



Department of
Justice

An Roinn Dlí agus Cirt

Mánnystrie O tha Laa

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**CORPORATE
PLAN 2019-22**

**BUSINESS
PLAN 2021-22**

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MINISTERIAL FOREWORD

I am delighted to present the Department of Justice Business Plan for 2021-22, the second annual plan since my appointment as Minister of Justice. This plan builds on the progress made to date implementing my priorities, and sets the direction for the remainder of the current Assembly mandate.

The last year has been extremely challenging for us all; the Covid-19 pandemic and the associated lockdowns impacted across our entire society. In response, the Department has focused both on maintaining its essential services and on recovery of the justice system from the impacts of the pandemic. I want to pay tribute to everyone in the Department, in the wider Justice system and in our partner organisations for the efforts they have made over such a sustained period.

Covid-19 continues to influence the Department's plans for this financial year. There remains an important aim of returning to more normal levels of operation over time, but we need to be mindful of any continuing impact of the pandemic. The response to the pandemic also identified a number of innovative ways to deliver business and these will continue to be embedded within future planning.

Whilst the continued response to Covid-19 remains a key focus, I am greatly encouraged with the continuing progress towards my policy agenda. The plan for 2021/22 sets out my policy priorities and an ambitious legislative programme will plan to deliver a number of important new legal changes to improve the experience of victims and to improve the working of the Justice system in a range of ways.

The year ahead remains uncertain, and will continue to be an extremely challenging one for all of us. However, since my appointment as Justice Minister, I have been greatly impressed by the work and dedication of staff across the Department, and for that I am extremely grateful. I look forward to the continued progression and delivery of the Department's priority initiatives in the year ahead.

NAOMI LONG MLA
Minister for Justice



PERMANENT SECRETARY'S INTRODUCTION

The Department of Justice Business Plan for 2021/22, the final year of our three-year Corporate Plan, has been developed against the continued backdrop of the Covid-19 pandemic. While the pandemic has created significant challenges for staff across the Department in the work we do and how we deliver our services, the plan is an ambitious and realistic set of deliverables to respond to the pandemic and advance the Minister of Justice's policy priorities.

The past year has been like no other in living memory and we cannot be certain precisely what lies ahead in 2021/22. I have seen the Herculean efforts of people across the DoJ to maintain services and deliver on priority areas despite the challenges of Covid19. Those actions have been taken in a context where everyone's lives have been dramatically affected. I have been hugely impressed by the adaptability, innovation and determination of colleagues to keep things moving forward.

I want to recognise the importance I and my senior colleagues place on providing a safe working environment and supporting the health and wellbeing of everyone in the DoJ. We will continue to maintain that focus on ensuring that staff have access to the support and advice they need.

The continued delivery of our business has been possible through adopting innovative practices and optimising the use of technology. Whilst the aim is to return to more normal working practices, when the situation allows, we are committed to taking advantage of these innovations and to developing new ways of working which meet the needs of our business and of our workforce going forward.

Significant progress has been made in the past year to take forward the Minister's policy agenda. This plan details our intention to continue this progress across our five priority areas;

- ▶ Support Safe and Resilient Communities;
- ▶ Address Harm and Vulnerability;
- ▶ Challenge Offending Behaviours and Support Rehabilitation;
- ▶ Deliver an Effective Justice System; and,
- ▶ Secure Confidence in the Justice System.

The financial cost of the Government's response to the pandemic has resulted in a challenging budget allocation for the DoJ in 2021/22 and there are also significant personnel resourcing pressures across the Department at present. While this creates challenges which I and colleagues will seek to address, this plan is built on an assessment of what is possible given those factors and the ambition, commitment and dedication shown by everyone in the DoJ.

Thank you.

PETER MAY
Permanent Secretary



OUR PLAN ON A PAGE



Our Mission

Our mission is to work 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.

