan is underpinned by more detailed plans at organisational level. A key objective is to promote continuous improvement. It is not possible to record all of the reform and improvement initiatives underway at Department and agency level. However, they are all important and their review will be built into the two way engagement underway between the Department and the agencies.

Category 2 - Departmental / Sector Specific Reforms

Under this plan, organisations across the sector are reforming their models of service delivery, in collaboration with each other, concentrating on the front-line and working together in new ways to prevent crime, reduce re-offending, enable more secure communities, protect the security of the State, achieve a more equitable and inclusive society and fair, effective, efficient and accessible justice systems. At the Justice and Equality Ministerial Roundtable meeting with the agencies in Farmleigh in November 2014, there was a common focus on delivering better services and outcomes for citizens.



This Plan is a rolling plan outlining the key reform priorities for the sector. It is informed by the following principles:

- service delivery is key;
- value for money is paramount;
- the use of ICT is optimised; and
- shared services and common approaches are utilised wherever and whenever advantageous.

The following sections outline the reforms being driven in support of the Justice and Equality strategic objectives as set out in the Department's Strategy Statement 2015 -2017:

Strategic Objective :

Leadership in and Oversight of justice and equality policy and delivery

- Department Reforms - Programme for Change; Cabinet Committee on Justice Reform ; Criminal Justice Efficiencies Working Group; Criminal Justice Strategic Committee; Leadership Group of non Criminal Justice agencies; Agency Rationalisation -PRA/OSI/Valuation Office Merger

Strategic Objective :

A safe, secure Ireland

- An Garda Siochana Reforms - Leadership & Governance; Realigning the Organisation; Community Orientated Policing; Strategic Collaboration; Developing People; Communications; ICT Capacity & Capability
- Department Reforms -Introduction of 3rd Payment option in Penalty Point system
- IPS and Probation Service Reforms -Community Return Initiative; Joint Strategy
- Probation Service Reforms -COSA; Restorative Justice; Integrated Offender Opt-In
- Forensic Science Ireland Reforms - DNA Database implementation; Electronic Reporting

Strategic Objective :
Access to justice for all

- Courts Service Reforms - Courts PPP Bundle; Debt Claims Online; DAR logging/provision of transcripts; Court of Appeal; Court Venue Review; Fines Act implementation; Probate System
- Department Reforms - Structural Reform of the Legal System; Criminal Legal Aid
- Legal Aid Board Reforms - Criminal Legal Aid ; Family Mediation

Strategic Objective :
An equal and inclusive society

- Courts Service Reforms - Dublin Family Law Courthouse; Est. of Office of Public Guardian and Office of Legal Cost Adjudicator
- Department Reforms - Equality/Integration Reforms

Strategic Objective :

An efficient, responsive and fair immigration, asylum and citizenship system

- INIS- Civilianisation of Immigration Control at Dublin Airport; Transfer of Foreign National Registrations; Online immigration and visa services; Case Processing Programme; British Irish Visa Scheme; Joint EU-format Residence Permit and Public Service Card; Single Protection System

Section 2.1: Strategic Objective - Leadership in and Oversight of Justice and equality policy and delivery

2.1.1: The Programme for Change (implementation of the Toland Report)

Department of Justice and Equality (SRO: Acting Secretary General Noel Waters)

The Report of the Independent Review Group on the Department of Justice and Equality (the Toland Report) was published on 28 July 2014. A Programme for Change has been put in place to respond to and implement the recommendations contained in the Report. Detailed actions, timelines and responsible officers are set out in an Implementation Plan.

The Plan encompasses all 18 headline (60 detailed) recommendations. This work involves progressing the key themes in the Report from Q1 2015 to Q4 2016 in alignment with the Civil Service Renewal Plan e.g. leadership and management, culture, governance and strategic oversight, relationships with agencies, risk issues, Garda reform, communications, media and stakeholder issues, corporate functions, addressing ICT and data issues through the Communications, Information, Records and Data (CIRD) blueprint and benchmarking of Justice and Equality systems. A PMO, alongside the PMO referred to in section 1 above, has been established to oversee implementation and ensure alignment with implementation of the Civil Service Renewal Plan (see 3.10 below).

2.1.2: Cabinet Committee on Justice Reform

Department of Justice and Equality (SRO: Assistant Secretary Michael Flahive)

A comprehensive reform programme in respect of policing and the operation of the criminal justice system is being overseen by the Cabinet Committee on Justice Reform. Key elements to be taken forward during 2015 include the following:

- establishing an Independent Policing Authority. Key milestone will be publication of the Garda Síochána (Policing Authority and Miscellaneous Provisions) Bill in Q2 2015. Preparations for the establishment of the Authority are in progress and the Chairperson-designate, Ms. Josephine Feehily, is assisting in these arrangements;
- strengthening the powers and remit of GSOC and enabling the Garda Inspectorate to carry out inspections on its own initiative without the prior approval of the Minister. Key milestone will be full operation of the new functions in early Q2 2015 under the Garda Síochána (Amendment) Act 2015.

2.1.3: Criminal Justice Efficiencies Working Group

Department of Justice and Equality (SRO: Conan McKenna)

This Group (chaired by the Department with representatives from the Judiciary and the Criminal Justice agencies) is continuing to identify and implement measures to reduce delays, repeat court appearances and the length of time Gardaí spend in court. It focuses on practical co-operation and identifying changes in procedures or legislation that will improve efficiency, including through ICT. For example, discussions are on-going in relation to expanding the use of video conferencing between the courts and prisons. Relevant agencies include the Courts Service, An Garda Síochána, the Irish Prison Service and the Probation Service.

