

Justice today | **Justice** tomorrow

Contents

Justice today, Justice tomorrow:

Welcome to the 2026 Sustainability Delivery Plan for the Northern Ireland Courts and Tribunals Service (NICTS). This report sets out our Emissions Pathway and strategic ambitions for Sustainability between 2026 and 2032. Delivery of these ambitions will help our organisation contribute to the Northern Ireland Executive's targets under the next two carbon budget periods, as required by the Climate Change Act.



Explore more of our corporate strategies and plans online at justice-ni.gov.uk/publications

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Annual disclosure tables to be submitted at financial year end. Next update April 2026

Our Sustainability Delivery Plan is structured into 3 Parts. The Overview describes the organizational context for NICTS and provides background to the estate and our sustainability journey so far. In Part 2 we introduce our Emissions Pathway, a structured plan that sets out how, when, and by how much our emissions will reduce between now and 2032. Part 3 will be completed at financial year end in line with the financial reporting manual (FRM). This will be updated annually for the Annual Report, and will include the disclosure tables required by the Climate Change Act.

Foreword

The Programme for Government 2024-2027 *'Our Plan: Doing What Matters Most'* sets out the Northern Ireland Executive's priorities for making a real difference to the lives of people here. Planet is one of the long-term missions focused on shaping a better tomorrow.

The Department of Justice demonstrated its commitment to becoming more sustainable and meeting statutory duties in relation to climate change through the Department's Outline Sustainability Strategy 2023-2027. Northern Ireland Courts and Tribunals Service (NICTS) has a key role to play in delivering this commitment.

Through our Vision 2030 Modernisation Portfolio, we are transforming how we work and how we provide our services. The future administration of Courts and Tribunals will be built around modern technology, streamlined processes and enhanced data, supported by delivery within a modernised estate.

In 2023, we published our Estate Strategy *'Making the Place for Justice'*, which has four Aims - Improved User Experience, Improved Resilience, Improved Value for Money, and Improved Sustainability.

The Strategy sets the framework for Improved Sustainability within NICTS through a focus on delivering three strategic outcomes:

Our estate has the minimum possible impact on the environment and, contributes to Executive targets to achieve net zero

Our estate facilitates sustainable ways of working and supports active travel and wellbeing

Our estate embodies best practice in the care and protection of our heritage assets

I am therefore pleased to present the NICTS Sustainability Plan for 2025-32, which builds upon our Estate Strategy, and, through our Emissions Pathway, sets out the interventions that will allow us to deliver court and tribunal services in a more sustainable way.

Court and tribunal services are delivered from an historic and architecturally diverse estate, and this brings unique challenges to overcome so that we may achieve our strategic sustainability outcomes.

We all have a part to play in protecting our environment and in contributing to the Executive commitment to achieve net zero emissions by 2050. I look forward to working with colleagues in NICTS, the wider Department, the judiciary and partners across the justice system, to deliver the NICTS Sustainability Delivery Plan.

Glyn Capper

Chief Executive, NICTS



NICTS at a glance

A front-line public service

NICTS at a Glance
based on the 2024-25 financial year

- 900** members of staff.
- Support over **70** salaried and 600 fee paid judicial office holders.
- Supported over **74,000** criminal, civil and family court cases.
- Supported over **7,300** tribunal cases.
- Supported **25** legacy inquest hearings.
- Coroners Service dealt with 5,407 deaths and supported 76 inquests.
- Launched the 'Themis' programme to transform the delivery of courts and tribunals services.
- 70** courtrooms have been digitally enabled for remote and hybrid hearings.
- Over 260,000 audio or video connections were made for remote and hybrid court and tribunal hearings.
- Total resource expenditure was **£114m**.
- Received **£39m** in fees and income.
- Operate **24** properties with an asset value of **£232m**.
- Managed over **£390m** of funds held in court.
- Collected **£12m** of fines.
- Managed contracts with a combined value of over **£300m**.
- Enforcement of Judgments Office enabled the recovery of over **£6m** of debt and **264** properties.
- Made **533** compensation payments totalling **£17m** to victims of historical institutional abuse on behalf of the HIA Redress Board.



Find out more on our website: <https://www.justice-ni.gov.uk/topics/courts-and-tribunals>

.....being delivered from an historic and diverse estate



Read our Estate Strategy: *Making the Place for Justice*

Introduction

The NICTS Estate

The Northern Ireland Courts and Tribunals Service is an Agency of the Department of Justice (DoJ). In support of the DoJ's Mission of *'Working together for fairness, justice and safety'*, NICTS has three overarching Aims: Working in Partnership; Supporting the Judiciary; Modernising Courts and Tribunals.

In comparison with other government estates, NICTS operates an ageing property portfolio, 13 of our 22 buildings were constructed before 1960 and 10 of these have been assigned Listed status. These factors can constrain the provision of modern, accessible and flexible public services, bringing particular challenges when seeking to reduce carbon emissions.

Drivers for Sustainability

The Climate Change Act (Northern Ireland) 2022 (the Act) sets a clear statutory target of net zero emissions by 2050. This legislation places a statutory duty on all government departments to exercise their functions in a manner that is consistent with achieving that target as far as possible. The legislation requires the publication of a series of Climate Action Plans which set out how carbon budgets will be achieved across five yearly intervals.

Whilst the public buildings sector accounts for a small proportion of overall emissions in Northern Ireland, and the NICTS emissions an even

smaller proportion of that sector, we are committed to reducing emissions across our estate whilst increasing our resilience and safeguarding the delivery of modernised public services.

There are also other drivers behind our objectives to improve sustainability beyond our obligations under the Climate Change Act.

Historic underinvestment in our buildings has led to a widely held view that the facilities in our estate fall short of the standards expected by users of the justice system in Northern Ireland; and this is evident in the relatively high running costs and reactive maintenance demands across our estate. We want to build a more sustainable future, where our buildings reflect modern workplace standards, are more energy efficient and are more resilient to ensure continuity of access to justice.

Within the last 3 years, extreme weather events have had impacts across the estate as these occur on a more regular basis, then the risks to our operational resilience and service continuity will increase. And while we are incredibly aware of our responsibilities to maintain and steward our 10 Listed Buildings, overall our estate is proportionally more susceptible to these risks than many other NI public sector organisations. Mitigating the risks of climate change and adapting to the impacts will require investment, and present operational, technological, and

financial challenges. However, continued investment in sustainability and energy efficiency measures should also allow NICTS to improve energy security and achieve significant utility cost savings, allowing more funds to be directed toward front line services.

Vision 2030: A Pathway to Modernisation

Vision 2030 is an ambitious and complex portfolio of work that will incrementally modernise Northern Ireland's courts and tribunals services and their administration.

The work of the Portfolio is being delivered through two programmes: Estate Modernisation and Themis. Collectively, these Programmes will deliver enhanced services, modernised digital systems, transformed business administration and a reconfigured physical Estate that will provide a consistent and sustainable standard of accommodation.