This is the final year of our 2019-22 corporate plan and the priorities developed within that plan remain our focus for this financial year. Additionally, we are aware of the challenges that Covid-19 has created for delivery of our business and the continued response to the impact and recovery from the pandemic remains a priority consideration for this plan.

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 2021/22 is included in 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 criminal justice system.

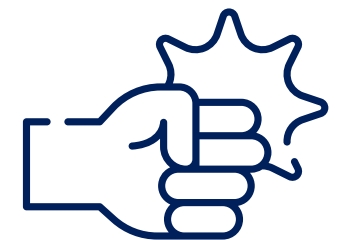
We will also consider the indicators proposed for the new draft Programme for Government:

► **reduced crime**, measured by the prevalence rate, which is the % of the population who were victims of any NI Crime Survey crime; and,

► **reduced reoffending**, measured by the reoffending rate.

We will also take account of other sources of information such as police recorded crime and clearance rates, as well as internal people surveys. Performance indicators from the results of surveys conducted during 19/20 (pages 8 & 9) highlight some of the progress being made.

1998 and 2019/20 Prevalence Rates by Crime Type**



Burglary

2.5% ↓
1.1% ↓

Vandalism

5.9% ↓
1.8% ↓

Vehicle-related theft

8.7% ↓
1.0% ↓

Violent crime

4.4% ↓
1.5% ↓

■ 1998
■ 2019/20

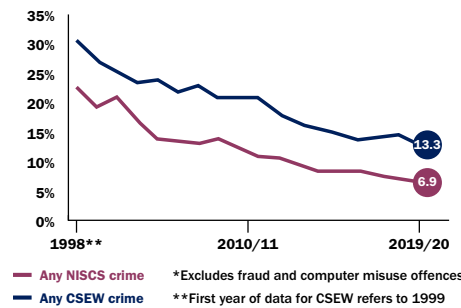
**Based on the offences covered by NISCS
Vehicle-related theft refers to vehicle owners only

How we will know if we are making a difference contd

While progress made in some areas has been encouraging, we are aware that due to the impact of the Covid-19 pandemic, it may be more challenging to assess the impact of positive change going forward. Some early evidence is available which provides an indication of the impact of the pandemic which will be closely monitored over the months ahead.

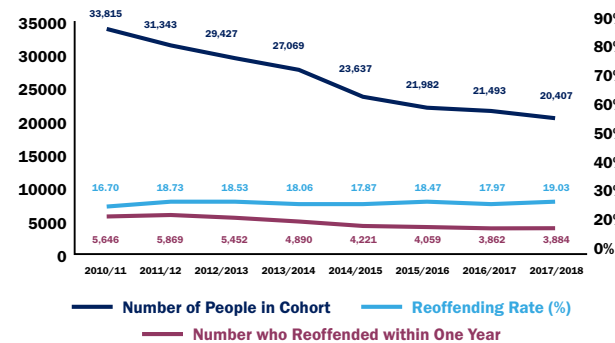
Experience of Crime: Findings from the 2019/20 NI Safe Community Survey (NISCS)

The risk of becoming a victim of crime remains lower in Northern Ireland (6.9%) than in England and Wales* (13.3%)



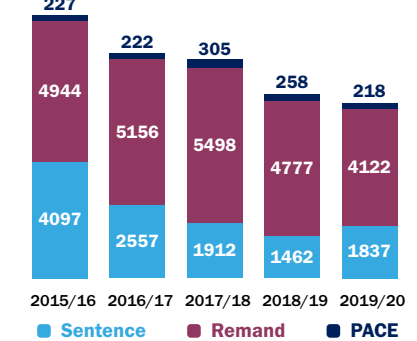
Adult and Youth Reoffending in Northern Ireland

Of the 20,407 people included in the 2017/18 cohort, 3,884 (19.03%) reoffended during the one year observational period



