



Department of
Justice

An Roinn Dlí agus Cirt

Máinnystrie O tha Laa

www.justice-ni.gov.uk



**CORPORATE
PLAN 2019-22**

**BUSINESS
PLAN 2020-21**



Contents:

Ministerial Foreword	03
Permanent Secretary's Introduction	04
Our Mission and Priorities	06
How we will know if we are making a difference	08
Why these priorities are important to us	09
Overview of the Department	12
Our Operating Environment	13
Our Values	16
Our People	17
Annex A - Response to Covid 19	19
Annex B - Business Plan 2020/21	21
Annex C - Organisation Chart	40
Annex D - Departmental Structure	41

MINISTERIAL FOREWORD

I am delighted to present the Department of Justice Business Plan for 2020-21, which not only encompasses my priorities for the duration of the current Assembly mandate but also sets out proposals for responding to the Covid-19 pandemic.

The world has changed significantly since my appointment as Minister of Justice in January 2020. No-one could have anticipated the impact of the outbreak of the Covid-19 pandemic and the extent to which the lockdown which commenced in March would impact on all our lives.

Covid-19 had an immediate impact on the ability of the Department to continue to maintain essential services, ensure that those in our care were protected whilst public safety was preserved. I am very grateful for the efforts and response of staff across the

Department, Agencies and all our partners for a rapid and positive contribution during such unusual and unprecedented times.

Covid-19 has largely influenced the plans for this financial year. In the current recovery stage, with the potential for further waves of the pandemic, the aim is to manage a gradual return to more normal levels of operation. At the same time, it will be important to maximise the innovative ways of working that were introduced in response to the pandemic and to ensure that the criminal justice system recovers in a coordinated way.

Whilst the response to Covid-19 is my main priority, I am determined to move forward with my policy agenda and the plan sets out more detail on my legislative and policy priorities. As one example, the Domestic Abuse Bill is currently being scrutinised by the Assembly.

This year, perhaps more than any other, will be extremely challenging for all of us. But I believe that together, we can continue to deliver priority initiatives, whilst the Department and society as a whole recovers from this pandemic. I would like to express my thanks for the work and dedication of staff that I have witnessed since my appointment and I know that will continue.

NAOMI LONG MLA
Minister for Justice



PERMANENT SECRETARY'S INTRODUCTION

The Department of Justice Business Plan for 2020/21, the second year of our three-year Corporate Plan, has been developed against a very challenging context. Most obviously, the Covid-19 pandemic has had a profound effect on everyone's everyday lives as well as creating significant challenges in terms of the services we deliver and the work we do.

In response to the pandemic, the Department has introduced significant measures to protect our employees, the people in our care and the service users across the Justice sector. It is a measure of the dedication, innovation and commitment of the people who work for the Department that we have been able to continue to deliver all essential services throughout the pandemic.

In many cases, we have had to change how we operate, with people working from home where that is possible as well as using technology more widely to deliver services. A key focus for

this year will be to respond to the immediate challenges caused by the pandemic and to put in place measures to enable us to deliver our full range of services and address outstanding problems. Alongside that, we want to ensure that we incorporate the best of the innovations we have introduced.

A key part of our planning is to recognise the risk of a second wave of the pandemic later in the year and so we are consciously learning lessons from our initial response to enable us to meet any challenges in that regard. The second key priority for this plan is to meet the policy agenda set by the new Minister.

The plan also recognises the work done across the Department in improving and maintaining the working of the Justice system and the delivery of services to citizens. We recognise that this year's plan will need to be more flexible than would normally be the case given the manifest uncertainties resulting from the

pandemic. As such, we will keep progress against the plan under careful review and where necessary make adjustments.

While this year will be uniquely challenging, I have been hugely impressed by the commitment and innovation shown to date and that gives me confidence that we can deliver against the Minister's priorities, respond to the pandemic and continue to deliver for citizens.

Thank you.

PETER MAY
Permanent Secretary



OUR MISSION

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



**An Effective
Justice
System**



**Rehabilitation
and
Reoffending**



**Harm and
Vulnerability**



**Safe and
Resilient
Communities**



**Confidence
in the Justice
System**



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.

In last year's corporate plan we identified a number of priorities which remain extant. This financial year, however, will be particularly challenging as responding to the Covid-19 pandemic will be a priority area of focus.

Further detail on how we plan to respond to and recover from the Covid-19 pandemic is included in Annex A.

OUR PRIORITIES EXPLAINED

1 SUPPORT SAFE AND RESILIENT COMMUNITIES

We will work with our partners to help build safe and resilient communities and reduce the vulnerability of individuals to becoming a potential victim and/or offender. We will empower communities, businesses and individuals to protect themselves from becoming a victim of crime, and will provide support where people do become victims of crime. We will also work with within a multi-agency partnership model to provide for and link strategic and operational responses to cross-cutting community safety issues, and will address criminality and coercive control within our communities through proactive collaboration and local problem solving.

2 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

3

**CHALLENGE OFFENDING
BEHAVIOURS AND SUPPORT
REHABILITATION**

We will work with people who offend to challenge their behavior 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 integration back into society.

4

**DELIVER AN EFFECTIVE
JUSTICE SYSTEM**

We will lead work to make our justice system faster and more effective, and more 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.

