

Department of  
**Justice**

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## **FIRST DAY BRIEF**

**MAY 2016**

**Department of Justice**

**First Day Brief**

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# **SECTION A**

## **INTRODUCTION**

## SECTION A

### INTRODUCTION

#### 1. DEPARTMENTAL STRUCTURE

The Department of Justice (DOJ) is made up of four Directorates and five Agencies.

- **Safer Communities Directorate** which is responsible for the strategic resourcing, policy and legislative aspects of policing, community safety and is the lead interface with Police Service of Northern Ireland (PSNI), as well as being responsible for the work of Forensic Science Northern Ireland (FSNI), a DOJ Executive Agency;
- **Access to Justice Directorate** which is responsible for policy and legislation relating to both civil and criminal justice matters. It also has a strong focus on improving the operation of the justice system as a whole. The Directorate is also responsible for the Northern Ireland Courts and Tribunals Service (NICTS) and the Legal Services Agency (LSA);
- **Reducing Offending Directorate** is responsible for the management of offenders and the effective and efficient operation of prisons across Northern Ireland. The Directorate is also responsible for the Youth Justice Agency (YJA); and
- **Justice Delivery Directorate** provides finance, HR, IT and Corporate Support services to the Department. The Directorate also includes Compensation Services and Corporate Support Services and AccessNI.

An organisational chart is attached at **Section D**.

The Departmental Board is chaired by the Permanent Secretary, Nick Perry, and is comprised of the following senior officials - Anthony Harbinson (Safer Communities),

David Lavery (Access to Justice), Lianne Patterson (Justice Delivery) and Sue McAllister (Reducing Offending). There are also two independent Board members, Rotha Johnston and Clarke Black.

**2. STAFFING COMPLEMENT**

The number of staff in post across the DOJ (including Prison Grades) is **3247**. A pie chart is included at **Section D**. This breaks down as follows:

DOJ Core	<b>558</b>
Youth Justice Agency	<b>236</b>
Forensic Science Agency	<b>178</b>
Legal Services Agency	<b>120</b>
Prison Service	<b>264</b> general service and <b>1223</b> prison grades
Courts and Tribunals Service	<b>668</b>

- In addition to the Department, the justice system employs about **10,000** people, of whom **6808.5** are police officers – **4** full-time regular officers per **1000** population compared with **3** in England and Wales.

NICTS is responsible for supporting an independent judiciary and providing administrative support to NI’s courts and tribunals. There are **70** full-time and two part-time judicial office holders, **62** deputy court judicial officers, **149** Lay Magistrates, **37** Parole Commissioners and **349** tribunal members.

### 3. RESOURCES

#### BUDGET 2016-17 OUTCOME

The Department's 2016-17 budget is as follows:

	£m	Examples of budget use
Unringfenced Resource DEL ("cash" resource DEL)	<b>1,050.5</b>	Staff costs and other running costs
Ringfenced Resource DEL ("non cash" resource DEL)	<b>84.2</b>	'Technical' budget for depreciation
Capital DEL	<b>58.0</b>	Investment in buildings and IT

There are a range of challenges facing the Department in 2016-17. Whilst the Department has sought to protect front line areas as far as possible within the total funding envelope available, difficult funding and prioritisation decisions have been required that will impact on the wider justice system and the services the Department provides.

In allocating unringfenced resource Departmental Expenditure Limits (DEL) budgets across the Department for 2016-17, the then Justice Minister's high level priorities were as follows:

- protecting frontline policing as far as possible and ensuring PSNI has adequate security funding;
- protecting other frontline areas across the Department as far as possible, with the aim of protecting outcomes for the public; and
- protecting the voluntary and community sector and Policing and Community Safety Partnerships (PCSPs) as far as possible.

These priorities, together with an assessment of the impact of savings, were used to set budget allocations and savings targets for each DOJ spending area.

## **UNRINGFENCED RESOURCE DEL (“CASH” RESOURCE DEL)**

The Core Department accounts for approximately **5%** of the total unringfenced Resource DEL budget, with **95%** of funding allocated to Executive Agencies and Non Departmental Public Bodies (NDPBs).

The 2016-17 unringfenced Resource DEL budget outcome for the Department is summarised below:

- with the exception of PSNI, the starting point for all DOJ spending areas was a reduction of **5.7%** from 2015-16 opening baselines;
- the reduction to the PSNI budget was limited to **2%**;
- **£32m** of additional security funding for the PSNI was provided from the ‘Fresh Start’ Agreement. This is for a specific purpose and is treated separately from the PSNI baseline funding;
- in recognition of the ongoing pressures facing the Department in respect of legal aid, an allocation of **£15m** was provided by the Executive; and
- additional Public Sector Transformation Fund Voluntary Exit Scheme (VES) funding of **£12.4m** was allocated to schemes for PSNI, Police Rehabilitation and Retraining Trust (PRRT), Criminal Justice Inspection Northern Ireland (CJINI) and the Planning Appeals Commission and Water Appeals Commission (PACWAC).

The Department’s final budget allocations to spending areas provided protection to the following areas:

- NICTS and CJINI - **3.5%** reductions;
- Northern Ireland Prison Service (NIPS), YJA and Probation Board NI (PBNI) - **2.9%** reductions;
- Other policing bodies (NI Policing Board, the Office of the Police Ombudsman for Northern Ireland (OPONI) , PRRT and RUC George Cross Foundation) - **2%** reductions (in line with PSNI);
- Voluntary and Community Sector - **1.5%** reductions; and

- Funding for PCSPs - **2%** reductions.

The Department will also seek to access other funding contained within the 'Fresh Start' Agreement when the mechanisms to access funding are firmed up, including:

- **£10m** for tackling paramilitary activity;
- **£12m** for 'A Shared Future'; and
- **£30m** funding for bodies to deal with the past.

## **CAPITAL DEL**

The 2016-17 Budget provided capital DEL funding totalling **£58m**, an increase from **£42m** in 2015-16. Capital funding requests across the Department for 2016-17 totalled **£102m**, therefore a significant amount of prioritising and rephasing was required to make best use of this allocation.

As part of the 2016-17 Budget, the Executive agreed a number of "flagship" projects and committed funding now and for future periods. Northern Ireland Community Safety College (NICSC) is one of these projects and **£3.9m** of the **£58m** was allocated by the Executive to allow this project to proceed in 2016-17.

The Department has allocated **£23m** towards PSNI's capital requirements. This includes **£10m** to meet PSNI's 2016-17 security funding capital requirement in full.

**£17m** has been allocated to NIPS, an increase of **£7m** from 2015-16. This will allow NIPS to begin to take forward critical estate development during 2016-17. The Department will continue to seek Executive support for long term funding for the redevelopment of the Prison Service Estate.

The remaining DOJ allocation allows for investment in a range of other capital projects across the core Department, Agencies and NDPBs. **£3.9m** has not yet been allocated, with a view to this being prioritised as part of the June monitoring round.



## **NEXT BUDGET PERIOD**

It is anticipated that the next budget period will be for the three years 2017-18, 2018-19 and 2019-20 for Resource DEL. The Capital DEL period is anticipated to run to 2020-21.

This approach will be subject to Executive approval and, at present, no specific guidance has been received on timescales or likely budget settlements. However, it is anticipated that the Executive will wish to have a budget agreed by the end of the 2016 calendar year with a view to the budget being voted on by the Assembly in early 2017.

## **4. BODIES SPONSORED/ SUPPORTED BY THE DEPARTMENT**

**Section C** describes the relationship with and the role of the bodies which are sponsored and/or supported by the DOJ. An organisational chart showing the sponsoring Directorates is also attached at **Section D**.

## **SECTION B**

# **BACKGROUND TO DIRECTORATES AND AGENCIES**

## **SAFER COMMUNITIES DIRECTORATE**

The Safer Communities Directorate, headed by Anthony Harbinson, has responsibility for the resourcing, policy and legislative framework for policing and community safety and for leading on security within the Northern Ireland Executive. It is responsible for the co-ordination of the implementation of the DOJ elements of the Fresh Start Agreement, and for policy in relation to organised crime, including human trafficking and modern slavery. The Directorate is also responsible for promoting public confidence in policing, and has oversight and governance of a wide range of arm's length bodies (ALBs). It also leads on community safety and support for victims of crime, including delivery of the Community Safety Strategy, and input to a number of other strategies, including the removal of peacewalls under the Executive's Together Building a United Community strategy.

The Directorate has four Divisions, structured as follows:

### **Structure**

- Director, Anthony Harbinson
- Policing Policy and Strategy Division, Rosemary Crawford
- Community Safety Division, Steven McCourt
- Protection and Organised Crime Division, Karen Pearson
- Forensic Science Agency Northern Ireland, Stan Brown

### **Divisions/Agencies and responsibilities**

#### **POLICING POLICY AND STRATEGY DIVISION**

Policing Policy and Strategy Division, (PPSD) headed by Rosemary Crawford, Deputy Director is to promote a high level of public confidence in policing and in the tripartite accountability arrangements. The primary function of the Division is to ensure robust oversight and governance of a wide range of arm's length bodies (ALBs) including: the PSNI; the Northern Ireland Policing Board (NIPB); the Office of the Police Ombudsman for Northern Ireland (OPONI); the Police Rehabilitation and Retraining Trust (PRRT); the Northern Ireland Police Fund (NIPF); the Royal Ulster Constabulary George Cross Foundation (RUC GC); the Probation Board for Northern

Ireland (PBNI); the Prisoner Ombudsman; the Independent Monitoring Boards (IMB) for Magilligan and Maghaberry Prisons and Hydebank Wood College.

The Division also supports delivery of the Programme for Government (PfG) commitment in relation to the Northern Ireland Community Safety College (NICSC); provides policy support for the Parole Commissioners for Northern Ireland (PCNI); and oversees arrangements for policing HR policy.

The Division consists of three Branches, each of which is headed by a Grade 7, as summarised below.

Policing Policy and Sponsorship Branch, Adrian Doherty, Grade 7

The Branch is responsible for ensuring robust corporate governance oversight of the PSNI, NIPB, PRRT; the NIPF and the RUC GC Foundation. The Branch also leads on the Department's work in relation to the NICSC project and works with the PSNI, the NIPB and Departmental colleagues to support development of the Annual Policing Plan.

Police Powers and Human Resources Policy Branch, Lorraine Montgomery, Grade 7

The Branch is responsible for issues relating to policing personnel policy and procedures. The Branch is also responsible for the provision and maintenance of the Police and Criminal Evidence (NI) Order 1989 (PACE) legislative framework for police powers in NI and works closely with the PSNI to maintain appropriate custody requirements under PACE.

Probation and Prisoner Ombudsman Branch, Anne McConkey, Grade 7

The Branch is responsible for sponsorship and policy support of PBNI, OPONI, Prisoner Ombudsman and the IMBs. The Branch also provides policy support for PCNI, which includes managing their recruitment and maintenance of their terms and conditions.