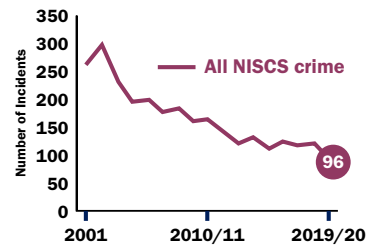
Youth Justice Agency Annual Workload Statistics, 2019/20

Custody Days



Total Custody Days continues to fall annually

Estimated number of incidents of NISCS crime (thousands)



56
 2019/20 Household Crime

40
 2019/20 Personal Crime

Earlier Stage Interventions

Earlier Stage Interventions have increased year on year



Case Processing Time for Criminal Cases Dealt with at Courts, 2019/20

Median time taken for a case to be disposed at court from the date the offence was reported, in relation to all courts:

149 DAYS

This reflects a decrease of 10.8% from 2018/19 (167 days) and was the second lowest recorded in the last 5 years



Why these priorities are important to us?

The evidence shows that Northern Ireland continues to be 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 percent¹. 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 Draft Outcomes Framework underpinning the Programme for Government 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 individuals and 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. We recognise the important role that the wider criminal justice system has to play in ensuring



¹ <https://www.psni.police.uk/globalassets/inside-the-psni/our-statistics/police-recorded-crime-statistics/2021/march/crime-bulletin-mar-21.pdf>

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. We are aware of the trauma that can be caused to those who have been impacted as a result of a crime or from an adverse experience and are committed to embedding a trauma informed approach across the justice system to mitigate against the risk of re-traumatisation for those who we come into contact with. 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** so that we reduce the number of victims in future and enable individuals to play a full and constructive part in the community. 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, enables and supports individuals to 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 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 continue 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 Northern Ireland

The Department also sponsors a number of NDPBs/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 over 3,000 staff, with many of those working in front-line operational roles.

Our Operating Environment

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 had a significant impact on our business in 2020/21 and will continue to impact on the wider justice system for some time. During 2021/22 we will continue to manage recovery from Covid-19 and seek to return to more normal business over time.

Operational areas such as the Northern Ireland Prison Service and the Youth Justice Agency will continue to adapt their regimes and operating practices in line with Government and Public Health guidance, to reduce risk and keep everyone safe. Courts continue to deliver business remotely via IT where possible, in addition to opening additional court buildings to increase business delivery in a Covid safe environment. Staff in non-operational areas have continued to work largely from home

to ensure compliance with the lockdown restrictions.

Innovative solutions used to ensure that business has been able to continue throughout the pandemic have identified a number of positive impacts. We aim to capture those innovations and new opportunities to deliver better, more efficient public services going forward. As we plan for a return to the workplace, for non-operational staff, in line with the NI Executive's planned approach, we aim to continue to adopt many of these innovative solutions, including optimising technology to support new ways of working.

While also planning for recovery of the justice system, the Department remains mindful of the need to be responsible to any further waves of the Covid-19 pandemic emerging. Business continuity procedures continue to be reviewed and lessons learned from

the response to date have been captured to ensure a more effective emergency response if required.

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, over a prolonged period. 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.

Another important aspect of the operating environment remains the response to EU exit. Work will continue on responding to any issues emerging from implementation of the Northern Ireland Protocol.