5

**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 2020/21 is included in **Annex B**.*

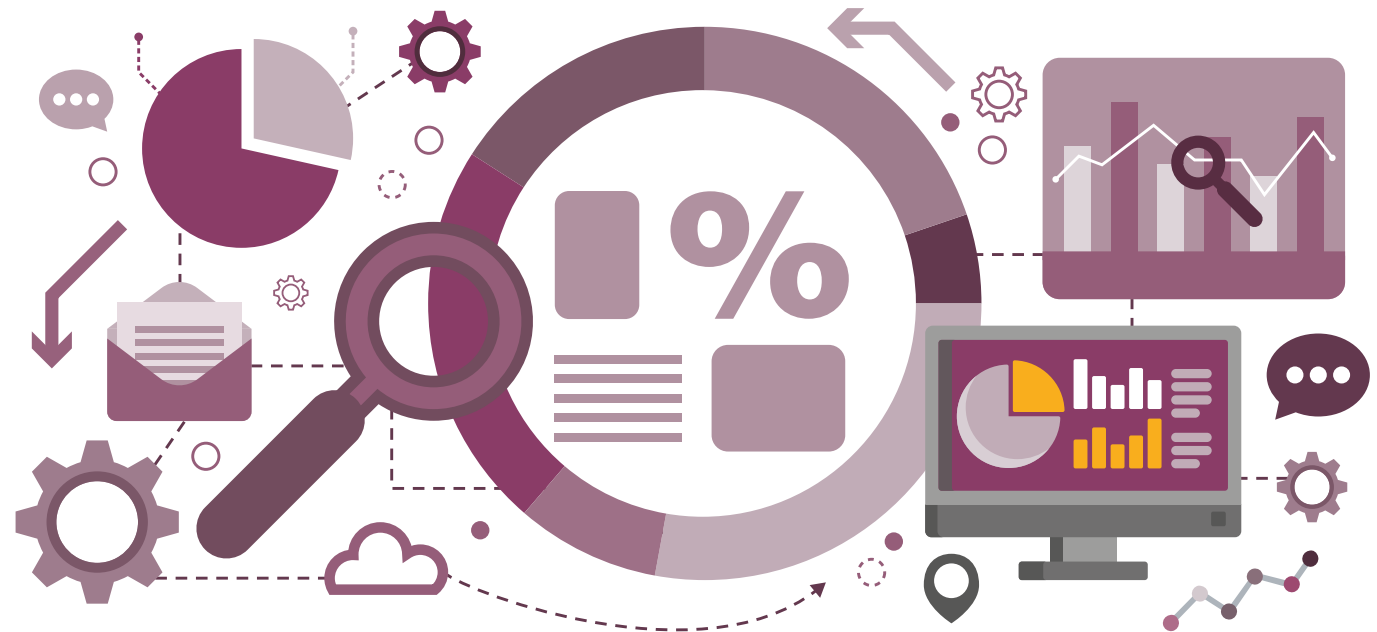
How we will know if we are making a difference

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

We will also 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 rate
- ▶ **an effective justice system**, measured by the average time taken to complete criminal cases

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



Why these priorities are important to us?

The evidence shows that Northern Ireland is a relatively safe place to live. Recorded crime rates have moved in a generally downward direction between 2002/03 and 2016/17, falling by nearly 30 percent². There have been some increases over the last three years but the level recorded in 2019/20 is 23 percent lower than the peak in 2002/03. Yet some people and places are disproportionately affected by crime.

The collaborative working enshrined in the NICS Outcomes Delivery Plan presents a unique opportunity for collective ownership of reducing crime across and beyond Government. There is scope 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 living with a culture of unlawfulness and coercive control can have on communities and the importance of living in communities where we have confidence in the rule of law, and respect 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.



2 <https://www.psnl.police.uk/globalassets/inside-the-psnl/our-statistics/police-recorded-crime-statistics/2020/march/crime-bulletin-mar20.pdf>

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.

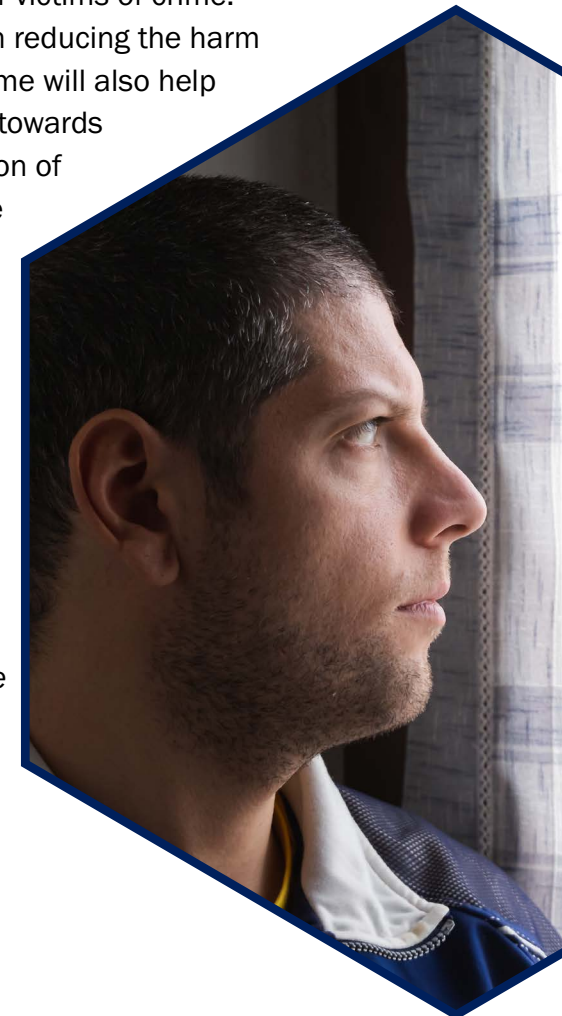


There is much work for the criminal justice system in protecting the public and responding to crime when it occurs, and there is equally a need for us to work with our partners to **support our communities to be safe and resilient.**

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*".