### **Achievements to date**

- **NI Community Safety College (NICSC)** – The Division supported delivery of the PfG commitment in relation to the NICSC (often referred to by others as “Desertcreat”). On 10 March 2016, the Executive approved the first stage of an Outline Business Case (OBC1), permitting development of the preferred option to the second stage (OBC2). If approved, this would provide the basis for Department of Finance (DoF) approval to initiate formal procurement. The preferred option would see the NI Fire and Rescue Service relocate its training facilities to new accommodation at the Desertcreat location, and the PSNI and NIPS refurbish or extend, as appropriate, their existing training estates.
- **Oversight of arm’s length bodies** - Effective oversight and governance of a wide range of arm’s length bodies including the PSNI; NIPB; OPONI; PRRT; NIPF; RUC GC; PBNI; the Prisoner Ombudsman; the IMBs; and policy support to PCNI.

The nature and responsibilities of this wide range of bodies means that any issues which may arise tend to attract significant attention and public interest and, therefore, require sensitive handling. A key achievement has been securing appropriate levels of assurance to the Departmental Accounting Officer and Minister as to the governance of these bodies and delivery of their statutory responsibilities. This work also involves a significant number of public appointments.

- **Prison Ombudsman statutory footing** - Primary legislation has been introduced to create a statutory Prison Ombudsman, thereby delivering on a commitment in the Hillsborough Castle Agreement. Following Royal Assent of the Justice No.2 Bill on 12 May, the Ombudsman name will change from Prisoner to Prison Ombudsman; this will be brought into operation by way of a commencement order. This is intended to emphasise the impartiality of the post and the fact that the Ombudsman neither works for prisoners nor against prison officers. He acts as an honest broker, examining the facts and reporting on these as he sees fit.
- **Northern Ireland Police Fund (NIPF)** - New Regulations brought into effect on 1 April 2016 place the Fund on a statutory footing. A new Chairperson and two new Board members were also appointed.

- **Police Human Resources Policy** - Following extensive consultation three sets of Regulations dealing with police conduct, performance and attendance, and appeals Tribunals were reformed. The reforms are intended to support key cultural changes to promote an ethos of learning and development to contribute to improved service delivery. The new Regulations come into effect on 1 June 2016.
- **Police Powers** – There has been a complete refresh of the Codes of Practice, issued under the PACE, which regulate the exercise of investigative powers by police.

### Current Initiatives

- The **NICSC** project will be supported to the next phase, with work to ensure appropriate governance arrangements are in place and effectively operated.
- **Oversight of arm's length bodies** – The Division will examine the scope to secure further efficiencies, while continuing to ensure governance responsibilities are effectively delivered.
- **Biometric retention** – Work will continue to seek political agreement to commence the provisions of Schedule 2 of the Criminal Justice Act (NI) 2013 which sets out a new statutory framework for the retention of biometrics taken from persons by the police in connection with the investigation of a criminal offence. This would ensure compliance with a European Court of Human Rights judgement in the case of S and Marper in 2008. [This issue is linked with wider political discussions around the possible establishment of the Historical Investigations Unit (HIU)mcc].
- **Policing and Crime Bill** - The Minister for Policing at the Home Office, Mike Penning, has advised of provisions in the Policing and Crime Bill which are likely to extend to NI. He has sought DOJ agreement to bring forward a Legislative Consent Motion (LCM), where necessary to do so. One area that will have implications for NI is the intention to include provisions for police officers and other law enforcement officers in England, Wales and Scotland to exercise enforcement powers in NI waters in “hot pursuit” situations. The Home Office has advised that the LCM will need to be

approved before the last amending stage of the Bill; in this case the Lords support stage in October/November 2016.

- **Prison Ombudsman** – Secondary legislation will be prepared to support the new Prison Ombudsman, and put arrangements in place for the new statutory office.
- **Parole Commissioners** – There will be an internal competition to appoint the Chief Commissioner and an external competition to recruit a number of new Parole Commissioners, public appointees appointed by the Justice Minister. It will also consider the scope for placing Parole Commissioners under the remit of the Lord Chief Justice (LCJ).
- **Probation Board** – The Division will also review the status of the Probation Board (currently an NDPB).

## **COMMUNITY SAFETY DIVISION**

Community Safety Division, (CSD) headed by Steven McCourt, (Acting) Deputy Director, has responsibility for community safety, and support for victims of crime, with both regional (NI wide) and local initiatives to be taken forward. One of the key priorities for the Department is the delivery of the Community Safety Strategy, with progress reports going to the Justice Committee annually, and the development of a new approach to Community Safety from 2017 onwards, when the current strategy expires. The Division is also responsible for the delivery of a number of PfG targets and action plans associated with various other strategies including, the five year victim and witness strategy; the 'Stopping Domestic and Sexual Violence and Abuse Strategy'; and removal of peacewalls under the Executive's Together Building a United Community strategy.

CSD consists of five separate Branches, each headed by a Grade 7. The roles of each Branch are outlined briefly below:

### Victims and Witnesses Branch, Veronica Holland, Grade 7

The Branch leads on policy, strategy and legislation to improve services for victims and witnesses of crime, including the oversight and implementation of the five-year victim and witness strategy and action plans. Key areas are Victim and Witness Charters, Registered Intermediaries (communication specialists) Schemes and a cross-examination pilot. The Branch sponsors Victim Support NI, funds the NSPCC Young Witness Service and distributes the offender levy/Victims of Crime Fund.

### Partnership Development Branch, Barbara McAtamney, (Acting) Grade 7

The Branch leads on the delivery of the Interface Programme to actively seek local agreement to reduce the number of peace walls. It is responsible for establishing, supporting and overseeing local PCSPs and assisting in the development of PCSPs in their provision of local solutions to local policing and community safety problems.

### Crime Reduction Branch, Martine McKillop, Grade 7

The Branch is responsible for Domestic and Sexual Violence and Abuse policy and working in conjunction with the Department of Health to deliver on the justice priorities within the '*Stopping Domestic and Sexual Violence and Abuse Strategy*'.



The Branch also oversees management of the Support Service Contract for Potential Victims of Human Trafficking, as well as overseeing and contributing to the delivery of the DOJ Action Plan for addressing recommendations of the Marshall Report into Child Sexual Exploitation (CSE) in NI.

#### Strategy Implementation and Research Branch, Sinead Simpson, Grade 7

The Branch is responsible for the monitoring and oversight of implementation of the Community Safety Strategy including specific policy lead responsibility for anti-social behaviour, hate crime, business and agri-crime, and fear of crime among older people. It also co-ordinates the response by criminal justice organisations (CJO) to the Department of Health's New Strategic Direction for Alcohol and Drugs and transfer of the new Psychoactive Substances Act to NI.

#### Public Protection Branch, Janice Smiley, Grade 7

The Branch is responsible for exercising delegated Ministerial responsibility on the recall of licensed offenders to custody and associated parole review casework; development of Parole Commissioners' Rules; casework associated with mentally disordered patients with statutory restrictions held in secure hospitals; provision of advice concerning the management of dangerous offenders under the public protection arrangements; and management of the contract for electronic monitoring of offenders in the community.

#### Achievements to date

- **Victim and Witness Strategy** - A key focus for the Division has been work around victims of crime. Achievements to date include publication of a five year victim and witness strategy and delivery of key actions under this (including Registered Intermediaries Schemes; a new Victim Charter; and continued funding and governance of Victim Support NI and NSPCC Young Witness Services).
- **Community Safety Strategy** - A Community Safety Strategy for NI was published in July 2012 and since then a series of Delivery Groups, supported by PCSPs, have taken forward actions to deliver the outcomes contained within the Strategy. Annual reports on progress have been provided to the Justice Committee. Examples of work

undertaken by the Delivery Groups on each of the eight priority areas within the Strategy include delivery of funding to: prevent rural crime; support a regional Hate Crime Advocacy scheme; support a Hate Incident Practical Action scheme; Age Sector Platform to take forward a project aimed at identifying why fear of crime is a major concern of older people; a call blocker (scam calls) initiative through PCSPs.

- **Peace walls** - The Department has led on the delivery of the previous PfG commitment 68 to actively seek local agreement to reduce the number of peace walls. This was also reflected in the Community Safety Strategy and the Executive's Together Building a United Community strategy. The overall number of peacewalls which the DOJ are responsible for has fallen from 59 to 51. With sections of five other barriers removed.
- **Addressing domestic and sexual violence** - The Department, with the Department of Health (DoH), lead in the Executive response to addressing domestic and sexual violence and abuse. Key achievements include the Domestic and Sexual Violence Helpline; Multi Agency Risk Assessment Conferences for high risk victims of domestic violence; the establishment of the Rowan Centre for victims of sexual assault; additional protection to victims through changes to legislation: and the publication of a new *Stopping Domestic and Sexual Violence and Abuse Strategy* in March 2016.

The Department is contributing to the delivery of recommendations contained within the **Marshall Report into CSE**. This has included the delivery of a workshop into improved prosecutions in cases of CSE.

The Division is also responsible for the funding and oversight of the development of the support service for potential adult victims of human trafficking.

### **Current Initiatives**

- **Supporting victims and witnesses of crime** - Going forward key priorities will continue to be supporting victims and witnesses of crime and improving access to justice. This will include a new Witness Charter; a pilot for the cross-examination and

re-examination of vulnerable and intimidated victims and witnesses in advance of trial; progression of the Registered Intermediaries Schemes as well as new Victim and Witness action plans.

- **Building on the Community Safety Strategy** - The current Community Safety Strategy expires in 2017 so work will begin soon to scope out the development of a new approach which takes account of the changed environment over the last five years, including PCSPs, local Government reorganisation and community planning.
- **Implementing the new legislation on Psychoactive Substances** - The Department is continuing to work with the Home Office and other stakeholders to ensure effective implementation of the new, UK wide, legislation on Psychoactive Substances which will commence on 26 May.
- **Further measures to address domestic and sexual violence and abuse** - Key priorities in addressing domestic and sexual violence and abuse include consideration of introducing an offence of domestic abuse, a Domestic Violence Disclosure Scheme, Domestic Homicide Reviews and development of Guidance for implementation of a Domestic Violence Protection Notice and Protection Order Pilot Scheme. In addition, consideration is being given to enhancing the Domestic Violence Listing Arrangement in Derry/Londonderry Magistrates Court through the introduction of a pilot perpetrator programme.

Ongoing work regarding **CSE** will include consideration of the **Report from the DOJ Workshop** convened in March 2016 and contributing to delivery of the DOJ Action Plan.

- **A collaborative approach to removing peace walls** - A new Programme Board, to give strategic leadership to the interface programme, was established in February 2016. One of our key priorities is to develop, through that Board, the collaborative approach amongst statutory partners to enable us to create the conditions necessary to remove the peace walls.

- **PCSPs** - PCSPs take forward a range of **community safety initiatives** in response to local need. Each PCSP has developed a Strategic Plan for 2016-19 in addition to an Annual Action Plan for 2016-17 setting out its key priorities for delivery.