The benefits of the modernisation programme will be experienced by citizens, NICTS staff, the judiciary and other key stakeholders including justice delivery partners and the legal profession. NICTS' delivery of Vision 2030 reflects the Department's continued commitment to delivering improved outcomes for people who rely upon our justice system.

To provide a structured, evidence-based and long-term framework for investment in the estate, NICTS published its Estate Strategy

'Making the Place for Justice' in 2023 which you can read at this link.

The Estate Strategy is structured around four Improvement Aims and twelve Strategic Outcomes, that if realised, will result in a courts and tribunals estate that will provide modernised and improved facilities for all citizens of Northern Ireland.

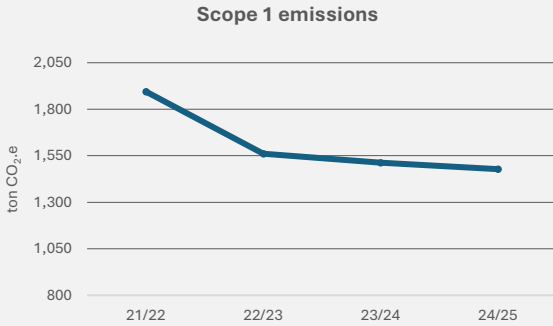
The NICTS Sustainability Delivery Plan builds upon our achievements to date and sets out an emissions pathway and a range of strategic ambitions between now and 2032. This delivery plan will be reviewed annually to ensure it remains reflective of NI Executive ambitions and our statutory responsibilities.

We will remain cognisant of the challenging budgetary environment within which we continue to operate and will take a responsible and evidence-based approach to our sustainability investment plans.

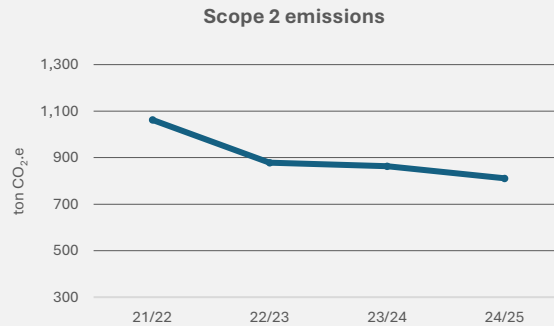
We are confident that continued investment in sustainability and energy efficiency measures will better meet the needs of our stakeholders, staff and court users, as well as realising efficiencies that will drive service delivery across NICTS.

Performance dashboard

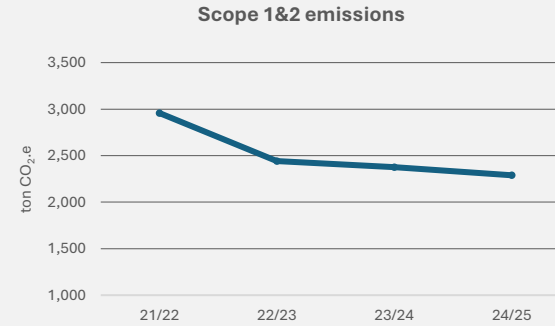
The data included in our performance dashboard provides information on the environmental impact caused by our activities, and the improvements we are delivering. Accurate, clear, relevant and complete information will help us gain a better understanding of areas for improvement. The public, our staff, and all court users will benefit from enhanced visibility of our sustainability ambitions.



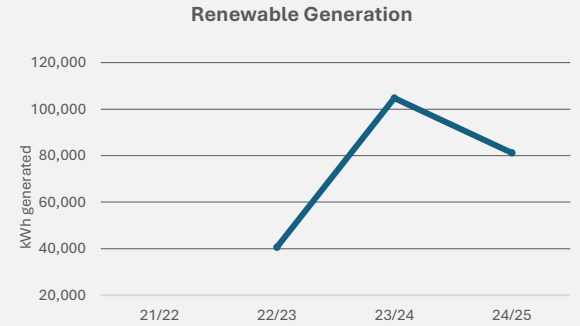
i For further details, see [page 11](#)



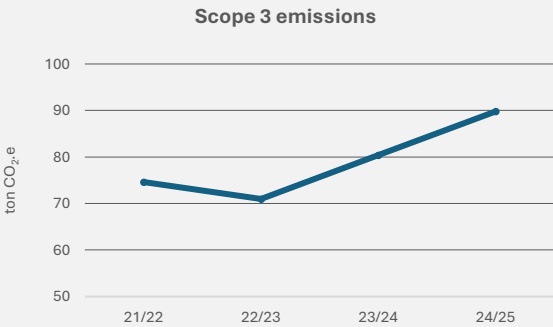
i For further details, see [page 12](#)



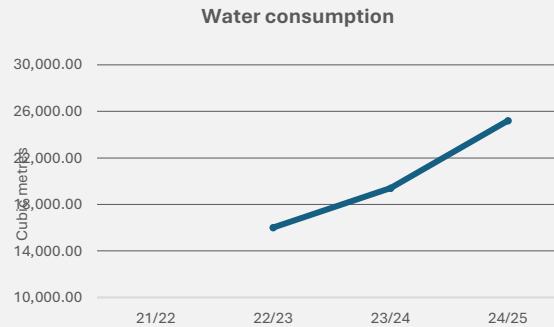
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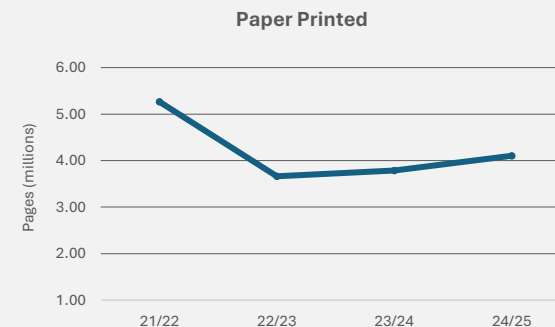
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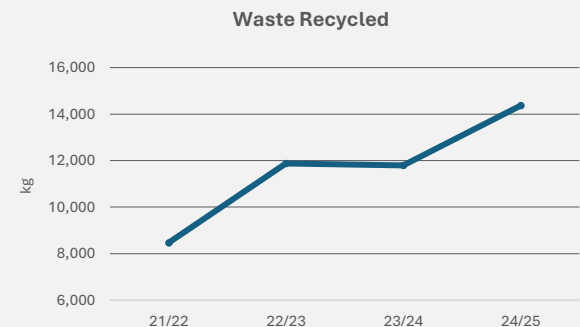
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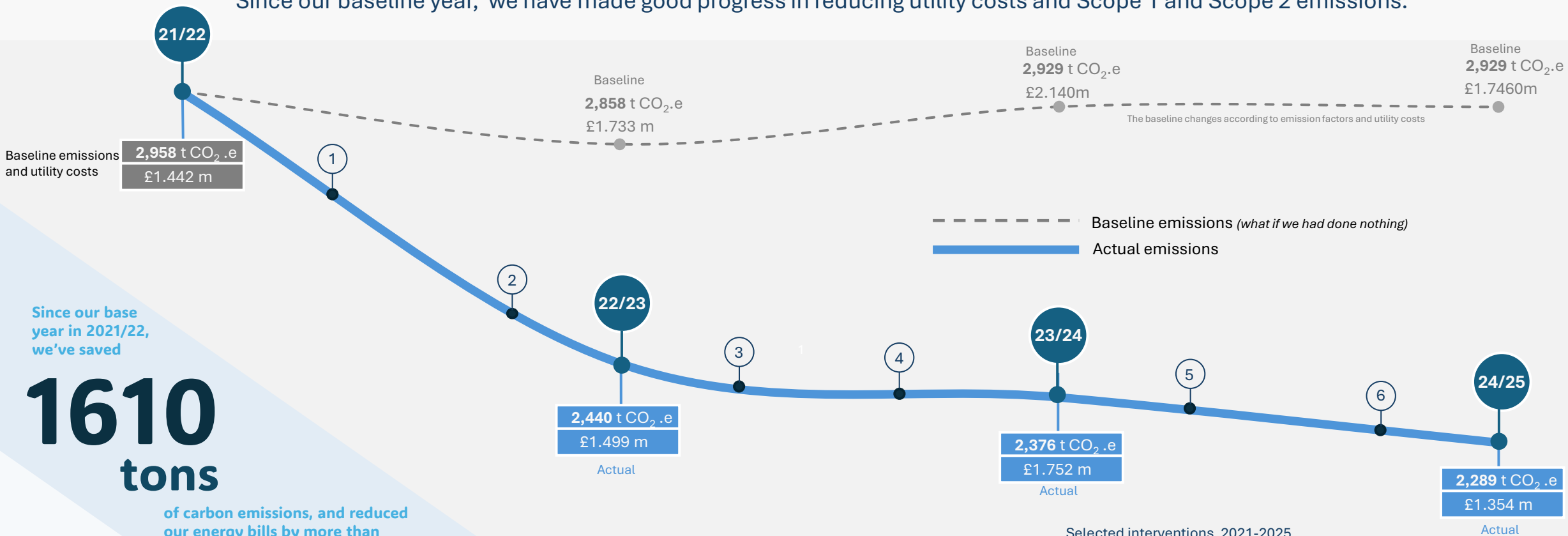
i Further details to be included in [Part 3](#)