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 reoffending 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 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 behavior. 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 communities, with our partners and stakeholders to explain, and build 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 supports the Minister of Justice 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 NDPBs/bodies affiliated with policing and justice.

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

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

COVID-19

Delivering on the five departmental priorities identified in our three-year corporate plan to achieve our mission remains the key focus for the Department. However, Covid-19 has already had a significant impact on the wider justice system and priorities in the 2020/21 business plan take account of managing this recovery and returning to normal business over time.

Significant changes have already been required to working practices across the department. Operational areas such as the Northern Ireland Prison Service and the Youth Justice Agency have had to adapt regimes and operating practices to reduce risk and keep everyone safe. Courts' business was greatly reduced as the courts system moved to a reduced operating model only dealing with essential hearings and making the most of IT to deliver business. Staff in non-operational

areas have been required to work largely from home to ensure compliance with the lockdown restrictions, so that essential departmental business could continue.

Innovative solutions have been found to ensure that business has been able to continue. The Department's Information Services Division has played a key role through the provision of IT equipment to support remote working, maintaining the

**WE ALL
MUST DO IT
TO GET
THROUGH IT**



STAY SAFE



SAVE LIVES

IT infrastructure, and providing additional telephone and video conference capacity to support a range of virtual meetings to deliver business.

While a lot of these changes have been introduced out of necessity, a number of positives have emerged and the aim is capture those innovations and new opportunities to deliver better, more efficient public services going forward.

While also planning for recovery of the justice system, the Department is also preparing for any second wave of Covid-19 emerging.

Business continuity procedures have been reviewed with lessons learned from the initial response captured to ensure a more effective emergency response should a second wave occur.

Central to everything during the Department's response to Covid-19 has been our people. We recognise the additional pressures that staff have faced working in changed regimes, working from home or redeployed to priority areas. We will continue to work closely with line managers, NICS HR and Union representatives to ensure the health and wellbeing of our staff is maintained.

EU Exit

Another important aspect of the operating environment for this financial year is preparations for the EU exit transition date on 31 December 2020. This includes assessing the implications of the NI Protocol and the Department will continue to work with justice agencies and other government departments to develop plans for a smooth transition.



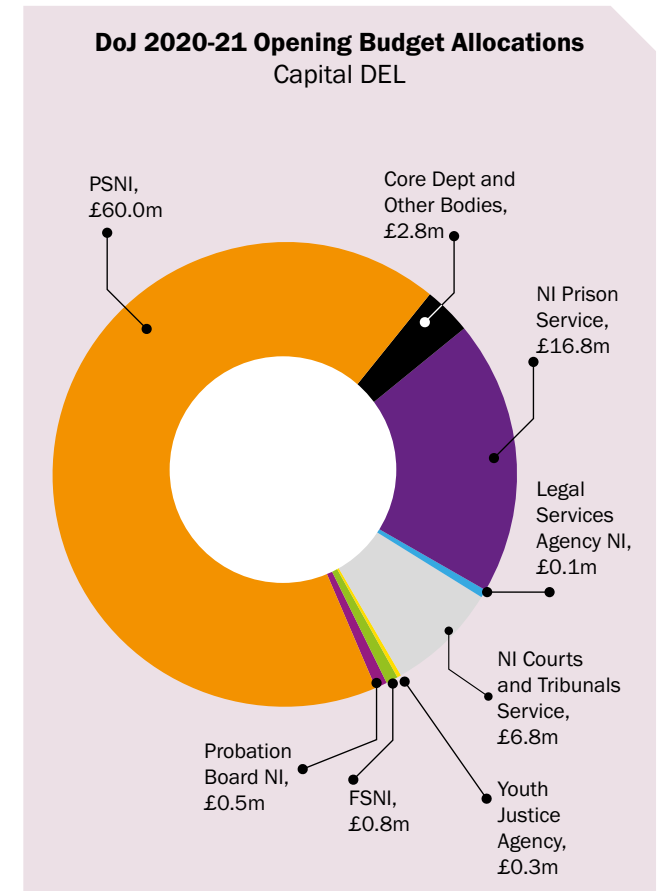
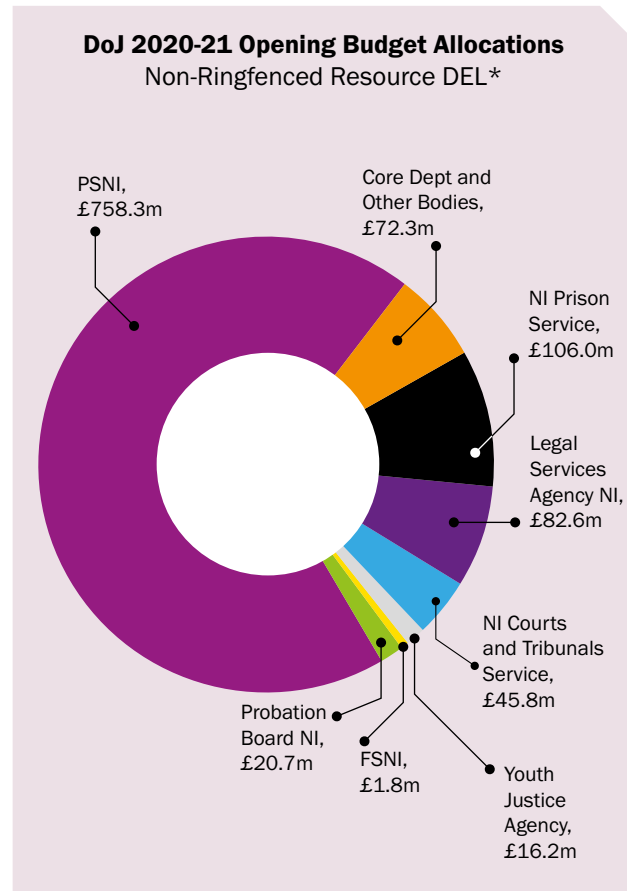
Our Budget

The opening budget outcome for the Department for 2020-21 is £1,111.2m non-ringfenced resource DEL and £88.1m capital DEL.