## **PROTECTION AND ORGANISED CRIME DIVISION**

Protection and Organised Crime Division, (POCD) headed by Karen Pearson, Deputy Director, provides a focus for security-related issues, including the co-ordination of the implementation of the DOJ elements of the Fresh Start Agreement. The Division has strategic responsibility for policy in relation to organised crime, and for supporting the work of the multi-agency Organised Crime Task Force (OCTF), as well as developing measures to help tackle human trafficking and modern slavery. It is also responsible for ensuring that emergency plans are in place to respond to major security incidents (including those that are terrorist-related), for handling appeals against refusals of firearms certificates (save where the grounds relate to national security) and for aspects of explosives licensing and legislation. In addition, POCD is responsible for ensuring that there is an effective and efficient State Pathology Department (SPD) in place in NI.

The division comprises 6 branches, each headed by a Grade 7, as set out below:

### **Fresh Start Implementation Branch, Katie Taylor, Grade 7**

The Branch leads on the implementation of the DOJ elements of the Fresh Start Agreement. It provides the secretariat to the Cross-Departmental Programme Board, chaired by Anthony Harbinson, and oversees the overall implementation of Section A of the Agreement which focuses on “ending paramilitarism and tackling organised crime”. This includes leading on the development of the Executive Action Plan required under the Agreement, incorporating the measures outlined in Section A, as well as the recommendations of the Three Person Panel, established to consider and report on strategies for disbanding paramilitary groups.

### **Organised Crime Branch, Julie Wilson, Grade 7**

The Branch is responsible for developing policy, strategy and legislation to tackle organised crime and to support the work of the OCTF. Key work areas covered by the OCTF include criminal finance, armed robbery, intellectual property crime, drugs, and cyber-crime. The branch is also responsible for coordinating the strategic response to human trafficking and modern slavery and for related policy and legislation.

#### Firearms and Explosives Branch, Robert Kidd, Grade 7

The Branch is responsible for maintaining the legislative base for firearms and explosives in line with NI, UK and EU requirements. It also provides the Minister with advice on firearms appeals and applications for the removal of prohibitions, as well as being responsible for the processing of explosive licence applications in accordance with the Manufacture and Storage of Explosives Regulations (NI) 2006, and the licensing of Explosives Transporters.

#### Operations and Resilience Planning Branch, Mary Lemon, Grade 7

The Branch is responsible for the provision of information and advice on security issues in NI, including the management of the Department's 24 hour information flow in relation to security incidents. It also maintains the necessary plans and capability for the Department to be able to respond to major emergencies. The branch also has policy responsibility for Search and Rescue (SAR), police use of less lethal weaponry, cross-border policing powers, and the future regulation of the Private Security Industry.

#### State Pathology Branch, Carol Graham, Grade 7

The Branch is responsible for ensuring that there is an effective and efficient SPD in place in NI. It provides physical and financial resources, maintains and develops policy for the provision of autopsies and associated activities and advises on the provision of SPD services to other justice organisations. It also keeps under review the performance of SPD.

#### Speeding up Justice Branch, Billy Stevenson, Grade 7

The Branch has responsibility for developing and supporting the introduction of initiatives to reduce delay across the justice system in NI. This includes the introduction of statutory case management, reform of the committal process, reform of the summons process, measures to encourage early guilty pleas and the application of learning from the Ards Indictable Case pilot. The branch is also considering legislative amendments required to introduce Statutory Time Limits for court cases.

## Achievements to date

- The **Fresh Start Agreement**, announced on 17 November 2015, produced a set of commitments to deal with the implementation of the Stormont House Agreement (SHA) and to address the ongoing issue of paramilitary activity. Section A of the Agreement deals with “**ending paramilitarism and tackling organised crime**” - the DOJ is leading on the co-ordination of this section, and has a key role in taking forward several of the commitments contained within it.

A **Cross-Departmental Programme Board** has been established, chaired by DOJ and with representatives from The Executive Office, Department for Communities and Department of Finance. The aim of this Board is to assist and monitor the **implementation of Section A**, and to advise DOJ who are leading on the production of an **Executive action plan**. The Board will play a key role in agreeing and prioritising funding bids for monies allocated to implement Section A (£10m per annum for five years starting in 2016/17: £5m from the Treasury, and £5m from the Executive).

As part of the Agreement, an **independent Three-Person Panel** has been established to consider and report on strategies for **disbanding paramilitary groups**. This is meeting on a regular basis, supported by a Secretariat provided by the DOJ. It is currently on track to deliver a report to the Executive by the end of May 2016. The Executive will then need to consider and agree on actions arising from the Panel's recommendations, which will form part of an Executive action plan.

- **Organised Crime** - There has been significant progress in implementing new measures to tackle organised crime, with particular focus on a partnership approach using the **Organised OCTF structures**. The OCTF was established in 2000 with the aim of helping to secure a safe, just and prosperous society in NI by confronting organised crime through multi-agency partnership between NI Government Departments, law enforcement agencies, the Public Prosecution Service (PPS), the Policing Board, the business community and the community at large. The OCTF is chaired by the Justice Minister and members include all local law enforcement agencies, including the NI arms of UK law enforcement bodies such as HM Revenue

and Customs (HMRC), the National Crime Agency (NCA), Border Force and Home Office Immigration Enforcement. There is also appropriate representation from Irish law enforcement agencies in order to facilitate a joined-up response on cross-border issues. It does not provide an operational response and is distinct from the Joint Agency Task Force that was established under the Fresh Start Agreement.

The **OCTF Strategy** has been reviewed a number of times, most recently earlier this year. The OCTF Annual Report and Threat Assessment is currently in development and due to be launched on 29 June.

Securing agreement for the **full operation of the NCA** in the devolved sphere has been an important step forward. In addition, the introduction of legislation regarding **sentencing for fuel fraud** and the introduction of NI codes of practice under the Proceeds of Crime Act 2002 have helped to undermine the “high-profit: low-risk” motivation behind much organised crime. Other progress includes the introduction of a new fuel marker to tackle fuel laundering and measures to improve cyber security.

On **human trafficking** there has been the establishment of a **Non-Governmental organisation Engagement Group**, new NI legislation and a significant programme of awareness-raising.



- **Speeding up Justice (SUJ)** - The SUJ Programme provides the strategic context and framework for the range of initiatives which are underway. Not all of the initiatives required legislation; however, for those that did, provisions were included in the Justice Act 2015. Preparations are on-going to implement those provisions on a phased basis, including:
  - reform of the committal process;
  - the introduction of statutory case management;
  - early guilty pleas;
  - prosecutorial fines; and
  - reform of the summons process.

The SUJ Programme also comprises a number of administrative and procedural reforms, including:

- statutory time limits;
- youth engagement clinics; and
- evidential reform (extending to video-links, presumptive testing; rapid analysis and staged forensic reporting).

In addition, a pilot known as the **Indictable Cases Pilot (ICP)**, was launched in Ards County Court Division on 2 January 2015 to run for 12 months to consider how best to reduce delay in Crown Court cases. The report found that the majority of delay occurred during the investigation and case preparation stages.

- Following review, an updated **Cross Border Policing Strategy** has now been finalised. It is anticipated that this will be launched in early summer 2016.
- **The Firearms (NI) Order 2004** - Firearms related fees increased with effect from 22 February 2016; this is the first increase in more than a decade. Since 2012 officials have worked closely with firearms stakeholders and the Justice Committee in developing proposals aimed at addressing issues raised by the gun lobby. This includes a banded system which will permit dealers to exchange more firearms directly with firearm certificate holders, as well as allowing the supervised use of shotguns in police authorised clay target clubs for 12-15 (inclusive) year olds, the recognition of GB firearm certificates for those visiting NI, and increased access to shotguns by 16 and 17 year olds while under supervision.

All of these changes to the Firearms (NI) Order 2004 are being introduced through the Justice Act (NI) 2016.

### **Current Initiatives**

- **Fresh Start Agreement: Implementation** - The DOJ is leading on developing the **Executive Action Plan** which is required under the Agreement and which will incorporate the measures outlined in **Section A of the Fresh Start Agreement** and the recommendations from the **Three Person Panel**. An action plan, agreed by the Executive, is due to be published by the end of June 2016, and further consideration and agreement will need to be given to the actions emanating from the recommendations of the Three Person Panel report. This Action Plan is a key priority as it will inform the Executive's approach to tackling paramilitarism in the next mandate.

Work will also need to be progressed to ensure that the DOJ fulfils its commitments in Section A including: further measures to speed up criminal justice and support victims to give evidence; further measures to improve forensic capabilities; enhancing specialist capabilities; contribution to the prevention of vulnerable young people being drawn into paramilitary activity; additional programmes aimed at reducing re-offending; initiatives to help move away from paramilitary structures and activity; research into the costs and implications of paramilitarism; and a public awareness campaign. Whilst some work has begun in these areas, a number of the initiatives will be dependent on the outcome of the Three-Person Panel report.

- The introduction of legislation regarding specific **organised crime offences** will help to target the offenders behind organised crime. We also plan to conduct a review of the **Assets Recovery Community Scheme** in order to ensure that recovered criminal assets can be effectively used to fight crime and the fear of crime.
- In respect of **modern slavery**, enhancing the arrangements for victim identification and support through reform of the **National Referral Mechanism arrangements** in NI will be a key priority in which we will want to be informed by emerging lessons from pilot schemes in England. The Department is also in the process of developing

the 2016/17 **Human Trafficking and Modern Slavery Strategy** which will set out the multi-agency approach to tackling these offences in NI. One of the four strategic priorities under the strategy is about enhancing the partnership working and, to this end a cross border forum on modern slavery has been planned for 22 June. Officials are also working to implement the remaining provisions under the Human Trafficking and Exploitation (Criminal Justice and Support for Victims) Act (NI) 2015 and those under the Modern Slavery Act 2015 which extend to NI.

- The DOJ's **Speeding up Justice Programme**, which covers law reform, operational improvements and innovation, will be a priority and is now aligned with the requirements of Fresh Start. The four 'speeding up' projects are as follows:
  - Statutory case management  
This will place case management on a statutory footing by imposing a general duty on anyone involved in criminal proceedings to reach a swifter and more effective case resolution. This is planned for delivery through justice partners at the beginning of 2017.
  - Major reform of the committal process  
This is under way, and entails streamlining procedures and enabling direct transfer of certain cases to the Crown Court.
  - The Indictable Cases Pilot (ICP)  
This operated in Ards (County Court) Division for the calendar year 2015 and has demonstrated tangible benefits from close co-operation and collaboration across the justice agencies. The pilot is now under review but two significant developments arising from the pilot have already been introduced, the first of which resulted in the ICP early engagement principles being applied to murder/manslaughter cases since Autumn 2015 and the implementation of staged forensic reporting. Further work is under way with a view to rolling the pilot out to other Districts.

The second major development arising from the ICP has resulted in speeding up forensics reporting through the introduction of a staged reporting process.

This is being rolled out on a phased basis across all regions to all indictable cases and also to summary cases during 2016, commencing with all Drugs cases in Belfast District during mid to late May.

- Statutory time limits scheme

We are already consulting on amendments we might make to existing legislation to enable a robust and challenging statutory time limits scheme to be introduced later this year.

