



Department of
Justice
www.justice-ni.gov.uk



**CORPORATE
PLAN 2019-22**
+
**BUSINESS
PLAN 2019-20**

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OUR MISSION

Working in partnership to create a fair, just and safe community, where we respect the law and each other

Rehabilitation and reoffending



Confidence in the Justice System



Harm and Vulnerability

An effective Justice System



Safe and Resilient Communities



Culture of Lawfulness



Our Mission

Our mission is working in partnership to create a fair, just and safe community where we respect the law and each other.

How we will deliver

We cannot deliver effectively without working together with our delivery partners across the wider justice system, with other Government departments, and with the community and voluntary sector.

Together with these delivery partners we will work to:

OUR PRIORITIES EXPLAINED

1 EMBED A CULTURE OF LAWFULNESS

We will empower our communities to be safe and supportive, respecting the rule of law and each other. We will ensure effective law enforcement is in place and has the appropriate tools to address criminality, including issues of coercive control within our communities. We will work with partners to promote a cohesive society.

2 SUPPORT SAFE AND RESILIENT COMMUNITIES

We will work with our partners to enable our communities to be safe and resilient. To this end we will work to inform and empower communities, businesses and individuals to take the necessary steps to protect themselves from becoming a victim of crime, and will provide support where people do become victims of crime.

3 ADDRESS HARM AND VULNERABILITY

We will work with partners to provide early stage diversionary approaches to address issues that contribute to offending behaviours. We will provide practical support to victims, and develop policies and legislation to protect those most vulnerable in our society.

OUR PRIORITIES EXPLAINED

4 CHALLENGE OFFENDING BEHAVIOURS AND SUPPORT REHABILITATION

We will work with people who offend to challenge their behaviour and support them to become active and responsible citizens. Working with our partners we will promote rehabilitation; and when a custodial sentence is imposed our focus will be on resettlement leading to reintegration back into society.

5 DELIVER AN EFFECTIVE JUSTICE SYSTEM

We will lead work to make our justice system faster and more effective, and importantly, to serve the needs of those who engage with it. We will ensure appropriate access to justice for our citizens. We will also deliver a system which supports other court users in the early and proportionate resolution of civil and family proceedings. We will support and empower people working within the justice system to deliver effectively.

6 SECURE CONFIDENCE IN THE JUSTICE SYSTEM

We will use new and innovative ways of engaging with communities, with our partners and stakeholders to explain the work that we do and build broad support for it; to ensure that we are responsive to the needs of citizens, and to enhance accountability around what we do.

Further detail on what we will do to deliver on these priorities during 2019 - 20 is included at Annex A.

How we will know if we are making a difference

We will measure our success through crime and other attitudinal surveys that tell us about peoples' experiences of, and attitudes towards, crime and the justice system.

We will also take account of other sources of information such as police recorded crime and clearance rates, as well as internal people surveys.

We will consider the Programme for Government indicators of:

- **reduced crime**, measured by the prevalence rate, which is the % of the population who were victims of any NI Crime Survey crime;
- **reduced reoffending**, measured by the reoffending rate¹; and
- **an effective justice system**, measured by the average time taken to complete criminal cases².



¹ <https://www.justice-ni.gov.uk/sites/default/files/publications/justice/27-2018%20Adult%20and%20Youth%20Reoffending%20in%20Northern%20Ireland%20%28201516%20Cohort%29.pdf>

² <https://www.justice-ni.gov.uk/publications/r-s-bulletin-28-2018-case-processing-time-criminal-cases-dealt-courts-northern-ireland-2017-18>

Why these priorities are important to us

The evidence shows that Northern Ireland is a relatively safe place to live. Crime rates³ have steadily reduced over the last 15 years and the NI Crime Survey⁴ shows a similarly steady decline. Yet some people and places are disproportionately affected by crime, and the nature of crime is changing.