The non-ringfenced resource budget is inclusive of £10.7m for EU Exit funding, £29.7m for PSNI Security Funding, £5m for Legacy Costs and a general baseline allocation of £22.5m.

Funding for COVID-19 pressures is not included in the opening budget figures. The Department has been informed of an initial COVID-19 budget allocation of £12.4m for priorities across the Department, and work is ongoing to manage the implications of COVID-19 on the Department's financial position.

Detail on the opening budget allocations are shown opposite;



*Budget Allocations are net of income and exclude funding held centrally in DoJ for Legacy Inquests and Gillen Review.

Our Values

All of us within the Department seek to uphold the NICS values² of;

- ▶ Integrity;
- ▶ Honesty;
- ▶ Objectivity; and,
- ▶ Impartiality.

We 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.

² <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 the 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 solid working relationships with Trade Union representatives across the core Department and its agencies, the Department

has a strong Staff Engagement Forum which has plays a key role in developing the DoJ People Plan.

People Plan

The purpose of the People Plan is to develop staff to ensure they reach their full potential. We will continue to work with everyone in the Department, 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. The response to Covid-19 requires a focus on staff wellbeing initiatives and internal communications during a period of uncertainty. We remain committed, however, to retain a focus on leadership development at all levels and on personal and organisational development.





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Justice

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BUSINESS PLAN 2020-21

Departmental Response to Covid-19

Annex A

Objective	Action	Target Date	Owner
To ensure that statutory services can be maintained during Covid-19.	Develop a recovery plan that supports the safe working of staff within the DoJ in line with social distancing guidelines where appropriate, supports delivery of key services.	Summer 2020	Deborah Brown Justice Delivery Directorate
To ensure Departmental Continuity can be maintained.	Develop a Departmental Business Continuity Plan that takes lessons boards learnt from the Departments response to Covid-19.	September 2020	John Napier Information Services Division
To ensure an effective emergency response capability	Implement effective emergency preparedness planning to ensure an appropriate response capability for critical threats including development of a Strategic Plan for Excess Deaths and Mass Fatalities.	September 2020	Cathy Galway, Protection and Organised Crime Division
To ensure the safe operation of custodial environments	Review and adapt prison operating regimes in light of public health advice and changes to the situation with Covid-19	March 2021	Ronnie Armour Northern Ireland Prison Service
To ensure access to justice can be maintained while protecting the safety of all users.	As part of the wider approach to recovery of the justice system in conjunction with the Office of the Lord Chief Justice (OLCJ) develop and implement a plan for recovery of Courts and Tribunals business in response to Covid-19 and taking account of public health advice.	Autumn 2020	Peter Luney NI Courts and Tribunal Service/ Mandy Kilpatrick, OLCJ

Departmental Response to Covid-19

Annex A

Objective	Action	Target Date	Owner
Recovery of the Criminal Justice System from Covid-19	Develop and implement a plan for recovery of the criminal justice system in response to Covid-19 to ensure that the system recovers in a coordinated way and retains the benefits of new practices that have been implemented.	Autumn 2020	Glyn Capper Justice Performance Team
To ensure that learning and new innovations informs and shapes delivery of the Department's business.	Develop a DoJ Innovation Plan that will support longer-term improvements in service delivery, building on technology developments and new ways of working developed in response to Covid-19.	Autumn 2020	Stephen Martin Enabling Access to Justice Division
To ensure prompt payment of legal aid to support a sustainable supplier base.	Review the interim payment scheme to the legal profession, advise on the continuing need for the scheme, and put in place continuing measures as necessary.	July 2020	Paul Andrews Legal Services Agency
To build capacity and confidence of staff.	Implement actions within the DoJ People Plan that promote leadership and support learning & development.	March 2021	David Lennox Corporate Engagement and Communications Division

Business Plan 2020-21

Annex B

Support Safe and Resilient Communities

OBJECTIVE	ACTION	TARGET DATE	OWNER
<p>Tackling paramilitarism, criminality and organised crime</p>	<p>Delivery of the Department’s commitments in the Executive’s Action Plan on Tackling Paramilitarism including programme management of the Action Plan and developing proposals for the extension of the Programme to March 2024.</p>	<p>March 2021</p>	<p>Julie Harrison Safer Communities Directorate</p>
	<p>Following consultation, publish a new Northern Ireland Organised Crime Strategy and develop legislative proposals for new offences to tackle organised crime.</p>	<p>March 2021</p>	<p>Cathy Galway Protection and Organised Crime Division</p>
	<p>Commence relevant NI provisions of the Criminal Finances Act 2017 and develop associated Codes of Practice.</p>	<p>December 2020</p>	<p>Cathy Galway Protection and Organised Crime Division</p>
	<p>Develop mechanisms to understand the impact and co-ordinate the organised crime response to EU exit transition.</p>	<p>March 2021</p>	<p>Cathy Galway Protection and Organised Crime Division</p>

Support Safe and Resilient Communities contd

OBJECTIVE

**Improving
community
relations
through
removal of
Interface
structures**

ACTION

Continue to engage with communities to:

- ▶ agree and install aftercare measures to complement 3 interface reduction and removal schemes.
- ▶ remove 3 interface structures with 1 further structure removed through reclassification for non-security purposes
- ▶ complete 1 scheme to reduce an existing interface structure.
- ▶ achieve sufficient community consensus to replace/reconfigure 2 interface gate structures to increase pedestrian and vehicular access
- ▶ achieve sufficient community consensus to extend the opening times of 10 pedestrian and/or vehicular access gates at interface locations.

