

DEPARTMENT OF JUSTICE CORPORATE PLAN
2022 – 2025 AND BUSINESS PLAN 2022-23



Department of
Justice

An Roinn Dlí agus Cirt

Mánnystrie O tha Laa

www.justice-ni.gov.uk

DEPARTMENT OF JUSTICE

**CORPORATE PLAN 2022 – 2025
&
BUSINESS PLAN 2022-23**

DEPARTMENT OF JUSTICE CORPORATE PLAN 2022 – 2025 AND BUSINESS PLAN 2022-23

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MINISTERIAL FOREWORD

I am delighted to present the Department of Justice Corporate Plan 2022-25 and Business Plan for 2022-23. This plan aims to build on the progress made during the last mandate and sets the future direction for the Department.

While the last number of years have been challenging for us all due to the Covid-19 pandemic, there are positive signs that, as we move forward, a degree of normality is returning and can be maintained. This will enable the Department to return to delivering its business and essential services in a more normalised way and optimise its performance. Whilst the efforts made to deliver services within the Department and across the wider justice system have been exceptional during the pandemic we all look forward to delivering in a more structured way.

The proposed draft budget presents an extremely challenging picture for the Department, but I remain determined to continue to deliver my policy agenda. The plan for 2022-23 sets out my policy priorities and continued plans to further progress and implement my legislative programme, which will improve the experience of victims and improve the working of the justice system in a number of ways. More certainty around the budget will be necessary to ensure the continued delivery of policy priorities.

The exceptional efforts and dedication of staff across the Department continues to impress me in many ways. Although the year ahead will continue to have its challenges with budgetary restrictions and Executive uncertainty, I am sure that we will continue to find ways to deliver and advance priority initiatives as we move forward.

Naomi Long MLA
Minister for Justice

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PERMANENT SECRETARY'S INTRODUCTION

The Plan introduces the Department's intentions for the next three-year corporate planning period 2022-25, as well as highlighting our deliverables for the current financial year 2022-23. The plan has been developed cognisant of the budget restrictions imposed upon the Department but remains an ambitious plan to advance the Minister of Justice's agenda. The plan details our intention to continue this progress through four themes;

- Support Safe and Resilient Communities
- Address Harm and Vulnerability
- Challenge Offending Behaviours and Support Rehabilitation
- Deliver an Effective Justice System

While I have only been within the Department a relatively short period, I have been hugely impressed by the commitment of people right across the core Department and its agencies. The Department of Justice provides a crucial role to people within our society and I am determined to ensure the continued delivery of services and reforms in the coming years.

This year will see the implementation of the NICS Hybrid Working Policy, which will see a formalised move to business delivery through a mix of workplace, home and remote working. This policy will focus on meeting business needs first, while allowing roles to be as flexible as possible. Through its implementation, we will see the return of some staff to the workplace on a regular basis and as an organisation will support our people through this process. In addition, we will work to create a more agile workplace to support flexible working and rationalise our accommodation requirements going forward. I am looking forward to working with colleagues, to deliver on this plan over the coming year.

Richard Pengelly CB
Permanent Secretary

Our plan on a page

Our Mission

Working in partnership to create a fair, just and safe community, where we respect the law and each other

Our Strategic Themes

Support Safe and Resilient Communities

Address Harm and Vulnerability

Challenge Offending Behaviours and Support Rehabilitation

Deliver an Effective Justice System

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Our Mission and Values

Our mission is:

‘working in partnership to create a fair, just and safe community where we respect the law and each other’.

All of us within the Department seek to uphold the NICS values¹ of;

- Integrity;
- Honesty;
- Objectivity; and,
- Impartiality.

Our Department

The Department of Justice, together with its agencies, Non-Departmental Public Bodies (NDPBs) and stakeholders supports the Minister of Justice in delivering on this mission. 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. It is further responsible for the resourcing, legislative and policy framework of the justice system.

