



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



ONEPLAN 2017

FULL YEAR PROGRESS REPORT



76 of the 105 Strategic Actions in the OnePlan as published in Q1 2017 were completed or are on track at end 2017, while a further 3 are at an advanced stage. Of the remainder, 20 Actions have overrun their expected timeframe for completion by less than three months, while the remaining 6 Actions have a significant delivery issue, meaning they have missed or are expected to miss the expected timeframe for completion by over 3 months.

Minor Delivery Issue

means that there has been an over-run of less than 3 months at report

Significant Delivery Issue

means that there has been a delay of more than 3 months in completing the project or that an objective is unlikely to



3.1 A SAFE, SECURE IRELAND

Project ID	Project	Senior Responsible Owner	Project Status	Planned End Date	Progress
3.1.1.1	We will progress accelerated recruitment to bring Garda numbers to 15,000, double the Garda reserve to support local patrols and crime reduction initiatives and increase further civilianisation to free up more Gardaí to focus on frontline policing services (delegating court attendances and release from desk work).	Assistant Secretary, Policing Division	Minor Delivery Issue	Multi-Year	<p>The intake target of 800 Gardaí for the year was achieved while the target of 900 attestations for the year was also achieved. The target to reach numbers serving of 13,500 approx. by year end - a net increase of 500 - has also been achieved.</p> <p>In relation to the Garda Reserve, there were 2,500 applicants for the 2017 recruitment campaign. At year end efforts were continuing on clearing sufficient numbers of the 532 applicants still in the process from the competition in order that a Reserve class can enter the College as early as possible in 2018. So far 17 applicants are cleared to commence training. The ideal is to accommodate fifty trainee reserves in each class.</p> <p>In respect of civilianisation 120 of 191 sanctioned posts have been filled and sanction has been sought for some 170 further posts. Two new senior posts of Executive Director Strategy and Change Management and Executive Director Legal and Compliance have been filled.</p>
3.1.1.2	We will support the Policing Authority, Garda Inspectorate and GSOC in the performance of their functions in relation to An Garda Síochána (AGS).		Ongoing commitment	Q1 - Q4	Support was provided to the Garda Síochána Inspectorate and the Garda Síochána Ombudsman Commission throughout the year and Governance Agreements are in place. Following a competition run by the Public Appointments Service, a new Garda Inspectorate was put in place following the expiry of the term of the former members. Resourcing was kept under review during the year and additional staff were allocated to GSOC for the establishment of a unit to deal with protected disclosures.
3.1.1.3	We will ask the Policing Authority to oversee a review of: boundaries of police divisions and dispersment of Garda Stations to ensure both an efficient and optimum geographical distribution of stations and minimal response times; deployment and rostering arrangements with a view to strengthening this vital link with communities with a view to enhancing community policing units. Implementation of a pilot scheme to reopen 6 stations both rural and urban to determine possible positive impacts that such openings will have on criminal activity.	Assistant Secretary, Policing Division	On Track	Multi-Year	The Final Report of the Garda Commissioner recommending 6 former stations for reopening was noted by Government in December 2017 and has been published. The Policing Authority-mandated review is expected to be completed by the Garda Síochána Inspectorate by mid 2018.
3.1.1.4	An Garda Síochána will bring specialist units involved in the fight against all forms of serious crime up to full strength as soon as possible.	Assistant Secretary, Policing Division	Ongoing commitment	Multi-Year	In 2017 an additional 93 Garda personnel were allocated the Units comprising Special Crime Operations (SCO). Competitions to fill vacancies at the rank of Inspector and Sergeant within units comprising the Garda Technical Bureau are ongoing. It is expected that there will be further assignments to the units within SCO in 2018.
3.1.1.5	We will establish Garda Business Fora in urban centres allowing Gardaí and businesses to work together to improve public safety, ensure a safe night-time economy and respond to crimes against businesses.	Assistant Secretary, Crime and Security	2017 objectives achieved	Q3	The Garda Business Watch scheme has been set up and is operated from the Office of the Assistant Commissioner for the Dublin Metropolitan Region. Meetings are held between AGS and businesses, focusing on areas such as retail theft and crime prevention more generally. A representative from Crime Division will regularly attend the meetings.
3.1.2.1	We will drive and oversee the agreed five-year reform programme in the AGS in line with the Government Decision of 19/07/2016 in conjunction with the Policing Authority including: roll-out of Divisional policing model, development of workforce planning capacity; ensuring effective monitoring and reporting mechanisms are in place.	Assistant Secretary, Policing Division	On Track	Multi-Year	<p>The Five Year Reform and High-level Workforce Plan for An Garda Síochána (AGS) combines the implementation of the agreed recommendations of the Garda Inspectorate report 'Changing Policing in Ireland' and the Programme for Government commitments aimed at increasing Garda visibility. The agreed recommendations aimed at AGS are being implemented through the Commissioner's Modernisation and Renewal Programme 2016-2021 (MRP). The Policing Authority (PA) are monitoring implementation by AGS and reporting progress to the Department on a quarterly basis.</p> <p>A number of meetings have taken place at senior official level with AGS in relation to governance and progress on the programme. The PA approved on 30 November a package of resources for AGS to support governance of the programme and address concerns in its Third Progress Report. The Dept. has approved this and currently the package is with DPER for sanction. The Minister also met the Commissioner in relation to progress on the reform programme. The Department met with the Commission on the Future of Policing in relation to how the Executive might be supported to implement the programme. The views of the Commissioner have been sought on the suggestion from the Commission. The Department has also sought confirmation from DPER that AGS are encompassed within the Senior Public Service leadership Development Strategy for 2017-2021. The PA has submitted its Fourth Progress Report to the Minister. Its assessment is under consideration.</p>

3.1.2.2	An Garda Síochána will introduce a National Operating Framework and Performance Accountability Framework.	Assistant Secretary, Policing Division	On Track	Q4+	<p>Responsibility for these initiatives lies with the Garda Commissioner. Oversight of implementation is with the Policing Authority (PA) as part of their monitoring of the implementation of the agreed recommendations of the Garda Inspectorate report 'Changing Policing in Ireland' by An Garda Síochána.</p> <p>Performance and Accountability Framework The PA have reported in the 4th Progress Report that this project has retained its green status. Two elements are live on this (i) the processes and procedures element and the supporting IT element. The Go Live date was moved from Q3 17 to Q4 17 as the project is contingent on the relevant IT infrastructure being put in place.</p> <p>National Operating Framework At the high level reform engagement meeting of 31 October between the Dept. and AGS, AGS advised that the National Operating Framework overlaps with the Code of Ethics in a number of areas. AGS further advised that once the Code of Ethics and the PALF are implemented (noted as priorities), this will mean that an Operating Framework is essentially in place. The 4th progress report indicates that progress is being made in embedding the Code of Ethics and also notes that training in respect of PALF is now being rolled out.</p>
3.1.2.3 Over-arching	An Garda Síochána will implement a new intelligence led policing infrastructure, which will increase the ability of An Garda Síochána to detect crime and make our communities safer places for all.		On Track	Q1 - Q4+	This is an overarching objective for the Garda Commissioner that is being delivered through allocation of resources and the 5 year development plan.
3.1.2.4 Over-arching	We will implement the Garda Capital Programme: to upgrade ICT infrastructure, further invest in the Garda fleet and provide new and refurbished Garda Stations throughout the country.	Assistant Secretary, Policing Division	2017 objectives achieved	Multi-Year	<p>Garda Capital Programme: Investment in Garda fleet, ICT and the building programme is ongoing.</p> <p>ICT: Major Investigations Management Systems (MIMS): There are 3 elements involved in the development of MIMS. - An Enterprise Content Management (ECM) System has been introduced which provides An Garda Síochána with a single enterprise content repository for all documentation and multimedia content created (for example CCTV clips). This system went live in Q3 2017 and is currently being rolled out on a phased basis across the organisation. - A Property & Exhibits Management System (PEMS) has been deployed to all of the DMR and Specialist Units in September 2017 and will be used to record all property and exhibits which come into Garda possession and manage them throughout their lifecycle within the organisation from scene to court. This system is being progressively rolled out to the remainder of the organisation by Quarter 4 2017 / Quarter 1 2018. - An Investigations Management System (IMS) is currently being developed and is planned to be implemented in late 2018. This system meets certain recommendations with regard to the management of investigations arising from the Morris Tribunal and reports of the Garda Inspectorate. The system will allow for the management of activities completed as part of an investigation, maintain a full history of the chain of events in an investigation, manage information gathered, and decisions/actions taken. It will also integrate closely with the Enterprise Content Management System, the new Property and Exhibits Management System, and other Garda IT systems such as PULSE.</p>
3.1.3.1	We will review options to bring forward the work undertaken in respect of White Paper on Crime incorporating the National Anti-Crime Strategy.	Assistant Secretary, Crime and Security	Completed	Q4	Following receipt of updates from stakeholder Divisions, a report has been prepared recommending actions that can be taken forward and will be submitted to the Criminal Justice Strategic Committee.
3.1.3.2	We will safeguard urban centres and the night-time economy by properly resourcing An Garda Síochána in targeting the sale and supply of illicit drugs on our streets.	Assistant Secretary, Crime and Security	2017 objectives achieved	Q1	<p>An Garda Síochána resources are being monitored and the Garda Commissioner assigns resources to meet operational needs.</p> <p>The Misuse of Drugs Regulations 2017 have been made by the Department of Health which introduce further controls with regard to certain drugs available for illicit sale.</p>
3.1.3.3	We will Extend Garda Youth Diversion Projects for young people promoting restorative justice having regard to trends in youth crime.	Assistant Secretary, Crime and Security	On Track	Q1- Q4 Overall to Q4 2018	There are currently 105 Garda Youth Diversion Projects (GYDPs) across the State. A new approach to GYDP service delivery has been approved and calls for proposals will issue in early 2018, with a view to having new service providers in place by the start of 2019. It is expected there will be continuing development of approaches to diversion in the context of ongoing policy and legislative reviews and in light of emerging research
3.1.3.4	We will take forward the remaining recommendations in the Garda Inspectorate Report on Crime Investigation, including liaising with the CSO with regard to their view of the issues raised.	Assistant Secretary, Crime and Security	Minor Delivery Issue	Q4	Implementation of the Inspectorate's Report is being pursued within the framework of the Garda Modernisation and Renewal Programme. Important strategic issues being addressed include: a new Performance Accountability and Learning Framework (PALF) and IT system; a Control Room Strategy to provide for centralised handling of all requests for service from the public linked to a modern Computer Aided Dispatch system; improved arrangements for Rosters and Duty Management and enhancements to Incident Management, Investigation Management and Victim Engagement. The CSO Expert Group published its report in relation to 6 of the recommendations in mid-2017. Taking account of the number and complexity of many of the recommendations, full implementation is being pursued on a phased basis. Further discussions with An Garda Síochána has led to the identification of recommendations directed to the Department which are for AGS to implement. Updates from AGS are pending in respect of those and a number of other recommendations.