The plan is then to look at whether other measures can be introduced to speed up justice. We are also planning to be more proactive in explaining the performance of the justice system and work is underway on this too. A regular update is provided to the Justice Committee on this and in the most recent update we committed to reviewing the format, content and measures in performance reporting.

- **Resilience planning** - Following the development of a new national Chemical, Biological, Radiological and Nuclear (CBRN) Model Response Framework, we have been rolling out the **new response arrangements for emergency services** in NI. We are committed to reviewing the suite of NI CBRN emergency planning documents by April 2017.
- **State Pathology** - The key work area for State Pathology will be to **secure additional staffing** to support the business. This will include a further recruitment exercise for at least one Forensic Pathologist. We will also explore secondments, including from other jurisdictions, or employment of hospital (as opposed to forensic) pathologists to assist with the more straightforward cases.
- **Firearms and Explosives** - The Department is responsible for handling firearms appeals (and prohibitions). A person who is aggrieved by a decision made by the Chief Constable may appeal to the DOJ under Article 74 of the Firearms (NI) Order 2004. Each case is considered on its own merits. It is the Minister's role to determine if the applicant has grounds to have the appeal allowed or to have a prohibition removed. The Department processes approximately 75 applications per

year. Where the applicant remains dissatisfied, they may seek to judicially review the decision reached by the Minister.

In the wake of the terrorist attacks in Paris and Brussels the European Commission has published proposals to amend the European Firearms Directive (EC/91/477) to tighten firearms controls across the EU. Many of the concerns centre around terrorists being able to gain access to suitable weapons or deactivated firearms which can be readily converted back into use. Whilst the widely held view is that the UK has some of the highest standards of firearms controls in Europe, MEPs are keen to ensure that changes do not negatively impact on those member states that already have tight controls in place. The firearms lobby representing legal gun ownership has formed a coalition in Brussels named FACE to lobby MEPs to protect the rights of their members. Most of the threats and risks emanate from Eastern Europe where gun control has been historically weaker.

- **Search and Rescue** - DOJ assumed policy responsibility for Search and Rescue (SAR) in NI in 2011, and funding responsibility (approximately £96,000) in April 2015. 10 of the 13 recommendations of the 2012 review of the strategic framework arrangements for SAR have been implemented. Work is in hand to implement the final three, which relate largely to governance arrangements.

## **FORENSIC SCIENCE NORTHERN IRELAND**

Forensic Science Northern Ireland (FSNI) headed by Stan Brown, Chief Executive is the main regional forensic service provider for NI. It is an Executive Agency of the Department and, although operationally independent of the PSNI (and other CJO's), around 90% of FSNI's capacity is reserved by the police (through a Service Level Agreement) for forensic investigations. FSNI operates under a full cost recovery model and also serves other criminal justice organisations, including HMRC, the NCA, the PPS and the Police Ombudsman. Some services are also provided to the police and the Police Ombudsman in the Republic of Ireland.

FSNI offers a diverse and integrated range of specialisms in one location and is accredited by the UK Accreditation Service (UKAS) to ISO Standard 17025. One of FSNI's key capabilities is the recovery of multiple trace evidence types (either jointly or sequentially) from individual exhibits, thus maximising the evidential value derived, particularly in serious crime/terrorism cases.

FSNI holds and manages the NI DNA Database on behalf of the PSNI and also uploads DNA profiles to and is accredited by the UK National DNA Database.

It is important to note that the PSNI also have their own in-house forensic capability, dovetailing in some areas with that of FSNI. Fingerprint matching is an exclusively PSNI forensic function and the majority of cyber crime forensics are also in-house. PSNI Crime Scene Investigators routinely attend crime scenes, whereas FSNI scientists are called in to carry out specialist work at the more serious and/or complex scenes. The media and the courts are sometimes unaware of this difference in roles and responsibilities between the two organisations, for example when a delay in court is attributed to "forensics" and this is wrongly presumed to mean FSNI.

In the early phase of a criminal investigation, FSNI's scientific services directly assist the investigating authority and the PPS in providing scientific evidence and advice. FSNI's Forensic Reports must however adhere strictly to the rules of scientific objectivity and FSNI's Reporting Officers have an overarching duty to the courts to provide unbiased Expert Opinion, irrespective of the prosecutorial outcome.

Following the recent departures under the NICS Voluntary Exit Scheme (VES), FSNI now employs 175 staff, with around 65% of those directly involved in scientific specialisms. Many administrative grades are also directly involved in exhibit or casefile handling. There are four distinct directorates in FSNI, each headed by a Grade 6 or Grade 7, as set out below.

#### Directorate of Reporting Services, Peter Barker, Grade 6

The Directorate has overall responsibility for the delivery of the scientific functions in the Agency, including the development of case forensic strategies, the commissioning of evidence recovery and analysis, followed by objective evidential evaluation/reporting and expert witness to the courts.

The Director is supported by four principal scientific officers who are responsible for approximately 40 Reporting Officers at Senior Scientific Officer grade (and trainee's at Higher Scientific Officer grade). Reporting Officers work in specialist teams, focussing on distinct forensic disciplines (e.g. Biology, Explosives Toxicology, etc.).

#### Directorate of Laboratory Services, Stephen Campbell, Principal Scientific Officer

Laboratory Services staff are primarily lab-based "bench scientists" commissioned by the Reporting Officers in each criminal case to undertake the recovery and analysis of a wide range of evidential types, often deploying advanced scientific equipment in strictly controlled laboratory conditions. Laboratory Services provide the analytical results to the Reporting Officers for their objective interpretation and evaluation. Laboratory Services recover and process DNA and maintain the DNA database. The Directorate also includes a Digital Forensics unit.

#### Corporate Services Directorate, Alison McElveen, Grade 7

The Directorate has responsibility for the coordination and delivery of all support functions across the Agency, including Facilities, Health and Safety, Finance, Business Development, Customer Account Management, Stakeholder Engagement, Human Resources, Business Planning, Corporate Governance, Information Assurance, Disclosure, Freedom of Information (FOI) and Assembly Questions (AQs).

### Quality and ICT Directorate Albert Kirkwood, Grade 7

The Directorate has overall responsibility for Quality and Information Technology Teams in the development and implementation of their strategies. The Director also has responsibility for front line customer services and is the key liaison with the UKAS in relation to the critically important ISO 17025 accreditation.

#### **Achievements to date**

- Over the past three years FSNI has been undergoing a **programme of Transformation** and took ownership of a new £13.9m state of the art forensic laboratory (**The Locard Building**) in November 2015. This, accompanied by the **implementation of an integrated case management IT system (Perseus)**, which is expected to come on line in November 2016, will significantly enhance the capability, quality, speed and efficiency of FSNI's scientific service offering. Benefits resulting from Locard and Perseus are not expected to fully materialise until 2017/18, however realising these benefits is one of FSNI's key priorities in moving forward.
- The Agency was the first in the UK to launch **DNA17 technology**, which supersedes the Low Template or "Low Copy Number" DNA technology. This is a more sensitive, discriminating and evidentially robust technique which can often yield more DNA profiles in challenging circumstances.
- FSNI is also delivering a **Services Improvement Project (SIP)** to eliminate waste from work processes. In October 2015, the Agency was the national winner of the British Quality Foundation award for its re-engineering of drugs analysis processes, using Lean Six Sigma methodologies. The impact of SIP has enabled FSNI to reduce average turnaround times from 73.4 days (March 2015) to 56.6 days (March 2016), a reduction of almost 23%. FSNI will continue to build on this success to embed the ethos of continuous business improvement across the Agency.

#### **Current Initiatives**

- In addition to maximising the benefits of the investment in Locard, Perseus and SIP, the Agency's key priorities will be in **supporting wider criminal justice system strategic initiatives;**



- As an active member of the Forensic Services Strategy Group, FSNI has been a key contributor to the development of the **Forensic Services Strategy for Northern Ireland** which has recently been agreed. A key focus for the Agency will be the delivery of actions to address the objectives of the strategy and to continue to build and improve on relationships with key partners in the criminal justice system.
- **“Proportionate Forensic Reporting”** is also being introduced in 2016/17 as part of a DOJ-wide initiative and FSNI is working to deliver this across its scientific disciplines in partnership with criminal justice organisations. This will result in the issuing of earlier, less detailed forensic reports when appropriate with the aim of speeding up cases and early guilty pleas.

## **ACCESS TO JUSTICE DIRECTORATE**

### **Background**

The Access to Justice Directorate, headed by David Lavery, is the Department's policy and legislation hub. Covering Criminal Justice, Civil Justice (although some aspects of civil law remain with other NI Departments) and Legal Aid, the Directorate manages the greater part of the Department's legislation programme. The Directorate also includes two of the Department's largest Agencies, the Northern Ireland Courts and Tribunal Service (NICTS) and the Legal Services Agency (LSA), and is the sponsor body for Criminal Justice Inspection NI (CJINI). The Directorate includes the Justice Secretariat (which supports the work of the Criminal Justice Board and the North/South Intergovernmental Agreement on Co-operation of Criminal Justice Matters), and co-ordinates the Department's legacy work relating to NI's past. Working with a wide range of stakeholder groups, the Directorate manages the Department's relationship with the Judiciary and the legal community.

### **Structure**

- Director, David A Lavery CB
- Criminal Justice Policy Division, Brian Grzymek
- Civil Justice Policy Division, Laurene McAlpine
- Public Legal Services Division, Mark McGuckin
- Legal Services Agency, Paul Andrews, Chief Executive
- NI Courts & Tribunals Service, Ronnie Armour, Chief Executive

### **Divisions/Agencies and responsibilities**

#### **CRIMINAL JUSTICE POLICY DIVISION**

Criminal Justice Policy Division headed by Brian Grzymek, Deputy Director, is responsible for criminal justice policy and the strategic policy on legacy of the past and comprises five separate Branches and a limited-life Legacy Unit. The roles of each Branch and the Legacy Unit are outlined briefly below

Criminal Law Branch, Graham Walker, (Acting) Grade 7

The Branch provides advice and guidance on criminal law matters across the Department and to other Executive Departments; assists business areas with legislative initiatives; and is the policy lead on fine enforcement and bail reform.

Criminal Law Branch, Angela Bell, Grade 7

The Branch takes forward criminal law policy and provides legal support for discrete divisional projects.

Criminal Policy Branch, Amanda Patterson, Grade 7

The Branch provides core policy advice, development and implementation across a broad range of criminal justice matters.

Legacy Unit, Angela Ritchie, Grade 7

The Branch provides advice on policy and legislation to establish the Historical Investigations Unit (HIU), a new statutory body with responsibility for the investigation of all outstanding Troubles-related deaths, as outlined in the Stormont House Agreement (SHA). The HIU would be established by the SHA Bill, a Westminster Bill, sponsored by the Northern Ireland Office (NIO).

Legacy Unit, Gary Wardrop, Grade 7

The Branch leads on the development, planning and implementation of the department's new Voluntary and Community Sector funding model, which will be founded on outcomes based principles. In addition, the Branch leads on the planning and implementation of the proposed HIU, as set out in the SHA.