2.1.4: Criminal Justice Strategic Committee

Department of Justice and Equality (SRO: Acting Secretary General Noel Waters)

A Criminal Justice Strategic Committee will be established comprising the heads of the relevant organisations to provide collaborative leadership across all aspects of the Criminal Justice system. The Group will be established in Q1 2015 and will develop a programme of work aimed at fostering integration, collaboration and shared goals.

2.1.5: Leadership Group of non Criminal Justice agencies

Department of Justice and Equality (SRO: Acting Secretary General Noel Waters)

A Leadership Group will be established covering the non Criminal Justice agencies. It will be established in Q2 2015 and will develop a programme of work building on common strategic themes to be identified.

2.1.6: Agency rationalisation: PRA/OSI/ Valuation Office Merger

Department of Justice and Equality (SRO: Assistant Secretary, Corporate Affairs)

The new body into which the Property Registration Authority, Ordnance Survey Ireland and Valuation Office are to be merged will be called Tailte Éireann. Arrangements are proceeding under the direction of a Project Board (3 Departments and 3 CEOs). The CEO designate of the new merged body is acting as Project Manager. A working target date of 1 January 2016 for the legal establishment of Tailte Éireann has been set by the Project Board, subject to the enactment of legislation by the Oireachtas. The General Scheme/draft heads of the enabling legislation (the Tailte Éireann Bill) was recently approved by Government to proceed to drafting and the General Scheme was published by the Minister on 22 January 2015. Practical preparations for the merger have commenced. Key milestones for 2015 will include the transfer of the functions of the Valuation Office and Ordnance Survey Ireland to the Minister for Justice and Equality, and the development of a Workforce Plan and Corporate Data Model.

Section 2.2: Strategic Objective - A safe, secure Ireland

Reforms/Initiatives relating to An Garda Síochána (AGS)

Under the direction of the newly appointed Garda Commissioner, AGS is developing a detailed vision of how the policing service will look over a five year time-frame. The following outlines at a high level, the key areas under which Garda Transformation will occur. There will be a series of projects undertaken under each of the key transformation areas and these will be completed in the short, medium and long term. Timelines and milestones are being developed in the planning process. As there are approximately 50 transformation initiatives, addressing 638 recommendations across numerous reports, many of the initiatives will not be included in the below high level areas.

This development is the outcome of an in-depth review of An Garda Síochána, including an extensive internal consultation process and consideration of all of the recent external reports on AGS including the Guerin Report and the Garda Inspectorate's recent report on Crime Investigation. The Transformation journey is Community-centric and revolves around the implementation of initiatives focused on improving and enhancing National Policing, Public Safety, National Security and Cross Organisation Services.

The recently published Policing Plan for 2015 sets out the "Fix, Build, Operate" model for renewing the organisation and which is being implemented across the force. Details of the Policing Plan are available on the Garda website www.garda.ie.

2.2.1: An Garda Síochána Reforms - Leadership and Governance

An Garda Síochána (SRO: Commissioner Noirín O'Sullivan)

An Garda Síochána will undertake a number of key actions to identify and develop the leadership cohort at all ranks within the Organisation which will result in a policing service that is led by highly qualified and professional managers and supervisors. As part of AGS transformation, a leadership development programme will be established to ensure that AGS leaders are continuously identified and up-skilled as required. In parallel, a clear system of accountability will be developed and implemented that will ensure governance across the key

elements of corporate responsibility which will include new procedures for the identification of potential risks and appropriate responses, policies and procedures for the efficient management of all incidents across the Garda Organisation, as well as processes to incorporate supervisory and management roles and responsibilities.

Key milestones: a number of organisational structural changes will be implemented in Q1 2015 including the establishment of a Strategic Transformation Office and the reallocation of resources at senior levels.

2.2.2: An Garda Síochána Reforms - Realigning the Garda Organisation

An Garda Síochána (SRO: Commissioner Noirín O'Sullivan)

An Garda Síochána will begin transforming how it provides its services through the realignment and re-structuring of both the managerial support at Garda Headquarters and the model in which front line policing is delivered. One of the key elements of this realignment will be the devolvement of more authority, responsibility and accountability for resources, operations and decision making to Regional Assistant Commissioners. The devolvement of resources to the Regions will reduce the need for staffing in Garda Headquarters and allow staff to be re-assigned across the country, reducing bureaucracy and increasing the number of staff providing policing services. The new service delivery model is interdependent on a number of initiatives which will be required to be integrated into the model which may include but are not limited to the establishment of Regional Communications Centres, the introduction of an integrated HR System, a consolidation of custody suites, the current roster review, the Haddington Road Review. Key milestones will include

- establishing Transformation Offices in each region headed by a Superintendent to deliver changes at regional level in a standard and consistent way (Q1 2015).
- establishing new units to specifically deal with child protection, domestic violence and human exploitation and amalgamation of existing units such as the National Drugs Unit and the Organisation Crime Unit (Q1 2015).

2.2.3: An Garda Síochána Reforms - Community Orientated Policing

An Garda Síochána (SRO: Commissioner Noirín O'Sullivan)

A community oriented policing approach will enable An Garda Síochána deliver a policing service that is responsive to individual and community needs. This will be achieved through the development of a Contact Relations Management Model which will provide the highest standards of emergency response and non-emergency contact management with AGS. The organisation will also implement a significantly enhanced victim support service that prioritises the engagement, support and restoration aspects of the Garda relationship with victims of crime. Victims Support Offices will be established in every Garda Division with dedicated staff who will keep victims informed of all significant developments in the investigation and maintain a connection with the Garda Operational team as they investigate the incident.