The Department has a staff complement of over 3,000 staff, with many of those working in front-line operational roles. The Department is structured into five business areas to deliver our mission, which are:

- Access to Justice Directorate
- Safer Communities Directorate (inc. Forensic Science NI)
- Justice Delivery Directorate (inc. Legal Services Agency NI)
- Reducing Offending Directorate/Northern Ireland Prison Service (inc. Youth Justice Agency)
- Northern Ireland Courts and Tribunals Service

The vast majority of work the Department undertakes on a daily basis involves the delivery of essential key services across the justice system. These services are delivered on behalf of the Department by five agencies, each with specific responsibilities.

Northern Ireland Prison Service

The Northern Ireland Prison Service (NIPS) is responsible for providing prison services in Northern Ireland. The overall aim of the NIPS is to improve public safety

¹ <https://www.finance-ni.gov.uk/publications/nics-code-ethics>

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by reducing the risk of re-offending through the management and rehabilitation of offenders in custody.

Northern Ireland Courts and Tribunals Service

The Northern Ireland Courts and Tribunals Service (NICTS) supports an independent judiciary, Northern Ireland's courts and the majority of Northern Ireland's tribunals. It also supports the Parole Commissioners for Northern Ireland, the Coroners Service of Northern Ireland, the Legacy Inquest Unit and the Historical Institutional Abuse Redress Board. NICTS enforces civil court judgments through the Enforcement of Judgments Office, collects and enforces outstanding financial penalties imposed by a criminal court through the Fine Collection and Enforcement Service and manages funds held in court on behalf of minors and patients.

Youth Justice Agency

The Youth Justice Agency (YJA) is responsible for preventing offending by children and young people through delivery of a range of community based, court ordered and diversionary interventions, youth conferencing and the provision of custody where necessary. The YJA aims to make communities safer by helping children to stop offending. The YJA works with children aged 10-17 years who have offended or are at serious risk of offending.

Forensic Science Northern Ireland

Forensic Science Northern Ireland (FSNI) is responsible for the provision of effective scientific advice and support to enhance the delivery of justice. FSNI's primary role is to provide objective, independent scientific advice to support the Courts. Their services are also available to those representing both defence and prosecution interests in criminal cases.

Legal Services Agency Northern Ireland

The Legal Services Agency Northern Ireland (LSANI) is responsible for the provision of publicly funded legal aid. This is an important contributor to the delivery of access to justice which is a fundamental feature of a democratic society committed to the fair and equal treatment of all its citizens

An organisation chart for the Department is included at **Annex C**.

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The Department also sponsors a number of NDPBs/bodies affiliated with policing and justice as follows:

- Criminal Justice Inspection Northern Ireland (CJINI);
- Northern Ireland Police Fund;
- Northern Ireland Policing Board;
- Office of the Police Ombudsman for Northern Ireland;
- Police Rehabilitation and Retraining Trust;
- Police Service of Northern Ireland (PSNI);
- Probation Board for Northern Ireland; and
- RUC George Cross Foundation.

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Our Strategic Themes

The Department has identified the following themes to progress our mission of

‘working in partnership to create a fair, just and safe community, where we respect the law and each other’

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 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.

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.

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.

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.

Further detail on what we will do to deliver on these priorities during 2022-23 is included in **Annex A**. In addition, we will continue to support the Executive’s Consolidated Covid-19 Recovery Plan as well as its Programme for Government detailed at **Annex B**.