TARGET DATE

March 2021

OWNER

Katie Taylor
Community Safety Division

Support Safe and Resilient Communities contd

OBJECTIVE	ACTION	TARGET DATE	OWNER
<p>Providing effective public protection arrangements to monitor all offenders while on license</p>	<p>Complete market engagement exercise, agree Statement of Requirements and launch procurement competition for a new electronic monitoring contract.</p>	<p>March 2021</p>	<p>Katie Taylor Community Safety Division</p>
	<p>Enhance the arrangements for managing terrorist related offenders in the community by testing a prototype risk assessment tool to underpin delivery model to implement enhanced arrangements.</p>	<p>March 2021</p>	<p>Katie Taylor Community Safety Division</p>
<p>Support Safe and Resilient Communities through collaborative working</p>	<p>Establish a Community Safety Board aimed at linking the strategic and operational response to community safety issues and establishing mechanisms for partners to highlight community safety issues and agree collective action. Strengthen existing mechanisms by further improving the effectiveness and connectivity of Policing and Community Safety Partnerships.</p>	<p>December 2020</p>	<p>Katie Taylor Community Safety Division</p>

Address Harm and Vulnerability

OBJECTIVE

To support the Victims' Payments Board when established to carry out its functions effectively.

ACTION

Develop administrative functions for the Victims' Payments Board, on the Board's behalf, to support administration of the Troubles Permanent Disablement Payment Scheme (Victims' Payments Scheme).

TARGET DATE

March 2021

OWNER

David Lennox
Corporate Engagement &
Communications Division

Address Harm and Vulnerability contd

OBJECTIVE	ACTION	TARGET DATE	OWNER
<p>Protecting communities, businesses and individuals from the harm caused by crime, organised crime and Domestic Violence and Abuse</p>	<p>Establish a Domestic Homicide Review seeking opportunities for learning from cases of homicide resulting from domestic violence and abuse.</p>	<p>December 2020</p>	<p>Katie Taylor Community Safety Division</p>
	<p>Pass a Domestic Abuse Bill through the Northern Ireland Assembly to create a Domestic Abuse offence for Northern Ireland.</p>	<p>March 2021</p>	<p>Katie Taylor Community Safety Division</p>
	<p>Introduce a new Stalking Bill to the NI Assembly that includes provisions for a new offence of stalking and Stalking Prevention Orders in NI.</p>	<p>Autumn 2020</p>	<p>Brian Grzymek Criminal Justice Policy and Legislation Division</p>
	<p>Legislate to prevent the cross examination of victims of domestic abuse in family courts by perpetrators.</p>	<p>March 2021</p>	<p>Laurene McAlpine Civil Justice Policy Division</p>
	<p>Progress a procurement tender exercise to secure a service provider to operate a new advocacy support service for victims of domestic and sexual violence and/or abuse, with completion of implementation plans (for implementation in 2021-22).</p>	<p>March 2021</p>	<p>Katie Taylor Community Safety Division</p>
	<p>Develop a three year action plan for Victims and Witnesses.</p>	<p>October 2020</p>	<p>Linda Hamilton Gillen Review Implementation and EU Exit</p>
	<p>Finalise a multi-agency Implementation Plan for delivery of the Gillen recommendations to support transformation of the criminal justice system for victims of sexual offences.</p>	<p>June 2020</p>	<p>Linda Hamilton Gillen Review Implementation and EU Exit</p>

Address Harm and Vulnerability contd

OBJECTIVE

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

ACTION

Establish a Working Group and scope best options to deliver a model to akin to the “Barnahus” concept appropriate for Northern Ireland to provide children with access to justice whilst avoiding re-traumatisation including the setting up of a working group.

Commence work to develop Departmental response and an action plan for relevant recommendations of the review of Hate Crime Legislation (due to be received by the Department 30 November 2020).

TARGET DATE

September 2020

March 2021

OWNER

Linda Hamilton
Gillen Review Implementation and EU Exit

Katie Taylor
Community Safety Division

Address Harm and Vulnerability contd

OBJECTIVE	ACTION	TARGET DATE	OWNER
<p>Maintain the safety and wellbeing of people in our care</p>	<p>Deliver a new Drugs Strategy and Action Plan within the NI Prison Service including scoping the potential for a pilot Drugs Recovery Unit in Maghaberry and implementation of a supply reduction infrastructure at each prison establishment.</p>	<p>March 2021</p>	<p>Austin Treacy Northern Ireland Prison Service</p>
	<p>Supporting “at risk” people in our care by embedding the SPAR Evolution (Supporting Prisoners At Risk) programme across the organisation, conducting an evaluation of the programme and enhancing provision to support early intervention mental wellbeing.</p> <p>Work across government to further develop and implement actions in support of improved health (including mental health) within the justice system including:</p>	<p>March 2021</p>	<p>Austin Treacy Northern Ireland Prison Service</p>
	<ul style="list-style-type: none"> ▶ The implementation of recommendations within NIAO Mental Health in the Criminal Justice System to be completed; ▶ The implementation of the joint DoH/DoJ Improving Health within Justice strategy and action plan; ▶ The progression of initiatives within the Executive Mental Wellbeing, Resilience and Suicide Prevention Working Group and DoH led Mental Health Strategy. 	<p>March 2021</p>	<p>Ronnie Armour Northern Ireland Prison Service</p>