3.1.3.5	We will take forward recommendations in the Garda Inspectorate Report on the Fixed Charge Processing System (Penalty Points) and related measures in the field of road safety, including implementation of '3rd Payment Option'.	Assistant Secretary, Crime and Security	2017 objectives achieved	Q4	Oversight of the implementation of the Garda Síochána Inspectorate's report 'The Fixed Charge Processing System – A 21st Century Strategy' (February 2014) is the responsibility of the Criminal Justice (Fixed Charge Processing System (FCPS)) Working Group. This Working Group is a multi-agency group, comprising representatives from the Departments of Justice and Equality and Transport, Tourism and Sport, An Garda Síochána, Courts Service, Road Safety Authority, Office for the Director of Public Prosecutions, the Revenue Commissioners, the Department of the Environment, Community and Local Government; and the Office of the Attorney General. The FCPS Inspectorate report contains 37 recommendations and identified those recommendations that can be implemented in the short-, medium- and long-term. 22 of the 37 recommendations have been fully implemented to date, including the '3rd Payment Option', which was commenced on 1st June 2017. Work on the remaining FCPS recommendations is ongoing and the majority of these recommendations are medium-long-term in nature.
3.1.3.6	We will continue to support and prioritise community crime prevention schemes including Neighbourhood Watch and Text Alert. Strive for consistency in supports for community groups and examine direct funding opportunities for community schemes and groups. Introduction of National Regional support officers in conjunction with An Garda Síochána	Assistant Secretary, Crime and Security	Completed	Q4	Scheme is operational.
3.1.3.7 Over-arching	We will encourage collaborative joint planning and interagency partnership approaches by all Criminal Justice agencies.	Assistant Secretary, Crime and Security	2017 objectives achieved	Q1 – Q4	<p>Criminal Justice Strategic Committee: The 2017 work programme was fully implemented. A new work programme for 2018 (including continuing the work of ongoing sub-groups) will be progressed in 2018, including:</p> <ul style="list-style-type: none"> - The launch of the inter-agency Secondment Scheme; - The launch of the inter-agency Criminal Justice Leadership Development Programme from November 2017; - The report of the Working Group on Alternatives to Prosecution has been fully adopted by the CJSC following receipt of the Minister's observations. AGS and the DPP's Office to draw up the necessary changes to the Adult Caution Scheme; - The CJSC has approved the two major priorities for the first phase development of the Criminal Justice Operational Hub. - The Subgroup on Confidence in the Criminal Justice System (established earlier this year) met on three occasions and secured the Garda Commissioner's approval for two questions on the wider criminal justice system to be piloted in the Garda Public Attitudes Survey as of Q1 2018. It is envisaged that this will generate some initial headline findings which can be explored in greater depth in a second and separate research phase. - A number of other CJSC subgroups progressed their work including the Data Needs and Interoperability Group, the Victim Services Group, the Efficiencies Working Group and the Article 40 Group. - Another CJSC-approved project, involving a comprehensive 12-month research and policy development project into serious crime networks involving children, is at an advanced stage. <p>JARC (Joint Agency Response to Crime): Two Y-JARC projects are now up and running and candidates have been selected. The three regional J-ARC programmes are operating successfully.</p>
3.1.3.9	We will support investment in CCTV at key locations along the road network and in urban centres.	Assistant Secretary, Policing Division	2017 objectives achieved	Q2	The Scheme was launched on 13th April 2017. However, take up is low and there are ongoing legal issues.
3.1.3.10	We will implement the Recommendations of the Cost of Insurance Working Group which are relevant to this Department (Phase 1).	Assistant Secretary, Crime and Security	Minor Delivery Issue	Q4	<ul style="list-style-type: none"> - Recommendation 24 - Discount rate - The Department has examined the issue in consultation with Dept. of Finance and the State Claims Agency and has engaged with UK authorities. It is not proposed to introduce regulations at this stage. - Recommendation 27 - Section 30 of 2004 Act - The Courts Service has recently commenced the process of establishing a database to meet the requirements of section 30 through the nomination of a project sponsor. That project is currently at the stage of preparation of a business case. - Recommendation 23 - Court jurisdictional limits - The Courts Service has provided a first provisional data set, ahead of a bespoke reporting system. The data are being analysed at present. - Recommendation 22 - Impact of legal and other fees - The review has been commenced. However, it has proven to be more difficult than anticipated to establish a reliable set of data. The Office of the Taxing Master has provided randomised data sets for the period 2014-2017, however, definitive conclusions have been difficult to draw to date. - Recommendation 25 has been delayed slightly as Insurance Ireland are required to sign off on the final text of the Working Group report. When they do, the report will be submitted to the AGO and ODPC for their views.
3.1.3.11	We will ensure a whole of Government approach to Penal Policy and addressing offender behaviour to reduce reoffending.	Assistant Secretary, Prisons, Probation & International Policy	2017 objectives achieved	Q1 – Q4	<p>The Implementation & Oversight Group set up to oversee implementation of the Penal Policy Review Group recommendations produced its fourth report which was published by the Minister in October 2017.</p> <p>The Interagency Group on cooperation for a Fairer and Safer Ireland has been set up consisting of 18 members from a broad representation of public bodies. The first meeting of this Group was held on 10th October, 2016 and its latest meeting took place on 6 December 2017. It is intended this group will play a very significant role in fulfilling a key objective of the Penal Policy Review Group – that of ensuring efforts to prevent and respond to crime are conducted by means of a 'whole of government' approach.</p> <p>Continued support has been provided to strengthen and extend the Community Returns and Community Support programmes.</p>