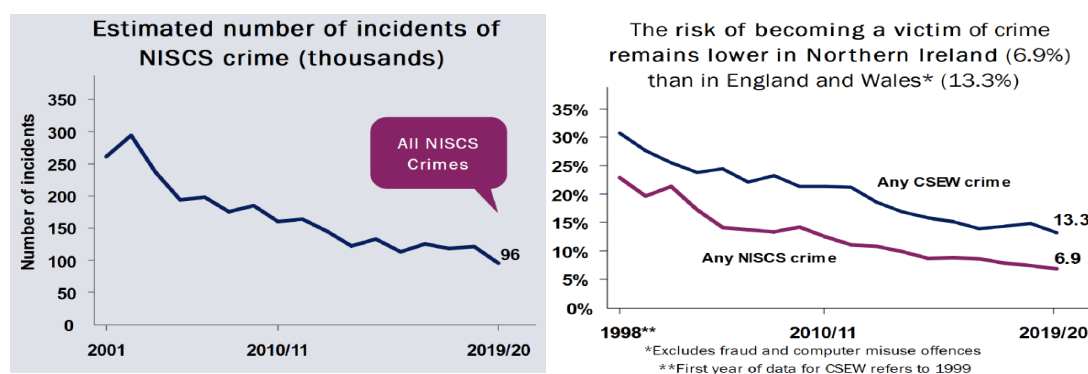
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Achievements in Last Planning Period

Despite the impacts of the Covid pandemic, much has been achieved over the last three years. This reflects the dedication and commitment of colleagues across the justice sector. This progress can be illustrated through the indicators of:

- **reduced crime**, measured by the prevalence rate, which is the percentage of the population who were victims of any NI Safe Community Survey crime; and,
- **reduced reoffending**, measured by the reoffending rate.

Reduced crime



The results of the NI Safe Community Survey 2019-20, published in 2021, indicate that the estimated numbers of NISCS crimes committed continues to reduce, while the risk of becoming a victim of crime in Northern Ireland continues to reduce and remains significantly lower in Northern Ireland than in the England and Wales.

Reduced Reoffending

Statistics are not yet available to indicate progress over the period 2019-22. Progress will continue to be monitored as information becomes available.

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Significant progress has also been made in the following areas:

Progressing five pieces of legislation

- The Domestic Abuse and Civil Proceedings Act (NI) 2021
- The Damages (Return on Investment) Act (NI) 2022
- The Criminal Justice (Committal Reform) Act (NI) 2022
- Protection from Stalking Act (NI) 2022
- Justice (Sexual Offences and Trafficking Victims) Act (NI) 2022.

Providing support for Victims

- Establishing a Victims of Crime Commissioner Designate for NI
- Putting in place administration arrangements to support the launch of the Troubles Permanent Disablement Payment Scheme
- Removing the same household rule for the Criminal Injuries Compensation Scheme
- Independent review of Hate Crime Legislation
- Introduction of Domestic Homicide Reviews
- Establishing a Domestic Abuse Advocacy Service
- Establishment of Remote Evidence Centres to allow victims to give evidence outside of court

Supporting our Communities

- New powers for law enforcement agencies including Unexplained Wealth and Account Freezing Orders
- Funding to support community projects through the Assets Recovery Community Scheme

Supporting our Courts

- Developing a programme of courts modernisation
- Legislation to support victims and witnesses by removing the option to call them to provide oral evidence in advance of trial
- Online portal for probate applications by enabling citizens and solicitors to complete applications online 24/7.

Supporting our Prisons

- New 360 person accommodation facility at Maghaberry
- New Learning and Skills facility for women and young men at Hydebank Wood
- More support for front-line and retired prison officers

Providing support during Covid

- Technological means used to ensure the continued administration of justice in a safe environment
- Nightingale courts to facilitate additional support for court business during the pandemic.
- 'See the Signs' multimedia domestic abuse awareness campaign.

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Our People

The NICS Board has a vision for a NICS that is “*well led, high performing and focused on outcomes*”. Staff surveys indicate that staff have faced challenges during the pandemic, with a particular issue being the fact that many staff have had to continue to come into the workplace to deliver public services. For others – as was the case across society, the adjustment to remote working was not always easy. Within 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.

As well as solid working relationships with Trade Union representatives across the core Department and its agencies, the Department has an active Staff Engagement Forum which plays a key role in developing interventions to support the development of our people. It is our ambition to ensure that staff reach their full potential and 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 help make the Department a great place to work. We will also maintain a strong focus on staff well-being, particularly as we emerge from the pandemic, and will continue to ensure that staff are apprised of NICS-wide and local events that will be organised to improve their personal well-being.

