

NICTS AGENCY BOARD MEETING: Monday 8 December 2025 at 3.30 pm (5th Floor Conference Room)

Present:

Glyn Capper (Chair)
Claire Duffy
Presiding District Judge Keown

The Hon Mr Justice Kinney
Elaine Topping
Karen Ward
Paddy Butler

Catherine Rodgers

Eamonn McConville

Vilma Patterson
Albert Hamilton
Katy Denkowski

Chief Executive, NICTS
President of Appeal Tribunals
Presiding District Judge (Magistrates' Courts)
Judicial attendee
Acting Director Court Services
Director Modernisation, Digital and Estates
Director Coroners Service and Legacy Inquests
Acting Director Tribunals and Corporate Services
Principal Private Secretary to the Lady Chief Justice
Independent Board Member
Independent Board Member
Secretary

1. Welcome and Apologies

1.1 Glyn welcomed Mr Justice Kinney to his first meeting of the Agency Board. He also noted this would be Eamonn's last Board meeting as he is moving to a new role in February, and thanked him for his contribution to the work of the Board.

1.2 Apologies –

The Rt Hon Dame Siobhan Keegan
Her Honour Judge Smyth
Louise Laverty

Lady Chief Justice
Recorder of Belfast
Deputy Director of Finance

2. Minutes of the last meeting and matters arising

2.1 The minutes of the meeting on 29 September 2025 were agreed.

2.2 All actions on agenda of the meeting.

3. Declarations of Interest

3.1 No declarations of interest were noted.

Strategic Issues

4. Director's Update (Glyn Capper)

- 4.1 Glyn noted the positive steps made in relation to the People Strategy priority of filling vacancies with a number of bespoke recruitments and trawls; positive figures seen in performance standards; and the budget as we approach the new financial year.

5. Head of Division Updates

- 5.1 Paddy updated the Board on:

- New legacy framework and potential implications for NICTS being worked through.
- Supreme Court rulings on Dillon and Thompson cases being considered.
- CSNI volumes remain high.
- Increase in number of inquests delivered.
- Noah Donahoe Inquest listed to begin in early January.

- 5.2 Elaine updated the Board on:

- EJO statistics show an increase in monies recovered since the same period last year.
- Decline in Fine Collection Service income due to changes in benefit recoupment.
- Staffing position noted on risk register.
- Approval from NICS HR for bespoke operational SO and DP trawls.
- TUS support for future internal court clerk trawls once current merit list is exhausted.
- CJINI report on Court Administration – NICTS took part in a self-assessment pilot which Elaine will share with Board members.

- 5.3 Catherine updated the Board on:

- NIAO draft report on PAC shared for factual accuracy. A meeting is planned with NIAO in January to discuss issues raised.
- HIA Board – winding down, PLOs have been redeployed and next phase of staff redeployment will commence at the end of December.
- Truth Recovery Redress Scheme – team working on preparing Governance documents, accommodation is being secured and IT solution is well advanced.
- Work continues on Security & Ancillary Services contract which should be renewed by Spring 2026.
- Security Oversight Group established.
- G6/G7 Leadership event next week at NI Fire and Rescue headquarters.
- Contents for next edition of 'The Hearing' being finalised with next edition being published in January.

- 5.4 Karen updated the Board on:

- Justice Video Platform has been successfully rolled out across all courtrooms.
- On the Themis side, work continues on the Small Claims project, with design expected to complete in the new year. The senior team continue to work closely with the supplier regarding the delay. There was a discussion on possible cost implications, delay to the project overall and impact on staffing. A revised go-live

date will be brought to the Programme Board in February. Glyn thanked Pamela Reid and Karen for how they have managed the project and dealt with issues.

- The Themis Tribunals blueprint is to be approved at January Programme Board; the Interim Operation Model work is progressing to schedule; and on Civil early discovery work has begun.
- On Estates, Karen noted positive staffing news with 14 professional and technical posts now filled.
- Bishop Street Modernisation project – a capital program manager has been appointed, however there has been some delay due to CPD resourcing issues. Three suppliers have been invited to tender.
- RCJ modernisation Project –at RIBA stage 3, detailed design and decant working is ongoing with Consul and Court Operations staff.
- Project blueprint for restoration of Old Townhall being worked on.
- Number of user experience surveys ongoing at the minute.