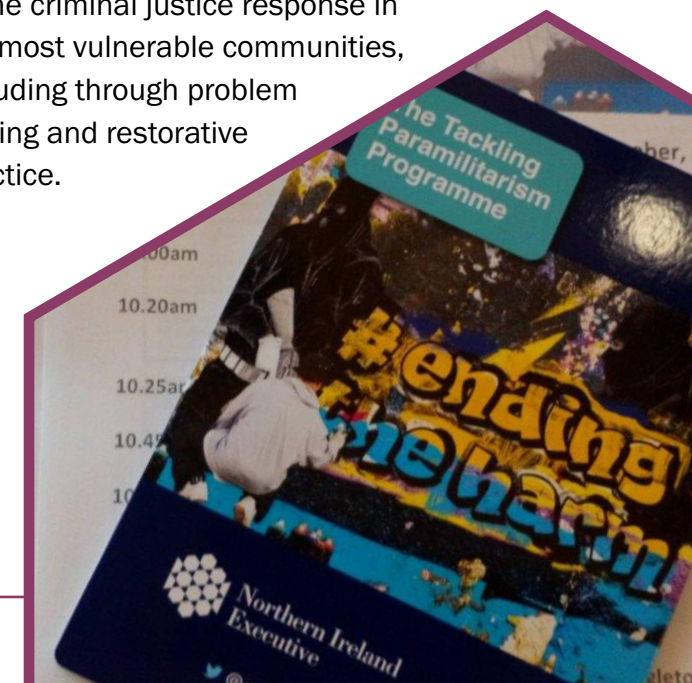
The collaborative working enshrined in the NICS Outcomes Delivery Plan presents a unique opportunity for collective ownership of reducing crime across and beyond Government, and for the development of common approaches to addressing its causative factors, to prevention and detection, and to mitigating its impact, in order to create a fair, just and safe community where we respect the law, and each other.

We know the devastating impacts that coercive control can have on communities and the importance of living in communities where we have confidence in the rule of law, and respect for each other. It is important we work with our partners across central and local Government, and in the community and voluntary sector, to **embed a culture of lawfulness**, where we challenge any perceived legitimacy around for example 'paramilitary style attacks', and

highlight the devastating impact of these attacks on the victim as well as on local communities. We recognise the important role that the wider criminal justice system has to play in ensuring that action is taken to bring those involved in criminality to justice and that there is work to be done to develop confidence in the criminal justice response in the most vulnerable communities, including through problem solving and restorative practice.

³ <https://www.psni.police.uk/globalassets/inside-the-psni/our-statistics/police-recorded-crime-statistics/2018/may/crime-bulletin-may-18.pdf>

⁴ <https://www.justice-ni.gov.uk/articles/northern-ireland-crime-survey>



There is much work for the criminal justice system in protecting the public and responding to crime when it occurs, and there is equally a need for us to work with our partners to **support our communities to be safe and resilient**. Safety is an indispensable element of wellbeing that provides the foundation for wider improvements in quality of life.

Where crime occurs it is important that we provide practical support to victims, that those harmed by crime are supported through the justice system, and that we ensure our policies and legislation protect those most vulnerable in our society. We know that after a crime has occurred it is impossible to fully address the impact of that crime and that it is important to focus on crime prevention. Through an improved understanding of the socio-economic factors and adverse childhood experiences which can have a direct bearing on an individual's risk of offending, we can work on early stage diversions to support individuals to move away from risk-taking and offending behaviours. Working to **address harm and vulnerability**, at the earliest possible juncture, can improve outcomes and life chances for vulnerable individuals, and can in turn reduce the number of victims of crime.

Refocusing on reducing the harm caused by crime will also help NI contribute towards implementation of goal 11 of the UN 2030 sustainable development goals, which requires us to take urgent action to *“Make cities and human settlements inclusive, safe, resilient and sustainable”*.



HAVE THEY DONE THIS BEFORE?

NOW YOU'VE THE RIGHT TO ASK IF YOUR PARTNER
– OR SOMEONE ELSE'S – HAS A HISTORY OF DOMESTIC ABUSE.



While it is essential that those placed in our care are held safely and securely, it is equally important that we use that time to **challenge offending behaviours and support rehabilitation.**

Evidence shows that the likelihood of reoffending on release is reduced if family relationships can be maintained, health needs addressed and opportunities provided for individuals to improve their skills when in custody. Having a supportive family, suitable accommodation and employment, enable and support individuals play a constructive role when they return to the community.

Ensuring that we **deliver an effective justice system** is important for the victims of crime, for those who have offended, for those who need to resolve civil and family disputes, and for general community confidence in the system. Effectiveness requires objective, high quality evidence, including forensic evidence, to support criminal investigations, to inform decisions to prosecute and, to subsequently assist the courts in ensuring fair trials. The speed that cases progress through the system matters to all court users. In criminal cases it matters in particular to victims and witnesses, their families and their communities, and can help people who offend to better understand the implications of their actions in a timely way.

The effectiveness of the system in detecting, solving and prosecuting crimes is also an important factor in deterring criminal behaviour. Evidence also shows that restorative and problem solving approaches to justice, which address underlying causes of offending can have

long lasting impacts on individuals and the communities from which they come. An effective civil justice system supports our economy as well as enforcing the rights of individuals and an effective family justice system is vital to protect the interests of potentially vulnerable children and adults.