i Further details to be included in [Part 3](#)

Performance dashboard *continued*

Progress to date NICTS has established 2021/22 as the baseline year capturing the carbon emissions and utility costs for our freehold estate. Since our baseline year, we have made good progress in reducing utility costs and Scope 1 and Scope 2 emissions.



Since our base year in 2021/22, we've saved

1610 tons

of carbon emissions, and reduced our energy bills by more than

£1 million

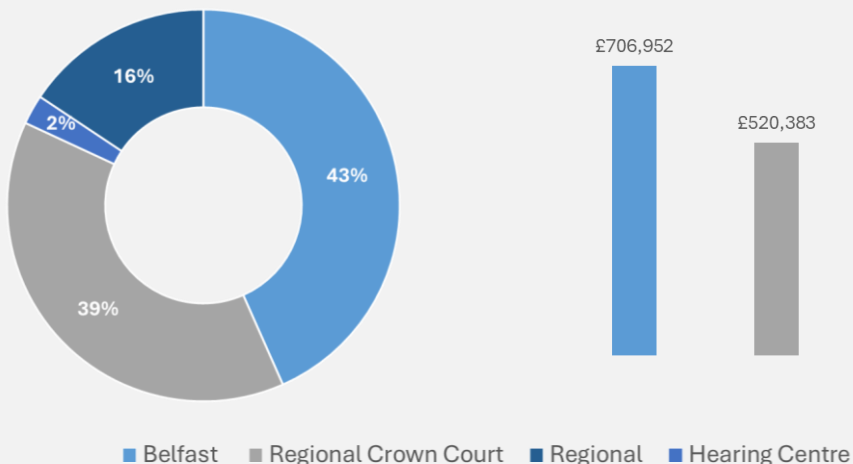
Selected interventions 2021-2025

- | | | | |
|--|---|--|--|
| | 1 PV panels installed at Laganside Courts | | 4 LED Lighting upgrades at Antrim, Coleraine |
| | 2 Summer switch off initiative | | 5 Window Upgrade at Newtownards |
| | 3 Ventilation upgrade at RCJ | | 6 Estate wide Automatic Meter Reading system |

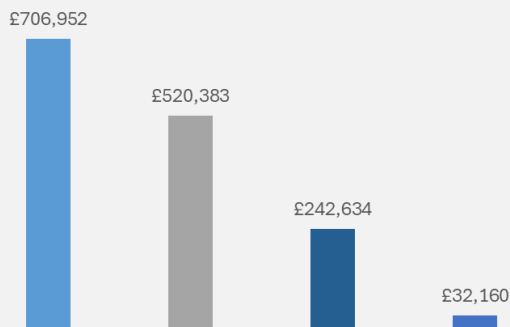
Performance dashboard *continued*

Between 2023 and 2025, we installed an Automatic Meter Reading (AMR) system throughout our estate to automatically record data on energy and water consumption on a half-hourly basis. This granular data provides a more detailed insight into the performance of our buildings relative to one another, identifies areas of potential waste and allows us to prioritise our interventions and investments.