3.1.3.12	We will implement the Second National Action Plan to Prevent and Combat Human Trafficking in Ireland.	Assistant Secretary, Crime and Security	2017 objectives achieved	Multi-Year	Implementation of main priorities within the Second National Action Plan continued throughout 2017.
3.1.3.13 Over-arching	We will develop and manage legislative proposals for Criminal law in accordance with the Government's Programme	Assistant Secretaries, Criminal Law Reform & Crime and Security	2017 objectives achieved	Q2 – Q4	<p>- Criminal Law (Sexual Offences) Bill 2015: Parts 1, 2, 3, 4, 7 and 8 (excluding 46, 47, 51(b) & 52) commenced with effect from 27th March 2017.</p> <p>- Criminal Justice (Suspended Sentences of Imprisonment) Bill 2016: The Bill was signed by the President on 15th March 2017.</p> <p>- Criminal Justice (Corruption) Bill: The Bill was published on 2nd November 2017.</p> <p>- Criminal Justice (Offences Relating to Information Systems) Bill - enactment: The Bill was enacted on 24th May 2017 and commenced on 12th June.</p> <p>- EU Victims of Crime Directive - Criminal Justice (Victims of Crime) Bill 2016: The Criminal Justice (Victims of Crime) Bill was enacted on 5th November 2017. The majority of provisions were commenced on 27th November 2017.</p> <p>- Criminal Justice Bill 2016: The Bill was enacted on 22nd June 2017. The majority of provisions were commenced on 14th August 2017.</p> <p>- Amendment to the Communications (Data Retention) Act 2011: Draft Heads for a new Data Retention Bill were approved by Government and published in October 2017; Pre-legislative scrutiny has been completed and the new Bill is being drafted by OPC.</p> <p>- Independent Reporting Commission Bill: The Bill completed all Oireachtas stages on 19th July 2017 and was signed by the President on 26th July.</p> <p>Work is ongoing in relation to a range of other Bills.</p>
3.1.4.1	We will develop programmes to enhance responses to security threats.	Assistant Secretary, Crime and Security	2017 objectives achieved	Q4	Progress has been made in close cooperation with OPC/AGO on developing amendments to the law on investigatory powers with regard to electronic communications; there is ongoing, close liaison with the Garda authorities in respect of security incidents and responses, including information-sharing developments; continued engagement at EU level in the internal security/counter terrorism framework, including participation in new Commission-led HLEG on Radicalisation; there has also been further work within the Government's emergency planning framework in preparedness for the consequences of terrorist attack, including coordination of 2 NECG table-top exercises in 2017.
3.1.4.2	We will actively engage with Government Departments and agencies as well as relevant partners in other jurisdictions to tackle terrorism and serious and organised crime.	Assistant Secretary, Crime and Security	Ongoing commitment	Q4	Work is ongoing in this regard with relevant partners in other Departments and at EU and international level.
3.1.4.3	We will contribute to the structural review of decision-making arrangements across the common areas of security and defence.	Assistant Secretary, Crime and Security	Minor Delivery Issue	Q4	Work is ongoing in this regard. The establishment of Cabinet Committee F in July 2017 is an important aspect in giving effect to the process of keeping the State's systems for the analysis of, preparation for, and response to, threats to national security under review and providing for high-level coordination between relevant Departments and agencies on related matters. The Department is engaging with the Commission on the Future of Policing in relation to structures in this area.
3.1.4.4	We will develop the necessary technical and legal infrastructure to give effect to other EU measures concerning police cooperation including implementing the PNR Directive (Phase 1)	Assistant Secretary, Policing Division	Minor Delivery Issue	Q1 2018	The PNR Directive will be transposed by Statutory Instrument. The Passenger Information Unit should have operational capacity by Q2 2018.
3.1.4.5	We will advance the implementation of Schengen Information System (SIS II) and the implementation of automated information sharing under the Prüm decisions.	Assistant Secretary, Policing Division	2017 objectives achieved	Q1 - Q4	<p>There has been substantial progress on all three aspects of the Prüm Decisions.</p> <ol style="list-style-type: none"> 1. Ireland submitted the Prüm data protection questionnaire in respect of dactyloscopic and DNA data exchange and the Fingerprints data exchange questionnaire exchange to the General Secretariat of the EU Council. Ireland is now ready for evaluation in respect of the Fingerprints element of Prüm and AGS have arranged their evaluation visit, with Austrian Colleagues. 2. The FSI project for DNA data exchange is nearing completion. The connectivity element of the project has been completed. Systems resilience is currently being completed. 3. Required legislation to enable VRD data exchange has been finalised and will be published with a view to its passage through the Houses of the Oireachtas. Once the legislation has passed the Data Protection Questionnaire will be resubmitted with the information in respect of VRD included. The VRD Data Exchange Questionnaire will also be submitted at that point. DTTAS advise that they are ready for exchange from a technical perspective and the evaluation will proceed with the evaluation once the two relevant questionnaires have been submitted. <p>SIS-II Implementation Progress: The SIS II implementation contract, with Accenture, was entered into in late December 2016. Initial mobilisation is complete, an ICT project manager appointed, governance structures in place. The 'As-Is' workshop series has been completed. The 'To-Be' workshop series has been complete. The Miscellaneous workshop series has been completed. In total circa 30 workshops were held. Phase 0, detailed design scoping was completed in December 2017. The Project Team in An Garda Síochána continues to liaise with au-LISA, and is partaking in the recommended training. Members of the Project Team have also participated as observers in Schengen evaluation of other Member States, this has provided valuable insight into the evaluation process which is being incorporated into planning for Ireland's evaluation. An Garda Síochána advise that the project remains on track for SIS II connectivity by Q2 2019.</p>

3.1.5.1	We will strengthen and develop cross border bodies and services in Northern Ireland and implement the Fresh Start Agreement.	Assistant Secretary, Crime and Security	2017 objectives achieved	Q3	The Department maintains strong relationships with its counterparts in Northern Ireland (NI DoJ and NIO) in respect of cross border co-operation, including the Inter-Governmental Agreement on criminal justice co-operation and with regard to Brexit matters. The Independent Reporting Commission and the cross border Joint Agency Task Force (commitments under Fresh Start) have been established and are continuing to exercise their functions. There is ongoing input into the current Stormont negotiation process in respect of legacy issues. The IRC Bill has been enacted and commenced and work is ongoing on preparing legislative proposals in respect of legacy issues.
3.1.5.2	We will support and enhance the work of the Joint Agency Task Force to tackle cross border organised crime.	Assistant Secretary, Crime and Security	2017 objectives achieved	Q4	The Joint Agency Task Force has been operational since 2016 and has identified six priority areas for action: rural crime; child sexual exploitation; excise fraud; drugs; financial crime and human trafficking. The JATF has conducted various joint operations in these priority areas since its formation. It reports to the Ministers on its activities and three such reports have been provided to date.
3.1.6.1	We will cooperate with Government Departments, North and South, and with the UK Government on establishing the institutions under the Stormont House Agreement to address the legacy of conflict in Northern Ireland.	Assistant Secretary, Crime and Security	2017 objectives achieved	Q4	The Irish and British Governments have concluded an agreement on the formation of the ICIR in October 2015. Co-operation with the HIU is possible under the MLA framework and the general scheme of the Criminal Justice (International Co-operation) Bill was approved by the Government in December 2017. This legislation will further facilitate co-operation by the Irish Authorities with the Legacy institutions to be established under the Stormont House Agreement.
3.1.7.1	We will examine how communities can better engage with CAB including provision of information on the suspected local use of the proceeds of crime and the potential of a smaller CAB being established to target regional assets.	Assistant Secretary, Crime and Security	2017 objectives achieved	Q2	The examination has been completed. A paper setting out the details of the consideration given to the Programme for Government commitment has been submitted to the Minister.
3.1.7.2	We will implement the 4th EU Money Laundering / Terrorist Financing Directive. - Criminal Justice (Money Laundering and Terrorist Financing) (Amendment) Bill.	Assistant Secretary, Criminal Law Reform	Significant Delivery Issue	Q3	Work has continued in Attorney General's Office on drafting of the Bill. The Bill has been referred to the Attorney General to review a legal matter. The Bill is now expected to be published in Q2 2018.
3.1.7.3	We will contribute to the International Financial Action Task Force Review prior to publication in mid-2017 and undertake to implement Recommended Actions thereafter.	Assistant Secretary, Crime and Security	Completed - enhanced review will be a separate action running to 2022	Q4	The week long meeting of the Financial Action Task Force (FATF) membership took place in June 2017. The Mutual Evaluation Report (MER) on Ireland was discussed by the membership (some 37 countries). As part of this process, Ireland is assessed in terms of its effectiveness with 11 Immediate Outcomes and its technical compliance with 40 Recommendations and rated accordingly. Ireland sought upgrades (from moderate to substantial) on 2 Immediate Outcomes (namely Confiscation and Terrorist Financing) but these were not approved. The FATF MER was published 7 September 2017. While Report was broadly positive, especially in relation to the Financial Services Sector, Ireland received a disappointing rating for Terrorist Financing. Ireland is now in Enhanced Review, and will make three interim reports on progress over the next five years towards meeting the recommendations in the Report. Many of these recommendations fall on the DJE side and will need either legislation or significant additional resources to implement. In light to the overall timespan of the FATF Enhanced Review 2017-2022 this additional process has been listed as a separate action and the MER process marked as complete.
3.1.7.4	We will review the existing Proceeds of Crime legislation and we will ensure that adequate resources are provided to support the work of the Criminal Assets Bureau in tackling money laundering and to target the proceeds of crime.	Assistant Secretary, Crime and Security	2017 objectives achieved	Q3	The Proceeds of Crime (Amendment) Act 2016, enacted in June 2016, provided additional powers to the Criminal Assets Bureau (CAB) in response to the increased organised crime threat. The Proceeds of Crime legislation remains under review. Following the filling of a number of staff vacancies in 2017, the current staffing level of the CAB is 79. Following on from a request from the CAB in 2017, additional administrative staff are to be assigned to it in 2018. The CAB's budget allocation for 2018 has been increased to €7.948m from €7.585 in 2017.