Challenge Offending Behaviours and Support Rehabilitation

OBJECTIVE	ACTION	TARGET DATE	OWNER
<p>Caring for children in a safe, secure, therapeutic, child-centred environment</p>	<p>In conjunction with the Department of Health, complete a public consultation on co-produced service design proposals for a new Care and Justice Campus to support those vulnerable children with complex needs and analyse consultation responses to refine the Campus design proposals in preparation for implementation.</p>	<p>December 2020</p>	<p>Declan McGeown Youth Justice Agency</p>
<p>To ensure a coherent approach to early intervention through the development and coordination of criminal justice partners' early intervention policies and practices</p>	<p>Develop a strategic Departmental approach to Early Intervention that includes extending a Children's Diversion Forum, working collaboratively with other statutory agencies, to co-ordinate the best approach in helping children avoid entry into the formal justice system.</p>	<p>December 2020</p>	<p>Declan McGeown Youth Justice Agency</p>
<p>Improving outcome for individuals by helping them address the root cause of offending behaviour and reduce the rate of offending</p>	<p>Continued delivery of a range of Problem Solving Justice pilots including: Support Hubs; Motorcycle Awareness Programme; Domestic Abuse Behavioural Change Programme (Health Trust Based); Substance Misuse Court; and Enhanced Combination Orders and complete evaluations in line with the Problem Solving Justice 5 Year Strategic Plan.</p>	<p>March 2021</p>	<p>Glyn Capper Justice Performance Team</p>

Challenge Offending Behaviours and Support Rehabilitation contd

OBJECTIVE	ACTION	TARGET DATE	OWNER
<p>Improving outcomes for people in our care through enhancing opportunities to address individual needs</p> <p>Development of an Adult Restorative Justice Strategy</p>	<p>Review and make recommendations for focused pathways aimed at improving outcomes for specific groups of prisoners including: short-sentence prisoners, foreign nationals, older persons and female prisoners and implement all accepted recommendations.</p>	<p>March 2021</p>	<p>Paul Doran Northern Ireland Prison Service</p>
	<p>Launch a consultation on a justice-wide strategy to support and challenge women (and girls) in contact with the justice system.</p>	<p>Autumn 2020</p>	<p>Paul Doran Northern Ireland Prison Service</p>
	<p>Complete a consultation on the Adult Restorative Justice Strategy and publish an Action Plan and implementation timeframe.</p>	<p>March 2021</p>	<p>Paul Doran Northern Ireland Prison Service</p>

Deliver an Effective Justice System

OBJECTIVE Ensuring effective future relations with the EU	ACTION Prepare Northern Ireland's criminal justice system and partners for the end of the transition period including policy advice to inform UKG negotiating position, ensure readiness of the criminal justice system, and prepare for a range of negotiated and non-negotiated outcome scenarios.	TARGET DATE March 2021	OWNER Linda Hamilton Gillen Review Implementation and EU Exit
Ensuring effective civil and family justice arrangements with EU	Ensure legislation is in place to facilitate litigation of civil and family disputes with parties in EU states.	March 2021	Laurene McAlpine Civil Justice Policy Division
Transforming delivery of the NI Courts and Tribunals Service	Review the NICTS Estate in advance of a consultation on an Overall Estates Strategy in 2021 by carrying out building condition and functionality surveys and pre-consultation engagement, taking account of public health advice and implications of Covid-19.	March 2021	Peter Luney NI Courts and Tribunal Service

Deliver an Effective Justice System contd

OBJECTIVE	ACTION	TARGET DATE	OWNER
<p>Modernising and Transforming the Civil and Criminal Justice System</p>	<p>Continued Delivery of the Legal Services Agency Transformation Programme including:</p> <ul style="list-style-type: none"> ▶ A review of the Processes, Governance and Structures in Legal Services Agency Northern Ireland; and ▶ Progressing a case closure project to support provisions model. 	<p>March 2021</p>	<p>Paul Andrews Legal Services Agency</p>
	<p>Continue implementation of recommendations from the Gillen review of civil and family justice and the Access to Justice Reviews including:</p> <ul style="list-style-type: none"> ▶ Initiate a consultation on a strategic framework for Enabling Access to Justice drawing on the key principles of the Gillen and Access to Justice Reviews; ▶ Launch a private family law action plan in conjunction with the Department of Health ; ▶ Consult on introducing registered intermediaries in civil and family courts; and ▶ Initiate procurement of a pilot separating parent’s education programme. 	<p>March 2021</p>	<p>Stephen Martin Enabling Access to Justice Division</p>

Deliver an Effective Justice System contd

OBJECTIVE	ACTION	TARGET DATE	OWNER
<p>Modernising and Transforming the Civil and Criminal Justice System contd</p>	<p>Continued Delivery of the Legal Services Agency Transformation Programme including:</p> <ul style="list-style-type: none"> ▶ A review of the Processes, Governance and Structures in Legal Services Agency Northern Ireland; and ▶ Progressing a case closure project to support provisions model. 	<p>March 2021</p>	<p>Paul Andrews Legal Services Agency</p>
	<p>Continue implementation of recommendations from the Gillen review of civil and family justice and the Access to Justice Reviews including:</p> <ul style="list-style-type: none"> ▶ Initiate a consultation on a strategic framework for Enabling Access to Justice drawing on the key principles of the Gillen and Access to Justice Reviews; ▶ Launch a private family law action plan in conjunction with the Department of Health; ▶ Consult on introducing registered intermediaries in civil and family courts; and ▶ Initiate procurement of a pilot separating parent's education programme. 	<p>March 2021</p>	<p>Stephen Martin Enabling Access to Justice Division</p>