In order to **secure confidence in the justice system** we need to use new and innovative ways of engaging with citizens and communities, partners and stakeholders to explain, and build broad support for, the work that we do to deliver a fair and effective justice system, which meets the needs of victims, defendants and other court users. We need to explain the evidence base for our approaches to improve community safety, reduce crime and reduce reoffending and we need to be accountable for the work we do.



Overview of the Department

Together with its agencies, Non-Departmental Public Bodies [NDPBs] and stakeholders, the Department of Justice supports the Minister of Justice [when in post] in delivering on the mission of ***working in partnership to create a fair, just and safe community where we respect the law and each other.***

The Department has a range of devolved policing and justice functions as set out in the Northern Ireland Act 1998 (Devolution of Policing and Justice functions) Order 2010.

The Department is responsible for the resourcing, legislative and policy framework of the justice system.

It is headed by a Permanent Secretary, Peter May, and has four Directorates:

- ▶ Access to Justice
- ▶ Safer Communities
- ▶ Justice Delivery
- ▶ Reducing Offending

The Department also has five Agencies:

- ▶ Northern Ireland Prison Service
- ▶ Northern Ireland Courts and Tribunals Service
- ▶ Youth Justice Agency
- ▶ Forensic Science Northern Ireland
- ▶ Legal Services Agency

The Department also sponsors a number of Non-Departmental Public Bodies/bodies affiliated with policing and justice.

An organisation chart is included at Annex B and an overview of the Departmental Structure is included at Annex C.

The Department has a staff complement of just over 3,000 staff, with around 2,500 of those working in front-line operational roles.

Our Operating Environment

The Department has developed this plan in the continued absence of a Minister, and in this context will continue to take forward the NICS Outcomes Delivery Plan and previous Ministerial policy priorities.

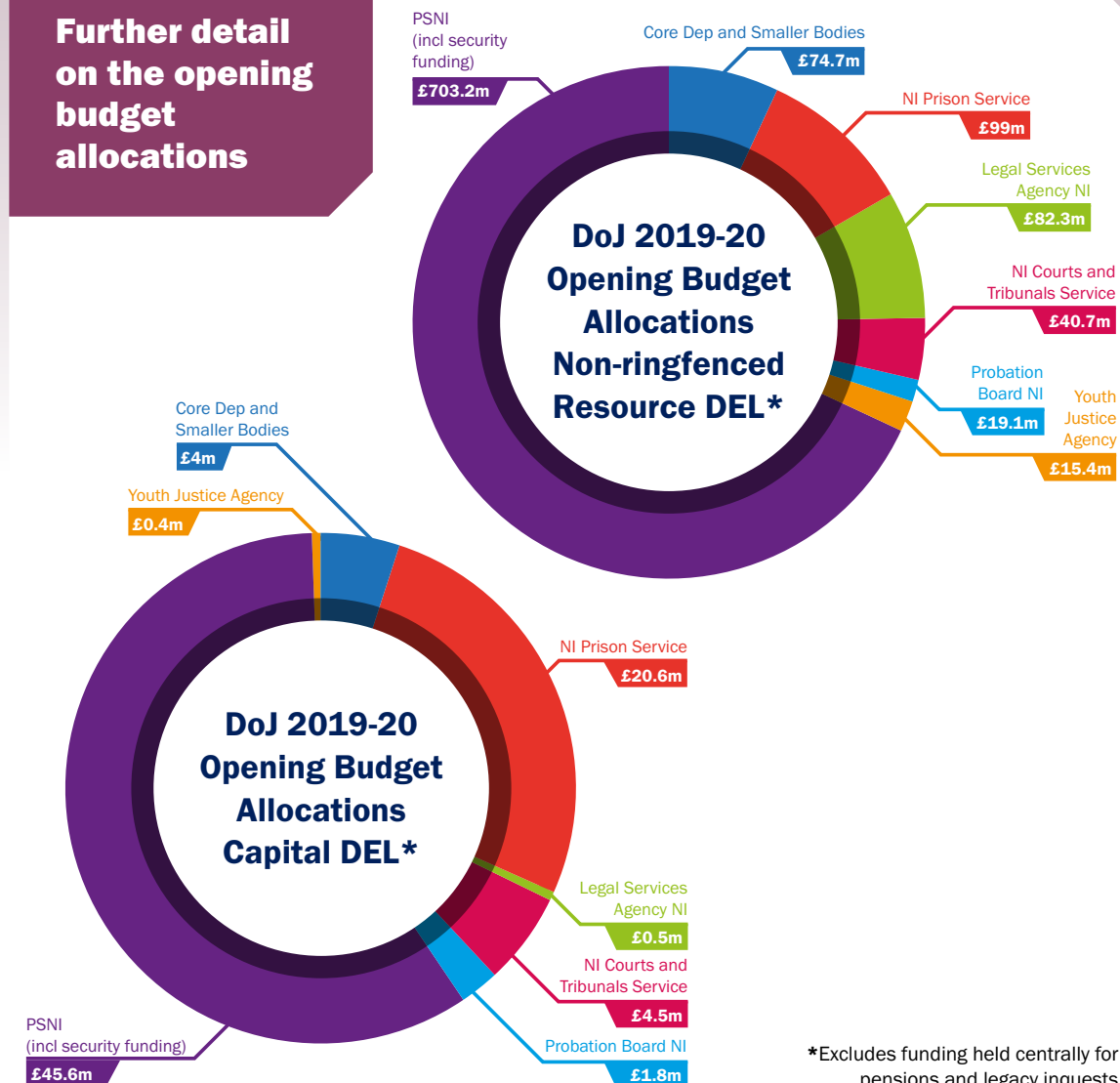
The Department is unable to make primary (or affirmative resolution, secondary) legislation, but the Northern Ireland (Executive Formation and Exercise of Functions) Act 2018, and associated Secretary of State guidance, has enabled some decisions to be taken in the continued absence of a Minister.

