



Department of Justice

Business Plan

2017-18

Department of Justice: Purpose and Values

Our Department

Access to Justice Directorate is responsible for criminal justice policy and legislation, and improving access to justice through design of the court and tribunal structures and reform of the legal aid system.

Safer Communities Directorate is responsible for the lead interface with PSNI and for work on Community Safety.

Justice Delivery Directorate provides support to the DOJ Board, Finance, HR, IT and other central services to the Department. It also provides Compensation Services for victims of crime.

Reducing Offending Directorate is responsible for the oversight of the **Prison Service**, an Agency within the DOJ, responsible for the management of offenders in custody and the reform and operation of prisons across Northern Ireland, and the **Youth Justice Agency**. It also leads the development of Reducing Offending policy in the Department.

We have three other Executive Agencies:

- **Northern Ireland Courts and Tribunals Service;**
- **Legal Services Agency;** and
- **Forensic Science Northern Ireland.**

Our Purpose

The mission of the Department is to support the Minister of Justice in building a fair, just and safer community.

Our delivery will be assessed against:

Programme for Government

Outcome 7:

“We have a safe community where we respect the law. And each other”.

Ministerial Priorities

To be added

Our Values

Delivering Effectively

- achieving our key priorities and delivering our objectives;
- maximising the benefit from available resources, providing value for money;
- aspiring to always improve; and
- promoting imaginative and innovative ways to create a positive impact.

Valuing our People

- treating everyone with respect and understanding different needs;
- listening, giving time, offering support and recognising success;
- being honest and open – with consideration and tact;
- developing and equipping staff to make the best use of their abilities and skills; and
- promoting a healthy work/life balance.

Working Together

- seeking opportunities for active and meaningful engagement;
- listening and responding to those who engage with us;
- upholding the principles of fairness and justice for all;
- promoting a coherent and joined-up approach in all we do; and
- being committed to equality and diversity.