Justice Secretariat, Jane Holmes, Grade 7

The Secretariat leads on problem solving; provides secretariat support to the Minister on a number of key criminal justice meetings; provides briefing for Ministerial stocktakes with the Lord Chief Justice (LCJ), the Director of Public Prosecutions (DPP) and the Chief Inspector of Criminal Justice. The Secretariat also manages DOJ's interests in litigation cases and the Historical Institutional Abuse Inquiry (HIAI); sponsors CJINI; and liaises between the Minister and the PPS.

### Causeway Business Manager, Pamela Reid, (Acting) Grade 6

The Branch is responsible for the management of the current Causeway system and for the procurement of a replacement Causeway system when the contract ends in March 2019. Responsible for the implementation of the Fine Collection and Enforcement Service as legislated for in the Justice Act (NI) 2016.

### **CRIMINAL LAW BRANCH**

The Branch provides advice and support on the criminal law and legislative procedures across the Department. It also provides advice to other Executive and Westminster Departments on the implications of their proposals for the criminal law, for example, in relation to the creation of offences and penalties. The Branch manages the passage of the Department's criminal justice primary legislation through the Assembly; maintains oversight of the wider legislative programme; and has policy responsibility for a number of discrete policy areas.

### **Achievements to date**

- **The Legal Aid and Coroners' Courts Act (NI) 2014** - in addition to the Legal Aid aspects of this Act, provision was made for the appointment of the LCJ as the President of the Coroners' Courts and to allow him to appoint a Presiding Coroner;
- **The Justice Act (NI) 2015** - Part 1 of this Act provides for the creation of a single jurisdiction for the county courts and magistrates' courts in NI. This is a significant change which will erase existing statutory court boundaries and introduce new flexibility in the listing of court cases allowing business to be transferred to different courts;
- The passage of the **Justice Act (NI) 2016** reforming arrangements for **fine collection and enforcement** – legislation to provide additional ways for debtors to pay court fines and reduce fine default; and
- The criminal justice aspects of the **Mental Capacity Act (NI) 2016**.

## Current Initiatives

- **Implementation of single jurisdiction** for the county courts and the magistrates' courts. A raft of subordinate legislation requires to be made early in the new mandate in support of the new arrangements;
- **Implementation of new fine collection and enforcement arrangements -** Regulations and court rules will be required to support the new Fine Collection Service;
- **Road Traffic Law** - Work to allow the mutual recognition of penalty points between NI and the Republic of Ireland;
- **Bail Bill** - The Northern Ireland Law Commission's (NILC) Report on Bail in Criminal Proceedings proposed a single unified Bail Act and made 55 recommendations relating to the legal framework for bail. Further policy development is required on certain issues, with a view to preparing a Bill for Introduction;
- **Rehabilitation of Offenders** - a review of the exceptions to the rehabilitation regime and of the rehabilitation periods; and
- **New method of commencing criminal proceedings** - policy development in relation to the potential introduction of a new method of criminal proceedings to replace the existing charge and summons processes.

## **CRIMINAL POLICY BRANCH**

The Branch provides the core policy advice, development and implementation across a broad range of criminal justice matters. These policy areas can be diverse and have covered issues such as sentencing, the offender levy, the criminal law on sexual offences, legislation on sex offender management and other public protection provisions. Over the past few years, the policy direction has largely been driven by a wider public agenda focusing on issues such as the law on abortion, perceptions of sentencing and the criminal law on prostitution.

### Achievements to date

- Legislation for **Violent Offences Prevention Orders** designed to enhance public protection from the risk posed by serious violent offenders in the community;
- **New Child Protection Disclosure arrangements** to allow for applications for disclosure of conviction information to be made to the police; and
- A raft of amendments to strengthen the law on **protection from sexual crime**.

### Current Initiatives

- A major review of elements of the **sentencing framework**, such as tariffs for life sentences and the extent to which current sentencing arrangements meet the objectives of an effective sentencing guidelines mechanism;
- A review of certain aspects of the **law on child sexual exploitation and sexual offences**, including consideration of recommendations for legislative change arising from the Marshall report into child sexual exploitation (CSE); and
- Work will also continue on **abortion law and fatal fetal abnormality**, including the joint working group to be established by the DoH and the Department's response to the recent judicial review which will be appealed in June 2016.

## **LEGACY UNIT**

The Legacy Unit leads on justice legacy matters arising from the SHA. It is responsible for developing the necessary policy and legislative instructions to establish the proposed HIU.

The HIU will be an independent statutory agency responsible for the investigation of all outstanding Troubles-related deaths.

### **Achievements to date**

- The Legacy Unit developed and refined **policy on establishing the HIU**; and
- It then translated the **policy into detailed legislative Instructions for the draft Stormont House Bill**. However, political agreement was not reached and the Fresh Start Agreement did not include legacy issues.

### **Current Initiatives**

- Support the **resumption of formal political talks and the passage of the SHA Bill**. The key priority will be to finalise outstanding policy to establish the HIU and agree the draft clauses for the Bill with the NIO, the Bill's sponsors.

### **Voluntary and Community Sector Funding**

The Legacy Unit is also leading a project to develop a new approach to the Department funding of the Community and Voluntary Sector from April 2017, grounded on outcomes based accountability and commissioning concepts. The system will provide a fair, consistent and transparent funding approach that will demonstrate the alignment of funding, and be more responsive to departmental priorities.

## **JUSTICE SECRETARIAT**

The Justice Secretariat supports the Minister by facilitating management of and coordinating the exchange of information and decisions between a number of key criminal justice meetings:

- Criminal Justice Board;
- Criminal Justice Programme Delivery Group;
- Criminal Justice Issues Group;
- Intergovernmental Agreement on criminal justice co-operation; and
- Ministerial trilateral meetings.

The Secretariat also:

- Leads on the development of the departmental problem solving strategy;
- Provides briefing for key Ministerial stocktakes with the LCJ, the DPP and the Chief Inspector of Criminal Justice;
- Leads on the development of criminal justice system performance statistics, Brexit and problem-solving initiatives;
- Manages DOJ's interests in miscarriage of justice cases, the Royal Prerogative of Mercy cases, legacy litigation and alleged abuse civil cases;
- Sponsors CJINI; and
- Manages DOJ residual interests in the HIAI.

### **Achievements to date**

- Obtaining Assembly agreement to an **LCM to extend the Criminal Cases Review Commission (Information) Bill to NI**;
- Successful outcomes in two Court of Appeal hearings in relation to the Department's **refusal of compensation for a miscarriage of justice**;
- Development of the **Programme for Justice and criminal justice statistics dashboard**; and



- Management and oversight of the **Justice in the Community Awards**.

### **Current Initiatives**

- **Problem solving** - development of a cross-cutting departmental strategy on 'problem-solving justice' including an **Addiction Court pilot**;
- Development of a **Criminal Justice Research Strategy**;
- **Criminal Cases Review Commission (Information) Act 2016 - draft Court Rules** to support the new court proceedings to achieve Royal Assent in June 2016; and
- **Miscarriages of justice** – completion of the assessment of compensation for three successful applications and challenging three applications for judicial review against the Department's refusal of compensation.

### **CAUSEWAY**

Causeway is a strategically important database and data sharing messaging service to support information sharing between the five main NI Criminal Justice Organisations (PSNI, PPS, NICTS, FSNI, NIPS) and generates the NI Criminal History database.

Causeway business management is undertaken by Criminal Justice Policy Division with internal operational technical support, including day to day Causeway contract management provided by Information Services Division (ISD). The Causeway contract for the current service ends in March 2019 and work is underway to procure an enhanced system which will build on the acknowledged success of the current Causeway platform.

### **Achievements to date**

- **Causeway Contract Extension** - In 2013 the contract was re-negotiated with the current supplier to extend the services until 31 March 2019, generating significant savings;

- Following the contract extension, a major project was undertaken to **refresh and replace the Causeway technology** including the relocation to two new data centres in England. This project was completed successfully in March 2014 on schedule and within budget;
- Causeway has facilitated a number of significant **enhancements to the system to accommodate legislative changes and Speeding Up Justice Initiatives** such as:
  - The introduction of the **offender levy and Penalty Notices for Disorder** in June 2012 as legislated for in the Justice Act (NI) 2011; and
  - Changes to support the **Youth Engagement Project**, to improve the processing of youth cases, in 2012 and 2013.

### **Current Initiatives**

- **Causeway Re-Procurement Project** - A project team has been established to procure a new Causeway solution from April 2019, taking into account digital working across criminal justice organisations (CJO) as set out in the Digital Justice Strategy;
- **Causeway enhancements to facilitate legislative requirements and digital initiatives** - To ensure Causeway is amended to facilitate the implementation of a number of significant changes contained in the Justice Act (NI) 2015 in relation to Single Jurisdiction, Committal Reform and Prosecutorial Fines and to facilitate CJO digital working initiatives as set out in the Digital Justice Strategy; and
- **Fine Collection and Enforcement** - To implement a Fine Collection and Enforcement Service, based in NICTS, from the start of 2017, as legislated for in the Justice Act (NI) 2016 including the introduction of Supervised Activity Orders.

## **CIVIL JUSTICE POLICY DIVISION**

Civil Justice Policy Division headed by Laurene McAlpine, Deputy Director, provides advice on the structure and jurisdiction of the civil, family and coroners court systems in NI and that of tribunals. This includes implementation of EU law concerning the courts and tribunals and the new Mental Capacity legislation. The Division is also responsible for policy concerning the judiciary and the legal profession. The Division has 4 branches:

### Civil Justice Policy Branch, Clare Irvine, Grade 7

The Branch is responsible for tribunal reform and the transfer of The Appeals Service Tribunal (TAS) from the Department for Communities. This Division is also taking forward a review of the Coroners Act (NI) 1959.

### Civil Justice Policy Branch, Jo Wilson, Grade 7

The Branch is responsible for policy and legal advice around the structure and civil jurisdiction of the Court of Appeal, High Court (including judicial review) and county courts (including small claims). The Branch also deals with policy on matters such as Online Dispute Resolution. This Branch also deals with matters concerning the judiciary.

### Civil Justice Policy Branch, Jane Maguire, Grade 7

The Branch is responsible for policy and legal advice concerning the public and private family and children jurisdiction of the courts and for mediation and personal litigants. This Branch also deals with matters concerning the legal profession.

### EU Branch, Naomi Callaghan, Grade 7

The Branch is responsible for policy and legal advice on the implementation of EU Directives or Regulations that may impact on the courts or the Enforcement of Judgments Office. The Branch also promotes the drawdown of EU funding within the DOJ.