3.2 ACCESS TO JUSTICE



Project ID	Project	Senior Responsible Owner	Project Status	Planned End Date	Progress
3.2.1.1	We will examine the feasibility of a new Public Defender system and report to the relevant Oireachtas Committee and Government within 6 months.	Assistant Secretary, Civil Law Reform / Courts Policy	2017 objectives achieved	Q1	A submission has been made to the Minister.
3.2.1.2	We will support the delivery of the Courts Service capital Programme, including PPP Projects.	Assistant Secretary, Civil Law Reform / Courts Policy	Ongoing support being provided to the Courts Service	Q4	This project comprises four new courthouses for Drogheda, Letterkenny, Limerick and Wexford and substantial refurbishment and extension of existing courthouses in Cork, Mullingar and Waterford under Public Private Partnership arrangements. The new courthouse in Drogheda has been completed and was officially opened by the Minister on 10 July 2017. The new courthouse in Letterkenny has been completed and service commenced on 27 November 2017, while the new courthouse in Wexford has been completed and service commenced on 22 December 2017. The official opening ceremonies by the Minister are scheduled to take place in February 2018. Good progress continues to be made across the other locations to deliver completed buildings. Shortages in skilled staff such as electricians and plumbers as well as supply chain bottlenecks in the construction industry were factors in the slippage of original completion dates. The revised anticipated completion dates are as follows: Limerick - expected to be completed and service to commence by end January 2018 Waterford - expected to be completed and service to commence by end February 2018 Cork - expected to be completed and service to commence by end March 2018 Mullingar - expected to be completed and service to commence by end June 2018.

3.2.1.3	We will transfer responsibility for criminal legal aid to the Legal Aid Board.	Assistant Secretary, Civil Law Reform / Courts Policy	Minor Delivery Issue	Q4	Consultation with relevant state agencies is ongoing. It is expected that the General Scheme will be submitted to Government in the first half of 2018.
3.2.1.4	We will develop mediation as an alternative to court proceedings – progression of the Mediation Bill.	Assistant Secretary, Civil Law Reform / Courts Policy	Completed	Q4	The Bill was enacted in October 2017.
3.2.1.5	We will commission an annual study on court efficiency and sitting times, benchmarked against international standards, to provide accurate measurements for improving access to justice.	Assistant Secretary, Civil Law Reform / Courts Policy	Minor Delivery Issue	Q4	The President of the High Court is chairing a group to review and reform the administration of Civil Justice, which will also address the commitment regarding an annual study of court efficiency. The first meeting of the group was held on 9th November 2017. A call for submissions to the Group has been advertised with a deadline of 16th February 2018 and a website for the Group is operational.
3.2.1.6	The Courts Service will extend the Courts Service online (CSOL) programme to provide for the management and administration of all licensing applications to the Circuit and District Court including online public access to a nationwide Licensing Register.	Assistant Secretary, Civil Law Reform / Courts Policy	Implemented in 3 of 6 offices planned for 2017. Remaining 3 due Q1 2018	Q4	This project will extend the Courts Service online (CSOL) to incorporate a new system development to provide for the management and administration of all licensing applications to the Circuit and District Court. The new system will when fully implemented include significant on-line components such as electronic service of applications on notice parties, on-line payment of court fees and excise duties as well as on-line public access to a nationwide Licensing Register. The system was implemented in six offices on a pilot basis in July 2016. The post implementation review of the pilot has been completed and full deployment of the system has commenced. A further three offices, Castlebar, Ballina and Letterkenny went live in early August. Work is ongoing in relation to the preparation of further offices for implementation. It is proposed that the on-line facility for solicitors will be considered following the evaluation of the pilot phase.
3.2.1.7	We will collaborate with criminal justice agencies on procedural reforms, cost savings and minimising actions, in particular extending the use of video conferencing to additional court venues and prisons nationwide.	Assistant Secretary, Crime and Security	Ongoing process	Q4	Efficiencies continue to be developed, including extended use of video link, legislative reforms are being prepared to facilitate greater efficiencies. In particular the Criminal Procedure Bill – Revised General Scheme is being examined and the views of the Efficiencies Group will be forwarded to the relevant division. The group has also seen the additions of new members this year from the Courts and An Garda Síochána.
3.2.1.8	We will resource the Courts, particularly the Circuit Court, to deal with increased non-summary prosecutions of serious crimes.	Assistant Secretary, Civil Law Reform / Courts Policy	On Track	Q1- Q4 Overall to Q2 2019	The issue of resourcing the Courts, including the Circuit Court, is being considered in the context of current and anticipated demands on the Courts.
3.2.2.1	We will develop a new Family Court system. Policy development in respect of Family Court. Family Court Bill – to establish a dedicated Family Court.	Assistant Secretary, Civil Law Reform / Courts Policy	Minor Delivery Issue	Q4	Progress to be discussed with Minister. The Courts Service had prepared a detailed document setting out local costs and logistics associated with implementation of a family court structure and had presented this to the working group. The group concluded that the consultation on issues associated with the rollout of a family court would need to be extended to a wider group of public service stakeholders including Tusla and DCYA.
3.2.2.2	We will establish a Family Justice Forum to identify ways to streamline and improve the broader system for resolving family difficulties.	Assistant Secretaries, Civil Law Reform / Courts Policy & Corporate Affairs	Minor Delivery Issue	Q4	A paper outlining the proposal has been prepared.
3.2.2.3	The Courts Service will proceed with the development of the Dublin Family Court facility at Hammond Lane – design phase.	Assistant Secretary, Civil Law Reform / Courts Policy	Significant Delivery Issue	Q2	The Project Committee continues to oversee the planning and preparations of the Hammond Lane development (to comprise a Family Law court complex, the Children's Court, Supreme Court and office accommodation). A Business Case for the project with detailed costings was submitted to the Department for approval and was reviewed in the context of competing and significant capital requirements in the Justice sector. It is not possible to disclose the likely costs of the project due to market sensitivity, however the estimated costs of the project as submitted have exceeded the resources available. The Department requested the Courts Service to re-examine the project to ensure that this important capital development can proceed within the scope of the available funding. In due course, the project will also require sanction from Department of Public Expenditure and Reform before it can proceed.
3.2.3.1	Review the thresholds and the processes for Personal Insolvency Arrangements (including SMEs) and raise where appropriate	Assistant Secretary, Civil Law Reform / Courts Policy	Project at advanced stage	Q3	Following a public consultation, the analysis of submissions received was completed end Dec. New issues for the legislation review arose after close of submissions - arising from Court judgments and developments in behaviour of key stakeholders. Meetings were held with key stakeholders on these new developments in Q4 2017.
3.2.3.2	We will monitor the impact and effectiveness of personal insolvency processes and refine and develop structures and systems where required.	Assistant Secretary, Civil Law Reform / Courts Policy	Ongoing process	Q3	4 Joint Working Group meetings and 4 Steering Board meetings were held in 2017. A Review Report was completed and approved by JWG and SB. Approved by SOG on Mortgage Arrears 18 Oct. Presentation of Report to Government was deferred, pending finalisation by the Department of Employment Affairs and Social Protection of possible additional budget allocation for elements of Abhaile in 2018.
3.2.4.1	Develop victim support services including Garda Victim Support Offices as a single point of contact in accessing support and information.	Assistant Secretary, Crime and Security	Completed	Q4	Allocation of funding to 56 organisations supporting victims of crime for 2018 was noted by the MB and the Minister and organisations have been notified that they will be funded in 2018.
3.2.4.2	Oversee the implementation of the second National Strategy on Domestic, Sexual and Gender-based Violence (Implementation of Istanbul Convention).	Assistant Secretary, Crime and Security	2017 objectives achieved	Q4	June 2017 returns of progress were reviewed by the Strategy Oversight Committee. Organisations implementing actions under the strategy have been asked for returns on progress to end 2017, and a number of returns have been received to date.
3.2.5.1	We will progress legislation to reform and update the system of judicial appointments, in line with the Programme for Government.	Assistant Secretary, Civil Law Reform / Courts Policy	2017 Objective Achieved	Q1	The original milestones to publish the Bill and approval by Government of measures were achieved. Further progress has been made and the Bill is at Committee Stage in the Oireachtas.