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Our Operating Environment

Delivering on our themes to achieve our mission, remains the key focus for the Department. However, as we look to the strategic period ahead there are a number of significant challenges that will continue to impact on delivery. There are also opportunities that can be capitalised on to deliver our strategic objectives.

The Covid-19 pandemic has meant changes to the way we deliver the justice system. Our primary focus throughout the pandemic has been to keep our people safe, whilst continuing to deliver our core services and objectives in innovative ways. The management, recovery and adaptation of the justice system to Covid will remain prevalent throughout 2022-25 period, which will put significant demands on our physical capacity to deliver.

In addition to the financial constraints, the capacity and capability of our people over the future period will undoubtedly influence business delivery. The proposed budget makes it highly unlikely that sufficient funds will be available to fill all required vacancies.

Effective collaboration is essential to the delivery of our strategic objectives. Less formal, more regular communication streams were developed throughout Covid, with ALBs, across the justice sector and with other delivery partners, which have been successful and will continue to be maintained. Whilst collaborative working across NICS departments remains a challenge, there is a need to get others to buy-in to our collaborative priorities to ensure successful delivery.

We rely more than ever on technology and IT systems. Adapted and innovative business delivery methods developed through the response to Covid have highlighted some real successes including remote courts, virtual prison visits, video meeting technology, greater flexibility for some workers. We are committed to ensuring these successes are maintained and further developed over the coming period.

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Our Budget

The Executive agreed the publication of the draft Budget proposals for 2022-25 for consultation on 10 December 2021. Following the subsequent collapse of the Executive, the consultation was paused, as a Budget cannot be agreed in the absence of an Executive.

In the absence of an agreed Budget, the Budget Act (NI) 2022 provides 45% of the 2021-22 cash and resources for use in 2022-23 until the end of July 2022. Following this there is legal cover for this to be increased to 95% by the Department of Finance Permanent Secretary. This provides legislative cover but does not provide departments with a Budget.

As a result, the Finance Minister provided each department with a Contingency Planning Envelope for 2022-23. This envelope allows departments to plan expenditure for both Resource and Capital to ensure the continuation of service delivery, and represent the minimum funding that a department could reasonably expect as a settlement for 2022-23.

The Contingency Planning Envelope for the Department for 2022-23 is £1,117.6m non-ringfenced resource DEL and £64.2m capital DEL

The Resource Contingency Planning Envelope is made up of the Department's 2021-22 baseline together with specific Security Funding for the PSNI which is provided directly by the UKG.