### Achievements to date

- **Court Reform** - the LCJ was made President of the Coroners' Courts on 1 November 2015. This appointment now provides important judicial leadership for that court tier;
- **Civil court reform** saw an increase in the financial jurisdiction of the County Court from £15,000 to £30,000, the District Judges' Jurisdiction from £5,000-£15,000 and an increase in the Small Claims limit from £2,000 to £3,000. These increases allowed more civil claims to be dealt with in the County Court jurisdiction thereby reducing costs and improving access to justice;
- The **Damages for Bereavement (Variation of Sum) (NI) Order 2016** made an inflationary increase to the fixed award for bereavement under the Fatal Accidents (NI) Order 1977 increasing the amount from £11,800 to £14,200.
- **European** - The European Union (EU) Unit manages the Department's input to EU matters, including the **establishment of a Justice Network**. The Unit supports the Department's commitment to drawdown European funding within the justice network and the Minister's attendance at meetings in Brussels. The Division also ensures **compliance with EU requirements in respect of civil and family court matters by bringing forward legislation or in negotiations**;
- Judicial Policy - a **major reform of the Judicial Pension Scheme** - in line with public sector pension reform - was delivered for the judiciary;
- The functions of the **Northern Ireland Judicial Appointments Ombudsman** were transferred to the new Office of the Northern Ireland Public Services Ombudsman.
- The **Mental Capacity Act (NI) 2016** - (a joint Bill in conjunction with Department of Health, Social Services and Public Safety) creates a new statutory framework to give effect to the recommendations of the Bamford Review in respect of decision making by those lacking capacity. The Act governs all situations where a decision needs to be made in relation to the care, treatment or personal welfare, of a person aged 16 or over, who lacks capacity to make the decision for themselves.

- The **Mental Health Review Tribunal (Amendment) Rules (NI) 2016** were made to ensure that time limits for appeals to the Mental Health Review Tribunal are consistent with human rights obligations.

### **Current Initiatives**

- **Civil Court Reform** - consideration of the recommendations of the Access to Justice Review Part II Report in respect of civil and family courts and Lord Justice Gillen's review of Civil and Family Justice. The objectives are to:
  - ensure civil claims are dealt with in the appropriate court tier consistent with the complexity of the case;
  - ensure family cases are dealt with in the most appropriate court tier and in a timely manner; and
  - develop support services for personal litigants.
- Consideration of the introduction of **online dispute resolution tools** for civil and family cases and the use of mediation and **Alternative Dispute Resolution** in civil and family cases to encourage the resolution of civil and family cases.
- **Tribunal Reform** - bring forward a **Transfer of Functions Order** to provide for TAS to transfer to the DOJ from the Department for Communities. The target is April 2017.
- Publish a **consultation paper on tribunal reform** primarily with a view to amalgamating the many separate tribunals for which the DOJ is responsible into a **new Appeal Tribunal**.
- Ensure full compliance with **EU requirements (under the Aarhus Convention)** in respect of the cost of bringing a legal challenge to environmental decisions.
- To undertake a **review of the Coroners Act (NI) 1959 and the Coroners Rules**.

## **PUBLIC LEGAL SERVICES DIVISION**

Public Legal Services Division headed by Mark McGuckin, Deputy Director, is responsible for setting the strategic direction for legal aid and maintaining the legislative framework to ensure that support is available for the most vulnerable in society. For criminal cases legal aid helps to secure the right to a fair trial and in civil cases to resolve disputes. The work encompasses the issues for which legal aid is available, tests on eligibility and merits and the remuneration arrangements for publicly funded work, and to ensure that those who can afford to meet their own legal costs.

### Legal Branch, Padraig Cullen, Grade 7

The Branch provides legal advice on the development of the strategy and on individual issues which contribute to the legal aid framework. The Branch also drafts the subordinate legislation required to develop and maintain legal aid provision and contributes to the defence of challenges to the provisions.

### Civil Remuneration, Money Damages, Richard Cushnie, Grade 7

The Branch is responsible for the reform of the arrangements for remuneration in civil cases based on a standard fee approach and reform of the arrangements for remuneration of Expert Witnesses. The Branch is also responsible for the reform of legal aid provision for money damages cases, including the introduction of conditional fee arrangements.

### Civil Scope; Eligibility & Merits, Mark McGuicken, Grade 7

The Branch is responsible for the reform of the scope of civil legal aid, to remove any potential duplication with other advice provision. The Branch is responsible for the reform of eligibility and merits to ensure that legal aid is targeted at those most in need, and where it is reasonable to commit public money. The Branch also leads on the Introduction of regulation of the legal profession undertaking legal aid work through a statutory registration scheme

### Criminal Legal Aid, Adele Watters, Grade 7

The Branch maintains the arrangements for remuneration in criminal cases. It is responsible for the policy on for the award of criminal legal aid and Recovery of Defence Costs Orders changing legal teams and the use of counsel (in both the criminal and civil courts). The Branch is also responsible for taking forward contingency planning in the event of failure of supply.

### Achievements to date

- Reduced the spiralling **costs of legal aid**, while maintaining as far as possible access to justice, and to modernise the arrangements for the delivery of legal aid.
- Introduced **standard fees for legally aided work**, delivering savings against current costs; to ensure that levels of representation (by solicitors and barristers) are of an appropriate level; and to harmonise financial eligibility for legal aid
- Work on **criminal legal aid** is largely complete, with new fee structures in place which have delivered savings of up to £20m per annum. The latest round of cuts were challenged by the legal profession with a Judicial Review and a refusal to take on cases remunerated under the new fees. This was eventually settled through mediation.
- **Civil legal aid** - We have put in place guidance on the appropriate use of counsel in the lower courts and where it is appropriate to use senior or two counsel in the higher courts.
- **Access to Justice Review (Part II) - Two independent reviews of Access to Justice have** been completed. The most recent of these was published in November 2015 and will help to shape the policy agenda for the new Mandate.

## Current Initiatives

- **Civil legal aid** - We are at an advanced stage in developing arrangements for a comprehensive standard fee approach for family cases. Work is starting on the development of standard fees for the remainder of civil cases.

Plans are being finalised to remove some areas from scope of legal aid, where alternative mechanisms are available, or where money is at the centre of the dispute, and can be used to fund the claim. Specific arrangements are being put in place for money damages cases allow cases to progress using a “no-win, no fee” (i.e. Conditional Fee Agreements) approach.

- **Access to Justice Review (Part II)** - The Access to Justice Review (Part II) provides an opportunity to refresh the strategic direction for legal aid reform. At an early stage the Minister will be invited to consider a strategy underpinned by the following principles:

- Legal aid is available to the most vulnerable who cannot afford it;
- Justice can be accessed in a timely way;
- Those who can afford to will meet their own costs; and
- Legal aid is only awarded where alternatives are not available and it is a reasonable and appropriate use of public money.

Key deliverables from the strategy will include: rolling out the remuneration reform (modelled around the standard fee approach). The scope of what is provided for by legal aid and eligibility to access legal aid will continue to be reformed. This will involve developing an approach to legal aid as a loan, where support is given when it is required, but the costs are recouped after the event. The outcome from this should be maintaining or enhancing access to justice at reduced cost. A statement of priorities for legal aid to the Executive and a post consultation report on the Access to Justice Review Part II will be early deliverables.



## **LEGAL SERVICES AGENCY NI**

The Legal Services Agency (LSA) headed by Paul Andrews, Chief Executive, is responsible for applying statutory tests to determine whether an individual should receive civil legal services; it also pays for the legal services provided. While the judiciary is responsible for granting individuals criminal legal aid, the LSA pays for the legal services provided. In addition, the LSA authorises the engagement of experts in civil and criminal cases as well as collecting contributions and other sums payable by individuals who receive civil legal services.

### **Legal Aid Casework, Paul Andrews, Chief Executive and Director**

The Chief Executive is responsible for the day-to day operation of the Agency, including legal challenges against the LSA, corporate correspondence and communications requests under Freedom of Information (FOI) and Data Protection Act (DPA) and the leadership and management of its staff.

The Chief Executive is also currently the holder of the statutory office of Director of Legal Aid Casework (Director). The Director operates under legislation and Ministerial guidance and directions when determining whether applications for civil legal services should be funded. The Director is independent from any Ministerial or Departmental interference in relation to individual applications for civil legal services.

The LSA consists of three separate Branches, each headed by a Grade 6. The roles of each Branch are outlined briefly below.

### **Payment Services, Jill Herron, Grade 6, Director**

The Directorate has operational teams which assess bills and authorise payments in respect of civil legal services and criminal legal aid. These teams interact with the Taxing Master's Office in respect of those cases which are subject to formal taxation.

One of the teams within the Payments Directorate deals with the assessment of legacy high cost criminal cases; grants exceptional funding for cases outside the scope of legal aid, typically coroner's inquests; and exceptionality certificates for Crown Court cases.

### Civil Legal Services, Sheila McPhillips, Grade 6, Director

The Civil Legal Services Directorate is divided into three decision groups:

- (a) Civil Adjudication which deals with merits tests and a support team which facilitates the means tests which are undertaken independently of the LSA by an arm of the Social Security Agency;
- (b) Review which deals with appeals against refusal of representation (higher courts). As part of this process an internal review will be undertaken; and
- (c) Appeals which deals with appeals where the review upholds the original refusal; the matter will be considered by an Appeal Panel.

### Corporate Services, Glynis Brown, Grade 6, Director

The Branch is responsible for the strategic leadership and management of the Corporate Services Directorate which includes managing the shared services arrangements for Finance (including forecasting and Management Information) and HR, oversight of the Debt Recovery and Fraud Units, Office Services Unit (including Secretariat, Procurement Unit and Business Assurance Unit) and IT/Information Services Unit.

Leads the delivery of change management strategies (specifically, the digitalisation of legal aid processes) and underpins the Accounting Officer role held by the Chief Executive by maintaining the corporate governance framework.

### **Achievements to date**

- **Establishment of Legal Services Agency NI on 1 April 2015** - Following the implementation of the Legal Aid and Coroners' Courts Act (NI) 2014 (LACC Act) on 1 April 2015, the NI Legal Services Commission was dissolved and its functions transferred to the Department. The Department established the Legal Services Agency NI, to determine applications for civil legal aid and processes payments for civil and criminal legal aid. The staff of the Legal Services Commission transferred to the new Agency on 1 April 2015 and became Civil Servants of the Department.

- **Independence of Agency's Decisions** - Decisions on the grant of civil legal aid are made independently by the Agency. Neither the Department nor the Minister are allowed to influence decisions in individual cases. To this end the Chief Executive of the Agency has been formally designated as the Director of Legal Aid Casework and is responsible for ensuring and report to the Assembly on the independence of decision making. An independent appeals panel has been established to further safeguard the independence of individual decisions.
- **Funding** - As legal aid is a demand led service the cost of bills submitted in recent years has exceeded the budget allocation. This created financial uncertainty for the Department and the LSC. There has been significant progress for 2016/17 with a budget allocation of £92.5m which is much closer to the forecast demand.
- **Introduction of Shared Services** - To align with NICS/DOJ services, the Agency has availed of a number of shared service arrangements including:
  - IT Assist;
  - HRConnect; and
  - AccountNI.

In addition, the Agency has SLA's for the provision of:

- HR services (Departmental HR)
- Finance (Financial Services Division)
- Management Information (Analytical Services Group) and
- Legal services (Departmental Solicitor's Office)
- Debt recoupment (Crown Solicitor's Office)

Aligning with the NICS shared service arrangements has enabled the organisation to reduce costs and access the NICS common services.