Deliver an Effective Justice System contd

OBJECTIVE	ACTION	TARGET DATE	OWNER
<p>Modernising and Transforming the Civil and Criminal Justice System contd</p>	<p>Continue with the reform of Legal Aid including:</p> <ul style="list-style-type: none"> ▶ launch of a 12 month pilot to test the use of standard legal aid fees and a more streamlined process for appointing expert witnesses in the Family Proceedings Court ▶ Complete pre-consultation on the introduction of standard legal aid fees in the most common family law cases ▶ Initiate pre-consultation on options for replacing the current system of taxation in civil legal aid ▶ Prepare draft legislation on a statutory registration scheme and initiate pre-consultation. 	<p>March 2021</p>	<p>Stephen Martin Enabling Access to Justice Division</p>
	<p>Launch a consultation on a new framework for the Statutory Discount Rate for calculating the levels of compensation in personal injury cases and implement required legislative changes by March 2021.</p>	<p>March 2021</p>	<p>Laurene McAlpine Civil Justice Policy Division</p>
	<p>Launch consultations on:</p> <ul style="list-style-type: none"> ▶ legislation regarding the settlement of civil claims by minors; and ▶ increasing the financial jurisdiction of the county courts. 	<p>December 2020</p>	<p>Laurene McAlpine Civil Justice Policy Division</p>

Deliver an Effective Justice System contd

OBJECTIVE

**Dealing with
the Past**

ACTION

When there is political agreement on the way forward, necessary actions will be put in place to facilitate implementation of any aspects falling to the Department of Justice.

Provide administrative support to the HIA Redress Board and process payments within agreed target dates.

TARGET DATE

March 2021

March 2021

OWNER

Maura Campbell
Policing Policy
and Strategy

Peter Luney
NI Courts and
Tribunal Service



Deliver an Effective Justice System contd

OBJECTIVE	ACTION	TARGET DATE	OWNER
Modernising the NI Prison to transform the delivery of services to people in our care	Progress delivery of the NIPS Estates Strategy through the completion of Outline Business Cases and submission to the DOJ for a new female facility 2020 and new Visitors Centre at Maghaberry that takes account of Covid-19 implications.	December 2020	Austin Treacy Northern Ireland Prison Service
	Deliver year 3 of the Prisons 2020 Continuous Improvement Programme by including harnessing new opportunities emerging from the emergency response to Covid-19.	March 2021	Ronnie Armour Northern Ireland Prison Service
Supporting the Effective Delivery of Front-line Operational Services	Undertake a review of the support available to former Prison Officers and report findings and recommendations.	October 2020	Ronnie Armour Northern Ireland Prison Service
	Support PSNI in bringing forward Business Cases for transformational change through increasing police officer numbers, estates modernisation and digital technology.	March 2021	Maura Campbell Policing Policy and Strategy
	Conduct a stocktake of policing oversight arrangements through engagement with delivery partners and other key stakeholders.	March 2021	Maura Campbell Policing Policy and Strategy
	Launch a consultation on a statutory increase to the County Court jurisdiction.	Sept 2020	Laurene McAlpine Civil Justice Policy Division

Deliver an Effective Justice System contd

OBJECTIVE	ACTION	TARGET DATE	OWNER
<p>Promote Sustainability and reduction of carbon footprint</p>	<p>Promotion and management of the sustainability agenda and carbon reduction across the DoJ including developing an appropriate DoJ Sustainability Strategy, establish a collective sustainability management structure and produce a corporate sustainability action plan.</p>	<p>March 2021</p>	<p>John Napier Information Services Division</p>
<p>Providing scientific expertise in partnership and supporting the Justice System</p>	<p>To develop FSNI's Forensic Science Services to meet the needs of all customers and stakeholders and support delivery of an updated NI Forensic Services Strategy with PSNI and the Forensic Services Leadership Board.</p>	<p>March 2021</p>	<p>Gillian Morton Forensic Science NI</p>
<p>Enabling employers and voluntary organisations to make safer recruitment decisions, especially where roles involve looking after children and vulnerable adults</p>	<p>Process application for criminal record checks in line with the Service Level Agreement and published targets.</p>	<p>March 2021</p>	<p>John Napier Information Services Division</p>

Deliver an Effective Justice System contd

OBJECTIVE Supporting the Effective Delivery of Justice, through prioritisation of funding to PfG, Modernisation and Frontline Operational Services	ACTION Manage effectively the Department's budget to maximise efficiency, and utilise resources for maximum effectiveness, ensuring underspend of less than 2%, and that funding is prioritised for PfG/NICS Outcomes Delivery Plan initiatives.	TARGET DATE March 2021	OWNER Lisa Rocks Financial Services Division
Reduction in legal aid fraud and error	To enhance systems to detect and prevent fraud and error within the legal aid system to support reduction in the fraud and error level.	March 2021	Paul Andrews Legal Services Agency