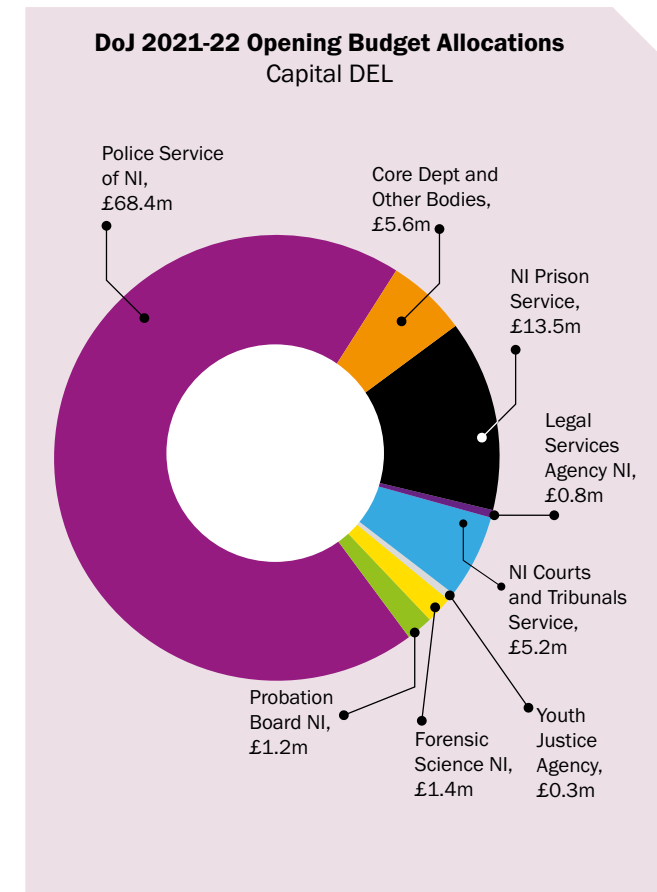
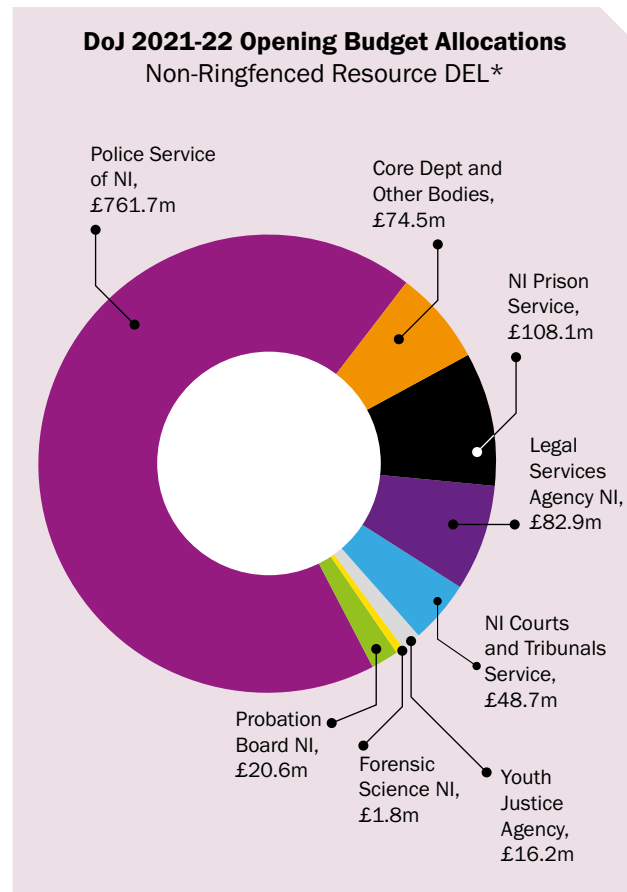
Our Budget

The opening budget outcome for the Department for 2021-22 is £1,125.3m non-ringfenced resource DEL and £96.4m capital DEL.

The non-ringfenced resource DEL budget is inclusive of £10.7m for EU Exit costs, £31.2m for PSNI Security Funding, £9.2m for Legacy Costs and £7.7m for COVID-19 costs.

The capital DEL budget is inclusive of £10.9m for PSNI Security Funding.

Detail of 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 and other emerging pressures.

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. Staff surveys report that staff have faced challenges during the pandemic while seeking to work remotely while dealing with other challenges during the period of restrictions. Within the DoJ we are working to realise the vision of the NICS Board as well as responding to challenges faced by staff 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.

People Plan

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 interventions to support the development of our people.

That is manifest in our People Plan which aims 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 has required a particular 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.