### **Current Initiatives**

- **Digital Transformation of Legal Aid** - A key priority for the next mandate is to deliver a Digital Transformation Programme within the LSA. This will involve an ICT enabled Business Change project to provide services in a more cost effective

manner. The project will deliver a new online legal aid application process which will allow solicitors to submit and track applications and payments. It will also allow staff to process applications / bills in a more efficient manner, provide better management information to better inform decision making, and allow the Agency to implement the forthcoming programme of reforms.

This programme will deliver efficiencies both to the Agency and also to the providers of publicly funded legal services. In addition it will also provide the necessary platform to implement future reforms to the legal aid scheme.

- **New Registration Scheme** - The LSA is taking forward the introduction of a new Registration Scheme for lawyers wanting to undertake legal aid work. The new scheme will improve the LSA's oversight of the quality of legal aid work and will strengthen the arrangements to prevent fraud by the suppliers of legal services.

## **NORTHERN IRELAND COURTS & TRIBUNALS SERVICE**

Northern Ireland Courts & Tribunals Service (NICTS) headed by Ronnie Armour, Grade 5, Chief Executive:

- provides administrative support for NI's courts, tribunals and Parole Commissioners for Northern Ireland (PCNI);
- supports an independent Judiciary;
- provides advice to the Minister on matters relating to the operation of the courts, tribunals, the Enforcement of Judgments Office (EJO) and PCNI;
- enforces civil court judgments through the EJO;
- manages funds held in court on behalf of minors and patients;
- provides high quality courthouses and tribunal hearing centres; and
- acts as the Central Authority under certain international conventions.

### **Court Operations, Peter Luney, Grade 6**

Court Operations provides administrative support for criminal, civil and family court business and for the Coroners Service. In 2015/16, the courts dealt with approximately 85,000 criminal, civil and family cases. Coroners had around 3,900 deaths reported to them and held 85 inquests.

### **Tribunals & Enforcement, Elaine Topping, Grade 6**

Tribunals and Enforcement is responsible for providing the administrative support for the majority of N's tribunals and the PCNI. It is also responsible for the EJO, which incorporates the Taxing Office.

In 2015/16 Tribunals in NI heard more than 16,800 cases and the PCNI issued approximately 850 decisions and recommendations. The EJO processed approximately 7,800 notices of intention to enforce a judgment and 5,650 applications to enforce a judgment. The EJO received 1,100 applications for repossession and completed 622.

In respect of the work of the Taxing Office, they received 1,296 applications for taxation and completed taxation on 1,347 cases and issued 1,351 taxation

certificates. The level of business in some of these areas continues to increase against a backdrop of reducing budgets.

The Agency currently administers the Tribunal Appeals Service (TAS) on behalf of the Department for Communities under a Service Level Agreement. DSD retains statutory and financial responsibility for TAS, which includes the setting of targets. In 2015/16 over 16,000 appeals were received by TAS. In addition early 2016/17 will see the Agency assume responsibility for the Planning Appeals and Water Appeals Commission (PACWAC), under the NICS Reform Programme

#### Corporate Services, Sharon Hetherington, Grade 6

Corporate Services includes a range of functions including Finance, Estates & Security, Contracts and the Court Funds Office (CFO).

The CFO carries out the business of the Accountant General and has administrative responsibility for funds held in court. This is primarily on behalf of clients who are deemed incapable of managing their own affairs and children for whose benefit compensation payments are held by the court until they reach 18. CFO is also responsible for money held in court pending the settlement of civil court actions; or those who lodge bail monies. It administers funds for the Chancery Division of the Court of Judicature, in its role as a receiver of last resort for the assets of individuals, partnerships or companies.

#### Office of the Lord Chief Justice, Principal Private Secretary to the LCJ, Maura Campbell, Grade 5

The LCJ is President of the Courts in NI and Head of the Judiciary in Northern Ireland. As President of the Courts in Northern Ireland he is responsible for:

- representing the views of the judiciary of NI to Parliament, the Assembly and Ministers;
- the maintenance of appropriate arrangements for the welfare, training and guidance of the judiciary of NI; and
- the maintenance of appropriate arrangements for the deployment of the judiciary of NI and the allocation of work within courts.

The Office of the LCJ provides advice and support to the Lord Chief Justice on the wide range of issues that come before him from whatever source.

### **Achievements to date**

- Last year the Agency launched a **Modernisation Programme** which comprises five projects, with a stated objective of ensuring “*NICTS is structured and resourced to provide efficient and effective service delivery to users; and to have a workforce that is equipped to work in a new and increasingly challenging environment*”. The individual projects are:
  - Rationalisation of the NICTS Estate;
  - Service Delivery reform;
  - Income Generation;
  - Court Funds Reform; and
  - Workforce Planning.

Significant progress has been made across all five projects but the most notable has been the Agency’s plans to rationalise its estate. Following an extensive consultation exercise, the then Justice Minister, having fully considered the wide range of responses received, concluded that six courthouses should close.

### **Current Initiatives**

- Establish a civilian **Fine Enforcement Service**;
- Take full responsibility for **The Appeals Service**;
- Implement the **Mental Capacity Act** including the establishment of an Office of Public Guardian;
- Support the development and implementation of **problem solving justice initiatives** including an **enhanced domestic violence court** with **perpetrator intervention programmes** and the potential for problem solving courts to tackle issues around **mental health and/or drug and alcohol abuse**; and
- **Deliver legacy inquests.**

## **REDUCING OFFENDING DIRECTORATE**

Reducing Offending Directorate headed by Sue McAllister, Director General, provides end-to-end support to individuals to reduce their risk of offending through diversion, intervention, rehabilitation and joined-up custodial services. The Directorate is responsible for setting reducing offending policy and for sponsorship of the Northern Ireland Prison Service (NIPS) and the Youth Justice Agency (YJA). Sue McAllister has a dual role as both Head of the Directorate and also as NIPS Director General. A brief overview of the structure of the Directorates and the key business areas within can be found below:

### **Structure**

- NIPS Director General/DOJ Reducing Offending Directorate, Sue McAllister
- Director of Rehabilitation, Brian McCaughey
- Director of Policy & Service Delivery, Stephen Davis
- Director of Operations, Phil Wragg
- Chief Executive, Youth Justice Agency, Declan McGeown

### **Divisions/Agencies and responsibilities**

#### **DOJ REHABILITATION DIRECTORATE**

The Directorate, headed by Brian McCaughey, Grade 5 Director, has responsibility for setting direction in relation to activities which aim to embed rehabilitation at the centre of how prisons work. This includes how individual prisoner risks, needs and strengths are assessed in custody; interventions to address offending behaviour; delivery of services by partners across the voluntary, community, public and private sectors and delivery of learning and skills through contract arrangements. The Directorate also has responsibility for the development of innovative strategies and policies to support reducing offending.

#### **Deputy Director, Louise Cooper, Grade 6,**

Has responsibility for partnership with the voluntary and community sector, putting rehabilitation at the centre of work in prisons through the Prisoner Development Model, and for research in prisons.



Reducing Offending Policy Unit, Kiera Lloyd, Grade 7

Oversees formulation of all policy relating to the reduction of reoffending for adults and young people.

Learning & Skills, Tom Ferguson, Functional Head

Has responsibility for outsourced provision of learning and skills across all prison establishments and leading on employment and enterprise initiatives.

Interventions, Julie Anderson, Grade 7,

Has responsibility for the provision of psychology services, including interventions and provision of information to the Parole Commissioners.

**POLICY & SERVICE DELIVERY DIRECTORATE**

The Directorate, headed by Stephen Davis, Grade 5 Director, has responsibility for developing, implementing, monitoring and managing operational policy and service delivery (including oversight and governance through the Operational Management Board). This includes the delivery of the estates strategy and estates management and maintenance, ICT delivery for NIPS, and oversight liaison and change on all licensing and legislation issues (including legal challenges to and claims against NIPS). The Directorate also plays a key role in liaison with a number of key stakeholders including the Prison Ombudsman and CJINI and leads on partnership working with DoH and the South Eastern Health and Social Care Trust.

Estates Capital Works, Karen Crilly, PPTO architect

Delivers all Capital Works for NIPS Prison Estate and provides Business Case, Health & Safety, Procurement and Central Stores Services

Estates & Facilities Management, Tony McDonnell, Grade 7

Has responsibility for the management of land, property, energy, asset management and telecoms across the NIPS estate. Also provides delivery of all specialist services and facilities management.

### Licensing & Legislation, Alan Smyth, Grade 7

Has responsibility for releasing offenders into the community on a range of Department of Justice licences. Also has responsibility for prisons related legislation, offender policy, the Prison Service's human rights and equality responsibilities in relation to offenders and for a range of other judicial matters that impact on NIPS.

## **STRATEGY & GOVERNANCE DIVISION**

The Division, led by Brendan Giffen, (acting) Grade 6, has responsibility for driving the overarching strategy for the Service overseeing the communication requirements in each distinct area, and for the provision of information assurance, corporate governance and ongoing prison reform. The Division also has responsibility for shaping the corporate, strategic direction of NIPS and has sponsorship for YJA.

### Corporate Services, Peter Grant, Grade 7

Has responsibility for corporate service provision in NIPS, including business planning and finance.

## **OPERATIONS DIRECTORATE**

The Directorate, headed by Phil Wragg, Grade 5 Director, has responsibility for the management of the three prisons - Maghaberry, Hydebank Wood College and Magilligan - and the Prisoner Escort and Court Custody Service, co-ordinating the transfer of prisoners between prisons, the production of prisoners to Court, hospital and other medical appointments. The Directorate has also responsibility for the Prison Service College (PSC), relocated to Hydebank Wood following the closure of the Millisle building, delivering and implementing training strategies to meet the business needs of the Service.

### Information Assurance, Gary Alcock

Has responsibility for two projects: information management and assurance following the closure of PSC at Millisle; and leading on a review of records management in NIPS.

## **MAGHABERRY PRISON**

Maghaberry Prison headed by Phil Wragg, Governor is the largest of Northern Ireland's three prisons. It is the only category 'A' high security prison and operates as the committal prison for all adult male prisoners, including remand prisoners and separated loyalist and republican prisoners. Maghaberry provides safe, secure and decent custody for all prisoners.

### Deputy Governor, David Kennedy

Supports the Governor in the running of the prison

### Corporate Governance, Jane McBratney, Grade 7

Has responsibility for corporate governance within the prison, e.g. business planning, coordinating AQ responses, IT issues and finance

## **HYDEBANK WOOD COLLEGE**

As of 18 April 2015, Hydebank Wood College, headed by Austin Treacy, Governor, became the only establishment in the United Kingdom to transition from a conventional Young Offenders Institution to a College. The College focuses on rehabilitation based on learning and skills, vocational training and life skills. The College also accommodates adult females. A new step down facility for women was opened in October 2015 and plans are in place to build a new female prison on the Hydebank site in 2020.