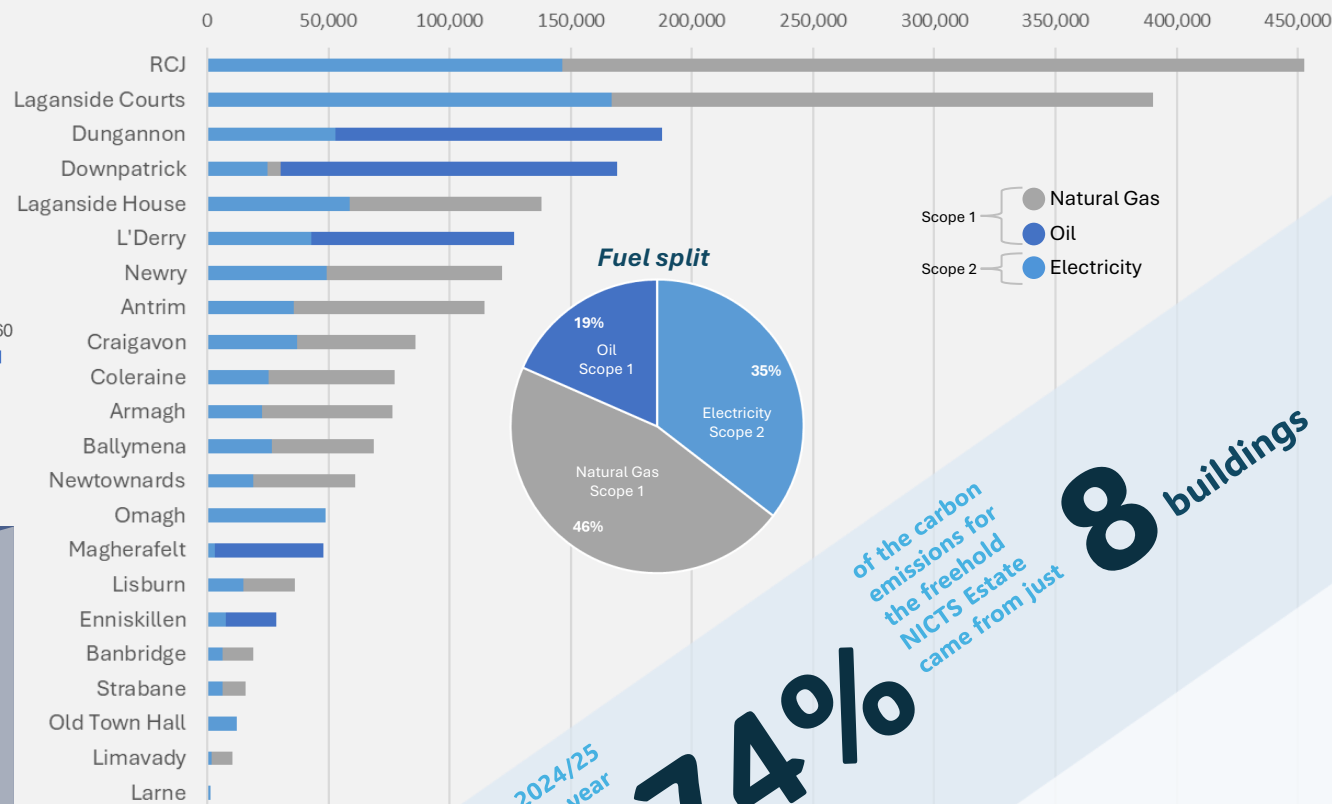
Emissions by venue type: 2024/25



Utility cost by venue type: 2024/25



Scope 1 & Scope 2 carbon emissions: 2024/25



RCJ and Laganside Courts

used more electricity in 2024/25 outside business hours.....

459,863 kWh

458,937 kWh

... than all these buildings used in the whole year put together

- Banbridge
- Enniskillen
- Newtownards
- Armagh
- Coleraine
- Lisburn
- Strabane

In the 2024/25 reporting year

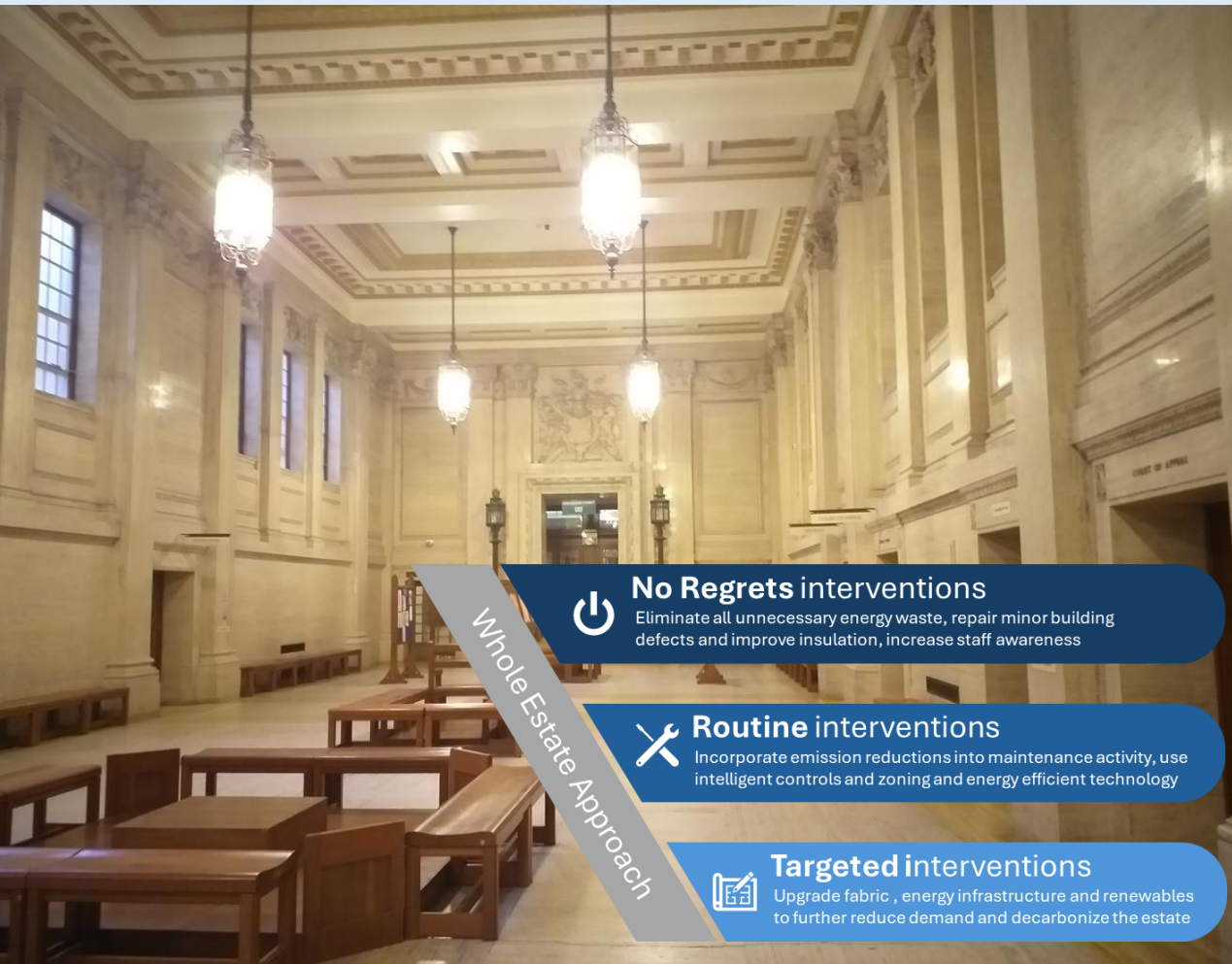
74%

of the carbon emissions for the freehold NICTS Estate came from just **8 buildings**



Emissions Pathway

The cheapest and greenest unit of energy is the one that you don't use



No Regrets interventions

Eliminate all unnecessary energy waste, repair minor building defects and improve insulation, increase staff awareness



Routine interventions

Incorporate emission reductions into maintenance activity, use intelligent controls and zoning and energy efficient technology



Targeted interventions

Upgrade fabric, energy infrastructure and renewables to further reduce demand and decarbonize the estate

Whole Estate Approach

Approach

To demonstrate the commitment to maximising our contributions to the Climate Change Act and the Climate Action Plan, NICTS has developed an Emissions Pathway, which sets out how, when, and by how much, our emissions will reduce between now and 2032, subject to funding and delivery.

The use of data, and evidence-based decision making is a fundamental component of the NICTS Estate Strategy and this is also true of our Emissions Pathway. As detailed on page 7, we've already made solid progress in reducing estate emissions and utility costs. As we collect more granular energy data and develop better understanding of our consumption profiles, we are eager to make further sustainability improvements, while continuing to deliver essential public services.