While the nature of the UK exit from the European Union remains unclear, the Department has worked with justice agencies and other government departments to develop plans to support the outcome of Brexit.

The budget outcome for the Department for 2019-20 is £1,077.4m non-ringfenced resource and £76.2m capital.

The non-ringfenced resource budget is inclusive of £32.0m for pensions and £10.7m Brexit funding therefore the net uplift in real terms is £11.3m, an increase of 1.1% in comparison to 2018-19.

Further detail on the opening budget allocations



*Excludes funding held centrally for pensions and legacy inquests

Our Values

Staff within the Department seek to uphold the NICS values⁵ of:

- ▶ integrity,
- ▶ honesty,
- ▶ objectivity, and
- ▶ impartiality.

Staff have also committed to the following values:

MAKE A DIFFERENCE

We commit to work with professionalism, compassion and care to make a positive impact on communities, and on all those who are in contact with the justice system.

EMPOWER AND INNOVATE

We commit to encourage innovative approaches, empowering and supporting our people in seeking new and better ways of doing things.

EMBRACE DIVERSITY

We commit to equality of opportunity, and to respect, value and support each other's efforts, recognising the value of diversity, as well as diverse approaches, in delivering outcomes that will make a difference.

⁵ <https://www.finance-ni.gov.uk/publications/nics-code-ethics>

Our People

The NICS Board, led by the Head of the Civil Service, has a vision for a NICS that is well led, high performing and focused on outcomes. Within DoJ we are working to realise that vision through:

- ▶ a more collaborative approach to delivering on key departmental priorities;
- ▶ investing in, and encouraging, leadership at all levels;
- ▶ enhanced internal and corporate communications;
- ▶ embracing and valuing diversity and inclusion; and
- ▶ a focus on organisational and personal development.

Staff Engagement Forum

As well as good working relationships with Trade Union representatives across the justice system, the Department has a strong Staff Engagement Forum which has played a key role in developing our People Plan.

People Plan

The People Plan sets out an ambitious agenda for the coming months and years. We will continue to work with staff, at all levels, across the core Department and agencies, to ensure that we focus our energies on those issues which will make most impact for our people, and which will help make the Department a great place to work. This includes staff wellbeing initiatives, the Valuing our People Awards, and an increased focus on internal communications and on personal and organisational development.





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Justice
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BUSINESS PLAN 2019-20

Annex A

Embed a Culture of Lawfulness

OBJECTIVE

**Tackling paramilitarism,
criminality and organised crime**

ACTION

- ▶ Delivery of the Department of Justice commitments within the Executive action plan on Tackling Paramilitarism, Criminality and Organised Crime, including management of the associated funding.

OWNER

Anthony Harbinson
Safer Communities Directorate



Support Safe and Resilient Communities

OBJECTIVE

Protecting communities, businesses and individuals from the harm caused by crime, organised crime and Domestic Violence and Abuse

ACTION

- ▶ Develop a refreshed organised crime strategy to include any new legislation that is required.
- ▶ Work in partnership with communities and other sectors to protect against harm from crime and organised crime, through education, awareness, information and targeted interventions, such as those set out in PCSP⁶ action plans, and those to deal with fraud, cybercrime, modern slavery and drugs.
- ▶ Assess the pilot “Support Responder” service aimed at providing immediate practical and emotional support to older victims of crime.