With the closure of the PSC at Millisle in December 2015, all central training, including the training of new recruits, is currently being delivered at Hydebank Wood.

### Deputy Governor, Richard Taylor

Supports the Governor in the running of the prison.

## **MAGILLIGAN PRISON**

Magilligan Prison, headed by David Eagleson, Governor, is a medium security prison housing adult male Category B or lower sentenced prisoners. The prison receives prisoners on transfer from Maghaberry, with a small number from Hydebank Wood. Although designated as a medium security prison it has low security accommodation (Foyleview) for selected prisoners nearing the end of their sentence.

### Deputy Governor, Gary Milling

Supports the Governor in the running of the prison

## **YOUTH JUSTICE AGENCY**

The Youth Justice Agency (YJA) headed by Declan McGeown, Chief Executive, was established in April 2003. It provides a range of statute-based and non-statutory support services in relation to young people who offend between the ages of 10 to 17 years. The Agency's overall aim is to make communities safer by helping children to stop offending, with particular emphasis on addressing their offending behaviour, diverting them from crime, assisting their integration into the community and also meeting the needs of the victims of crime, with restorative and reparative justice at its core.

### Custodial Services, Brian Ingram, Grade 7

Director of Woodlands Juvenile Justice Centre, with operational responsibility for young people in custody

### Youth Justice Services, Mary Aughey, Grade 7

Has responsibility for operational work with young people in the community

### Corporate Services Jill Brown, (Acting) Grade 7

Has responsibility for governance of YJA HQ, providing a number of management and support functions on behalf of the Chief Executive, e.g. business planning, IT, estates management and finance.

### **Achievements to date**

- Completion of the **Prison Reform Programme**, one of the largest public sector reform programmes in NI in the last 15 years;
- 36 of the 40 **Prison Review Team recommendations** signed-off – 90% of the total, meeting the PfG commitment;
- Delivery of **Hydebank Wood College**;
- Separate **step down facilities** for men and women;
- Development of the **prison estate**;
- Creation of **Prisoner Development Units and Prisoner Development Plans** for over 75% of prisoners;

- Partnership with Belfast Metropolitan College and the North West Regional College;
- Ten year **Capital Estates Programme** underway (to be completed by 2022);
- **Learning & Skills** focused on accreditation and outcomes to support prisoners to address offending behaviour, with an increased number of accreditations based on the previous year;
- Completion of wide-ranging **Scoping Study looking at children in the justice system**;
- Implementation of a number of recommendations coming out of the **Youth Justice Review 2011**;
- Fully operational **youth engagement initiative for diversionary disposals for young people** in NI since early 2015;
- Under 18-year-olds only detained in Woodlands Juvenile Justice Centre (JJC) – An administrative process was established that has resulted in all under 18-year-olds subject to remand or committal being placed in Woodlands JJC from November 2012; and
- Preparations well advanced for Woodlands JJC to become an Education Other Than at School (EOTAS) Centre in line with Department of Education EOTAS guidelines.

### **Key priorities for next mandate**

- Successfully transition from the oversight arrangements associated with the Prison Reform Programme, following the end of the formal Programme in March 2016, to the Prison Service Management Board (PSMB) having oversight of ongoing reform. PSMB will focus on taking forward the five key strategic themes identified as priorities by the Prison Review Oversight Group:
  - *Leadership*

NIPS remains committed to developing staff and leadership at all levels across the organisation, with a number of measures in place to manage this strategically, including the Ulster University accredited 'Certificate of Competence' and the T50 leadership development programme;
  - *Purposeful activity*

The Reform Programme put rehabilitation at the core of NIPS work, recognising that the most effective method of improving outcomes for prisoners was through the provision of education and vocational training. This should also include activities outside formal accreditation, including kitchens, gardens and outside placements. Recreational activities will also be included;
  - *Respect & Inclusivity*

The NIPS strategic approach to Respect and Inclusivity will tackle two key areas. Respect will look at the differential in outcomes between prisoners, working to understand why this occurs and what steps need to be taken to improve the position. Inclusivity will see NIPS continue efforts to make the workforce better representative of society in Northern Ireland;
  - *Fit for purpose prison estate*

The NIPS Estate Programme has developed long term plans and will work over a number of spending review periods and Assembly mandates to ensure funding is secured to provide NIPS with a fit for purpose estate consisting of safe, secure and decent accommodation; and

- *Partnership with Healthcare*

One of the most complex and important elements of the Reform Programme was the development of partnership working between NIPS and Healthcare. With the provision of Healthcare having been fully transferred to the South Eastern Health and Social Care Trust in April 2012, this partnership working is more important than ever.

- Implementation of the NIPS Estates Strategy, including:
  - A separate facility for women;
  - Redevelopment of Magilligan; and
  - Configuration of Maghaberry into three mini-prisons, including opening of a new 360 cell accommodation block, new high security facility and a new visits facility.
- Launch of years 2-5 of the Learning and Skills contract in August 2016;
- Continued review of Learning and Skills curriculum to ensure fit for purpose;
- Further development of outcome based learning to reduce re-offending and build a safer community;
- Scoping Study looking at children in the justice system - Phase 2. Develop an implementation programme early in the new mandate; and
- Education / Healthcare / Regime enhancement for young people in custody, involving:
  - completing the transfer of responsibility for education and learning within Woodlands JJC to the Education Authority as an EOTAS centre;
  - developing an enhanced regime that reflects the needs of all children including older young people as they look towards transitioning to training and employment after release; and
  - engaging with DoH to scope options for future provision of healthcare services in the Centre.



## **JUSTICE DELIVERY DIRECTORATE**

Justice Delivery Directorate, headed by Lianne Patterson, provides Finance, HR, IT and other central services to the Department. It also provides Compensation Services for victims of crime and processes AccessNI applications.

### **Structure**

- Director, Lianne Patterson
- Financial Services Division, Glyn Capper
- Personnel and Office Services Division, Mary Madden
- Information Services Division, Ray Murray
- Compensation and Corporate Support Services, Marcella McKnight
- Internal Audit, Derek Anderson

### **Divisions/Agencies and responsibilities**

#### **FINANCIAL SERVICES DIVISION**

Financial Services Division (FSD) headed by Glyn Capper, Deputy Director, provides financial, analytical and economics services to the Core Department, the DOJ's Executive Agencies (excluding NICTS) and Criminal Justice Inspection NI (CJINI). FSD consists of five separate Branches, each headed by a Grade 6 or 7. The roles of each Branch are outlined briefly below.

#### **Analytical Services Group, Gayle Kennedy, Grade 7**

The Branch provides research, statistical and analytical services across the Department.

#### **Economics Team, Post currently vacant**

The Branch provides economic advice, guidance and support including assisting business areas to develop business cases.

#### **Financial Planning and Strategy, Lisa Rocks, (Acting) Grade 6**

The Branch provides strategic financial advice on the Department's financial position and financial support to the Core Department and Sponsor Divisions.

### Financial Planning and Support, Patrick Barr, (Acting) Grade 6

The Branch provides financial planning support to the following Executive Agencies and their Accounting Officers: FSNI, LSA, NIPS and YJA.

### Financial Planning and Services, Richard Logan, Grade 6

The Branch prepares the Department's Annual Report and Accounts, Whole of Government Accounts, Executive Agency Accounts and Judicial Pension Scheme accounts. The Branch provides advice and guidance on taxation and financial governance support. The Branch also supports the development of AccountNI across the DOJ and provides financial services to CJINI.

### Achievements to date

- **implementing new structures** to provide financial services across the Department, including to Executive Agencies under Service Level Agreements; and
- ensuring that the Department lives within its **allocations** each year.

### Current initiatives

- preparing for the **next budget period**;
- ensuring the Department lives within its **annual budget**;
- delivering eight sets of **annual statutory accounts**;
- delivering the **Analytical Services Group work programme**;
- supporting **business case capability development** and providing **economic input** to the development of strategy and policy; and
- continuing to **embed financial shared services** across the Department and its Executive Agencies.

## **PERSONNEL AND OFFICE SERVICES DIVISION**

- Deputy Director, Mary Madden
- HR Customer Services, Gillian Ardis, Grade 7
- Corporate Services, Janet Johnston, Grade 7
- Estate Management, Kathie Walker, Grade 7
- HR Operations, Jacqui Wallace, Grade 7

Personnel and Office Services Division (POSD) headed by Mary Madden, Deputy Director, consists of four separate branches, each headed by a Grade 7. The division provides a range of services to the Department and Agencies such as strategic HR support; leading on learning and development including Wellbeing and is responsible for facilities management, health and safety and sustainability for the Core Department as well as leading on the DOJ Estate Strategy Programme.

HR is provided to the Department and its Agencies through a Shared Services set up. The HR team have recently restructured and is split along functionality lines in preparation for the NICS HR Centre of Excellence which is due to be established during 2017.

Corporate Services are also implementing a shared services approach and have centralised the National Security Vetting (NSV) functions as well as commencing a shared services review of Procurement and Contract Management functions.

The Estate Management Team was established at the end of 2015 and is responsible for the Estate Strategy Programme and the management of the accommodation leases across the DOJ family. The 5 year plan is to reduce the estate size, lease costs and move as many staff into DFP freehold buildings in line with the NICS Estate rationalisation plans.

### Achievements to date

- The division has dealt with a number of **legacy HR matters** such as the agentisation of the LSA on 1 April 2015 and the alignment of YJA non general service staff onto NICS terms and conditions.
- The DOJ participated in the **NICS Voluntary Exit Scheme (VES)** which has seen 356 staff leave the Department with a further 28 due to leave on 31 May 2016. The scheme has been centrally managed by DFP Corporate HR. The next stage is working with business areas to redeploy staff in the Department to vacant posts deemed to be business critical.
- **Centralisation of NIPS NSV** into POSD Corporate Services on 1 April 2016, which realised benefits of financial savings, improved security of records and assets and consistency throughout DOJ in practices and procedures and decision making. Work continues on further NSV centralisation, possibly NICTS and other agencies and Arm's length Bodies (ALBs).
- A **shared services approach** to the delivery of services is being implemented within POSD. The drivers for change have been both internal and external; continuing to provide a HR Service in a changing environment of budget pressures; preparing the Department for the NICS HR Centre of Excellence. This area remains very much a work in progress and one of the key work areas for POSD looking forward.

### Current Initiatives

- Managing the **redeployment of staff** following the VES and providing the Department with the staff resources required to carry out its business;
- **Sickness absence** continues to be a challenge for the Department and in the restructuring our top priority will be managing sickness absence through a newly established unit within the division;
- **Embedding the HR Shared Services model** and ensuring a quality HR Service continues to be provided across the Department;

- Preparing both the Department and Division for the move to the **NICS HR Centre of Excellence**;
- A **shared services review of Procurement and Contract Management functions** began in May 2016; and
- Consideration of the **future provision of the HR services** (including payroll/rostering) for NIPS Operational staff.

## **INFORMATION SERVICES DIVISION**

Information Services Division (ISD) headed by Ray Murray, