

Department of  
**Justice**

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# **DEPARTMENTAL BUSINESS PLAN 2013-14**

*'Building a Fair, Just and Safer Community'*

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## Strategic Context

The Strategic Priorities for the Department can be mapped against the commitments in the Programme for Government 2011-15 (PfG) and in our three strategic themes of **Safer, Shared Communities; Faster, Fairer Justice; and Reformed Prisons and Youth Justice system.**

This year's business plan demonstrates the interdependencies between the PfG commitments and the Minister's strategic objectives. Ten of the fourteen departmental objectives link directly to PfG targets and the remaining objectives support their delivery.

1.	To take forward an integrated approach to reducing offending and risk of re-offending. <b>(PfG 54)</b>
2.	To promote safer communities through partnership working with agencies and communities. <b>(PfG 56 &amp; 68)</b>
3.	To put in place effective arrangements to tackle serious and organised crime. <b>(PfG 54 &amp; 55)</b>
4.	To substantially complete the construction of the new Police, Prison and Fire Training College. <b>(PfG 53)</b>
5.	To promote faster, fairer justice through the delivery of cross-cutting reforms. <b>(PfG 57)</b>
6.	To improve access to justice through reform of the Legal Aid System. <b>(PfG 57)</b>
7.	To improve access to justice through policy, legislative and procedural reform. <b>(PfG 57)</b>
8.	To deliver an efficient and effective justice system. <b>(PfG 57)</b>
9.	To have safe, secure, decent custody. <b>(PfG 69)</b>
10.	To reform and modernise the Prison Service. <b>(PfG 69)</b>
11.	To support compliance with governance requirements throughout the Department, its agencies and NDPBs.
12.	To successfully deliver and realise the benefits of all DOJ Programmes and Projects.
13.	To deliver efficient and effective business support.
14.	To develop and implement a departmental sickness absence strategy, reducing the levels of sickness absence in line with PfG commitments <b>(PfG 82 DFP/NICS wide commitment)</b>

# Resourcing the 2013-14 Business Plan

2013/14 is the third year of the Budget 2011-15 period (2011/12 to 2014/15). The Departmental Board is committed to prioritising and aligning resources to enable effective delivery of the Plan. The resource and capital allocations for 2013/14 are as follows:

	£m
<b>Resource DEL</b>	<b>1,163</b>
<b>Capital DEL</b>	<b>52</b>

These figures exclude a separate funding package which has been agreed with the UK Government to deal with the exceptional security related pressures.

By 2014/15, we plan to deliver recurring savings totalling £114m across the core Department, our agencies, and arms length bodies. This year, our target is to deliver recurring savings of £105m by 31 March 2014.

In allocating budgets, the Minister has considered the range of pressures and proposed new projects, across all spending areas, against his priorities and the available funding. Similarly, while recognising that all areas will need to deliver efficiencies the specific level of savings required from each area's baseline has been set in order to protect front line services as far as possible.

As with all areas of Government, the DOJ faces significant challenges. Rigorous financial management, sound corporate governance and a sharp focus on best value for money is essential. Decisions must be supported by sound business cases and proper procurement procedures.

## Delivering the Plan

Delivery of the plan will be through our staff, our most important asset. Strong and visible leadership at all levels will be critical in supporting staff to achieve our objectives. We must also be equipped with the necessary skills to deliver our Programme for Government commitments and additional business objectives to exercise effective financial management, to embrace the challenges ahead, and to provide first class services to our customers.

At the strategic level, the Departmental Board will regularly review progress against the PfG 2011-15, and the 2013/14 Business Plan which will include ongoing monitoring of Departmental risks. At an operational level, Directorates, Divisions, and Branches will also regularly monitor performance.

The Department has an ambitious and wide-ranging legislative programme which, subject to the agreement of the Northern Ireland Executive, will see three Bills introduced into the Assembly this year.





The Legal Services Agency Bill, for introduction in October, will give effect to the recommendation of the Access to Justice Review that the Northern Ireland Legal Services Commission should become an Agency of the Department. The Bill will accelerate the legal aid reform programme and improve governance of public funded legal services.





The Faster, Fairer Justice Bill which will be published later this Autumn, will improve the performance of the criminal justice system by introducing a range of measures to speed up the progress of criminal cases. The Bill also brings forward measures to improve the services provided for victims and witnesses of crime.

The Fines and Enforcement Bill, for introduction in the New Year will replace the current outmoded arrangements for collecting and enforcing fines. A new civilian fine enforcement service will ensure that the fines imposed by the courts are collected.




Finally the Department is also working jointly with DHSSPS to bring forward a Bill to implement the recommendations of the Bamford Review for modernising mental capacity law and practice.





## DOJ DEPARTMENTAL BUSINESS PLAN 2013-14






Objective and Overall RAG	Outcomes	Target: Individual RAG:	Comment
 <p>1. To take forward an integrated approach to reducing offending and risk of re-offending. (PfG 54)</p>	<p>A reduction in serious crime, underpinned by a new integrated Reducing Offending Strategic Framework.</p>	 <p><b>Owner: Anthony Harbinson</b></p> <p>1.1 Publish the refreshed Woman's Reducing Offending Strategy by November 2013.</p>	
		 <p><b>Owner: Anthony Harbinson</b></p> <p>1.2 Develop a criminal justice desistance strategy by December 2013.</p>	
		 <p><b>Owner: Anthony Harbinson</b></p> <p>1.3 Implement 90% of agreed recommendations in the Youth Justice Review by March 2014.</p>	




Objective and Overall RAG	Outcomes	Target: Individual RAG:	Comment
		 <p><b>Owner: Sue McAllister</b></p> <p>1.4 Publish NIPS employability strategy by March 2014.</p>	
		 <p><b>Owner: Sue McAllister</b></p> <p>1.5 Develop NIPS revised offender management policy and standards by March 2014.</p>	
 <p>2. To promote safer communities through partnership working with agencies and communities. <b>(PfG 56 &amp; 68)</b></p>	<p>A joined up approach to tackling crime, fear of crime and anti-social behaviour.</p>	 <p><b>Owner: Anthony Harbinson</b></p> <p>2.1 Implement effective partnership working to tackle ASB and address needs of victims by January 2014.</p>	













Objective and Overall RAG	Outcomes	Target: Individual RAG:	Comment
		 <b>Owner: Anthony Harbinson</b> 2.2 Develop and deliver tailored projects to tackle ASB and reduce fear of crime particularly amongst older and vulnerable people by engaging directly with older people through an initiative led by the Age Sector Platform by December 2013.	
	Timely provision of AccessNI certificates.	 <b>Owner: Anthony Harbinson</b> 2.3 To process AccessNI certificates in line with published targets.	
	Actively seek local agreement to reduce the number of 'peace walls'.	 <b>Owner: Anthony Harbinson</b> 2.4 Initiate engagement on 26 interface structures by end March 2014 and to have 13 action plans.	






Objective and Overall RAG	Outcomes	Target: Individual RAG:	Comment
	New strategy to address Domestic Violence and Sexual Violence (DV/SV) in place.	 <b>Owner: Anthony Harbinson</b> 2.5 Have in place new DV/SV Strategy informed by stakeholder groups by March 2014.	
 3. To put in place effective arrangements to tackle organised crime. <b>(PfG 54, 55)</b>	Effective arrangements to tackle organised crime.	 <b>Owner: Anthony Harbinson</b> 3.1 Transfer Serious Organised Crime Agency (SOCA) criminal powers and civil recovery powers by October 2013.	
		 <b>Owner: Anthony Harbinson</b> 3.2 Maintain, develop and review arrangements to support the policing and justice response to G8, the World Police and Fire Games, Security and Public Order; by 30 September 2013.	






Objective and Overall RAG	Outcomes	Target: Individual RAG:	Comment
		 <b>Owner: Anthony Harbinson</b> 3.3 Reduce the market for organised crime, goods and services by having in place a Changing the Mindset Communication Strategy in place by July 2013.	
 4. To substantially complete the construction of the new Police, Prison and Fire Training College. <b>(PfG 53)</b>	Desertcreat College construction proceeds effectively.	 <b>Owner: Anthony Harbinson</b> 4.1 Resolve issues facing Desertcreat College by end July 2013 and impact on timetable is minimised. 70% of capital expenditure utilised within the current CSR period.	
 5. To promote faster, fairer justice through the delivery of cross-cutting reforms. <b>(PfG 57)</b>	Enactment of new arrangements to improve the performance of the criminal justice system.	 <b>Owner: David Lavery</b> 5.1 Introduce the Faster, Fairer Justice Bill by December 2013.	

Objective and Overall RAG	Outcomes	Target: Individual RAG:	Comment
	Improved services for victims and witnesses of crime.	 <p><b>Owner: David Lavery</b></p> <p>5.2 Publish the “Making a Difference for victims and witnesses of crime” strategy by June 2013 and deliver year one actions by March 2014.</p>	
		 <p><b>Owner: Mark McGuckin</b></p> <p>5.3 Submit a draft consultation document on proposals for reform of the Criminal Damage Compensation Scheme to the Minister by March 2014.</p>	
		 <p><b>Owner: Mark McGuckin</b></p> <p>5.4 Submit a draft Forensic Science Strategy to the Minister by March 2014.</p>	







Objective and Overall RAG	Outcomes	Target: Individual RAG:	Comment
	Effective monitoring and use of equality information.	 <b>Owner: David Lavery</b> 5.5 Develop new equity monitoring arrangements for the criminal justice system by December 2013.	
 6. To improve access to justice through Reform of the Legal Aid System. <b>(PfG 57)</b>	Legal aid expenditure brought within budget.	 <b>Owner: David Lavery</b> 6.1 Introduce new fee arrangements for legal aid cases by January 2014.	
	New governance arrangements for the legal aid system.	 <b>Owner: David Lavery</b> 6.2 Introduce the Legal Services Agency Bill by October 2013.	
	A justice system that operates more efficiently.	 <b>Owner: David Lavery</b> 6.3 Complete a review of the legal needs of children and young people by December 2013.	






Objective and Overall RAG	Outcomes	Target: Individual RAG:	Comment
 <p>7. To improve access to justice through policy, legislative and procedural reform. <b>(PfG 57)</b></p>	<p>Justice sector able to deal effectively with mental capacity issues.</p>	 <p><b>Owner: David Lavery</b></p> <p>7.1 Launch a consultation on a joint Mental Capacity Bill with DHSSPS, within agreed timescales.</p>	
	<p>Increased confidence in the criminal justice system.</p>	 <p><b>Owner: David Lavery</b></p> <p>7.2 Submit a consultation paper to the Minister on a revised approach to the setting of life sentence tariffs within two months of the relevant Court of Appeal case.</p>	
 <p>8. To deliver an efficient and effective justice system. <b>(PfG 57)</b></p>	<p>Revised arrangements for delivery of Northern Ireland Judicial Appointments Ombudsman in place.</p>	 <p><b>Owner: David Lavery</b></p> <p>8.1 Transfer the functions of the Northern Ireland Judicial Appointments Ombudsman to the Public Services Ombudsman by 2015/16. Achieve first year milestones by March 2014.</p>	




Objective and Overall RAG	Outcomes	Target: Individual RAG:	Comment
	Effective operation of tribunals.	 <b>Owner: David Lavery</b> 8.2 Agree future policy on tribunals, structures, and jurisdiction by March 2014.	
	Improved collection of fines and reduced number of fine defaulters entering prison.	 <b>Owner: David Lavery</b> 8.3 Introduce the Fines and Enforcement Bill by March 2014.	
 9. To have safe, secure, decent custody. <b>(PfG 69)</b>	A safe, decent and secure environment for staff, prisoners and visitors.	 <b>Owner: Sue McAllister</b> 9.1 Meet the set Key Performance Indicators as set out in the NIPS Business Plan regarding escapes and assaults on prisoners and staff.	
		 <b>Owner: Sue McAllister</b> 9.2 Meet the Key Performance Indicators in the NIPS Business Plan for the reduction in the number of complaints requiring investigation by the Prisoner Ombudsman.	

Objective and Overall RAG	Outcomes	Target: Individual RAG:	Comment
	A structured regime that supports prisoners to progress through custody.	 <b>Owner: Sue McAllister</b> 9.3 Meet the set Key Performance Indicators in the NIPS Business Plan regarding constructive activity.	
 10. To reform and modernise the prison service. <b>(PFG 69)</b>	To have a modern, efficient and effective Prison Service.	 <b>Owner: Sue McAllister</b> 10.1 Launch the certificate of competence accreditation process by December 2013.	
		 <b>Owner: Sue McAllister</b> 10.2 Meet the Key Performance Indicators as set out in the NIPS Business Plan re delivering appropriate training for staff.	
		 <b>Owner: Sue McAllister</b> 10.3 To deliver against year 3 of the SEE Programme PID incorporating NIPS element of the PRT recommendations. To deliver those recommendations identified in the PRT report for completion in 2013-14, and for which NIPS has lead responsibility by March 2014.	



Objective and Overall RAG	Outcomes	Target: Individual RAG:	Comment
 <p>11. To support compliance with governance requirements throughout the Department, its agencies and NDPBs.</p>	<p>Good governance across the DOJ.</p>	 <p><b>Owner: Mark McGuckin</b></p> <p>11.1 Conduct procurement in line with CPD guidelines and quarterly meetings of DOJ Procurement Board and Forum.</p>	
		 <p><b>Owner: Mark McGuckin</b></p> <p>11.2 Provide DOJ responses to pay remits within 10 working days.</p>	
		 <p><b>Owner: Mark McGuckin</b></p> <p>11.3 Deliver DOJ assurance framework as agreed by the DARC including an Internal Audit Programme.</p>	
 <p>12. To successfully deliver and realise the benefits of all DOJ Programmes and Projects.</p>	<p>Appropriate use of shared services and alignment with NICS systems and procedures.</p>	 <p><b>Owner: Mark McGuckin</b></p> <p>12.1 Complete NICTS migration to HR Connect by end 2013.</p>	

Objective and Overall RAG	Outcomes	Target: Individual RAG:	Comment
		 <b>Owner: Mark McGuckin</b> 12.2 Develop DOJ Estate Strategy by March 2014.	
	Benefits of individual Programmes and Projects are captured and delivered.	 <b>Owner: Mark McGuckin</b> 12.3 Complete the DOJ Reform Programme by August 2013, including completed benefits realisation plan.	
 13. To deliver efficient and effective business support.	Efficient and effective delivery of ongoing support services and development of our people.	 <b>Owner: Mark McGuckin</b> 13.1 Approve Corporate Training Plan by June and ensure Business Areas deliver by March 2014.	
		 <b>Owner: Mark McGuckin</b> 13.2 Provide responses to business cases within 12 working days; and post project evaluations within 20 working days.	

Objective and Overall RAG	Outcomes	Target: Individual RAG:	Comment
	2013/14 expenditure within final budget and reported in Resource Accounts.	 <b>Owner: Mark McGuckin</b> 13.3 Resource Accounts signed by Accounting Officer and laid in Assembly in line with DFP timescales.	
 14. To develop and implement a Departmental sickness absence strategy, reducing the levels of sickness absence in line with PfG commitments. <b>(PfG 82-DFP/NICS wide commitment)</b>	Sickness absence is managed effectively in line with NICS policies and procedures.	 <b>Owner: Mark McGuckin</b> 14.1 Reduce the level of sickness absence to 9.7 days (including Prison officers) by 31 March 2014.	

## Key to Business Plan

The following criteria should be applied in proposing a RAG rating:

RAG status	Description
Green	Achieved or on track for delivery
Green/Amber	Level of progress is broadly on track with easily redeemable deviations from plans and there is <i>justifiable</i> confidence of getting close to targeted outcomes
Amber	Rate of progress is less than planned and there is significant doubt around the achievement of targeted outcomes
Red	Commitments not achieved or not expected to be achieved or delivery of the targeted outcome(s) will not be achieved within the current PfG period

### Seven DOJ PfG Commitments and related objectives

- **53** – Substantially complete the construction of the new Police, Prison and Fire Training College (**Obj: 4**)
- **54** - Reduce the level of serious crime (**Obj: 1 & 3**)
- **55** Tackle crime against older and vulnerable people by more (**Obj: 3**) effective and appropriate sentences and other measures
- **56** - Improve community safety by tackling anti-social behaviour (**Obj: 2**)
- **57** – Improve access to justice (**Obj: 5, 6, 7 & 8**)
- **68** – Actively seek local agreement to reduce the number of ‘peace walls’ (**Obj: 2**)

- **69 – Reform and modernise the Prison Service (Obj: 9 & 10)**

**Objective** = the strategic aim or goal you intend to deliver (which should include the existing strategic deliverables and the Minister's priorities in the 1000 day speech).

**Outcome** = what you want to achieve through this objective (for example, reduced offending, safe and secure custody, a reduced legal aid bill, etc). The timeframe for achieving the outcome may go beyond the 2013/14 business year.

**Target** = these should be **S.M.A.R.T.** and reflect the **key** pieces of work to be delivered in-year in pursuit of this objective.

# DOJ ORGANISATION CHART