OWNER

Julie Wilson
Protection and Organised
Crime Division

Julie Wilson
Protection and Organised
Crime Division
&
Katie Taylor
Community Safety Division

Katie Taylor
Community Safety Division

6 PCSP – Policing and Community Safety Partnership

Support Safe and Resilient Communities

CONTINUED

OBJECTIVE

Protecting communities, businesses and individuals from the harm caused by crime, organised crime and Domestic Violence and Abuse [continued]



ACTION

- ▶ Fund and monitor support services provided by Victim Support NI and NSPCC Young Witness Service; human trafficking support services; and Registered Intermediaries service provision.
- ▶ Progress a new domestic abuse offence.
- ▶ Introduce a Domestic Homicide Review Model for NI.
- ▶ Establish a streamlined advocacy support service framework for victims of domestic and sexual violence.
- ▶ Consult on preventing the cross examination of witnesses of domestic abuse by perpetrators in civil court proceedings.

OWNER

Katie Taylor
Community Safety Division

Laurene McAlpine
Civil Justice Policy Division

Support Safe and Resilient Communities

CONTINUED

OBJECTIVE

Improving community relations through the removal of all Interface structures by 2023

Providing effective public protection arrangements to monitor all offenders while on licence

ACTION

- ▶ Implement an Aftercare policy to provide practical assurance measures to homeowners living in proximity to interface structures.
- ▶ Continue to work to secure community consensus for the removal/alteration of further structures.
- ▶ Secure smooth transition to a new Electronic Monitoring contract.
- ▶ Work with partners to develop a new risk assessment tool for terrorist related offenders.

OWNER

Katie Taylor
Community Safety Division

Katie Taylor
Community Safety Division

Address Harm and Vulnerability

OBJECTIVE

Improving support for individuals on the cusp of entering the justice system

Exiting children from the youth justice system at the earliest point, with appropriate support

Compensating victims of criminal injuries and criminal damage in accordance with the statutory compensation schemes while seeking to improve service delivery

ACTION

▶ Work with key delivery partners to support the rollout of Support Hubs to the remaining six council areas.

▶ Work with key delivery partners to develop and roll-out effective and evidence based Early Intervention initiatives for children on the cusp of the youth justice system.

- ▶ Assess claims for compensation in accordance with the Statutory Compensation Schemes criteria and internal KPSs.
- ▶ Benchmark against performance standards set by the Criminal Injuries Compensation Authority GB (CICA).
- ▶ Assess proposals to reform the Criminal Injuries Compensation Scheme, in light of best practice and the recent Court of Appeal Judgement on 'same household sexual abuse'.

OWNER

Katie Taylor
Community Safety Division

Declan McGeown
Youth Justice Agency

Paul Bullick
Compensation Services NI

Address Harm and Vulnerability

CONTINUED

OBJECTIVE

**Maintaining the safety
and wellbeing of people
in our care**

ACTION

- ▶ Embed SPAR [Supporting Prisoners at Risk] Evolution, supporting vulnerable people in our care, across all Prison Service business areas.
- ▶ Deliver a uniform approach to dealing with anti-social behaviour and violence reduction across all Prison Service sites by December 2019.
- ▶ Improve the engagement of people in our care with out of cell, purposeful activities including access to learning & skills, vocational training and offending reduction programmes during 2019/20.
- ▶ Deliver relevant actions outlined in the Improving Health within Criminal Justice Joint Strategy Action Plan by March 2020.

OWNER

Austin Treacy
Northern Ireland Prison Service



Challenge Reoffending and Support Rehabilitation

OBJECTIVE

Caring for children in a safe, secure, therapeutic, child-centred environment

Improving outcomes for individuals by helping them address the root causes of offending behaviour and reduce the rate of reoffending

ACTION

- ▶ Work with key delivery partners on the joint Department of Justice and Health Programme Team to design the structure and operational requirements for a secure care and justice environment for children in Northern Ireland.
- ▶ Deliver a range of Problem Solving Justice initiatives.
- ▶ Evaluate the effectiveness of pilot problem solving programmes.
- ▶ Develop clear costed plans for those successful problem solving programmes which should be rolled out.