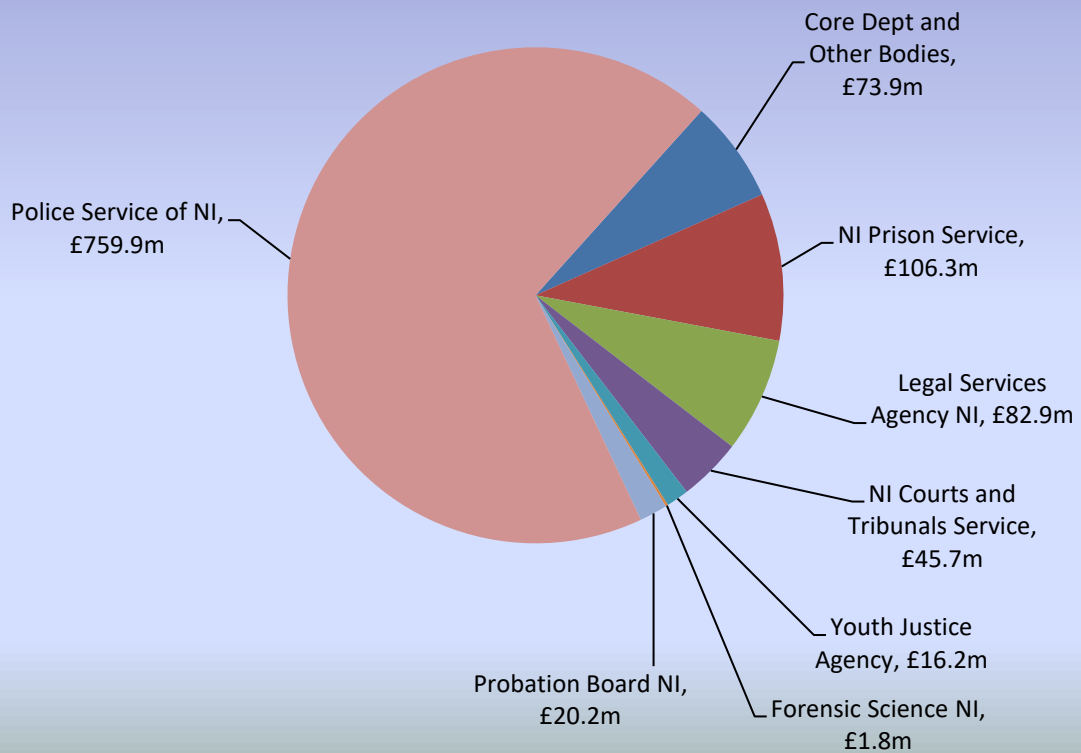
The Capital Contingency Planning Envelope is made up of the tails of existing contracts, contractual commitments, programmes and projects with previous Executive agreement and core capital for routine maintenance.

The Department's Contingency Planning envelope and the proposed 2022-23 draft budget are broadly similar and present a challenging picture for the Department. There is a significant risk of overspend due to the quantum of inescapable pressures the Department is facing in delivering its statutory responsibilities. The risk of overspend will be monitored and managed by the monthly forecast outturn exercise, and a mid-year review to inform decisions on the requirement for mitigating actions.

Detail of the contingency planning envelopes are shown on the next page:

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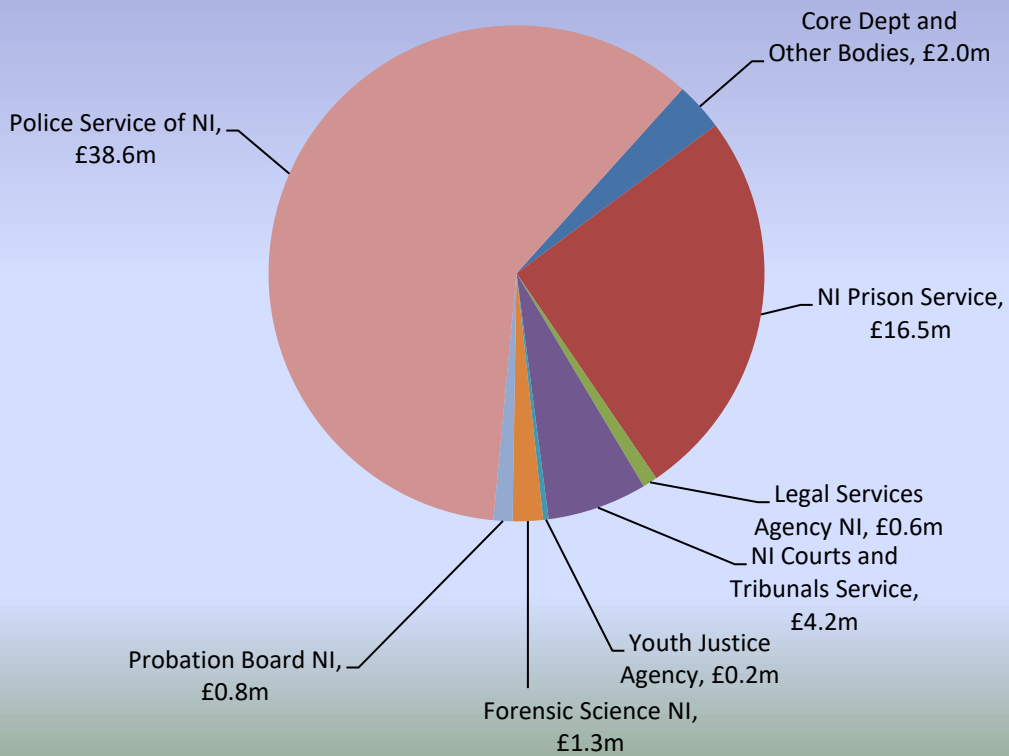
DoJ 2022-23 Contingency Planning Envelope Non-Ringfenced Resource DEL*