Department of
Justice

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BUSINESS PLAN 2021-22



Annex A

Support Safe and Resilient Communities

OBJECTIVE	ACTION	TARGET DATE	OWNER
<p>To engage with our partners to help build safe and resilient communities, improve community relations and tackle paramilitary activity.</p>	<p>Enhance collaborative working with statutory and community partners to support delivery of key community safety priorities including tackling anti-social behavior and hate crime; and through the Paramilitarism and Interfaces Programmes, contribute to the development of a more shared society.</p>	<p>March 2022</p>	<p>Julie Harrison Safer Communities</p>
<p>To reduce the vulnerability of businesses and individuals from the harm caused by crime.</p>	<p>Tackle the impact of organised crime on communities through implementation of the relevant NI provisions of the Criminal Finances Act 2017 following commencement and enhanced Transparency in Supply Chains arrangements and support to the private and public sector.</p>	<p>March 2022</p>	<p>Julie Harrison Safer Communities</p>

Address Harm and Vulnerability

OBJECTIVE	ACTION	TARGET DATE	OWNER
<p>To engage with partners to provide practical support to victims and develop policies and legislation to protect those most vulnerable in our society.</p>	<p>Continue to progress the domestic abuse agenda through development of further initiatives which provide services for victims and young people, including advocacy and preparing proposals for domestic abuse protection notices/ orders as well as an ‘Operation Encompass’ model; contribute to a strategy to protect women and girls from violence; progress a Protection from Stalking Bill within Assembly timescales; and continue to ensure awareness of the dynamics of domestic abuse through both statutory partners and the wider public.</p>	<p>March 2022</p>	<p>Julie Harrison Safer Communities</p> <p><i>supported by</i></p> <p>Anthony Harbinson Access to Justice</p>
	<p>To support victims and witnesses and improve their experience of the criminal justice system; through ensuring they receive the services, information and practical and emotional support they need; increased organisational focus on victims and witnesses; the establishment of a Victims of Crime Commissioner; and ongoing delivery of recommendations from the Gillen review of serious sexual offences.</p>	<p>March 2022</p>	<p>Anthony Harbinson Access to Justice</p>

Address Harm and Vulnerability contd

OBJECTIVE

Maintain the safety and wellbeing of people in our care

ACTION

Work across government to further develop and implement actions in support of improved health (including mental health) within the justice system including continued delivery of the joint DoH/DoJ *Improving Health within Justice* Strategy Action Plan; scoping the potential to capture improved outcomes for offenders with mental health issues flowing from the Department's reform initiatives; and participation and engagement within a range of fora to support the progression of initiatives to improve outcomes for those on the cusp of, or within the justice system.

TARGET DATE

March 2022

OWNER

Ronnie Armour
Reducing Offending and Northern Ireland Prison Service

Challenge Offending Behaviours and Support Rehabilitation

OBJECTIVE

To improve the outcomes for people in our care by enhancing opportunities to address the needs of individuals, helping them address the root cause of their offending behaviour and reduce the rate of offending.

ACTION

Support the effective management of offenders, develop effective offences and penalties and facilitating rehabilitation and publish an Adult Restorative Justice Strategy and Action Plan and a strategy to support and challenge women and girls in contact with the justice system.

TARGET DATE

March 2022

OWNER

Ronnie Armour
Reducing Offending and Northern Ireland Prison Service

supported by

Anthony Harbinson
Access to Justice

Challenge Offending Behaviours and Support Rehabilitation contd

OBJECTIVE	ACTION	TARGET DATE	OWNER
<p>To put in place arrangements for the care of children in a safe, secure, therapeutic, child-centred environment supported by a youth justice policy and legislative framework with a coherent approach to early intervention</p>	<p>Develop a strategic Departmental approach to Early Intervention that includes extending the 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; and in conjunction with the Department of Health, develop an implementation plan for the establishment of a Care and Justice Campus for approval by Ministers.</p>	<p>March 2022</p>	<p>Ronnie Armour Reducing Offending and Northern Ireland Prison Service</p> <p><i>supported by</i></p> <p>Julie Harrison Safer Communities</p>
	<p>Develop a strategic framework for youth justice to build on the vision set out in “Transforming Youth Justice”, to include details of evidence, timescales and monitoring arrangements.</p>	<p>March 2022</p>	<p>Ronnie Armour Reducing Offending and Northern Ireland Prison Service</p>