OWNER

Declan McGeown
Youth Justice Agency

Glyn Capper
Justice Performance Team



Challenge Reoffending and Support Rehabilitation

CONTINUED

OBJECTIVE

Improving outcomes for people in our care through enhancing opportunities to address individual needs

ACTION

- ▶ Develop and deliver an Action Plan for the new Strengthening Family Relations Strategy including the introduction of a new delivery model on the 'Family Matters' landing at Maghaberry; and the delivery of a revised contract for prison visits.
- ▶ Develop and consult upon new strategic approaches to:
 - education, skills and employability;
 - physical activity & wellbeing;
 - addressing the needs of women who offend; and
 - resettlement, including accommodation needs.
- ▶ Develop and commence delivery of an implementation plan in response to the report on education and training opportunities for prisoners in the separated regime.

OWNER

Paul Doran
Northern Ireland Prison Service

Deliver an Effective Justice System

OBJECTIVE

Ensuring effective models of partnership with the Department's arm's length bodies

Ensuring effective future relationships with the EU

Transforming delivery of the NI Courts and Tribunals Service

ACTION

- ▶ Develop new partnership agreements in line with the NI Code of Good Practice.
- ▶ Input to negotiations to ensure effective access to civil and criminal justice arrangements post EU exit.
- ▶ Ensure Westminster legislation to enable civil justice cooperation covers NI.
- ▶ Maintain readiness for any adverse consequences of EU exit.
- ▶ By March 2020, working through the Courts 2020 Transformation Portfolio Board:
 - prepare an outline business case for estate in the North West;
 - develop an Estates Strategy; and
 - commence digital delivery pilots in 3 business areas to test viability to transform service delivery.

OWNER

Maura Campbell
Policing Policy and Strategy Division

Laurene McAlpine
Civil Justice Policy Division
&
Anthony Harbinson
Safer Communities Directorate

Peter Luney
NI Courts and Tribunals Service

Deliver an Effective Justice System

CONTINUED

OBJECTIVE

Ensuring Forensic Service provision for Northern Ireland remains efficient to meet the current and future needs of the justice system from crime scene [and before] to court [and after]

ACTION

- ▶ Maintain and further develop the quality, objectivity, capacity, scope, capability, timeliness and efficiency of the agency's forensic scientific services to meet the needs of all customers and stakeholders.
- ▶ Support the delivery of the NI Forensic Services Strategy.
- ▶ Prepare for migration to the new ISO 17025;2017 accreditation standard.

OWNER

Stan Brown
Forensic Science NI

Deliver an Effective Justice System

CONTINUED

OBJECTIVE

Modernising and Transforming the Civil and Criminal Justice System



ACTION

- ▶ Develop a work programme, and oversight arrangements, to deliver Civil and Family Justice modernization.
- ▶ Improve handling of serious sexual offence cases through development and delivery of an Action Plan to give effect to the Gillen Report recommendations.
- ▶ Develop and deliver, in partnership with Health, a costed plan to partially commence the Mental Capacity Act (NI) 2016 to establish a Review Tribunal to deal with appeal in Deprivation Of Liberty cases.

OWNER

Stephen Martin
Enabling Access to Justice Division

Brian Grzymek
Criminal Justice Policy
and Legislation Division
&

Glyn Capper
Justice Performance Team

Laurene McAlpine
Civil Justice Policy Division

Deliver an Effective Justice System

CONTINUED

OBJECTIVE

Modernising and Transforming the Civil and Criminal Justice System [continued]

ACTION

- ▶ Refresh Legal Aid Remuneration Structures and Rates.
- ▶ Deliver the Legal Services Agency Transformation Programme.
- ▶ Work in partnership with justice organisations to deliver a range of initiatives to speed up the justice system.
- ▶ Prepare a new Criminal Justice Digital Strategy.
- ▶ Research and develop a justice data strategy.

OWNER

Stephen Martin
Enabling Access to Justice Division

Paul Andrews
Legal Services Agency

Glyn Capper
Justice Performance Team

Deliver an Effective Justice System

CONTINUED

OBJECTIVE

Dealing with the Past

Enabling employers and voluntary organisations to make safer recruitment decisions, especially where roles involve looking after children and vulnerable adults

ACTION

- ▶ Oversee implementation of Legacy Inquest Business Case and establishment of a fully resourced Legacy Inquest Unit to complete outstanding legacy inquests within a six year period.
- ▶ Work with justice agencies to develop a business case scoping the impact of legacy litigation on the justice system and making proposals for addressing the identified funding deficit.
- ▶ Process applications for criminal record checks in line with the Service Level Agreement targets.