Our governance and organisational structures mean that our Emissions Pathway has been developed around a *Whole Estate Approach*, whereby Sustainability, Facilities Management, and Capital Projects teams work in concert with operational staff to maintain, modernize and adapt our buildings, reduce carbon emissions, and build climate resilience. The diagram on the left summarizes how our Emissions Pathway

will be delivered by the progressive and coordinated implementation of three different types of interventions. Our Emissions Pathway is also designed to be adaptable and flexible so that we can measure and evaluate different interventions and scale up or down based on the resources and delivery routes available.

Hierarchy of Interventions

Across our entire estate, the priority will be given to measures that eliminate energy consumption that isn't necessary for delivery of our services. Improving staff awareness of energy use, and matching energy output to court schedules are central themes of our [No Regrets Interventions](#).

Since the publication of our Estate Strategy, we've taken a more proactive approach to asset management and facilities management planning. This allows us to incorporate sustainability impacts into a project pipeline of [Routine Interventions](#), such as ventilation replacement and controls upgrades.

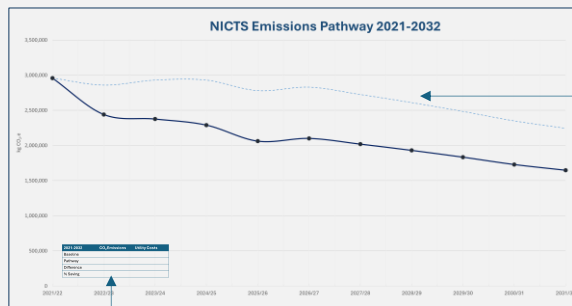
More complex and costly [Targeted Interventions](#) will typically require additional project planning and support and will deliver a combination of energy efficiency and decarbonisation benefits through upgrades to fabric and infrastructure.

Emissions Pathway

To demonstrate the commitment to maximising our contributions to the Climate Change Act and the Climate Action Plan, NICTS has developed an Emissions Pathway, which sets out how, when, and by how much, our emissions could reduce between now and 2032, subject to funding and delivery.

The NICTS Emissions Pathway uses 2021/22 as its baseline year, and currently includes Scope 1 and Scope 2 emissions from the freehold estate. Later versions of the Pathway will include emissions from the leasehold estate, and Scope 3 Travel Emissions, when this data becomes available.

The methodology used in the Emissions Pathway is based on best practice guidance from Government and industry to estimate the impacts of energy reductions in buildings. Reductions in the use of natural gas, oil, and electricity are converted into emissions data using UK Government conversion factors.



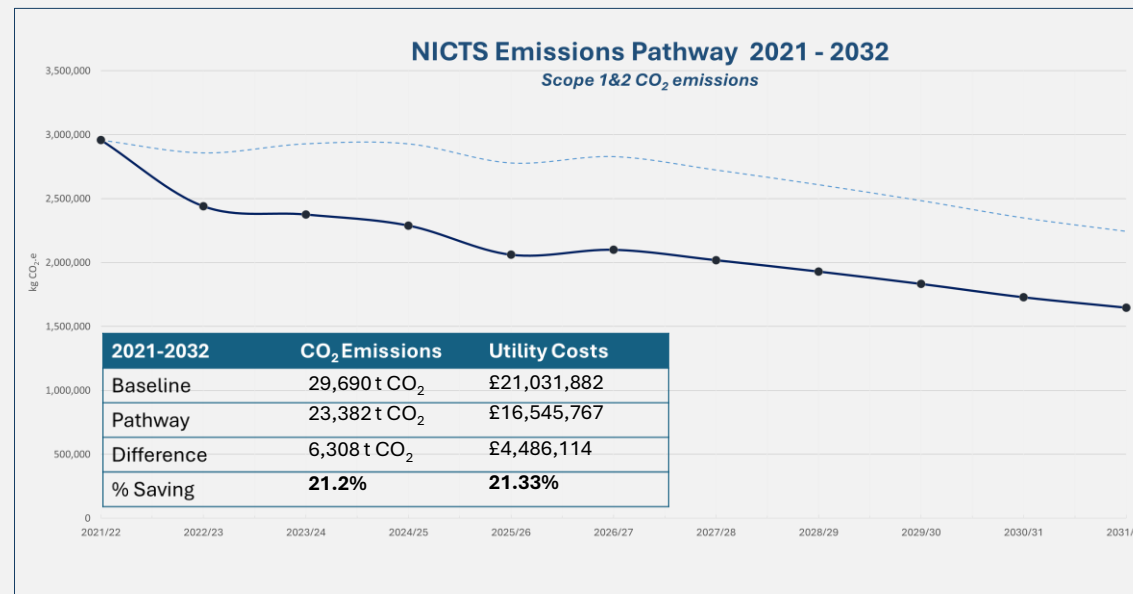
Baseline

The Emissions Pathway measures carbon emissions and energy costs against a 'Baseline' pathway. This baseline represents the carbon emissions that would have arisen, and the energy costs that would have been incurred, if no changes had been made since 2021/22. The Pathway includes those savings that have already been achieved, and estimates potential savings, based on the future successful implementation of No Regrets, Routine, and Targeted interventions. Both pathways reflect future predicted decarbonisation of electricity supplies.

2021-2032	CO ₂ Emissions	Utility Costs
Baseline		
Pathway		
Difference		
% Saving		

2026-2032	CO ₂ Emissions	Utility Costs
Baseline		
Pathway		
Difference		
% Saving		

The Pathway includes tabular illustration of the monetary and carbon emission differences between the projected pathway and the baseline. This allows NICTS to assess and estimate with high confidence, the extent to which its interventions are contributing to overall Departmental and sectoral emission targets under the Climate Change Act. By using projections of future utility costs, the Pathway demonstrates the monetary benefits that have been, or could be, realized as a result of planned or already delivered interventions.



SMART Pathway

The chart shown above illustrates the current emissions pathway, if all building related energy consumption was to remain static until 2031/32. Because of the savings already achieved since 2021/22 and due to future projected 'greening' of the electricity supply, our Pathway shows that even without intervention from now, savings of over 21% will be achieved. However, based on the data that our Emissions Pathway provides, and because of the challenge within the Climate Change Act for the public sector to lead by example, we want to do more. In the pages that follow, we set out the interventions that we think will be possible between now and 2031/32. Each intervention has been modelled in our Emissions Pathway to provide a realistic estimate of the carbon and monetary savings that are possible, subject to funding and delivery. Our pathway has allowed us to set SMART objectives that are described in the pages that follow. that will not only deliver carbon reductions, but also important reductions in our utility expenditure, increased energy resilience, and a more empowered workforce.

Scope 1 Emissions

Description

Scope 1 Greenhouse Gas emissions are the direct emissions resulting from fuel combustion appliances owned by the organisation. As NICTS does not own or operate vehicle fleet, Scope 1 emissions are therefore measured by the amount of oil and natural gas that is consumed by boilers to provide space heating, water heating, and mechanical ventilation.