Community policing initiatives that will be progressed during 2015 include

- The development of a community policing model and strategy to support anti crime initiatives, enhance offender management and improve Garda profile within communities.
- The establishment of divisional Victim Service Offices that provide a central point of contact for any questions, issues or problems victims of crime experience as their case is being investigated and moves through the criminal justice system. These centres with specially trained staff will ensure the delivery of a professional and consistent service to victims. Victim Services Offices are being rolled out across the 28 divisions.
- Tailored and targeted messages to the community through a range of effective engagement channels e.g. social media, advertising.

2.2.4: An Garda Síochána Reforms -Strategic Collaboration

An Garda Síochána (SRO: Commissioner Noirin O’Sullivan)

The success of An Garda Síochána is intrinsically linked to the success of other agencies/sectors. A strategic approach to stakeholder collaboration and engagement will enhance ongoing relationships which in turn will realise the ambitions of the Garda organisation and its stakeholders to provide value and policing excellence. AGS will develop a new stakeholder collaboration and engagement framework which will prioritise and determine what to participate in, clarify its strategic contribution to each sector/community, enable further development and maintenance of critical partnerships.

Collaboration is a key element of stakeholder management and essential to the success of AGS Transformation. AGS will foster collaboration through the following:

- Improve internal communications and collaboration tools
- Implement systems and processes to support greater inter agency collaboration
- Continue to develop and improve collaboration with international policing partners and security agencies.

2.2.5: An Garda Síochána Reforms - Developing our people

An Garda Síochána (SRO: Commissioner Noirin O’Sullivan)

An Garda Síochána strives to be an attractive, inclusive and flexible employer and will continue to engage and work closely with its personnel. As part of the Transformation Journey, AGS will implement a transformed operating strategy for HR which will provide the HR structures and tools necessary to support an organisation of its size -for example, the provision of People & HR Services such as learning & development, talent management, employee assistance programmes, occupational health and other employee engagement activities.

Key milestones: People and Human Resource Development initiatives that will be progressed during 2015 include the development of

- A HR Strategy and Operating Model Design
- A Performance Management Strategy supported by an appropriate IT System
- A Rosters and Duty Management System to support resource allocation and optimisation.

2.2.6: An Garda Síochána Reforms – Communications

An Garda Síochána (SRO: Commissioner Noirin O’Sullivan)

An Garda Síochána will establish an integrated Office of Public Affairs which will incorporate the Garda Press Office to address potential deficiencies in promoting and protecting AGS’s reputation as a world class policing service. It will be responsible for implementing the organisation’s communications strategy which calls for a multi-media and integrated approach across the organisation’s main external and internal communications channels. AGS will also further develop its communication channels for communities to more easily engage with AGS. This new communications approach will keep State and Statutory Bodies as well as communities better informed about the work of AGS.

An Garda Síochána will also develop its internal communications capability in order to build a culture of internal collaboration. This will enhance the ability to share and disseminate information effectively and efficiently within the organisation. It will ensure that Garda personnel are better informed about what is happening and why. This consistent professional approach to how and what is communicated will help re-enforce AGS’s image as a world-class police service.

Key milestones: Some of the many communications initiatives that will be progressed during 2015 include

- The completion of a Public Attitudes Survey
- Implement governance policy on social media
- Provide additional media training to staff.

2.2.7: An Garda Síochána Reforms — ICT Capacity & Capability

An Garda Síochána (SRO: Commissioner Noirin O’Sullivan)

The critical role ICT plays in policing has been acknowledged throughout the international law enforcement environment. An independent examination of AGS’s current ICT capabilities has identified the current suite of systems to be deficient to meet the current policing needs. AGS will develop a new ICT vision which will evolve to support the demands of a modern police service of which a key element will be the potential to integrate systems. AGS will endeavour to implement systems to optimise finite resources, promote the development of their people, support their corporate governance, streamline their administrative processes and enhance the accessibility and exchange of information with their personnel, customers and partner agencies.

The Minister for Justice and Equality, in consultation with the Minister for Public Expenditure and Reform, has established a high level Garda ICT steering group to urgently advise on the Garda Síochána's technology requirements. The steering group is taking into account the issues identified by the Garda Inspectorate in its recent report on crime investigation.

Other Reforms/Initiatives in the Criminal Justice System

2.2.8: Introduction of a ‘3rd Payment Option’ in the Penalty Points System

Department of Justice and Equality (SRO: DJE, Doncha O’Sullivan)

This project plans to put in place measures to give effect to s. 44 of the Road Traffic Act, 2010 to provide that a person served with a summons for a fixed charge notice offence has a third and final opportunity to pay rather than attend court. This is intended to address circumstances where persons attend court and state they did not receive the fixed charge notice. The approach envisaged involves Garda authorities taking on printing of all District Court summonses, using an outsourced print service provider, extending the payments receipts system to include the 3rd payment option and then electronically updating the Courts Case Management System to remove cases from courts lists. This will improve operation of the penalty points system, generate revenue and result in savings in Garda and Court time. Departments and agencies involved include the Department of Justice and the Department of Transport, An Garda Síochána and the Courts Service.

Provisional milestones include - Development of a Project Initiation Document (Q1 2015), Design Specifications (Q3 2015), Development of Solution (Q4 2015) and Deployment Plan (Q1 2016).

2.2.9: Community Return Initiative

IPS and Probation Service (Joint SROs: Vivian Geiran, Director, Probation Service and Michael Donnellan, Director General, IPS)

The aim of this joint Probation Service and Irish Prison Service project, supported by An Garda Síochána, is to improve the programmes for resettlement of prisoners and reduce the risks of reoffending through proactive sentence management. This has been supplemented by the introduction of a Community Support Scheme for short term prisoners. A PS/IPS co-located unit established in the Probation Service HQ ensures a multi agency approach to offender management and rehabilitation from pre to post imprisonment in order to reduce reoffending and improve prisoner outcomes. The project also involves working with relevant community bodies and An Garda Síochána.