Deliver an Effective Justice System

OBJECTIVE	ACTION	TARGET DATE	OWNER
<p>To support recovery of the justice system from Covid-19 and modernise and transform the Civil and Criminal Justice Systems</p>	<p>Working with our partners across the Justice Sector and with the Criminal Justice Board to continue to promote recovery of the justice system in response to the challenges of Covid-19, ensuring a coordinated approach that is focused on innovative practices and underpinned by an effective estates strategy for the NI Courts and Tribunals Service and other departmental buildings.</p>	<p>March 2022</p>	<p>Anthony Harbinson Access to Justice</p> <p><i>supported by</i></p> <p>Deborah Brown Justice Delivery</p>
	<p>Continue to modernise and streamline the criminal and civil justice systems including implementation of a rolling programme of civil and family justice modernisation and progressing a legislative programme agreed by the Minister including introduction of a statutory registration scheme for legal aid practitioners, and progression of the Criminal Justice (Committal Reform) Bill, the Justice (Miscellaneous Provisions) Bill and the Damages (Return on Investment) Bill within Assembly timescales.</p>	<p>March 2022</p>	<p>Anthony Harbinson Access to Justice</p> <p><i>supported by</i></p> <p>Deborah Brown Justice Delivery</p>

Deliver an Effective Justice System contd

OBJECTIVE	ACTION	TARGET DATE	OWNER
<p>To support the effective delivery of Justice through effective scientific support services, promote sustainability, budget management and development of staff.</p>	<p>Secure business case approval for new accommodation for FSNI to maintain and enhance services.</p>	<p>March 2022</p>	<p>Julie Harrison Safer Communities</p>
	<p>Ensure the effective management of the Department's budget to maximise efficiency and utilise resources for maximum effectiveness as well as supporting and promoting leadership development of the Department's people.</p>	<p>March 2022</p>	<p>Deborah Brown Justice Delivery</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 2022</p>	<p>Deborah Brown Justice Delivery</p>