3.2.5.2	We will progress legislation to establish a Judicial Council.	Assistant Secretary, Civil Law Reform / Courts Policy	2017 objectives achieved	Q4	The original milestone for 2017 to publish the Bill was achieved. Further progress has been made, with Second Stage in the Oireachtas completed on 22 November 2017 and Committee Stage currently awaited. It is expected that the Bill will be enacted in 2018.
3.2.5.3	We will give effect in Irish law to the Data Protection Regulation and Directive. – Publication of Data Protection Bill.	Assistant Secretary, Civil Law Reform / Courts Policy	Project at advanced stage	Q4	A Draft Memorandum for Government seeking approval for the publication of the Data Protection Bill, and its presentation to the Dáil, was circulated to Government Departments on 20th December 2017.
3.2.5.4 Over-arching	We will advance proposals for Civil Law Reform / Courts Policy in accordance with the Government's legislation programme and in consultation with stakeholders.	Assistant Secretaries Civil Law Reform / Courts Policy, Corporate Affairs, Prisons, Probation & International Policy and Policing Division	Ongoing rolling programme of legislative change	Q1 - Q4	<p>- Establishment of a new dedicated court to handle mortgage arrears and other personal insolvency cases: Dedicated new court arrangements for repossessions and the option of a system of specific court sittings for repossessions at specific venues on specific dates have been considered. They are ready to be put in place should there be a requirement to proceed with new arrangements.</p> <p>- Civil Liability (Amendment) Bill 2017: The Civil Liability (Amendment) Act 2017 was signed into law on 22 November. The Courts Service has commenced work on rules of court necessary to enable commencement of the periodic payments orders provisions.</p> <p>- Civil Law and Courts (Miscellaneous Provisions) Bill: Following approval by the Tánaiste, a draft Memorandum for Government on the General Scheme of the Bill was circulated on 13th June 2017 on eCabinet for the observations of all other Departments by 6th July 2017. Awaiting scheduling for publication. As it is not on the legislative programme for publication this term, certain gambling control measures may be progressed under a Gambling Control Bill.</p> <p>- Courts (No. 2) Bill 2016 – Implementation of '3rd Payment Option': Entire Act commenced on 1st June 2017 by order made by the Tánaiste in co-ordination with Department of Transport, Tourism and Sport.</p> <p>- Civil Debt Procedures Act 2015 - to provide for the deduction of income/social welfare payments from source in order to enforce debts to which legislation applies. Implementation delayed pending finalisation of the necessary implementation measures in the Department of Employment Affairs and Social Protection.</p> <p>- Consolidated Domestic Violence Bill: Dáil Second Stage was completed on 15th December 2017. The Bill is currently awaiting Dáil Committee Stage. Work is underway on Committee Stage amendments to deal with issues raised in the Seanad and a small number of other drafting issues.</p>

3.3 AN EQUAL AND INCLUSIVE SOCIETY



Project ID	Project	Senior Responsible Owner	Project Status	Planned End Date	Progress
3.3.1.1 Over-arching	We will engage with civil society, the social partners and other stakeholders and lead cross-departmental collaboration to develop, publish, implement and monitor policies and strategies to promote equality and social inclusion and to overcome inequalities.	Assistant Secretary, Asylum Services, Integration & Equality	On Track	Q1 - Q4	<p>- New Disability Inclusion Strategy 2016 – 2019: National Disability Strategy circulated on e-gov.</p> <p>- Strategy on the Employment of Persons with Disabilities: The Comprehensive Employment Strategy Implementation Group continues to meet and progress actions across the public service. The Group will finalise the Chair's Annual Report for 2017 and finalise its work programme for 2018 in late January. The Group is scheduled to meet six times this year.</p> <p>- Migrant Integration Strategy: The first meeting of the Migrant Integration Strategy Monitoring and Implementation committee, chaired by Minister Stanton, was held on 27th June 2017. Monitoring indicators have been developed for all actions in the Integration Strategy. The first round of sub-committee meetings have been completed.</p> <p>- National Strategy for Women and Girls 2017-2020: Completed.</p> <p>- National Traveller and Roma Inclusion Strategy: Completed.</p>
3.3.1.7	We will ratify the UN Convention on the Rights of Persons with Disabilities (CRPD).	Assistant Secretary, Asylum Services, Integration & Equality	Minor Delivery Issue	Q4	The Cabinet agreed to ratify the UN Convention on the Rights of Persons with Disabilities (CRPD) at its meeting of 6th December 2017. Ministers Harris and McGrath launched a public consultation on Draft Heads concerning Deprivation of Liberty on 8 December 2017 to conclude on 9 March 2018. Equality Division continue to work to develop the Disability (Misc.) Provisions Bill. Priority drafting is a requirement for urgent enactment. Dept. of Foreign Affairs are to examine the next steps in the formal ratification process.
3.3.1.8	We will review the role of the National Disability Authority (Phase 1).	Assistant Secretary, Asylum Services, Integration & Equality	Minor Delivery Issue	Q4	Commencement of review was postponed until after publication of the National Disability Strategy. Formal preliminary discussions took place with the NDA in 2017. The NDA consulted its staff in response to the Department's request on this issue. The process will continue in 2018.
3.3.1.9	We will negotiate at EU Level in respect of the EU Accessibility Directive and coordinate Ireland's position across all relevant Departments and agencies.	Assistant Secretary, Asylum Services, Integration & Equality	Ongoing Commitment	Q4	Meetings of the Social Questions Working Party were attended in September and October 2017. A general approach has been agreed.
3.3.1.10	We will ratify the Convention on the International Protection of Adults.	Assistant Secretary, Asylum Services, Integration & Equality	Minor Delivery Issue	Q4	The Hague Convention on the International Protection of Adults applies to the protection in international situations of the person or property of adults who, by reason of an impairment are not in a position to protect their interest. It provides rules on jurisdiction, applicable law and international recognition and enforcement of protective measures. The Convention also establishes a mechanism for co-operation between the authorities of Contracting States. Commencement of Part 11 of the Assisted Decision-Making (Capacity) Act will bring the provisions of the Convention into force in the State. It is not possible at this time to provide an exact time line for commencement

3.3.1.11	We will implement the Programme for Government commitment to require companies with 50 or more staff to complete wage surveys.	Assistant Secretary, Asylum Services, Integration & Equality	Minor Delivery Issue	Q4	The Labour Private Members Bill was introduced in the Seanad in May 2017 and was unopposed by Government (2nd Stage). Consultations took place with the Attorney General's Office in May 2017. Committee Stage of the PMB took place on 25 October. The public consultation on the gender pay gap concluded in October with 38 responses received. The Department of Justice and Equality and the Department of Business, Enterprise and Innovation are working together to advance this commitment and agreed that mechanisms will be provided for both one-off and ongoing stakeholder engagement. This includes a symposium on 10 January to consider the findings of the public consultation and to inform debate on this policy area. A sub-committee of the Strategy Committee of the NSWG will be established, along with a stakeholder forum involving business and trades union representatives.
3.3.1.12	We will develop initiatives to increase Female Representation on State boards to 40%.	Assistant Secretary, Asylum Services, Integration & Equality	Minor Delivery Issue	Q4	Informal meeting with Public Appointments Service (PAS) was held in June 2017. PAS will have a seat on the Implementation Strategy committee and provide independent feedback. They have requested Gender Equality Division to gather data from Local Government Management Agency (LGMA) on women in senior management roles in Local Authorities. Survey template was issued on 29/12/2017 for submission of completed responses by 16 January.
3.3.1.13	We will introduce a policy of providing locally delivered courses for women, comprising a series of training opportunities on self-development and work related skills, to assist a return to the labour market and promote entrepreneurship.	Assistant Secretary, Asylum Services, Integration & Equality	Completed	Q4	The EU Funds have signed grant agreements with 18 projects. All 18 European Social Fund funded projects have returned quarterly operational and financial reports. On-site verifications have been carried out on 100% of projects.
3.3.1.14	We will administer EU Funding Programmes for Migrant Integration and Gender Equality.	Assistant Secretary, Asylum Services, Integration & Equality	Completed	Q4	The EU Funds have signed grant agreements with all Asylum, Migration and Integration Fund projects. All 23 projects funded under the European Social Fund to support the integration and employment of migrants and gender equality have commenced activity. All AMIF and ESF funded projects have returned quarterly operational and financial reports. On-site verifications were carried out on 100% of projects. An inaugural meeting of the AMIF National Monitoring Committee was held on 12th September 2017. The AMIF Audit Authority has conducted a systems audit.
3.3.1.15	We will promote equality and gender proofing in national policy proposals.	Assistant Secretary, Asylum Services, Integration & Equality	Completed	Q4	A seminar was held on 23rd January 2017 for all Government Departments in partnership with the Department of Public Expenditure and Reform (DPER) and the Irish Human Rights and Equality Commission (IHREC). The new National Strategy for Women and Girls 2017-2020 was approved by Government on 27th April and was launched on 3rd May. The Strategy included actions to promote gender proofing in national policy proposals. DJE has asked all Depts, as part of progress monitoring under the NSWG, to report on all instances of development or review of strategies, and whether gender impact had been considered.
3.3.1.16	We will reform Family leave to significantly increase parental leave in the first year of a child's life, over a five-year period. (Phase 1)	Assistant Secretary, Asylum Services, Integration & Equality	Minor Delivery Issue	Q4	A series of consultations were held with relevant Departments. An inter-departmental working group, chaired by this Department, is due to commence work in January 2018 to develop options concerning - (i) the introduction of paid parental leave to implement the commitments in the Programme for Government, and (ii) to align these options with the European Commission Proposal for a Directive on work-life balance for parents and carers.