OWNER

Brian Grzymek
Criminal Justice Policy
and Legislation Division
&
Peter Luney
NI Courts and Tribunals Service

Brian Grzymek
Criminal Justice Policy
and Legislation Division

Ray Murray
Information Services Division

Deliver an Effective Justice System

CONTINUED

OBJECTIVE

Modernising the NI Prison Service to transform the delivery of services to people in our care



ACTION

- ▶ Deliver year 2 of the NIPS 2020 Continuous Improvement programme.
- ▶ Implement NIPS Estate Strategy including:
 - delivery of Davis House;
 - completion of business cases for the Female Facility at Hydebank; the redevelopment of Magilligan; and a new Visitors Centre at Maghaberry.
- ▶ Rollout of a refreshed transport fleet for PECCS⁷ by July 2019.

OWNER

Austin Treacy
Northern Ireland Prison Service

Ronnie Armour
Northern Ireland Prison Service

7 Prisoner Escorting and Court Custody Service

Deliver an Effective Justice System

CONTINUED

OBJECTIVE

Supporting the Effective Delivery of Front-line Operational Services

ACTION

- ▶ Manage effectively the Departments budget to maximise efficiency, and utilise resources for maximum effectiveness, ensuring underspend of less than 2%, and that funding is prioritized for PfG/NICS Outcomes Delivery Plan initiatives.
- ▶ Effective maintenance and management of⁸:
 - Records and Information Management Systems;
 - Information Assurance mechanisms;
 - Appropriate ICT resources; and
 - the DoJ Estate.
- ▶ Implementation of the actions in DOJ People Plan including to address issues raised in the people survey.

OWNER

Lisa Rocks
Financial Services Division

Ray Murray
Information Services Division

Sinead Simpson
Corporate Engagement and Communications Division

⁸ There are a range of statutory requirements to be met including around Fol, DPA, Environmental Impact, H&S, DDA etc; compliance to be secured, including the Annual Sensitivity Review by PRONI; and accreditations to be achieved, including around ICT systems.

Secure Confidence in the Justice System

OBJECTIVE

**Increasing public confidence
in sentencing process**

**Explaining departmental
priorities to internal and
external stakeholders**

ACTION

- ▶ Complete a major review of sentencing policy in Northern Ireland.
- ▶ Commence implementation of the agreed recommendations, subject to Departmental powers/return of Ministers.
- ▶ Develop and implement communications strategies to change the narrative around the role and purpose of the justice system, including raising awareness of the rehabilitative and innovative work across the Department.
- ▶ Develop and implement a DoJ wide social media strategy.
- ▶ Develop and implement an enhanced internal communication strategy.

OWNER

Brian Grzymek
Criminal Justice Policy and
Legislation Division

Sinead Simpson
Corporate Engagement and
Communications Division

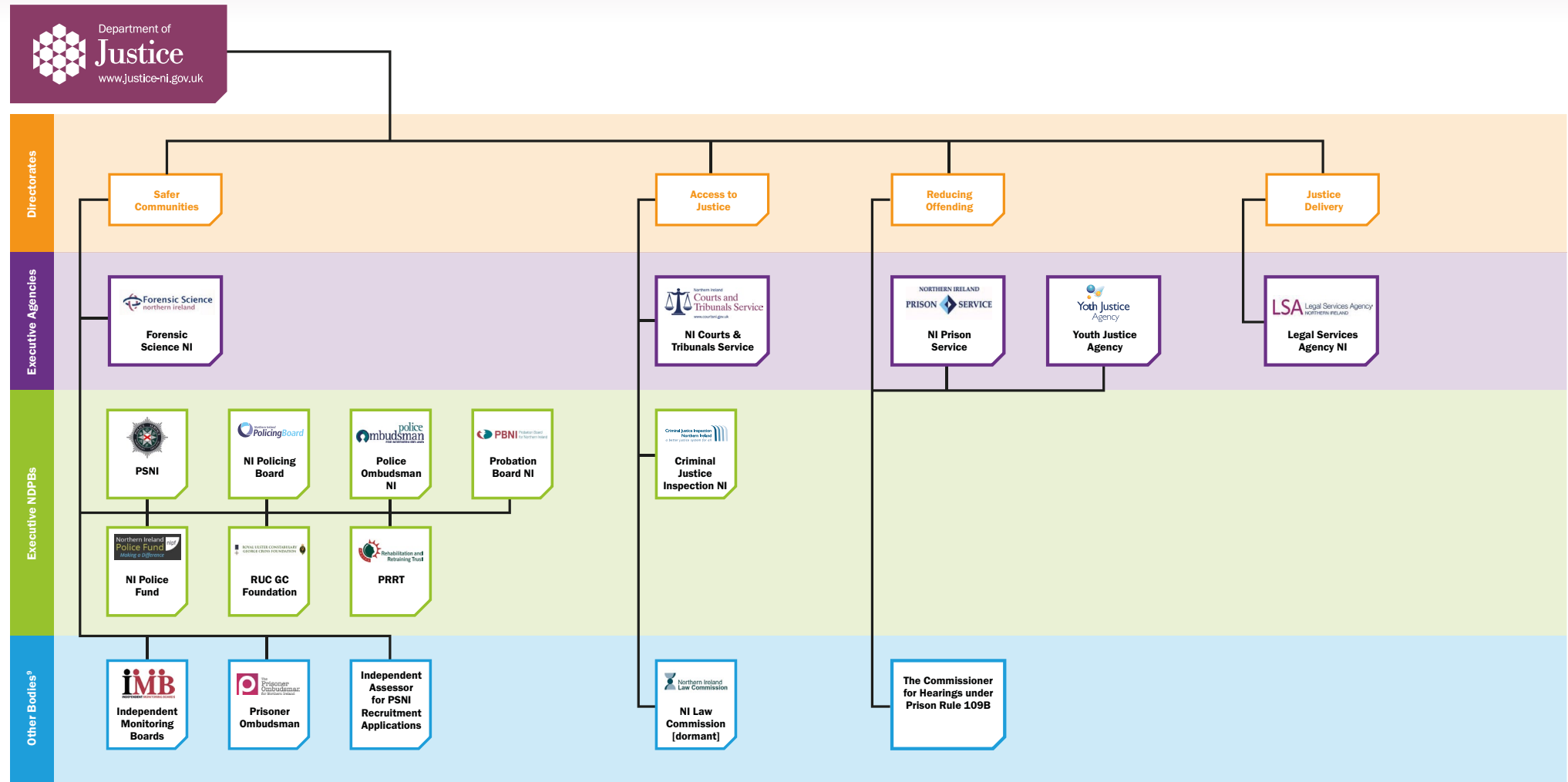
Department of Justice Organisation Chart

Annex B

 <p>Peter May Permanent Secretary Tel: 028 9052 8117</p>	 <p>Deborah Brown Justice Delivery Tel: 028 9052 8107</p>	 <p>David Lavery Access to Justice Tel: 028 90 169611</p>	 <p>Anthony Harbinson Safer Communities/ Tackling Paramilitarism Tel: 028 9052 8112</p>	 <p>Ronnie Armour Reducing Offending & Northern Ireland Prison Service Tel: 028 9052 5147</p>
	 <p>Lisa Rocks Financial Services Tel: 028 9052 0142</p>	 <p>Brian Grzymek Criminal Justice Policy & Legislation/Legacy Tel: 028 9016 9569</p>	 <p>Maura Campbell Policing Policy & Strategy Tel: 028 9052 3355</p>	 <p>Paul Doran Rehabilitation & Reducing Offending Tel: 028 9052 5292</p>
	 <p>Ray Murray Information Services Tel: 028 9052 6265</p>	 <p>Laurene McAlpine Civil Justice Policy & Brexit Legal Aspects Tel: 028 9016 9570</p>	 <p>Katie Taylor Community Safety Tel: 028 9037 8649</p>	 <p>Austin Treacy Prisons Tel: 028 9052 5292</p>
	 <p>Sinead Simpson Corporate Engagement and Communications Tel: 028 9052 3787</p>	 <p>Glyn Capper Justice Performance Tel: 028 9016 9511</p>	 <p>Julie Wilson Protection & Organised Crime Tel: 028 9052 2655</p>	 <p>Declan McGeown Youth Justice Agency Tel: 028 9031 6450</p>
	 <p>Stephen Martin Enabling Access to Justice Tel: 028 9016 3255</p>	 <p>Peter Luney NI Courts & Tribunals Service Tel: 028 9041 2282</p>	 <p>Vacant Brexit Preparedness</p>	
	 <p>Paul Andrews Legal Services Agency Tel: 028 9040 8805</p>	 <p>Mandy Kilpatrick Lord Chief Justice's Office Tel: 028 9072 4614</p>	 <p>Stan Brown Forensic Science NI Tel: 028 9036 1800</p>	
	 <p>Marcella McKnight Legal Services Agency Transformation & Compensation Services Tel: 028 9040 7321</p>		 <p>Cheryl Lamont Probation Board NI Tel: 028 9026 2400</p>	

Overview of Departmental Structure

Annex C



⁹ The “Other Bodies” listed in the diagram are only a few examples of the other bodies sponsored by the Department.



Department of
Justice

www.justice-ni.gov.uk

For more information visit our
website at **www.justice-ni.gov.uk**
or follow us on Twitter **@Justice_NI**