2.2.10: Joint Strategy between Irish Prison Service and Probation Service

IPS and Probation Service (Joint SROs: Vivian Geiran, Director, Probation Service and Michael Donnellan, Director General, IPS)

This project involves delivery and further development of the joint IPS/PS Strategy. This Strategy provides for an integrated response to offender management to help reduce the risk of reoffending, through proactive sentence management and the provision of prisoner

resettlement programmes. It includes delivery of the Community Return Programme, implementation of the Women's Strategy and co-operation in collation and publication of data. Milestones in 2015 include an interim review of the implementation plan and the completion of recidivism studies by end of Q2 2015 and a target 450 offenders by end of Q4 2015. In addition, a revised joint Strategy will be developed by Q2 2015 to cover the period 2015-2017.

2.2.11: Circles of Support and Accountability (COSA)

Probation Service (SRO: Deputy Director of Operations, Probation Service).

This is a Probation Service led two year pilot project which will end in Q4 2016 and will then be evaluated. The COSA model targets moderate to high risk sex offenders. The COSA core member (high risk sex offender) is part of an inner circle of trained volunteers supported by an outer circle of professional members. Key milestones in the project include the establishment of a steering group with Probation Service, AGS and CBO¹ representatives; recruitment of a COSA project professional co-ordinator; fifty volunteers recruited and trained and ten circles to be put in place over the two year period. Investment involves €142,000 funding allocation to CBO for two year pilot period.

2.2.12: Restorative Justice

Probation Service (SRO: Deputy Director of Operations, Probation Service).

The Probation Service will continue during 2015 to build capacity and capability in the development and delivery of Restorative Justice projects/programmes. Actions include ensuring models of service delivery; training relevant staff and working in partnership with CBOs to further develop Restorative Justice. An interim progress report will be prepared at the end of Q2 2015. Investment involves additional funding of €114,000 allocated to two CBOs for 2015

2.2.13: Integrated Offender Management Opt In

Probation Service (SRO: Deputy Director of Operations, Probation Service).

This is a Probation Service led two year pilot programme aimed at the management and rehabilitation of offenders in co-operation with the Irish Prison Service and An Garda Síochána, working in collaboration with statutory, community and voluntary partners. It involves three initiatives as follows:

- i. Ballymun Initiative – targeting prolific adult offenders within East Ballymun whose offending behaviour is undermining the community's quality of life (the first intake of clients will take place in Q1 2015)
- ii. Bridge Change Works Programme – targeting adult male offenders living in Dublin with a history of violent crime (the first intake of clients will take place in Q2 2015)
- iii. Opt-In Acer Initiative – multi agency approach to the management of offenders charged with burglary (the first intake of clients will take place by end Q2 2015).

2.2.14: Forensic Science Ireland -Implementation of DNA Database

(SRO: Sheila Willis, Director General)

Implementation of the new DNA database will require ongoing close cooperation with An Garda Síochána. A new IT joint register is being initiated in 2015. Delivery and processing may also have to change depending on the uptake of the service, which will have resource implications for Forensic Science Ireland (FSI). Cooperation with the Irish Prison Service and the Irish Youth Justice Service (IYJS) will also be necessary in the initial stages of the establishment of the database.

2.2.15: Forensic Science Ireland -Project on Electronic reporting

(SRO: Sheila Willis, Director General)

FSI operates in an environment where all the work has the potential to result in contested court cases. Therefore there is extensive paper work. A pilot project is planned with the Southern Region of AGS to e-mail reports to AGS in Q1 of 2015. The success of this will be

¹ Community based organisations

judged on whether the follow up requests for hard copies introduces additional inefficiencies. It may be necessary to interact with a broader range of legal stakeholders in that event.

Section 2.3: Strategic Objective - Access to Justice for all

2.3.1: Courts PPP Bundle

Courts Service (SRO: Paul Burns)

This project will provide new Courthouses in 7 locations: Cork, Limerick, Waterford, Wexford, Letterkenny, Mullingar and Waterford. Key actions during 2015 include the completion of the procurement process and selection of the preferred bidder by mid 2015 with contract closure and construction planned to start in Q4 2015. The project is expected to be completed in 2017 with a capital cost of €135m and will result in improved facilities for court users.

2.3.2: Debt Claims Online – DCOL

Courts Service (SRO: Nuala McLoughlin)

Development of the IT system is at an advanced stage which will allow the online submission of claims for liquidated debt. Key actions for 2015 include the completion of IT development and operational arrangements and enactment of the relevant legislation required to underpin the system. Savings of €300,000 per annum are expected when the system is fully operational.

2.3.3: DAR logging/ provision of transcripts

Courts Service (SRO: John Coyle)

Since 2011 loggers in certain courts in Dublin and Cork have been replaced with a minimal noting of information by the registrar to allow the provision of a transcript. Significant savings have been made. In 2014, the pilot was extended to a number of Circuit Courts outside Dublin and following a review, this will be further extended during 2015. Key actions during 2015 will include the completion of the provincial pilot and training of staff. €340,000 has been saved over the two years of 2013-2014 with potential further savings on full implementation.

2.3.4: Court Of Appeal

Courts Service (SRO: Brendan Ryan)

An Implementation Committee oversaw the preparations for the establishment of the Court of Appeal in October 2014. New staffing and accommodation will be in place in early 2015. This implements the provisions of the 2013 Constitutional Referendum to place a Court of Appeal at a level between the High Court and the Supreme Court. The new Court of Appeal will help reduce the backlog in hearing appeals in the Supreme Court.