The Board noted the Business updates.

6. Performance Update (Glyn Capper)

- 6.1 Glyn, referring to the paper provided, updated the Board on the quarter two position.
- 6.2 At the end of the quarter two, 12 Strategic Objectives published in the 2025/26 Business Plan were on track for achievement, one target is achieved, three targets were partially achieved (related to estates projects) with the remaining one currently not achievable within the target timeframe (Themis).
- 6.3 In relation to the 27 performance standards, Glyn noted it was positive to see only three standards were red, and one amber (within 1% of being achieved). A commentary paper was provided. The Board noted that work continues across teams and further improvement will hopefully be seen as the year progresses.

Decision: The Board noted the performance update.

7. Strategic Resources Committee Update (Glyn Capper)

- 7.1 Glyn, in Louise's absence, referred to the paper provided and noted it would be taken as read.
- 7.2 He drew the Board's attention to the important work being done on civil fees which is currently making its way through the Justice Committee.

Decision: The Board noted the paper provided with no further comment.

8. NICTS Risk Register Quarter 2 2025-26 (Catherine Rodgers)

- 8.1 Catherine, referring to the paper provided, highlighted the top scoring risks for the Agency for this quarter.
- 8.2 It was noted that one new risk has been added to the register at risk 10 – Governance, assurance and scrutiny of other bodies.

- 8.3 There are 11 risks on the register. In Quarter 3 eight scores remained the same, one score increased, one score reduced.
- 8.4 Vilma noted that the Risk Register was discussed at Audit and Risk Assurance Committee (ARAC) on 4 December.

Decision: The Board noted the Risk Register and update provided.

9. Quarterly ARAC Update (Vilma Patterson)

- 9.1 Vilma, referring to her paper detailing the ARAC meeting in October, noted that it would be taken as read.
- 9.2 She provided a verbal update on the meeting on 4 December. Matters considered included the Risk Register (deep dive on Cyber Risk and RIMT), the CFO accounts, Trust Statement update, update on Direct Award Contracts and the internal audit programme.
- 9.3 Claire Duffy raised an issue in regard to submission of digital evidence in her tribunal hearings. Catherine to investigate and provide Claire with an update.

Decision: The Board noted the update provided.

Action: Catherine to review protocol for submission of evidence in digital forms to tribunals.

10. Items for discussion: DoJ Speeding up Justice Programme overview

- 10.1 Elaine, referring to her paper, provided the Board with an overview of the Speeding Up Justice Programme and the impacts and benefits to NICTS and the wider justice system.
- 10.2 She outlined the work being taken in this mandate around early engagement and out of court disposals. She noted that regular updates will be provided to the Board.
- 10.3 Glyn noted his thanks to Elaine and to Judge Keown for his help on the remit of the Magistrates' Court work.
- 10.4 The Board noted the update.

11. Sustainability Delivery Plan

- 11.1 Karen, referring to the paper provided, updated the Board on the draft Sustainability Delivery Programme.
- 11.2 She noted that the report is due to be published in January and will be considered by the Estates Programme Board later in the week.
- 11.3 She noted that the report will be updated annually to reflect updates and changes.
- 11.4 The Board noted the report and approved publication.

12. Internal Audit Reports

12.1 Historical Institutional Abuse Redress Board Payments – Final report.

Decision: The Board noted the report.

13. AOB

13.1 Claire Duffy raised TAS members' access to e-judiciary UK, and progress in providing ID cards to judicial office holders in TAS.

13.2 Catherine to revert to Claire on these issues.

14. Key Messages

14.1 Key messages from the meeting to be shared with staff:

- Performance – thanks to staff on achievements against performance standards.
- Sustainability Plan.

Next meeting – 30 March 2026.

Actions:

Date of Meeting	Action	Owner	Status
8 December 2025	Catherine to review protocol for submission of evidence in digital forms to tribunals.	Catherine Rodgers	Ongoing