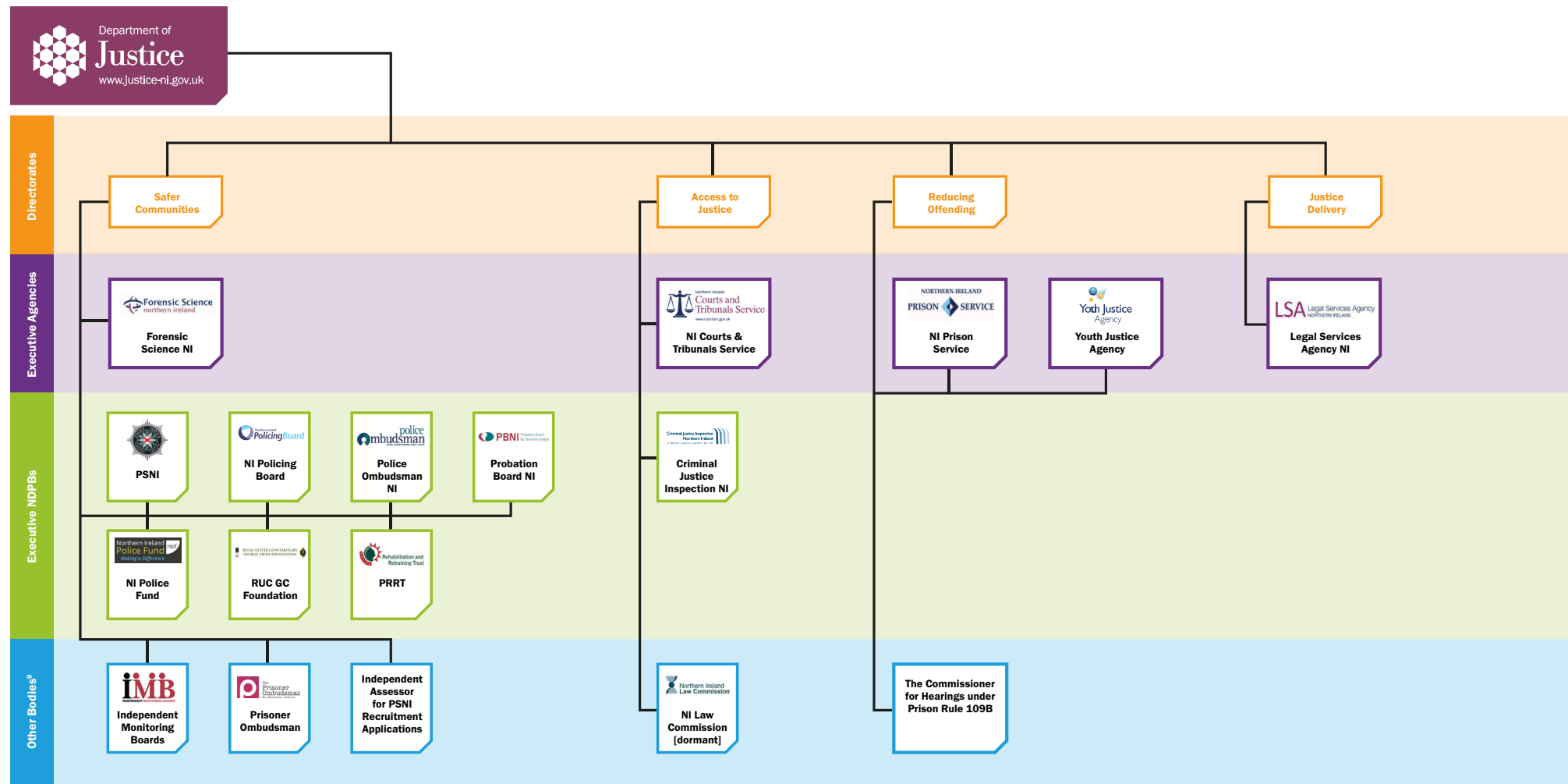
Secure Confidence in the Justice System

OBJECTIVE	ACTION	TARGET DATE	OWNER
<p>To ensure that victims of the Troubles have access to financial support in recognition of harm caused by the Troubles and confidence in the administration of the legal aid budget.</p>	<p>Provision of effective administrative functions for the Victims' Payments Board to support administration of the Troubles Permanent Disablement Payment Scheme.</p>	<p>March 2022</p>	<p>Deborah Brown Justice Delivery</p>
<p>Modernise the delivery of services to support NIPS staff and people in our care</p>	<p>Implement and embed a rigorous fraud and error strategy for legal aid which aims to reduce official error by at least 3%; establishes a baseline for applicant fraud and error; and pilots a methodology to enable a baseline for practitioner fraud and error to be established</p> <p>Deliver year 3 of the Prisons 2020 Continuous Improvement Programme (ending October 2021) and develop a successive continuous improvement programme for 2022-2025, deliver the recommendations from the Ministerial review of support services to current and former Prison Officers and progress delivery of the NIPS estates strategy.</p>	<p>March 2022</p>	<p>Deborah Brown Justice Delivery</p> <p>Ronnie Armour Reducing Offending and Northern Ireland Prison Service</p>

Department of Justice Organisation Chart - Annex B



Overview of Departmental Structure - Annex C





Department of
Justice

An Roinn Dlí agus Cirt

Männystrie O tha Laa

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