2.3.5: Court Venue Review

Courts Service (SRO: John Coyle)

The programme to rationalise the number of Court venues is continuing and will result in more courts being held in venues which have a higher standard of facilities. The number of Court venues outside Dublin (excl. Cork city) is now 84 from a high of 267. A small number of venues will be considered for closure during the course of 2015.

2.3.6: Fines (Payment and Recovery) Act 2014 – Implementation of Courts Service changes

Courts Service (SRO: Paul Burns)

The Fines (Payment and Recovery) Act was enacted during 2014. Work on implementation of the provisions of the Act is now underway. Work is at an advanced stage in the development of the IT systems necessary. The outsourcing of fines payment and related services will be necessary and a procurement process commenced in 2014. Key milestones in 2015 include award of contract (Q2 2015), completion of testing (Q3 2015) and expected go-live (Q4 2015).

2.3.7: Probate System- Improving the delivery of Probate Services

Courts Service (SRO: Nuala McLoughlin)

A review of the Probate system will be carried out with a view to its modernisation and possible alternative methods of service delivery. During 2015, terms of reference for the review will be developed.

2.3.8: Structural reform of the Legal System

Department of Justice and Equality (SRO: Richard Fallon)

Planning for the establishment of the Legal Services Regulatory Authority in 2015 is proceeding in anticipation of enactment of the Legal Services Regulation Bill which is awaiting Dáil Report Stage.

2.3.9: Transfer of responsibility for all Criminal Legal Aid schemes to the Legal Aid Board.

Department of Justice and Equality and Legal Aid Board (SRO: Kevin Condon, DJE & Pat Gilheaney, LAB)

The transfer of the main scheme from the Department of Justice and Equality to the Legal Aid Board is dependent on progress with new legislation but is expected to result in more effective management of scheme costs, subject to new legislative provisions being put in place. There will be ongoing liaison between the Legal Aid Board, the Department and the Courts Service on legislation, processes and ICT.

2.3.10: Family Mediation.

Legal Aid Board (SRO: Pat Fitzsimons)

A Pilot project for referral of applicants for legal services to family mediation information sessions is already in place in Cork. This project involves the establishment of 10 additional referral initiatives to encourage mediation as an alternative to litigation. Key actions include developing a project Plan that identifies locations and steps necessary for implementation of the initiative, evaluation of the Cork pilot project and analysis of the potential impact of roll out to other locations. Gradual roll-out is planned from Q1 2015 with completion by Q2 2016.

Section 2.4: Strategic Objective - An equal and inclusive society

2.4.1: Dublin Family Law Courthouse

Courts Service (SRO: Paul Burns)

The development of a Family Court Building in Dublin on the site at Hammond Lane and Church Street is proposed to replace existing facilities in Dolphin House and Phoenix House. This will provide improved facilities for family law and link court services with other services in this area. Key actions during 2015 include planning for the facility in conjunction with stakeholders and the deadline for completion of the project is 2018. Savings are expected in existing leases of around €3.7m a year. A Family Court Bill is being prepared to establish a dedicated family court structure.

2.4.2: Establishment of Office of Public Guardian and Office of Legal Costs Adjudicator

Courts Service (SRO: Nuala McLoughlin)

Planning for the establishment of an Office of Public Guardian to gradually replace the Wards of Court system is being progressed by the Courts Service in anticipation of the Assisted Decision- Making (Capacity) Bill 2013, which is awaiting Committee Stage.

The Legal Services Regulation Bill 2011 provides for the establishment of an Office of the Legal Costs Adjudicator to assume the role of the existing Taxing-Master which will be conferred with enhanced transparency in its functions. The Office will be required to develop and maintain a register of legal costs decisions.

2.4.3: Equality/Integration Reforms: Review of co-ordination structures, engagement with stakeholders and development of new Strategies/Implementation Plans

Department of Justice and Equality (SROs: Deaglán Ó Briain & Anne O'Gorman)

During 2015, the Department will develop a revised National Disability Strategy (NDS) Implementation Plan to cover the years 2016 to 2019. A wide-ranging consultation process will be undertaken in 2015 with stakeholders to identify the key themes, objectives and specific actions/targets for the NDS. The objective is to ensure a coordinated approach across government to meeting the needs of people with disabilities, with a focus on the customer and bringing about tangible improvements in the lives of people with disabilities. A revised Implementation Plan will be put in place by end 2015

The Department will also drive the development of a revised National Traveller & Roma Integration Strategy (NTRIS) this year for implementation as from January 2016. This will include design and implementation of a new National Strategic Framework within which county-level Traveller Inter-Agency Groups (TIGs) will work, with a view to providing strategic direction to the TIGs in the context of the National Strategy as well as ensuring that TIGs are fully aligned to the reforms at local authority level under the Local Government Reform Act 2014. A wide-ranging consultation process will be undertaken in 2015 with stakeholders to identify the key themes, objectives and specific actions/targets for the NTRIS. The objective is to ensure a coordinated approach across Government to meeting the needs of people from the Traveller & Roma communities, with a focus on complying with the EU Framework for the Implementation of Roma Integration Strategies and ultimately improving public service engagement with, as well as outcomes for, the Traveller & Roma communities.

In addition, the Department will review the activities being undertaken by Government Departments and agencies directed to promoting the integration of migrants. A draft Integration Strategy will be prepared by end Q2 2015 taking account of the policies and actions already being implemented and undertaking a consultation with key stakeholders. The new Strategy will be in place by end Q4 2015.