3.4 A FAIR AND BALANCED IMMIGRATION AND PROTECTION REGIME



Project ID	Project	Senior Responsible Owner	Project Status	Planned End Date	Progress
3.4.1.1	We will implement improvements to State provided accommodation and related services particularly for families.	Director General, INIS, Assistant Secretary, Asylum Services, Integration & Equality	On Track	Q1 – Q4+	Food halls (using the points system) are in operation at Mosney, Old Convent in Ballyhaunis and Clonakilty in Cork. This will be extended to Athlone in January 2018. A combination of shared cooking facilities and catered facilities operate in St Patrick's in Monaghan, Kinsale Road in Cork, Great Western in Galway. An RFT for all new contracts for State provided accommodation is expected to issue in Q1 2018 and this will require new contracts to fully provide either self catering or shared catering based on the food hall concept.
3.4.2.1	We will implement the Second Phase of EU and UN resettlement and relocation programmes and promote integration of refugees in our communities.	Assistant Secretary, Asylum Services, Integration & Equality	On Track	Q1 2018	<p>- Resettlement Programme: TARGET - 1,040 PROFILE OF TARGET GROUP: Refugees displaced from areas of conflict in the Middle East to be admitted from Lebanon by second quarter 2018. 792 refugees from an overall target of 1,040 have been admitted to date, with the remainder selected during the last mission to Lebanon due to arrive in 2018.</p> <p>- EU Relocation Programme: TARGET 2,622 PROFILE OF TARGET GROUP: Asylum Seekers in Greece and Italy who qualify for relocation to other EU states by virtue of their country of origin (e.g. Syria, Eritrea etc.). Greece: Ireland is scheduled to take 1,089 persons from Greece. 755 Asylum Seekers have arrived in Ireland to-date. The balance are due to arrive in Q1 2018. Italy: Ireland was scheduled to take 623 persons from Italy. Due to the Italian refusal to permit security assessments on their territory Ireland has not been able to transfer any of the persons eligible for relocation. This position is unlikely to change.</p> <p>All strands of the IRPP have had a strong focus on families and children and almost half of the admissions to-date have been minors, with almost 85% of this figure aged under 12.</p>

3.4.3.1	We will civilianise border posts to free up Garda resources for operational duties.	Director General, INIS	2017 Objectives Completed	Q3	Both Terminal 1 and Terminal 2 border control functions at Dublin Airport have now been civilianised.
3.4.3.2	We will enhance Border Security including working with UK on further enhancing security of the CTA (Phase 1).	Director General, INIS	On Track	Multi-Year	Operation Weld continues in force at Dublin Airport for the purposes of detecting EU nationals the subject of UK Deportation Orders for serious criminality. The interim Report of the Common Travel Area Forum (CTAF) Data Sharing sub-group has been submitted to the CTAF Chairs. An Interconnector Agreement was signed with US authorities and the ATS - Global system was installed in Q4 2017. Fifteen eGates are now operational at Dublin Airport with the remaining 20 to come into operation later in January.
3.4.3.3	We will extend the use of Commercial Visa Application Centres as part of the British-Irish Visa Scheme (BIVS) (Phase 2).	Director General, INIS	On Track	Multi-Year	The joint evaluation of the scheme is completed. Discussions on the roll-out of the scheme to other locations will continue dependent on progress with the UK infrastructure upgrades. 3 new Visa Application Centres opened in China in July 2017, which extended availability to 15 centres across China, making it easier for Chinese Visa applicants to complete visa applications.
3.4.3.4	We will introduce EU Residents Permit / Joint EU-format Residence Permit and Public Service Card for Foreign Nationals (Phase 2).	Director General, INIS	Completed	Multi-Year	EURP Cards are in production since 11th December 2017.
3.4.4.1	We will introduce regular policy reviews of immigration including for students, retirees, workers etc. to respond to changing requirements and demands.	Director General, INIS	2017 Objectives Completed	Q3	Reviews have been completed and new schemes have been proposed. These are currently being considered for implementation.
3.4.4.2	We will ensure effective processes for registration of non-EEA nationals, effective dealing with applicants for a wide range of immigration services and citizenship.	Director General, INIS	2017 Objectives Completed	Q4	Developments during 2017 included the introduction of the Irish Residence Permit card, replacing the GNIB card as the certificate of registration, training of staff in detecting fraudulent documents, website development to enable customers to easily access information on the registration system and a 5 day target adopted for replies to emails to the Registration Office, which is being met.
3.4.4.3	We will transfer Registration Functions from AGS to INIS. (Phase 1).	Director General, INIS	On Track	Multi-Year	Irish Naturalisation and Immigration Service staff are now operating the Burgh Quay Public Office and are providing Registration and Permission to remain services. An online appointment system went live in Q1 2017. A Memo of Understanding on the transfer of registration function from GNIB to INIS has been reviewed by AGS legal services. Discussions to finalise the document are ongoing.
3.4.4.4	We will implement Process Changes to the service to improve its productivity, quality and customer service such as merging of the Registration and Visa Re-entry functions in Dublin and delivery of on-line services. (Phase 1).	Director General, INIS	On Track	Multi-Year	- eGates: Installation of 20 eGates at Dublin Airport was successfully completed. - Online Forms: Work on the pilot forms reached an advanced stage, with forms design completed, AISIP form completed, integration of forms and AISIP demonstrated and process agreed. However an issue with the Licences.ie contract has meant that forms will be rolled out in Q2 2018 using a different product supplied by DJE ICT.
3.4.5.1	With regard to implementing EU regulations, we will ensure a stringent and effective approach to speedily refusing bogus applications and facilitating removal from the State. We will increase cooperation with UK in cracking down on the increasing numbers of bogus asylum seekers applying for unmerited asylum status following expiry of their UK Visa. (Phase 1).	Director General, INIS	Significant Delivery Issue due to volumes on hands	Multi-Year	This project covers two processing elements (i) visas and (ii) in country applications to Residence Division. (i) Good progress has since been made on processing EUTR visas. The current caseload for this visa application type is approximately 5,500 (52%) applications (down from 10,500). Refusal rates are very high at 94.5% - just 117 (out of 4,889 processed applications) visas granted thus far. Withdrawal rates, both voluntary (779) and deemed withdrawn (2,004), are also very high. The Court of Appeal hearing in the lead case (AM v DJE) was heard on 15 December 2017, with the Court deciding to make a reference to the Court of Justice of the European Union (CJEU). The Court decided to do so on issues relating to the meaning of "as soon as possible" and "an accelerated procedure" and how this defines the approach to case processing as provided for under the Directive. It is expected that the reference to the CJEU could take 18 to 24 months to process. Case Processing of the remaining caseload will continue in the meantime. (ii) With regard to in-country applications, processing remains under pressure, with a significant current caseload of approx. 4,500 applications. Notwithstanding the backlogs, good progress continues to be made. The nature of the caseload remains complex with significant levels of suspected abuse of Community Law. The number of JRs is rising steadily (80 approx. on hands) raising complex policy issues such as dependency test/membership of household, review procedures and repeat applications. Specific current measures being taken include restructuring the Division, targeted use of resources, refinement of procedures to take account of court outcomes to mitigate risk of abuse and the cost of court challenges to the Exchequer.
3.4.5.2	We will implement the new enforcement and deportation provisions in the recently enacted International Protection Act 2015 to get tougher on abuses of our migration system.	Director General, INIS	On Track	Multi-Year	Implementation of the Act is ongoing with the new provisions being used as cases progress through the system.