Secure Confidence in the Justice System contd

OBJECTIVE	ACTION	TARGET DATE	OWNER
<p>Increasing public confidence in sentencing process</p>	<p>Report on the findings of the public consultation of sentencing policy in Northern Ireland and develop an Action Plan in response.</p>	<p>Autumn 2020</p>	<p>Brian Grzymek Criminal Justice Policy and Legislation Division</p>
<p>Reform of the Criminal Justice System</p>	<p>To continue to reform the criminal justice system by:</p> <ul style="list-style-type: none"> ▶ Introduce a Committal Reform Bill to the NI Assembly. ▶ Review options to roll out the use of the Indictable Cases Process (ICP). ▶ Hold two series of Crown Court Cases Performance Groups across 4 court regions. ▶ Complete research and analysis into summons process issues in the Crown Court and magistrates' court. ▶ Complete an interim evaluation of the role of Case Progression Officers. 	<p>Autumn 2020</p> <p>Autumn 2020</p> <p>March 2021</p> <p>Autumn 2020</p> <p>March 2021</p>	<p>Glyn Capper Justice Performance Team</p>

Secure Confidence in the Justice System

OBJECTIVE	ACTION	TARGET DATE	OWNER
<p>Explaining departmental priorities to internal and external stakeholders</p>	<p>Develop and promote mechanisms for increasing staff engagement including a focus on enhancing internal communications, particularly in response to Covid-19.</p>	<p>March 2021</p>	<p>David Lennox Corporate Engagement and Communications Division</p>
	<p>Continue implementation of the DoJ wide social media strategy that highlights the role and purpose of the Department and its delivery agents to external stakeholders, with a focus on promoting the rehabilitative and innovative work.</p>	<p>March 2021</p>	<p>David Lennox Corporate Engagement and Communications Division</p>

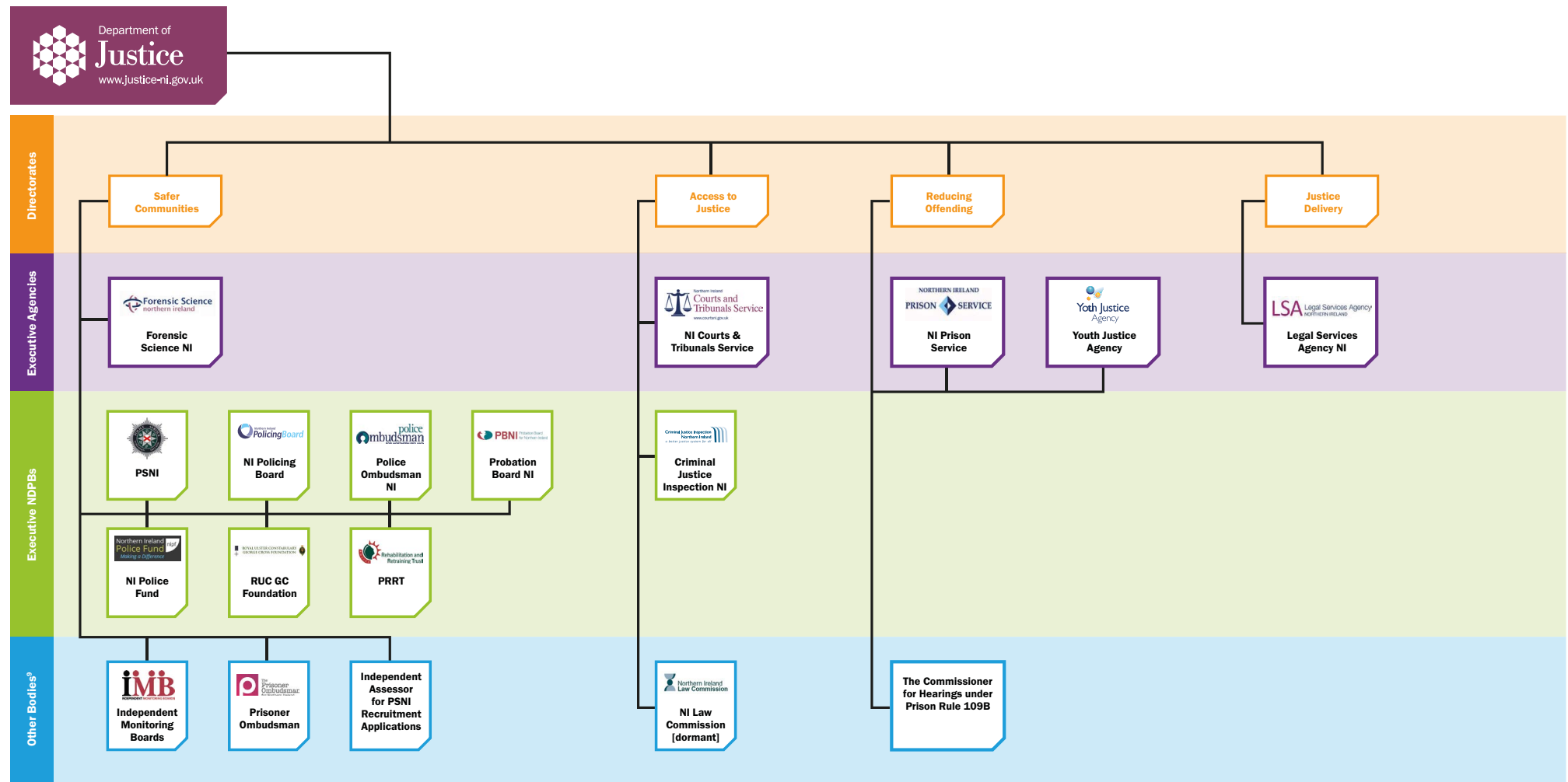
Department of Justice Organisation Chart

Annex C



Overview of Departmental Structure

Annex D





Department of
Justice

An Roinn Dlí agus Cirt

Männystrie O tha Laa

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