Section 2.5: Strategic Objective - An efficient, responsive and fair immigration, asylum and citizenship system

Major reform projects are being progressed by the Irish Naturalisation and Immigration Service (INIS) that are aimed at providing services in a more efficient and cost-effective manner:

2.5.1: Civilianisation of Immigration Control at Dublin Airport

INIS (SRO: William O'Dwyer).

The transfer of responsibility for first line Port of Entry checks at Dublin Airport from An Garda Síochána to INIS civilian staff will release Garda resources for operational duties and deliver the immigration control service at a reduced cost. The project is due for completion by end 2015 and key milestones are as follows:

- recruitment and training of staff to fill immigration control officer / supervisor positions (complete PAS CO recruitment in Q1, complete Internal CO recruitment Q1/2, deploy EOs in Q2/3. Training- ongoing requirement –complete bulk of initial training for COs in Q1)
- deployment of staff at airport and implementation of a 24/7 roster (complete first and second tranche by end Q1, complete remaining deployment by Q3) and
- transfer of functions from An Garda Síochána in Terminal 1 and Terminal 2 (Q4).

The transfer of approx 75 Gardaí from passport checking functions will yield approx €4m savings annually on the delivery of this activity.

2.5.2: Transfer of Foreign National Registrations from An Garda Síochána to INIS

INIS (SRO: William O'Dwyer).

The transfer of the responsibility for foreign national registrations from An Garda Síochána to INIS will release Garda resources for operational duties and deliver the registration service at a reduced cost. It will allow the registration function and the permission function to be integrated further, thus yielding greater efficiencies. The development of an online appointments system will deliver an enhanced customer service. The timeline for delivery of this project is end 2016 and key milestones include the following: analysis/decision on scope of the registration office network and staffing; implementation of ICT infrastructure and change management requirements; transfer of Garda civilian staff to INIS and transfer of functions from An Garda Síochána in Dublin and, if applicable, other centres; commencement of new implementation registration procedures.

Approx 50 FTE Gardaí will be transferred from the registration function to frontline operations. In addition there will be a consolidation of registration offices. These actions will yield approx €4m savings annually on the delivery of the registration function.

2.5.3: Online immigration and visa services

INIS (SRO: William O'Dwyer).

The introduction and development of online services for immigration applications will deliver an enhanced customer service and reduce the need for face-to-face transactions at registration centres.

The project will be delivered by end 2015 and key milestones include – launch of new INIS website in Q2 2015; On-line appointments for re-entry visas by end of Q1 2015; Implementation of online forms for immigration applications, and online payments facility and completion of rollout of online services on an application by application basis (Q4 2015).

2.5.4: Case Processing Programme

INIS (SRO: Michael Kirrane).

This project aims to complete the backlog of Subsidiary Protection cases and manage pressures arising from increasing caseloads in case processing areas such as asylum and leave to remain. The project involves recruitment of additional legal panel members to assist with the processing of increased numbers of asylum applications, subsidiary protection applications and leave to remain cases. Recruitment (panel members) process will commence in Q1 2015.

2.5.5: British Irish Visa Scheme (BIVS)

INIS (SRO: Michael Kirrane).

This project involves a Reciprocal Common Travel Area visa waiver programme with the UK to boost tourism and business visitors, including enhanced customer service initiatives such as Visa Application Centre services, on-line appointments and on-line payments. The Scheme commenced in China in October 2014 and the target is to substantially complete the worldwide roll-out by the end of 2015.

Key milestones include

- Commence BIVS in India in early 2015 (Q1 2015)
- Complete joint Ireland UK review of operation of BIVS in China and India by end Q1 2015
- Finalise arrangements to commence Visa Application Centre (VAC) services worldwide to enable Irish visa applicants to present for collection of biometrics and collection and return of documentation from Visa Decision Centres as well as on-line services for VAC appointments and payment of visa fees
- Agree country roll-out schedule with the UK.

2.5.6: Joint EU-format Residence Permit and Public Service Card for Foreign Nationals

INIS (SRO: William O'Dwyer)

INIS and the Department of Social Protection (DSP) will introduce a joint card incorporating the functions of a Foreign National Residence Permit and the Public Service Card. This will allow the State to gain financially from the significant infrastructure investment DSP has already made in a single production and distribution facility as well as identity management-related benefits by more easily identifying social welfare, immigration and identity frauds. The format of the card will also allow the State to meet its obligations under EU law to issue a standard, EU-format residence permit.

Key milestones during 2015 include

- Detailed analysis of ICT requirements and approval of business case
- Development of an ICT infrastructure for the sharing of information between registration systems, DSP systems and the card supplier
- Development of change management requirements and training of staff
- Selection of pilot group(s) and rollout.

2.5.7: Single Protection System

INIS (SRO: Michael Kelly)

On enactment of the International Protection Bill, it is planned to implement a single protection procedure for asylum applicants with the objective of, inter alia, reducing the length of time an applicant spends in the protection system.

Key milestones in 2015 are the publication of the General Scheme for the drafting of the International Protection Bill (Q1 2015), drafting and publication of the Protection Bill, enactment of the Bill and commencement of the Single Procedure.

Implementation of the single procedure will result in more efficient protection determination process leading to more timely final decisions and savings in direct Provision costs.

Category 3 – Cross-cutting Reforms

Section 3.1: Improved Service Delivery/Customer Service

The Department and its agencies will promote a joint focus on service delivery and the common good, on the citizen and on outputs. The Department and agencies will review customer charters in the light of these principles. The Department of Justice and Equality will publish a new Customer Service Action Plan and Customer Charter in Q3 2015

The Department, INIS and the Legal Aid Board plan to develop new websites in 2015. The introduction and development of online services for immigration applications will deliver an enhanced customer service and reduce the need for face-to-face transactions at registration centres (see Section 2.5.3). Key milestones include – launch of new INIS website in Q2 2015; On-line appointments for re-entry visas by end of Q1 2015; Implementation of online forms for immigration applications, and online payments facility and completion of rollout of online services on an application by application basis (Q4 2015).