Key Numbers

Since the 2021/22 baseline year, NICTS has reduced Scope 1 emissions in its freehold estate by approximately 22%, through a progressive combination of interventions, such as roofspace insulation, boiler and controls replacement and thermal upgrades of fabric elements. Looking ahead, subject to funding and delivery routes, our Emissions Pathway shows that by 2031/32 we could deliver further cost savings of c. £875k, and emission reductions of c. 1,400 t CO₂

Roofspace insulation upgrade at Antrim Courthouse

No Regrets

Interventions:	9,10
Costs:	£30,000
Cost savings:	£116,633
Carbon savings:	182 t CO ₂
Risks:	Funding and delivery

In our Emissions Pathway, our Scope 1 **No Regrets** Interventions are centred around initiatives to more closely optimize the output of our heating and ventilation systems with the occupancy profiles of our buildings and courtrooms. These initiatives will require close coordination between facilities management, sustainability and operational teams to develop better understanding of business requirements. Enhanced management information relating to courtroom sittings and occupancy will be analysed and incorporated into controls schedules.

High efficiency condensing boilers installed at Newry Courthouse

Routine

Interventions:	4
Costs:	£250,000
Cost savings:	£30,005
Carbon savings:	78 t CO ₂
Risks:	Funding and delivery

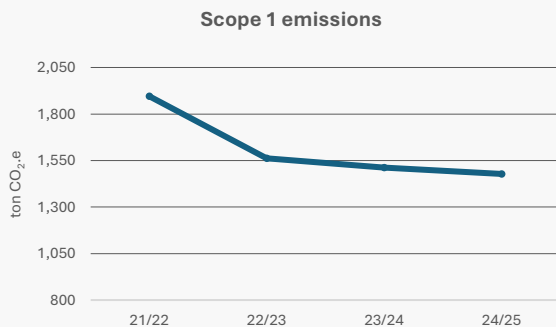
As an action in our Estate Strategy Year 2 Delivery Plan, we completed a comprehensive audit of our heating, hot water and mechanical ventilation plant. Coupled with existing data from condition surveys and our energy Performance Dashboard, we have prioritized **Routine Interventions** to maximize the impacts on our Emissions Pathway. Planned replacements of mechanical ventilation and controls equipment will include, wherever possible, decarbonisation elements and upgrades to ensure a reduced dependence on hydrocarbon fuels and to assist with further No Regrets interventions in future.

Thermal upgrade of windows at Newtownards Courthouse

Targeted

Interventions:	3, 13,15,18
Costs:	£820,000
Cost savings:	£728,767
Carbon savings:	1,177 t CO ₂
Risks:	Funding and delivery

In recent years, NICTS has taken advantage of the roll out of the natural gas network to reduce the carbon intensity of its fossil fuel systems, and these **Targeted Interventions** will continue as part of our Emissions Pathway. In 2025 we also completed an audit of our building fabric and, we will use this data to inform a programme of insulation improvements. Decarbonisation benefits are central to the major capital project to Modernize the Royal Courts of Justice, and our Emissions Pathway includes the reductions that will arise when the major construction work commences.



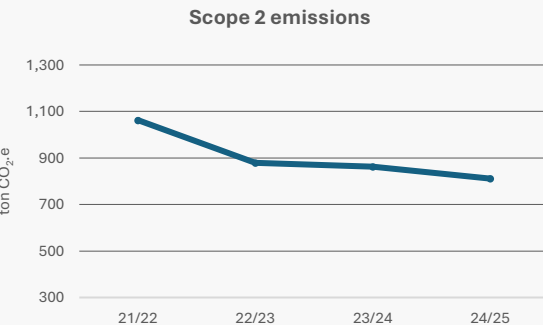
Scope 2 Emissions

Description

Scope 2 Greenhouse Gas emissions are the indirect emissions resulting from the use of electricity purchased and used at buildings owned by the organisation. Like the rest of the public sector, the increasing use of digital technology has increased the reliance on electricity in recent years, however NICTS has an additional requirement in that our courtrooms and tribunal hearing rooms cater for high footfall and involve high levels of lighting, audio visual technology and mechanical ventilation.

Key Numbers

Since the 2021/22 baseline year, NICTS has reduced Scope 2 emissions in its freehold estate by approximately 24%, through a progressive combination of interventions such as lighting upgrades and solar panels. Looking ahead, subject to funding and delivery routes, our Emissions Pathway shows that by 2031/32 we could deliver further cost savings of c. £2.5m, and emission reductions of c. 1,500 t CO₂e



Modern courtrooms are well lit and fully equipped with digital technology

No Regrets

Intervention:	1,2,8
Costs:	£210,000
Cost savings:	£1,639,481
Carbon savings:	739 t CO ₂
Risks:	Funding and delivery

As detailed in the Performance Dashboard pages of this plan, we have a great opportunity to reduce electricity consumption outside our normal operational hours. In our Emissions Pathway, the primary Scope 2 **No Regrets** Intervention is focused on an estate wide initiative to reduce all nighttime electricity consumption to 20% of the total. This challenging ambition will only be delivered through increased staff awareness of energy efficiency and housekeeping measures, coupled with changes to controls and the optimization of some building systems.

Upgraded ventilation system at RCJ incorporates CO₂ control and heat pump

Routine

Intervention:	12,16,17
Costs:	£1,260,000
Cost savings:	£1,465
Carbon savings:	215 t CO ₂
Risks:	Funding and delivery

Modern electrical motors offer significantly improved energy efficiency characteristics to those typically in use in commercial and public buildings, therefore a significant theme in our Scope 2 **Routine Interventions** will be to ensure that the more efficient equipment is incorporated into our annual maintenance and plant replacement programmes. Upgraded ventilation systems can bring additional benefits such as improved controls, air quality sensors and the use of air source heat pumps. The addition of comfort cooling also provides resilience to the effects of climate change within our courtrooms.

The original 1933 lanterns from the RCJ have been retrofitted with LED lamps

Targeted

Intervention:	5,6,7,14
Costs:	£1,890,000
Cost savings:	£893,585
Carbon savings:	538 t CO ₂
Risks:	Funding and delivery

The need to maintain continuity of our essential court and tribunals services increases the complexity of delivering Scope 2 **Targeted Interventions** across the NICTS Estate. Our Emissions Tracker includes LED lighting upgrade projects, which require careful coordination and planning, and often involve multi-year delivery, and in the case of our listed buildings, planning consents. In recognition of the need to initially reduce unnecessary demand for electricity, we also still intend to roll out the installation of solar photovoltaic panels in buildings where the structure and listed status are not a constraint.