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



Project ID	Project	Senior Responsible Owner	Project Status	Planned End Date	Progress
3.5.1.1	Progress joint strategic planning and collaborations with all Justice and Equality Bodies and other Departments.	Assistant Secretary, Corporate Affairs	2017 Objectives Completed	Q4	A New Strategy Statement was developed for 2017-2020 following consultations with staff, agencies and stakeholders. The Strategy was considered and approved at Management Board meeting on 5th December 2017 and submitted to the Minister in compliance with Public Service Management Act 1997 on 8th December, who has approved it.
3.5.1.2	We will coordinate and report to the Management Board on delivery of the Department's Strategy and reform programmes as part of the One Plan.	Assistant Secretary, Corporate Affairs	2017 Objectives Completed	Q4	Monthly and quarterly reports were provided to the Secretary General and the Management Board during the year. Reports were also provided for MinMAC meetings, updates to the Department of Public Expenditure and Reform and the Department of the Taoiseach as required.
3.5.1.4	We will continue to work to integrate our Values Charter into how we work as a Department.	Assistant Secretary, Corporate Affairs	2017 Objectives Completed	Q4	The Values continue to underpin the staff induction process. In addition, the Values feature heavily in the Department's development programmes for new COs, EOs, HEOs, and APs.
3.5.1.5	Principal Officer led cross-grade Horizon groups to consider selected issues taking a longer term view.	Chair of the Principal Officer Forum	Advanced Stage	Q3	Work is continuing in the two existing horizon groups: Benchmarking and Ireland 2030. Both Horizon Groups have continued their work as agreed and are currently finalising their reports for submission in Q1 2018.
3.5.2.1	We will establish the Legal Services Regulatory Authority – Implementation of the Legal Services Regulation Act 2015.	Assistant Secretary, Civil Law Reform/Courts Policy	Significant Delivery Issue	Q2	Allocation of €1m under the 2017 Vote was drawn down by the Authority in December in close consultation with FSU. Section 119 and 120 Reports of the Authority were laid before the Houses. Preparations underway at Authority for its first full-year Annual Report; first Three-Year Strategic Plan; first Review of the operation of the 2015 Act; public consultations and report on legal professional education which now come into play under the relevant terms and deadlines of the Act.
3.5.2.2	Follow up to enactment of Children and Family Relationships Act, 2015 – commencement of various provisions and Regulations for experts to ascertain the views of the child.	Assistant Secretary, Civil Law Reform/Courts Policy	Minor Delivery Issue	Q4	Examination of response to consultation with relevant organisations on the draft child views regulations has been completed and arrangements are underway with OPC to finalise the draft regulations. These regulations will specify the necessary qualifications and experience of child's views experts appointed in private family law proceedings and the fees and expenses that may be charged by such experts. The fact that regulations have not yet been made under section 32(10) does not restrict a court's power to appoint a child views expert under section 32 or otherwise to hear the voice of the child in family law proceedings.
3.5.2.3	Follow up to Assisted Decision-making (Capacity) Act, 2015 - to ensure structures in place to enable Act to be commenced.	Assistant Secretary, Civil Law Reform/Courts Policy	Minor Delivery Issue	Q4	<p>The Assisted Decision-Making (Capacity) Act 2015 provides a modern statutory framework to support decision-making by adults with capacity difficulties. The Act was signed into law on 30 December 2015. New administrative processes and support measures, including the setting up of the Decision Support Service within the Mental Health Commission, must be put in place before the substantive provisions of the Act can be commenced. A high-level Steering Group comprised of senior officials from this Department, the Department of Health, the Mental Health Commission and the Courts Service is overseeing the establishment and commissioning of the Decision Support Service (DSS) and this work is ongoing.</p> <p>A number of provisions of the Act were commenced in October 2016 in order to progress the setting up of the Decision Support Service and to enable the recruitment of the Director of the DSS, which has been completed. The key preparations are being put in place to allow for commencement orders for the provisions of the Act to be made when the Decision Support Service is ready to roll out the new decision-making support options.</p> <p>The newly appointed Director is in the process of scoping out a time line for the implementation of the Act.</p>
3.5.2.4	The Valuation Office will continue to implement the Valuation Act [SRO John O'Sullivan, Commissioner of Valuation].	The Valuation Office is no longer an Agency of DJE		Q4	The 2017 phase of the national revaluation programme, REVAL 2017, covers revaluation of counties Longford, Leitrim, Roscommon, Westmeath, Offaly, Kildare, Sligo, Carlow and Kilkenny, along with the second revaluation of South Dublin County. Revaluation in these counties will become effective for rating purposes from 2018 onwards.
3.5.2.5	We will implement Family Mediation [Legal Aid Board].	Assistant Secretary, Corporate Affairs	Significant Delivery Issue with regard to Finglas centre	Q3	The co-located Law Centres and Mediation Offices in Kilkenny and Dundalk were completed in 2017. The contract for the fit out for Tallaght was placed in Q4 2017 with works carrying forward to Q1 2018. Property options are being considered for Letterkenny and Portlaoise with a view to securing agreement and progressing solutions early in 2018. The process of identifying a suitable property in Finglas is still ongoing.

3.5.3.1	We will develop an approach to minimise the impact of Brexit in the areas under the Department's remit, support negotiations as required, and prepare a sector approach to address legislative/operational issues arising therefrom.	Assistant Secretary, Prisons, Probation & International Policy	2017 Objectives Completed	Q4	<p>As part of the ongoing preparations for the UK exit negotiations and the restructuring of responsibilities to DFAT, the Department is participating in a number of revised working group structures. This includes representatives from the Departments' Security and Northern Ireland Division and International Policy Division inputting into a specific exercise in relation to the mapping of North/South cooperation, which is underway across Departments under the Island of Ireland Working Group. This Working Group will provide policy direction on those "issues unique to Ireland" with the initial focus on Northern Ireland, NI-born citizens and the border. Department of Justice officials also participated in Task Force - UK mapping discussions on these lines in Brussels.</p> <p>The European Council decided on 15 December that, on the basis of a joint report agreed between the UK and EU negotiators, sufficient progress has been made in phase one of the Article 50 negotiations and that the process can now move to phase two. Points of interest in this agreement to the Department of Justice and Equality included the following:</p> <ul style="list-style-type: none"> ·The agreement allows for the continuation of the Common Travel Area while fully respecting the rights of natural persons under EU law. ·On police and judicial cooperation, there is broad agreement that "structured and formalised cooperation procedures ongoing on withdrawal date that have passed a certain threshold (to be defined) should be completed under Union Law". ·There was also broad agreement that EU civil instruments should continue to apply to pre Brexit contracts and events. ·On citizens' rights, provision is made for the UK courts to take due regard of ECJ decisions and allows UK refer cases to the ECJ for up to 8 years post Brexit <p>Also of note is that the Council reaffirmed its readiness to establish partnerships with the UK in areas unrelated to trade and economic cooperation, including in particular the fight against terrorism and international crime.</p>
3.5.3.2	Represent Ireland's interests internationally by fully participating in all relevant EU discussions including criminal, judicial and civil law co-operation, police co-operation and immigration/asylum matters, and by supporting the Tánaiste at Ministerial Councils.	Assistant Secretary, Prisons, Probation & International Policy	2017 Objectives Completed	Q1 – Q4	Ireland's interests continue to be effectively represented in the field of EU JHA activity. Issues concerning migration and the Common European Asylum System, combatting terrorism and serious organised crime, and improving information exchange feature prominently at present. The Tánaiste participated in the Informal JHA in Malta on 26/27 January and Minister Stanton represented the Tánaiste at the second JHA under the Maltese Presidency on 27/28 March. In support of engagement at a senior EU level, the Tánaiste met with Commissioner King on 5 April and Minister Stanton met with Commissioner Jourova on 28 March.
3.5.4.1 Over-arching	We will manage Ireland's examinations under relevant UN and Council of Europe Conventions.	Assistant Secretary, Asylum Services, Integration & Equality	Completed	Q1 – Q4	A draft report of the Committee on the Elimination of Racial Discrimination (CERD) was published for consultation on 6th December 2017. Two public consultation meetings were held on 12th December 2017 (Galway) and 13th December 2017 (Cork). A third is scheduled for 23rd January 2018 in Dublin. Consultation will remain open until 31 January 2018.
3.5.5.1	Budgetary control and Financial Management of Justice and Equality Vote.	Assistant Secretary, Corporate Affairs	Completed	Q1–Q4	Budgets were devolved to cost centre and nominal code level and expenditure was monitored on an ongoing basis during the year. There was an underspend of some €20m for the year, spread across a range of subheads. With approval from D/PER this was used to offset overspends elsewhere in the Vote Group.
3.5.5.2	We will operate estimates and budgetary control for the Justice Vote Group.	Assistant Secretary, Corporate Affairs	Completed	Q4	The 2018 estimates for the Justice Sector published on Budget Day show a total gross allocation for the Vote Group of €2.633 billion of which €2.488 billion is current expenditure an increase of €100 million compared with the Revised Estimate Volume for 2017 (€63 million additional funding and €37 million central pay agreement costs).
3.5.5.3	We will oversee and monitor expenditure on Justice & Equality Sector Capital Projects. We will ensure that the key prioritised Justice & Equality Sector capital projects are appropriately reflected in the Justice & Equality submission re the Capital Review.	Assistant Secretary, Corporate Affairs	Ongoing	Q1–Q4	<p>Arising from the mid term review of the Capital Plan an additional €157 million has been provided bring the total capital allocation for the Group to €838 million for the four year period 2018 to 2021. This will provide for large building projects such as the completion of the Forensic Science Laboratory, a replacement for the Garda facilities in Harcourt Square and ICT investment in Garda and Courts.</p> <p>There was an underspend on budget of some €5m in 2017.</p>
3.5.5.4	We will work with Agencies to put in place Oversight Agreements and regular monitoring in accordance with the requirements of the Department's Corporate Governance Framework and the Code of Practice for the Governance of State Bodies (2016).	Assistant Secretary, Corporate Affairs	Completed	Q2	<p>2017 Oversight Agreements (or Corporate Governance Assurance Agreements in cases of more independent bodies) have been completed in respect of Charities Regulatory Authority*, Criminal Assets Bureau, Criminal Injuries Compensation Tribunal, Irish Film Classification Office, Insolvency Service of Ireland, National Disability Authority, Office of the Data Protection Commissioner, Ordnance Survey Ireland*, Private Security Authority, Property Registration Authority*, Property Services Regulatory Authority and the Valuation Office*. There is ongoing liaison between the Civil Governance Unit and other Divisions regarding completion of other outstanding Agreements.</p> <p>* These Agencies are no longer under the remit of the Department of Justice and Equality.</p>
3.5.5.5	We will enhance Irish Prison Service (IPS) organisational capacity to ensure safe and secure custody, dignity and care and rehabilitation of prisoners for safer communities.	Assistant Secretary, Prisons, Probation & International Policy	2017 Objectives Completed	Q4	In 2017 the necessary legal instruments were put in place to commence relevant sections of the Prison Act 2015, to fully close St. Pat's Institution and specify the last remaining part of St Pat's Institution as part of Mountjoy Prison. Work is underway on the development of new accommodation (103 cell male accommodation block & provision new female unit consisting 50 cells & 8 transition units) in Limerick prison to replace outdated accommodation. Other Milestones under this Action will be completed over 2018 and 2019.

3.5.5.6	We will support transition of the Department's Financial Shared Services to the Civil Service Financial Shared Service.	Assistant Secretary, Corporate Affairs	On Track	Q4 +	The date for the transition of the D/Justice and Equality Vote to the new Financial Management Shared Services Centre (FMSSC) has been deferred from Qtr1 2019 to end Qtr. 2 2019. The FSS has already appointed a project manager for the transition project given the support required for its existing client base in relation to the changeover. In addition some FSS representatives are currently very involved in a number of the project design working groups. A project manager, who will be attached to the FMU and working directly with offices and agencies of the Department (attached to Vote 24) will be appointed shortly to prepare for the transition to the new financial management system and shared services centre. Senior management from the project and the chairperson of the Project Board met with the Secretary General and other officials from the Justice corporate and finance areas during September to provide an update on the project and the requirements from the Justice vote area between now and the planned transition date at the end of Quarter 2 2019.
3.5.5.7	We will accelerate construction of the new Forensic Science Laboratory (Phase 1) and develop a plan for the merger of the Garda Technical Bureau and FSI.	Assistant Secretary, Policing Division	Ongoing	Q4+	Site enabling works were commenced in 2017 and are expected to be completed at end of Q1 2018 to facilitate the work of the main contractor from Q2 2018.
3.5.6.1	We will support the development of the new Public Service Reform Plan and lead it in our sector, developing appropriate Delivery Plans.	Assistant Secretary, Corporate Affairs	Completed	Q4	Text, statistics, clarifications and comments were provided to the Department of Public Expenditure and Reform (DPER) to support the development of the new Framework 'Our Public Service 2020' which was published in December by DPER. Staff and Heads of Agencies were kept advised of developments and publication.
3.5.6.2	We will engage with OPW on implementation of the recommendations in the Property Asset Management Delivery Plan.	Assistant Secretary, Corporate Affairs	Completed	Q4	The Department has ongoing engagement with OPW as the central accommodation services provider. Department/Justice sector representatives attended the Property Managers Network workshops in Q4 for training and advice on property matters, in particular focussing on updates of the Property Data Mapping Register.

3.6 DEVELOP OUR PEOPLE, CULTURE, SYSTEMS AND PROCESSES



Project ID	Project	Senior Responsible Owner	Project Status	Planned End Date	Progress
3.6.1.1	Implement programme to embed our values and ensure they are lived in all aspects of our work. Support with implementation of commitments in the Human Resources Strategy.	Assistant Secretary, Corporate Affairs	Completed	Q1 – Q4	The values continue to be embedded in training and staff initiatives. Most recently, the values have been embedded into the risk management training and underperformance/disciplinary training. The Department's HR strategy was published in December 2017. The HR strategy was created following a wide consultation and outlines how we will support our Values and ensure they continue to be embedded in our work.
3.6.1.2	Deliver sustained organisational change aligned with the Civil Service Renewal Plan.	Assistant Secretary, Corporate Affairs	Completed	Q1 – Q4	The Department's change programme continues to be implemented under Programme 3.6 Develop our People, Culture, Systems and Processes. After almost three years of implementation, the Management Board engaged external expertise through a procurement exercise under the relevant all of Government framework to take stock of progress to date and identify new priorities for a further phase of organisation improvement. This project was completed in December 2017, with the report presented to the Management Board and published in January 2018. The Department supported and engaged with the 2017 Civil Service Excellence and Innovation Awards, which were announced in November 2017. The Department achieved its engagement target with well over 70% of staff participating in this year's Civil Service Employee Engagement Survey, which took place in September. The findings will inform further initiatives to be prioritised over the coming year. An ideas Lab was established in November 2017 to support collaboration across units and to harness the innovative potential of the workforce. Four ideas were shortlisted for presentation at the January 2018 Senior Management Conference and following a vote, one has been prioritised for implementation.
3.6.1.3	Implement the Human Resources Strategy and Workforce Plan to align structures and staff with the Statement of Strategy 2016-2019 and resource the Department effectively. Provide learning and development opportunities tailored to the needs of the organisation.	Assistant Secretary, Corporate Affairs	Completed	Q1 – Q4	The Department's HR strategy launched in December 2017, aligned to the themes covered in the Civil Service HR strategy. A suite of programmes to support the strategy will be rolled out in 2018. The Department's 2017 workforce plan effectively guided recruitment in 2017 - over 450 positions were filled. The new, tailored, learning and development programme was implemented throughout the year and has been very positively received. It has delivered enhanced learning opportunities as well as specialist training across the organisation and has also supported certain specialist training for a number of Agencies.

3.6.2.1	Implement the Communications Strategy – “Communicating Change”.	Assistant Secretary, Corporate Affairs	2017 objectives achieved	Q1 – Q4+	<p>The Communications Strategy is progressing in almost all areas. To date, of the 35 identified areas, 17 have been fully completed, 12 are completed with some elements ongoing, 5 are ongoing and 1 has had no progress to date. A draft review of the implementation of the Strategy to date is being finalised along with a proposed new action plan for the coming year.</p> <p>The Communications network has met three times since May 2017 and is currently examining material on the department website to ensure accuracy. A training course in plain English was also provided at one of these meetings. The communications protocol for a Justice related emergency has also been finalised. How this would work in practice has been teased out in a table top exercise in the National Emergency Coordination Centre which took place in December.</p> <p>A new portal was rolled out on 31 October 2017. The Communications team are liaising with IT in terms of future developments of the portal. Work has continued on further developing video output by the communications team with plans to develop a series of videos on the work of the different parts of the department. The communications team tied in with an iLabs idea from HR in this regard which was presented at the recent Justice sector conference.</p>
3.6.3.1	We will enhance the quality of our engagement with our customers. In particular, the delivery of improvements in our correspondence response times and management systems.	Assistant Secretary, Corporate Affairs	2017 objectives achieved	Q4	<p>The management of the correspondence tracking cycle in the offices of the Minister, Minister of State and the Secretary General continues to be monitored and prioritised. Significant improvements to date have been achieved through the continued engagement of the staff of the Corporate Secretariat with Divisions across the Department.</p> <p>In order to enhance response times to customers, regular reminders are issued to heads of divisions in addition to regular follow-up in respect of 'live' correspondence</p>
3.6.4.1	We will publish a Data Strategy.	Assistant Secretary, Corporate Affairs	Significant Delivery Issue	Q2	<p>A draft Data Strategy has been prepared. The Data Needs and Interoperability Group will further develop the draft Data Strategy - and combine it with the draft Research Strategy which was being developed by the IGEES team - before circulation to stakeholders and submission to the Management Board early in 2018.</p>
3.6.4.2	We will develop a Criminal Justice Operations Hub (Phase 1: design and commence build).	Assistant Secretary, Corporate Affairs	Minor Delivery Issue	Q4	<p>Work is ongoing. A sharing agreement has been developed with the Courts Service.</p> <p>The Project Board has selected Charge Sheets and Court Outcomes as the first subprojects to be rolled out and the supporting infrastructure are under development. Data exchanges in support of Analytics are underway.</p>
3.6.4.3	We will develop an Irish Government Economic Evaluation Service (IGEES) Research Programme.	Assistant Secretary, Corporate Affairs	Minor Delivery Issue	Q4	<p>A draft strategy has been reviewed in order to scope the potential for commissioning regular crime surveys. Work continues to implement the Irish Government Economic and Evaluation Service (IGEES) work programme, including a presentation at the annual IGEES conference. A decision has been taken to combine the Research Strategy with the Data Strategy.</p>
3.6.4.4	We will implement in association with the OGCIO 'Build to Share Strategy' a range of applications to support administration.	Assistant Secretary, Corporate Affairs	2017 objectives achieved	Q1 2018	<p>The e-PQ system was developed and was deployed at the end of Q3 2017. eFOI system is in testing and is due to go live in early 2018. Early stage planning for eDocs beginning is underway to establish scale and scope of implementation effort and identify issues faced by first 3 Departments.</p>