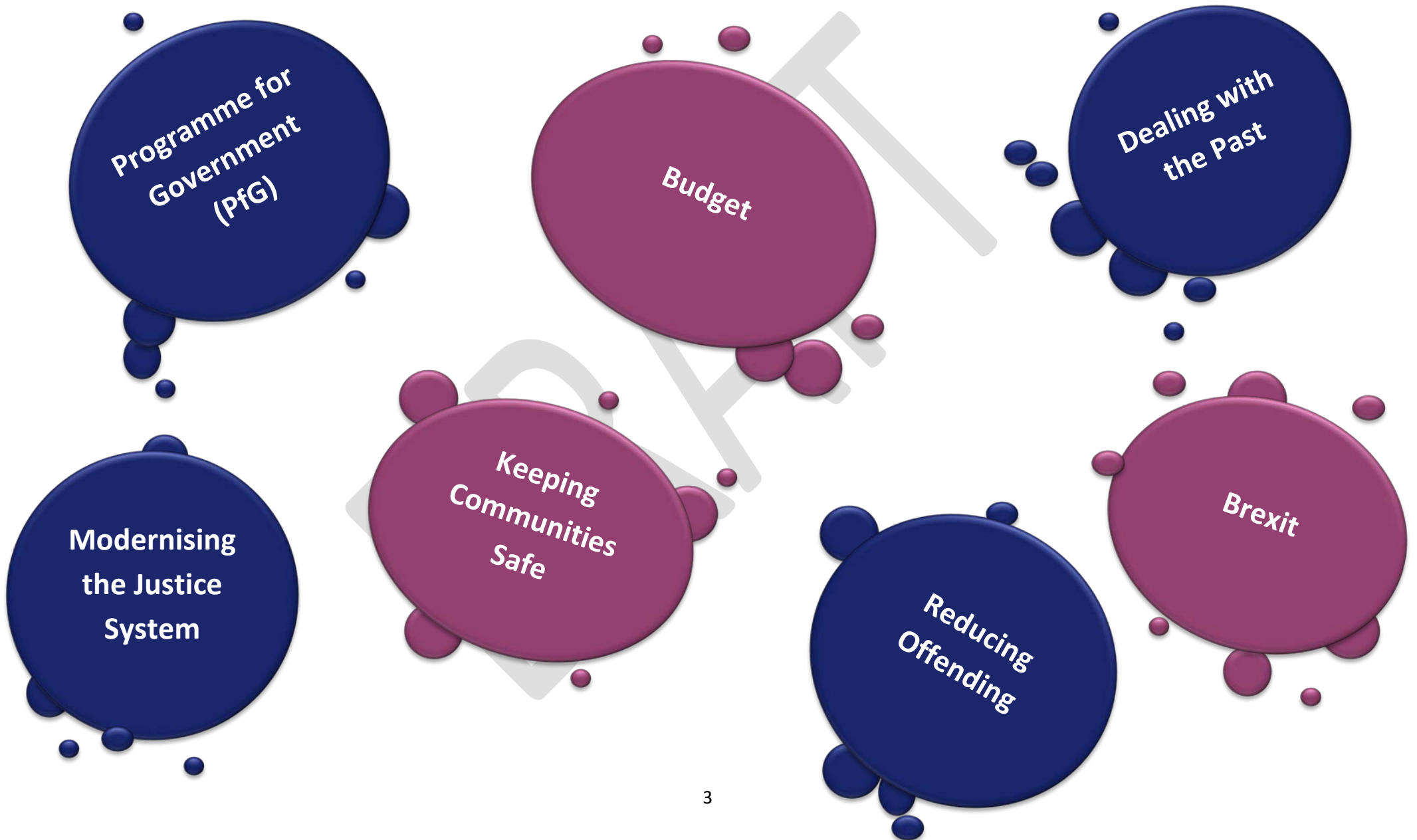
Being Outwardly Focused

- being open and transparent;
- responding to the needs of the community;
- establishing and maintaining good working relationships; and
- recognising the impact of our work in the community and delivering against our corporate and social responsibilities.

Taking Responsibility

- assuming responsibility, taking on challenges and delivering solutions;
- acting with professionalism and integrity; and
- fostering proactive, candid and open relationships with all stakeholders.

Key Priority Areas 2017/18



DOJ BUSINESS PLAN 2017/18

PFG		Key Area	What will we do?	Who will deliver?	When will it be delivered?
Outcome	Indicator				
PROGRAMME FOR GOVERNMENT (PFG)					
7	1	Problem Solving Justice	<ul style="list-style-type: none"> • Deliver a portfolio of Problem-Solving Justice initiatives to include: <ul style="list-style-type: none"> ➤ pilots of Substance Misuse Court; a court mandated Domestic Violence perpetrator programme; a Family Drug and Alcohol Court; and Enhanced Combination Orders. ➤ develop the Problem Solving Justice brand. 	DoJ Lead: David Lavery/ Brian Grzymek Partners: Justice Committee; CJOs; Health; Education; Communities; Victims Commissioner	March 2018 September 2017
7	38		<ul style="list-style-type: none"> • Promote a Problem Solving Justice approach to wider Departmental policy development by providing a series of workshops and awareness sessions across the Justice System. ➤ Collaborative working to <i>increase confidence</i> in Criminal Justice System (PSNI/DOJ/Criminal Justice organisations) directed by the CJB and dissemination of the CJB communique highlighting strategic developments and new initiatives. 	All Delivery partners: Justice Committee; CJOs; Victims Commissioner; Justice Committee	Throughout 2017/18 Throughout 2017/18
BUDGET					
		Budget	<ul style="list-style-type: none"> • Allocate and monitor budgets to spending areas.- Final outturn within 1% of budget. 	DoJ Lead: Director of Justice Delivery Budgets by business areas managed effectively by Directors and Agency Chief	In-year and future years' budgets allocated in line with DoF timescales. Budget monitored

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Outcome	Indicator				
				Executives. Financial Services Division Strategic Resources Committee (SRC)	monthly by Departmental Board, Financial Services Division and budget holders. SRC to meet at least four times during 2017/18.
			<ul style="list-style-type: none"> Produce financial information in line with DoF and Statutory Requirements. 	DoJ Lead: Financial Services Division	<p>Monthly reporting to the Departmental Board, budget holders and SRC.</p> <p>In-year monitoring rounds conducted in line with DoF timescales.</p> <p>Quarterly reporting to the Departmental Audit & Risk Committee (DARC).</p> <p>Annual Departmental Accounts laid in the Assembly in line with required</p>

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Outcome	Indicator				
					timelines.
		Governance	<ul style="list-style-type: none"> Deliver ongoing sponsorship and oversight of NDPBs in line with existing governance requirements (eg Management Frameworks, Financial Memorandums) 	DoJ Lead: relevant Director of sponsor bodies	Actions as set out within the Corporate Governance Framework and ongoing sponsorship as required.
KEEPING COMMUNITIES SAFE					
7	1	Harm and Vulnerability	<ul style="list-style-type: none"> Develop a new Executive Framework for addressing crime and community safety issues 	DoJ Lead: Steven McCourt Partners: Other Executive Departments, PCSPs	March 2018
			<ul style="list-style-type: none"> Support rollout of Concern Hubs and develop concept of place based approaches. 	DOJ Lead: Steven McCourt Partners: PSNI, Health Trusts, Education Authority, Councils, NIHE, NIFRS, PBNI, YJA, PCSPs	March 2018
7	1	Interfaces	<ul style="list-style-type: none"> Reduce number of interface structures in line with Executive Commitments 	DoJ Lead: Steven McCourt with the cross Executive Programme Board	All structures to be removed by 2023
7	1	Domestic & Sexual Violence	<ul style="list-style-type: none"> Introduce a portfolio of measures to enhance the protection of victims and improve support and advocacy services to those at risk and in the aftermath of a 	DoJ Lead: Steven McCourt Partners: PSNI, NICTS, PBNI	March 2018

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Outcome	Indicator				
			<p>domestic violence incident including:</p> <ul style="list-style-type: none"> ➤ Domestic Violence Protection Notices and Orders, ➤ Domestic Abuse Offence Bill, ➤ Introduce a Domestic Homicide Review Model ➤ Introduce Domestic Violence Disclosure Scheme ➤ Develop a framework model to ensure that victims of domestic and sexual violence are afforded support and advocacy 		<p>Subject to Executive approval</p> <p>March 2018</p> <p>March 2018</p> <p>March 2018</p>
7	1 & 39	Domestic & Sexual Violence	<ul style="list-style-type: none"> • Early intervention - Introduce Pilot Court-supervised behaviour change Domestic Violence Perpetrator Programme in Londonderry/Derry Magistrates Court 	<p>DoJ Lead: Steven McCourt</p> <p>Partners: PBNI, OLCJ. NICTS</p>	October 2017
7	1	Victims & Witnesses	<ul style="list-style-type: none"> • Publish a new Victim & Witnesses Action Plan and oversee delivery of the associated 2017/18 actions 	<p>DoJ Lead: Steven McCourt</p> <p>Partners: Victim and Witness Steering Group</p>	March 2018
7	1		<ul style="list-style-type: none"> • Ensure that adult victims of human trafficking are adequately supported in line with legislative requirements. 	<p>DoJ Lead: Steven McCourt</p> <p>Partners: Current Contract holders, PSNI, Human Trafficking Policy Team</p>	March 2018
7	1	Paramilitary & Organised Crime	<ul style="list-style-type: none"> • Deliver 2017/18 commitments in the Tackling Paramilitarism Programme 	<p>DoJ & NIO, Executive, FSIB ALBs, NDPBs and delivery partners</p>	March 2018
7	1		<ul style="list-style-type: none"> • Commence a strategic review of the response to organised crime in Northern including the structure of 	<p>DoJ Protection and Organised Crime Division, with OCTF and criminal</p>	March 2018

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			OCFT and a public consultation on legislative proposals	justice partners	
MODERNISING THE JUSTICE SYSTEM					
7	1	Modernising Justice & legislative reform	<ul style="list-style-type: none"> Develop a legislative programme for the next mandate in line with the Minister's priorities. 	DoJ Lead: Brian Grzymek Partners: Justice Committee; CJOs	March 2018
7	1		<ul style="list-style-type: none"> Review the law on harassment and develop proposals for the introduction of specific stalking legislation in Northern Ireland. 	DoJ Lead: Brian Grzymek Partners: Justice Committee; CJOs	March 2018
7	38		<ul style="list-style-type: none"> Complete implementation of Live Links provisions in Justice Act (NI) 2015 	DoJ Lead: Brian Grzymek Partners: CJOs	December 2017
7	1		<ul style="list-style-type: none"> Complete scoping studies to inform legislative reviews of: <ul style="list-style-type: none"> ➤ Hate Crime ➤ Anti-Social Behaviour ➤ Explosives/Pyrotechnics 	DoJ Lead: Steven McCourt DoJ Lead: Robert Kidd	March 2018
7	38		<ul style="list-style-type: none"> Introduce new Fine Collection and Enforcement arrangements 	DoJ Lead: Brian Grzymek/Peter Luney	[November 2017] Note – date is dependent on the progression of secondary legislation, currently delayed

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					until the Assembly returns
7	38		<ul style="list-style-type: none"> • Speeding up Justice <ul style="list-style-type: none"> ➤ Progress the legislation on Committal Reform and supporting arrangements towards the target implementation date in 2018 ➤ Progress and consult on the regulations for Statutory Case Management and project manage towards implementation in 2018 ➤ Produce an options paper on Statutory Time Limits for approval/direction of new Justice Minister. 	DoJ Lead: Karen Pearson/Billy Stevenson Partners: PPS/OLCJ/NICTS/PSNI/Causeway, Defence	April – June 2018 Dependent on Ministerial direction
7	38		<ul style="list-style-type: none"> • Progress a major review of sentencing policy and practice and publish a public consultation document. • Make recommendations for improvements, including legislation where appropriate. 	DoJ Lead: Brian Grzymek Partners: PBNI; NIACRO; Victims Commissioner; Academics	31 March 2018 October 2018
7	38		<ul style="list-style-type: none"> • Causeway 2 – progress procurement to award contract stage, for the new Causeway services to commence April 	DoJ Lead: Brian Grzymek Partners: Causeway; CJOs; selected service provider	December 2017 (Award of Contract)
			<ul style="list-style-type: none"> • Legal Aid Reform <ul style="list-style-type: none"> ➤ Develop strategy for legal aid which will maintain affordable access to justice for the most vulnerable. ➤ Deliver standard fees for family cases at all court tiers and for criminal appeals in the Court of Appeal. ➤ Implement statutory Registration Scheme for legal aid 	DoJ Lead: Mark McGuckin	Dec 2017 Dec 2017 Dec 2017

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			providers.		
			<ul style="list-style-type: none"> • Civil Justice Reform <ul style="list-style-type: none"> ➤ Respond to LJ Gillen Review of Civil Justice and the Review of Access II consistent with Justice 2020 	DoJ Lead: Laurene McAlpine	April 2018
			<ul style="list-style-type: none"> • Tribunal Reform <ul style="list-style-type: none"> ➤ Bring forward proposals for Tribunal Reform 	DoJ Lead: Laurene McAlpine	March 2018
REDUCING OFFENDING					
7	39	Reducing Re-Offending	<ul style="list-style-type: none"> • Extend restorative principles to the adult justice system <ul style="list-style-type: none"> ➤ Complete a Feasibility Study into the viability of a Centre of Restorative Excellence ➤ Develop an adult restorative justice strategy 	DoJ Lead: Director of Rehabilitation	March 2018
7	39		<ul style="list-style-type: none"> • Establish a strategic steering group encompassing ROD, PBNI, NIPS and YJA to develop a programme of innovative work to reduce reoffending linked to the Programme for Government. 	ROD, PBNI, NIPS, YJA and CSD	September 2017
7	39		<ul style="list-style-type: none"> • Commence delivery of 'Improving Health within Criminal Justice – a Joint strategy & Action Plan'. 	NIPS, DOH, SEHSCT	February 2018
7	39		<ul style="list-style-type: none"> • Implement a revised model for learning & skills in custody to enhance educational access and outcomes. 	NIPS, NWRC, BMET	September 2017
7 & 14	39	Youth Offending	<ul style="list-style-type: none"> • Deliver on Scoping Study proposals to adopt across Government welfare approach to children engaged in offending behaviour by: 	DOJ, YJA, DoH, DE and other Government Departments	Draft position paper to Minister by March 2018.

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			<ul style="list-style-type: none"> ➤ developing and delivering coordinated Early Intervention support and services to children on the cusp of the Criminal Justice System to reduce reoffending. ➤ Reviewing current provision and developing proposals to streamline and simplify Youth Justice legislation and sentencing. ➤ Considering the repurposing of Woodland Juvenile Justice Centre as part of an overarching review of secure facilities for children. • Complete the transfer of responsibility for education delivery at Woodlands Juvenile Justice Centre to the Education Authority. 	YJA, DE, EA	Autumn 2017
7	1 & 39	Prisons 2020	<ul style="list-style-type: none"> • Develop a continuous improvement programme for the Prison Service with rehabilitation at its core <ul style="list-style-type: none"> ➤ Develop a workforce planning model which is sustainable and enhances staff development and services ➤ Ensure that VCS Services are aligned to pathways supporting resettlement and desistance from crime. ➤ Review of the prison infrastructure, including estates and technology 	NIPS NIPS, DoF, PRRT ROD, VCS DoJ, NIPS, DoF	March 2018 January 2018 March 2018 March 2018
BREXIT					
		Brexit	<ul style="list-style-type: none"> • Support implementation of the Repeal Bill 	DoJ Lead: Director, Access	

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				to Justice	
DEALING WITH THE PAST					
		Legacy - Deliver Stormont House Agreement Commitments	<ul style="list-style-type: none"> Support political talks; contribute to policy and legislation to establish the HIU; support improvements to legacy inquests Undertake pre-planning/scoping work to give effect to political decisions 	DoJ Lead: Brian Grzymek DoJ Lead: Anthony Harbinson/Rosemary Crawford	Ongoing subject to political agreement Ongoing subject to political agreement
CORPORATE SUPPORT SERVICES					
		Corporate and Support Services	<ul style="list-style-type: none"> ISD Services achieve agreed performance targets in terms of quality, cost and availability across a range of service areas such as: Records and Information Management, ICT Support, AccessNI and also including AQ, FOI and DPA Departmental Compliance. Corporate Services from ESS, NICSHR, GIASNI, CECD and IA delivered to meet departmental need. 	DoJ Lead: Director of Justice Delivery Information Services Division Corporate Engagement & Communications Division ESS/NICSHR/GIASNI	Individual targets are set within the ISD and CECD divisional business plans and within SLAs with ESS and GIASNI.
			<ul style="list-style-type: none"> Deliver actions in Staff Engagement Strategy 	Responsibility as assigned within Action Plan for each deliverable	Targets set out within the Action Plan.

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Department of Justice Organisation Chart (June 2017)