Scope 3 Emissions

Description

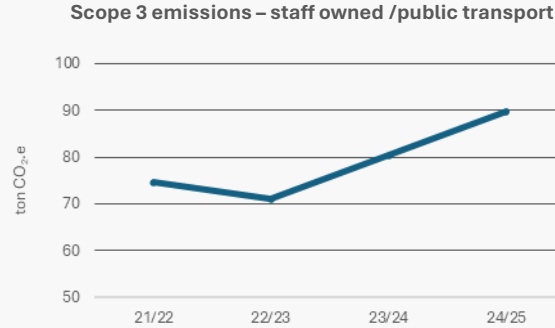
Scope 3 Greenhouse Gas emissions cover all other *'indirect emissions outside of an organisation's value chain.'* For NICTS, and within the context of the mandatory reporting under the Climate Change Act, Scope 3 emissions are those arising from:

- Business travel using staff owned transport
- Business travel using public transport
- Business travel using private transport

The NICTS Estate includes buildings in every county and local government district in Northern Ireland. As a front-line public service, maintaining business continuity is a key priority, and therefore staff are regularly required to travel for work to ensure sufficient resources are deployed to support proceedings. This requirement has been exacerbated more recently to support business recovery and because of difficulties with recruitment.

Key Numbers


Scope 3 emissions arising from business travel in staff owned and public transport vehicles have increased by 20% since 2021/22. Our Emissions Pathway includes a 10% reduction against the baseline figure to be achieved by 2028/29. This No Regrets intervention is subject to increased staff numbers and improvements in recruitment timelines. Work is ongoing within DoJ to improve the process of obtaining historic data on business travel.




The impact of Courtroom Technology


Although outside of the NICTS reporting boundary, the roll-out of digitally enabled remote courts since 2020 is seen as having a significant impact on reducing travel related carbon using an analysis of travel distances provided by Ordnance Survey:

Since 2021

2 million 

Remote connections to court resulted in savings of

24 million  miles of travel, and

6,726  tons of CO₂

No Regrets	
Interventions:	17
Costs:	£0
Cost savings:	£60,176
Carbon savings:	35,918 kg CO ₂
Risks:	Workforce resilience

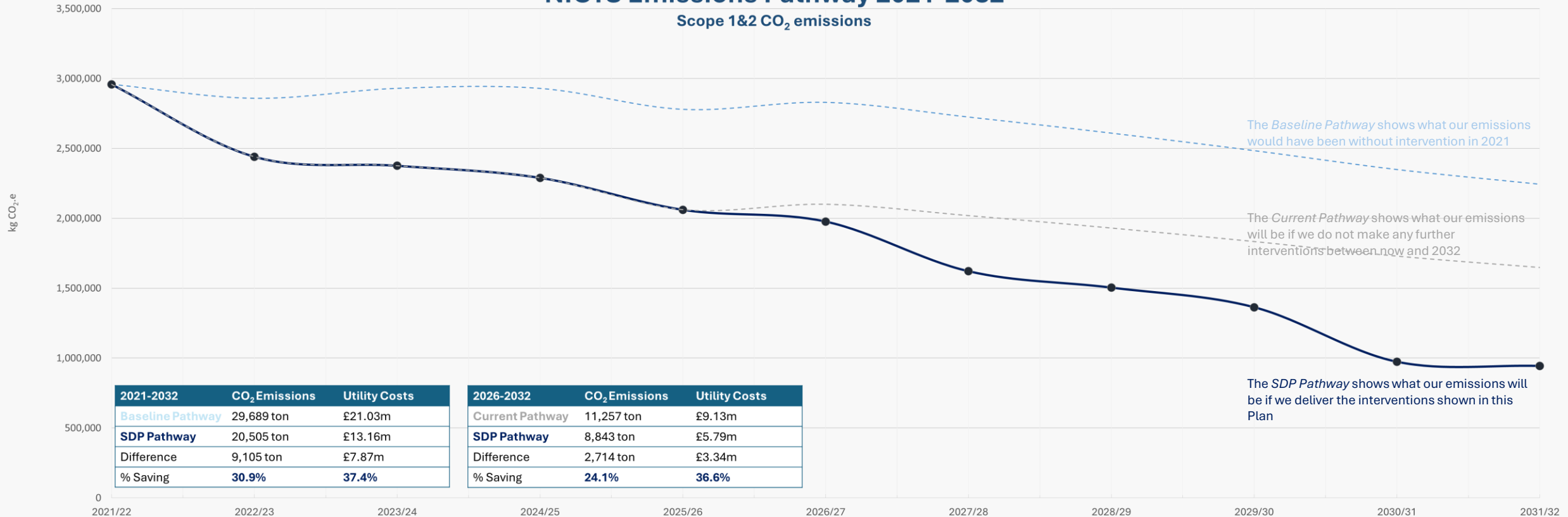


Summary of Interventions

Our Emissions Pathway is also designed to be adaptable and flexible so that we can measure and evaluate different interventions and scale up or down based on the resources and delivery routes available.

NICTS Emissions Pathway 2021-2032

Scope 1&2 CO₂ emissions



The *Baseline Pathway* shows what our emissions would have been without intervention in 2021

The *Current Pathway* shows what our emissions will be if we do not make any further interventions between now and 2032

The *SDP Pathway* shows what our emissions will be if we deliver the interventions shown in this Plan

2021-2032	CO ₂ Emissions	Utility Costs
Baseline Pathway	29,689 ton	£21.03m
SDP Pathway	20,505 ton	£13.16m
Difference	9,105 ton	£7.87m
% Saving	30.9%	37.4%

2026-2032	CO ₂ Emissions	Utility Costs
Current Pathway	11,257 ton	£9.13m
SDP Pathway	8,843 ton	£5.79m
Difference	2,714 ton	£3.34m
% Saving	24.1%	36.6%

Summary of Interventions *continued*

Details of interventions		2026-2032 Performance Estimates <i>(subject to funding and business case approvals)</i>			
Description	Building(s)	Delivery Period	Cost estimate	Energy Savings	Carbon Savings (t CO ₂ e).
1 Complete disposal of surplus building	Larne	2025/26	£0	£8,687	4.4 ton
2 Appoint dedicated sustainability officer and undertake staff engagement campaign to improve awareness of energy efficiency and carbon literacy throughout the NICTS estate	All	2026/27	£90,000	£319,250	144 ton
3 Connect to newly installed natural gas network, upgrade boiler plant and decouple domestic hot water	Dungannon	2026/27	£350,000	£48,437	307 ton
4 Upgrades to Building Energy Management Systems (BEMS) at sites where software is approaching obsolescence	Armagh, L'Derry, Downpatrick, RCJ	2026/27	£250,000	£30,005	78 ton
5 Solar PV panel installations to reduce electricity demand	Coleraine, Craigavon	2026/27	£340,000	£209,093	105 ton
6 Ventilation decarbonisation project to upgrade fan motors on all courtroom air handling units and improve control	Laganside Court	2026/27	£600,000	£485,100	342 ton
7 Upgrade building lighting from compact fluorescent to high efficiency LED fittings with enhanced control	Newry, Dungannon	2026/27	£600,000	£116,606	59 ton
8 Sustainability and facilities management teams to investigate nighttime electricity consumption and progressively target reductions so that the typical baseload consumption does not exceed 20% of the annual total	All	2027/28	£120,000	£1,311,544	591 ton
9 Supported by increased staff awareness, the sustainability champions network and facilities management teams will implement controls changes to achieve reductions in fossil fuel consumption between May and September	All	2027/28	£15,000	£24,115	58 ton
10 The sustainability champions network and facilities management teams will use enhanced controls and management information to optimize the performance and output of heating and ventilation systems in courtrooms	Crown Court venues and RCJ	2027/28	£15,000	£92,518	124 ton
11 The requirement for staff to travel on work related business is reduced by 10%	N/A	2027/28	£0	£60,176	36 ton
12 The lifecycle replacement of the ventilation system incorporates measures to improve energy efficiency and thermal comfort	Coleraine	2027/28	£360,000	£2,502	62 ton
13 Increase roof space insulation levels to reduce steady state heat loss from buildings deemed suitable	Various	2027/28	£120,000	£20,029	36 ton
14 Solar PV panel installations to reduce electricity demand	Newry, Antrim	2027/28	£350,000	£82,786	32 ton
15 Connect to natural gas network, upgrade boiler plant and improve zone controls	Downpatrick	2028/29	£350,000	£21,334	131 ton
16 Ventilation decarbonisation project to upgrade air handling units, incorporate air source heat pumps, and improve control	Newry	2028/29	£450,000	(£448)	59 ton
17 Ventilation decarbonisation project to upgrade air handling units, incorporate air source heat pumps, and improve control	Dungannon	2028/29	£450,000	(£589)	94 ton
18 The Royal Courts of Justice is closed temporarily to facilitate major modernisation and decarbonisation works	RCJ	2030/31	N/A	£638,967	703 ton
			£4,460,000	£3,470,112	2,965 t CO₂

Engagement and Communications



NICTS has three overarching Aims: *Working in Partnership; Supporting the Judiciary; Modernising Courts and Tribunals*. Working in partnership will be critical to achieving our Emissions Pathway and Sustainability Ambitions.

People are at the core of what we do and why we do it. Across our court and tribunal services we have over 900 members of staff and also support over 70 salaried and 600 fee paid judicial office holders.

Through our Themis programme, we are aiming to expand the use of digital services which will reduce the dependence on paper and the need to travel to attend our court and tribunal buildings.

Through our Estate Strategy and this plan, physical interventions in buildings will introduce significant enablers for improved sustainability, but it is clear that minimising energy and finite resource use requires constant attention and effort at point of use. Research within the broader public sector has shown that energy savings of between 10-20% can be achieved as a result of a targeted and sustained engagement campaign.

Effective engagement and communication will enable us to generate a shared sense of ownership of this societal and organisational challenge, to capture ideas and opportunities for solutions and to share details on initiatives and progress.

We will only succeed if we all play our part in making sustainability part of the core business across the organisation – sustainability is about all of us, and for all of us

To support the implementation of the Sustainability Delivery Plan, we will work with NICTS staff, the Judiciary, other courts users and external stakeholders to develop a sustainability communications and engagement plan which will include actions to:

- Develop initiatives and campaigns which advance our sustainability aims and reduce energy demand at the point of use
- Strengthen our governance arrangements to make sustainability a core consideration in organisational decision making
- Establish a network of staff sustainability champions to promote open communication and local engagement
- Include sustainability in staff induction and develop an e-learning training package for all staff
- Engage with Departmental colleagues to support the implementation of the DoJ Sustainability Action Plan and ensure effective alignment

Funding and Delivery

Challenges and opportunities

The scale of the climate related challenges facing the Northern Ireland Executive over the next decade are very significant, and we recognise the many competing priorities across all Departments.

Our Emissions Pathway sets out a series of projects and interventions to be delivered over a relatively short period between now and 2032. Although ambitious, our Pathway is also pragmatic, and has been designed to be cognizant of budgetary and delivery constraints, and adaptable enough to scale up or down. We remain committed to making meaningful contributions to the delivery of the Executive’s sustainability objectives, while recognizing our constraints and our primary role in delivering front line public services.

Delivering the interventions in our Emissions

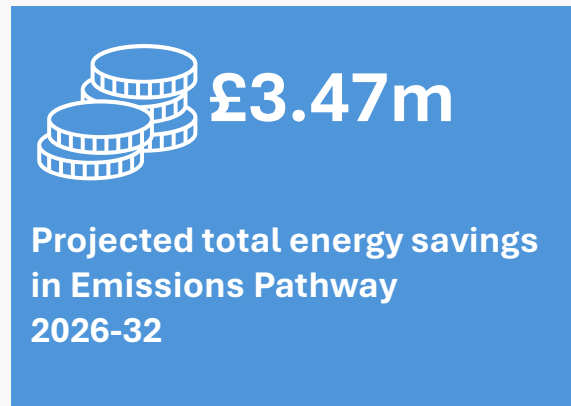
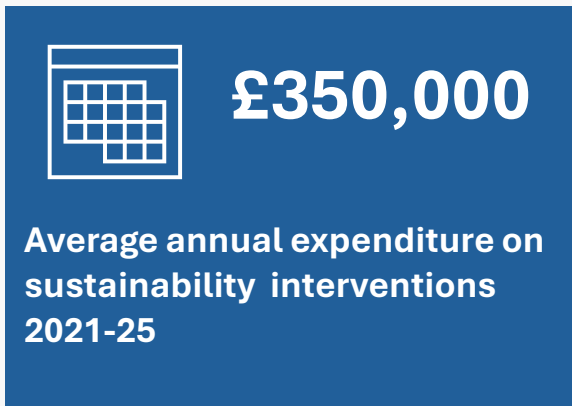
Pathway will involve staff from across our organisation and will need the support of the Judiciary, Justice Partners and court users. We will all need to reconsider how we interact personally and collectively with our workplaces and consider the environmental impact of our actions and inactions.

Delivery Confidence

Despite the pragmatic nature of our Emissions Pathway, we do not underestimate the challenge of delivering interventions in so many of our venues over a relatively short period of time. and we recognise that funding these interventions will still be subject to the normal appraisal process, with investments in sustainability prioritized against the other projects being delivered through Vision 2030 and our Estate Strategy. We are confident that the interventions in our Emissions Pathway will deliver tangible savings through reducing and avoiding utility costs, but

we also recognize that a key considerations for securing funding relate to project maturity and delivery confidence. We are currently dependent on the use of collaborative frameworks for the delivery of maintenance and construction works, and have identified this dependency as a key risk to the achievement of the Outcomes in our Estate Strategy, and the emission reductions in this Plan. We will continue to work with colleagues from the Department of Finance to explore flexible delivery routes and increase the number of projects that can be delivered annually across our estate.

The Climate Change Act challenges the public sector to lead by example. NICTS is committed to working with colleagues across the NICS to rise to this challenge and deliver the No Regrets, Routine and Targeted interventions in the Emissions Pathway.





Explore more of our corporate strategies and plans online at
justice-ni.gov.uk/publications