*Allocations are net of income and exclude funding held centrally in DoJ for Legacy Inquests and Gillen Review and other emerging pressures.

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**DoJ 2022-23 Contingency Planning Envelope
Capital DEL**



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Business Plan Priorities for 2022-23

Annex A

Strategic Theme – 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 work with within a multi-agency partnership model to support responses to cross-cutting community safety issues, and will address criminality and coercive control within our communities through proactive collaboration and local problem solving.

Action	What we will deliver during 2022-23	Target Date	Owner
To engage with our partners to reduce the vulnerability of businesses and individuals from the harm caused by crime.	Develop, consult and publish a three-year Modern Slavery and Human Trafficking Strategy to ensure Northern Ireland is equipped to identify and eradicate Modern Slavery and Human Tracking offences.	January 2023	Director Safer Communities
	Develop legislative instructions for proposals needed to reinforce the response to organised crime through the introduction of new provisions to investigate, disrupt, prosecute and bring to justice - those involved in serious organised crime.	September 2022	Director Safer Communities
To engage with our partners to help build safe and resilient communities, improve community relations and tackle paramilitary activity.	Enhance collaborative working with statutory and community partners to support delivery of key community safety priorities including tackling anti-social behavior and hate crime, including progression of legislative reviews on these issues.	March 2023	Director Safer Communities
	Support the co-ordination of the Executive Programme on Paramilitarism and Organised Crime which supports people and communities across Northern Ireland who are vulnerable to paramilitary influence. This programme is delivered collaboratively by government departments, statutory agencies and partners in the voluntary and community sector.	March 2023	Director Safer Communities

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	Continued progression of the Interfaces Programmes, with further reduction and removal of the number of interface structures to contribute to the development of a more shared society.	March 2023	Director Safer Communities

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Strategic Theme - 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.

Action	What will be deliverable during 2022-23	Target Date	Owner
To work with Executive colleagues and partners to protect those at risk and improve outcomes for those who experience domestic and sexual abuse.	Consult on and develop a new cross-Executive Domestic and Sexual Abuse Strategy, taking cognizance of wider work to support a Violence against Women and Girls strategy.	March 2023	Director Access to Justice
To engage with partners to provide practical support to victims and witnesses of crime and develop policies and legislation to protect those most vulnerable in our society	Improve the experience of victims and witnesses within the criminal justice system through <ul style="list-style-type: none"> • the implementation of prioritised commitments under the Victim and Witness Strategy. • the representation of victims of crime by the appointment of a Victims of Crime Commissioner Designate. 	March 2023 June 2022	Director Access to Justice
	Continued implementation of prioritised recommendations from the Gillen Review of Serious Sexual Offences to improve protections, support and experiences of vulnerable witnesses and victims of serious sexual offences.	March 2023	Director Access to Justice
	Implement the provisions of the Domestic Abuse and Civil Proceedings Act (NI) 2021 to prevent the direct cross-examination of victims by perpetrators in family proceedings.	December 2022	Director Access to Justice

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Work with partners to support improved health (including mental health) within the justice system to maintain the safety and wellbeing of people in our care	Continued development, delivery and implementation of actions from the joint Department of Health/DoJ <i>Improving Health within Justice</i> Strategy Action Plan.	March 2023	Director Reducing Offending & Northern Ireland Prison Service
	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.	March 2023	Director Reducing Offending & Northern Ireland Prison Service

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Strategic Theme - 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.