Section 3.2: Digital Government/ICT

The Department is a permanent member of the CIO Council and has contributed to the recently published Public Service ICT strategy. Under the Build to Share element of that Strategy, the Department is working with the Office of the Government Chief Information Officer (OGCIO) on the Jigsaw Project. This is a joint venture to demonstrate capacity of common eRecords systems to be supported across the civil service. Key actions include developing technical Proof of Concept; developing & building Infrastructure and reference architecture; deploying eSubmissions, developing and deploying eFOI, ePQ, Records Management and related systems and policies. The initial technical proof of concept was successful has identified an initial approach for a more detailed working proof of concept initially between the two Departments. A detailed plan for this phase with costings and timescales is underway and a longer term planning with architectural options to ensure scalability to multiple Departments is beginning, subject to approval from the Shared Services Steering Group.

Section 3.3: Shared Services

The Department is playing a central role in the Peoplepoint, Payroll and Financial Management shared service projects.

In regard to **Payroll**, the Department's Financial Shared Service (FSS) civilian payrolls (approximately 7,500 payees), with the exception of the Revenue Commissioners payroll, are planned to migrate from the FSS to the Department of Public Expenditure and Reform Payroll Shared Services Centre (PSSC) at the end of Quarter 1 of 2015.

In regard to **Financial Management**, the Justice Sector organisations have been represented in various Working Groups and the Process Design Authority in relation to a requirements gathering exercise to facilitate the issue of an RFT to market for a common financial management system across 48 Public Sector Bodies.

Section 3.4: Alternative Models of Service Delivery/ External Service Delivery

The Department continues to examine all areas of its own work and the work of its agencies to identify projects which may be suitable for outsourcing / external delivery.

The following major projects are being progressed:

- AGS ICT Skilled Resources
- Production and Printing of EU Residence Permits, Immigration Registration Services (see Section 2.5.6)

- Legal Panel for Processing Subsidiary Protection and Leave to Remain cases (see Section 2.5.4)
- British Irish Visa Scheme (BIVS) – use of Commercial Visa Application Centres (see Section 2.5.5)
- Use of External Service Provider for the collection of fines by instalment - Award of contract (Q2 2015), completion of testing (Q3 2015) expected go-live (Q4 2015).

Section 3.5: Public Procurement

The Department's strategic focus is on supporting and working with the Office of Government Procurement (OGP). The sector is represented on all the OGP category councils.

Section 3.6: Property Management

The Department and agencies will continue to engage with the OPW on the implementation of the recommendations of the Property Asset Management Delivery Plan. The PRAI is engaged in a number of projects of relevance to property management (eRegistration, completion of the Land Register/Assimilation of the Registry of Deeds into Land Registry).

Sectoral projects of note include the provision of 3 new Garda HQs and new Courthouses in 7 locations and the proposed development of a Family Court Building.

The Probation Service and the Legal Aid Board have plans to ensure the most effective utilisation of offices in their regional networks.

Section 3.7: Public Expenditure Reform and Organisational Performance

The Department will continue to develop its input into the Public Expenditure Reform process, in accordance with action 2.5 of the Public Service Reform Plan.

Following publication of the Department's Strategy Statement 2015-2017, a Corporate Business Plan will be produced in accordance with the Toland Implementation Plan in Q1 2015 (see section 2.1 above).

A Principal Officer Group has been established in the Department, as part of the response to Toland

- To engage POs in identifying how they can contribute to improving the coherence and efficiency of the Department's overall performance
- To submit papers and comments on Departmental reform to the MAC. Initially this will focus on cross-cutting issues and the structure of the Department
- Act as an informal support network for POs.

The Department and all organisations in the sector have risk management processes in place as part of Governance requirements. The Department's approach to Risk management is being enhanced in accordance with the Toland Implementation Plan.

Performance Level Agreements or Performance Frameworks are in place in respect of the majority of statutory agencies and will reviewed on an on going basis. In addition, it is planned to roll out Performance Agreements to specified non-statutory bodies under the aegis of the Department during 2015.

The Department will continue to engage with the Department of Public Expenditure and Reform in developing the content and format of material for inclusion in IrelandStat, the citizen-focused Public Service performance information website.

The Department participates in the Business process improvement network and BPI projects are ongoing in a number of areas.

Section 3.8: Leadership, Development and HR Reforms

Leadership and Development in the Department are being addressed as part of the Toland Implementation Plan. Actions include the development of a revised HR Strategy and a revised Learning and Development Strategy which will be rolled out in 2015 and the development of a Department wide climate survey which will be launched in Q1 2015.

The Department's Management Advisory Committee (MAC) will, during the course of 2015, work with an external facilitator to enhance its effectiveness. Tenders for the provision of this service are currently being evaluated and a facilitator will be in place by end Q1.

Each of the Justice sector agencies also progress leadership and HR development initiatives, either on its own initiative, or as part of the Department's cluster.

Section 3.9: Increased Openness, Transparency and Accountability

The Justice Reform Programme is aimed at promoting openness and accountability, particularly in relation to policing. The Legal Services (Regulation) Bill will require changes to the operation of legal costs and involves the establishment of the Office of the Legal Costs Adjudicator under the Courts Service. The Courts Service is making preparations for the introduction of legislation for a Judicial Council representative of all the courts, with a role in relation to complaints against the judiciary.

