Justice reform initiatives to serve the citizen

Public sector organisations in Ireland and abroad are increasingly focused on improving their interactions with citizens. Resource limitations, the changing needs of populations, and the availability of improved digital technologies are driving and shaping these efforts to become more ‘citizen-centric’.

Similar to the wider public sector, Irish justice organisations are undertaking a range of citizen and user-focused transformation initiatives. Key initiatives focus on:

- **Improving efficiency in service delivery** - for example, the Courts Service is rolling out e-filing, e-payments, and a range of online services to improve service delivery.

- **Promoting cross-sector collaboration to improve outcomes** - for example, to support effective prisoner resettlement and community safety, the Irish Prison Service is focusing on linking planning and prison-based interventions to community services.

- **Improving citizen experience** - for example, the Irish Naturalisation and Immigration Service has rolled out a new online appointments service to handle immigration requests.

Deloitte has worked extensively with the justice sector in Ireland and globally. Our experience affords us a deep understanding of the sector’s challenges and disruptive forces. This allows us to support justice bodies as they transform to serve citizens more effectively.
A range of shifts are driving new and reformed justice services, and their underpinning capabilities and processes. Digital technologies are key enablers to deliver these services in a citizen-centric manner.

**Reform Drivers**

- **Citizen trust and expectation** – citizens increasingly expect 24/7 efficient services via multiple channels. They also seek increased transparency and accountability from government.
- **Resources** – justice organisations’ headcount and infrastructure have been impacted by spending cuts and natural attrition.
- **Security threats** – increasingly complex security threats stem from cyber crime and terrorism.
- **Borders in focus** – changing attitudes to immigration (e.g., Brexit) are set to put increasing pressure on immigration and border agencies.

**Digital Enablers**

- **Connected Systems** – digitised systems can improve information flows within and between organisations.
- **Mobility** – devices and tools for use “on-the-go” optimise resourcing and timely access to information.
- **Analytics** – from data analysis and reporting to actionable decisions.
- **Collaboration & Engagement** – Communications between organisations and service users available over multiple channels, 24/7.
- **AI and Automation** – automation of back office processes to frontline services bring new efficiencies.
- **Connected devices** – (internet of things) allow for remote monitoring and data collection.
Globally, government justice departments are adopting integrated systems among different bodies for data collection, information management and collaboration. Some examples of how integrated systems can bring about important efficiencies and improve citizens' experience are:

- **Better intelligence and decisions**
  The common sharing of data and use of analytics between border forces and local police forces can assist with predictive insights for crime prevention and border management.

- **Reduced waiting times**
  Electronic exchange of case information between police services and courts can improve case preparation, processing times and evidence submission.

- **Freeing up frontline resources**
  Improved collaboration tools between prisons and courts such as video-conferencing for parole hearings can help optimise resources.

## Who we are - Experience and contact details

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Shane is a Partner in Deloitte Consulting specialising in business model transformation, organisational change, shared services design and implementation, and finance function transformation. Shane is head of the Deloitte Public Sector team and has worked extensively across the Irish Public Service, in particular on the reform and transformation agendas of the civil service, health, educational and semi-state sectors.

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Paul is a Director in Deloitte’s Consulting practice. He has over 15 years’ experience working with the public sector predominantly in the Justice arena. He has worked with organisations such as the Department of Justice and Equality and its agencies, the Courts Service, the Irish Prison Service and the Legal Aid Board to successfully implement numerous programmes of work.

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