Action	What will be deliverable during 2022-23	Target Date	Owner
To improve the outcomes for those in contact with the justice system 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.	Implementation of the recently published Adult Restorative Justice Strategy.	March 2023	Director Reducing Offending & Northern Ireland Prison Service
	Development and implementation of an action plan to support the strategy for women and girls at risk of, or in contact with the justice system.	March 2023	Director Reducing Offending & Northern Ireland Prison Service
	Development of a procurement exercise to deliver an Electronic Monitoring contract that is responsive to justice policy needs.	March 2023	Director Safer Communities
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.	Continue to develop a strategic approach to Earlier Stage Diversion by working with partners to create additional alternatives to children entering the formal justice system.	March 2023	Director Reducing Offending & Northern Ireland Prison Service
	Work with the Department of Health and Department of Education to develop and implement a Regional Care and Justice Campus Programme to better support the needs of vulnerable children including those in the justice system.	March 2023	Director Reducing Offending & Northern Ireland Prison Service

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	Implement the new Strategic Framework for Youth Justice Action Plan, with a focus on those actions which are to be delivered in the short-term (i.e. within one year of publication).	March 2023	Director Reducing Offending & Northern Ireland Prison Service

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Strategic Theme - 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.

Action	What will be deliverable during 2022-23	Target Date	Owner
To support recovery and reform of the justice system from the impacts of Covid-19	Work with criminal justice partner organisations and support the Criminal Justice Board to continue the recovery of the criminal justice system from the impacts of Covid-19, ensuring a coordinated and innovative approach.	March 2023	Director Access to Justice
	Complete a return to full and normalised operational delivery of regimes and services for people in custody within prison establishments.	March 2023	Director Reducing Offending & Northern Ireland Prison Service
	Provide support to those staff who are in the workplace full time, support the implementation of new innovative working practices developed as a result of the pandemic and facilitate the return of staff to the office under the NICS New Ways of Working Policy.	March 2023	Director Justice Delivery
To support the continued modernisation and transformation the Civil and Criminal Justice Systems	Implementation of a rolling programme of civil and family justice modernisation.	March 2023	Director Justice Delivery
	Progressing legislative reforms as agreed by the Minister.	March 2023	Director Justice Delivery

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	Ensure civil and family justice cases are dealt with at the most appropriate court tier and that minors and other vulnerable litigants have any necessary protections.	March 2023	Director Access to Justice
	Develop a policy on inquests into a deaths abroad and proposals for any amending legislation.	March 2023	Director Access to Justice
	Lead on Speeding Up Justice programme to provide leadership and support regarding initiatives targeted at reducing avoidable delay within the criminal justice system in Northern Ireland. This is through a multifaceted work programme involving performance reporting; working in partnership; legislation; research and analysis; and, improvement projects.	March 2023	Director Access to Justice
To support the effective delivery of Justice through effective scientific support services, promote sustainability, budget management and development of staff.	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.	March 2023	Director Justice Delivery
	In the absence of an agreed budget continue to manage spend and pressures to reduce risk of an overspend	March 2023	Director Justice Delivery
	Develop and implement an action plan to support and promote development of the Department's people.	March 2023	Director Justice Delivery
	Engage with our partners to deliver the NI Forensic Services Strategy and continue work to further develop and implement actions in support of integrated and improved forensic services.	March 2023	Director Safer Communities
Enhance the delivery of services to support NIPS staff and people in our care and further support operational prison staff to meet	Develop, publish and deliver Year One of the Prisons 25 by 25 Programme which will embed continuous improvement between 2022-2025.	March 2023	Director Reducing Offending & Northern Ireland Prison Service