The Protected Disclosures Act 2014 became operational in July. The new Act has inserted a section into the Garda Síochána Act 2005 to allow members of the Garda Síochána to make "protected disclosures" to GSOC in confidence in respect of alleged Garda misconduct. The Freedom of Information Act 2014 extends to An Garda Síochána in respect of administrative functions.

Section 3.10: Civil Service Renewal Plan

The Department's Strategy Statement 2015-2017 is based on a platform of implementing a programme of fundamental and sustained organisational change. This includes the goal of building an organisation that meets the vision set out in the Civil Service Renewal Plan and in the Report of the Independent Review Group on the Department. In conjunction with the Renewal PMO in D/PER, the Department will work to ensure that the Toland Implementation Plan fully aligns with the Civil Service Renewal Implementation Plan, in particular in those areas where the Department may be an early "mover" as a consequence of Toland.

Category 4 – Haddington Road Agreement Reforms

Department and Agencies

Section 4.1: Additional Working Hours

The approach, both in the Department and in the agencies in the sector is to utilise the additional hours to increase output, address workload imbalances and arrears, to provide cover for staff availing of the Shorter Working Year Scheme and other forms of extended leave, to reduce the requirement for paid overtime hours and, in case processing areas, to reduce turnaround times.

Section 4.2: Workforce Restructuring

The Department understands that any initiatives in regard to grade structures will be led by the Department of Public Expenditure and Reform.

Section 4.3: Redeployment

The Department is fully committed to realising the full potential of the redeployment provisions of the Agreement.

Section 4.4: Flexitime

Flexitime arrangements are being implemented in accordance with the Agreement.

Section 4.5: Work-sharing

Work-sharing arrangements are being implemented in accordance with the Agreement.

Section 4.6: Performance Management

The area of performance management and in particular under performance will be the focus of both the Civil Service Renewal Plan and this Department. The Department will work with the PMO in DPER on the issue with a view to making appropriate interventions or changes with the aim of improving organisational and individual performance.

4.7 Sector Specific measures

4.7.1: An Garda Síochána

The Haddington Road Agreement provides that each Garda, Sergeant and Inspector will work 3 extra days per annum in the calendar years 2013, 2014, 2015. The additional hours are being utilised in demand led areas as and when the need arises e.g. crime investigation, traffic duties, targeted operations and warrant duties and to offset overtime costs to the maximum extent.

The Agreement also provides for a comprehensive review of An Garda Síochána which will lead to recommendations on the use by An Garda Síochána of the resources available to it with the objective of achieving and maintaining the highest level of efficiency and effectiveness in its operation and administration.

The elements of the review dealing with the remuneration and conditions of service of members of the Garda Síochána including an evaluation of annualised hours-shift pay arrangements and the appropriate structures and mechanism for the future resolution of matters relating to pay, industrial relations and attendant matters are being dealt with by Mr. Ray McGee, former Deputy Head of the Labour Court and the Director of Conciliation Services in the Labour Relations Commission.

The elements of the review dealing with the structure and organisation of the Garda Síochána and the deployment of members and civilian staff to relevant and appropriate roles are being undertaken by the Garda Síochána Inspectorate.

The outcome of the review will form the basis for reforms across the Garda organisation.

4.7.2: Prison Service

The Haddington Road Agreement commits the Prison Service to saving €12.42m over the term of the Agreement through various staffing, organisational and operational changes aimed at achieving greater efficiencies and cost effectiveness. The plan includes:

- 4.7.2.1 Elimination/streamlining of certain grades – The IPS will continue to examine ways of streamlining the grade structure of the IPS to ensure a more efficient structure for the delivery of the prison services. This will involve implementation of lateral assignment policy for analogous grades and further measures aimed at eliminating certain grades. Forecasted savings are €1.4m.
- 4.7.2.2 Centralised detailing to replace local detailing/rostering of staff – This will streamline the process of the assignment of tasks, annual leave requests and other HR transactional activities. Once implemented this will again allow for the redeployment of staff to other duties and will realise HRA headcount reductions. Delivery is expected by Q4 2016 and forecasted savings amount to €2m. Key actions will include securing ICT funding, developing tender document and specifications; and developing & roll-out of the centralised detailing system.
- 4.7.2.3 Accelerated introduction of PASO (civilian) grades to other areas – To expand the role of this grade to cover other administrative areas such as booked visits/centralised detailing/healthcare, to allow prison officers to be redeployed to frontline duties. Key milestones in 2015 include obtaining sanction and adequate financial resources on A1 Budget for an additional 50 PASOs and assignment of these PASOs. Estimated savings are €1.15m.
- 4.7.2.4 Automated key and radio dispensing – Once implemented, the system will automate the process of dispensing keys which will allow for the redeployment of prison officers to other duties and realisation of HRA headcount reductions. Key actions in 2015 include the tendering process and implementation of the system. Savings of €1.2m are forecasted.
- 4.7.2.5 Elimination of grace periods at start/end of duty - The elimination of grace periods will maximise the provision of out of cell time and regimes services to prisoners in accordance with Rule 27(3) of the Prison Rules, 2007:“In so far as is practicable, each convicted prisoner should be engaged in authorized structured activity for a period of not less than five hours on each of the five days of the week”
- 4.7.2.6 Campus Unitary Staffing and Shared Services – The full implementation of campus structures will provide the capacity to reduce costs & staffing in senior management grades. It will reduce costs & staffing through economies of scale in back office and shared service functions such as stores, detailing, facilities management, administration and other prison services. It will also allow for the deployment of discipline staff across a number of prisons to fill vacancies that may arise in one location on the campus from time to time. Stage 1 will involve Management Grades and Stage 2 will involve Trades, Healthcare, Administration & Work Training staff.