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the challenges of working in a custodial environment	Ongoing implementation of the recommendations from the review of support services to current and former Prison Officers.	March 2023	Director Reducing Offending & Northern Ireland Prison Service
To improve the effectiveness of operational delivery by NIPS and outcomes it achieves through the ongoing implementation of recommendations made by Criminal Justice Inspection Northern Ireland.	<p>Complete and evidence the implementation of recommendations made by CJINI in the following reports:</p> <ul style="list-style-type: none"> - Court Custody - The detention of persons in the custody of the court in Northern Ireland. - Care & Supervision Units - A review into the operation of care and supervision units in the Northern Ireland Prison Service. - Magilligan Prison - Report Of An Unannounced Inspection Of Magilligan Prison, 21 May-10 June 2021 - Inspection of Woodlands Juvenile Justice Centre 2022 	March 2023	Director Reducing Offending & Northern Ireland Prison Service
To develop a legislative programme for the new Assembly mandate and support delivery of the legislation in Year 1 of the programme.	Progress agreed year one legislation and support business areas in planning and developing legislation for introduction during the mandate and oversee its delivery.	March 2023	Director Access to Justice
To ensure effective implementation of legislative reforms from the previous mandate.	Work with partners to sequence and co-ordinate delivery of a suite of legislative changes, supported by proportionate programme and project management arrangements.	March 2023	Director Access to Justice

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To support the effective operation of devolved tribunals in Northern Ireland for which the Minister has responsibility	Ensure that a new judicial pension scheme is created and rolled out for all judges in Northern Ireland and to continue to manage the operation of the devolved Northern Ireland Judicial Pension Scheme.	March 2023	Director Access to Justice
	Work with partners to ensure devolved judicial appointments are effectively facilitated and to support an effective justice system by taking forward policy in relation to pay and conditions of appointment of the devolved judiciary.	March 2023	Director Access to Justice
To develop improved court, tribunal and enforcement services that meet the needs of our stakeholders.	As part of the Vision 2030 portfolio, develop an NICTS Estates Strategy.	March 2023	Director NI Courts and Tribunals Service
	Commence revision of the Strategic Outline Case for the North West Accommodation project.	October 2022	Director NI Courts and Tribunals Service
	As part of an agreed programme of digital modernisation and service redesign projects, commence the procurement of our Future Core Solution IT system.	October 2022	Director NI Courts and Tribunals Service
	Complete the ongoing programme of Courtroom Technology upgrades.	March 2023	Director NI Courts and Tribunals Service

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NI Executive Priorities

Annex B

Programme for Government

It is anticipated that the Executive will bring forward an Outcomes-based **Programme for Government (PfG)** that is focused on achieving outcomes of societal wellbeing and delivering real and positive change in people's lives. To achieve this a PfG **draft Outcomes framework** was developed, which builds on the Outcomes-based approach that has defined strategic planning across the public sector since 2016.

The draft Framework contains nine strategic Outcomes which, taken together, will set a clear direction of travel for the NI Executive and provide a vision for the future of all citizens. The Department will play a key role in the delivery of the PfG, and will directly contribute to a number of the nine strategic outcomes detailed below.



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Building Forward: Consolidated Covid-19 Recovery Plan

In addition, the Executive has developed the **Building Forward: Consolidated Covid-19 Recovery Plan** published in August 2021, which brings together a suite of recovery actions that will be delivered over a 24-month period. The purpose of Recovery Plan is to accelerate economic, health and societal recovery in the short term so we can emerge stronger and also to transform and innovate to plan now for longer term ambitions.

In developing the Recovery Plan, emphasis has been on **cross-departmental priorities which play different recovery roles**, for example strengthening, transforming and innovating, **to accelerate recovery across four main areas: sustainable economic development; green growth and sustainability; tackling inequalities and health of the population.**

The DoJ directly contributes to the strategic intent of addressing vulnerability through the recovery accelerators of tackling inequalities and health of the population.

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Annex C

Department of Justice Organisation Chart

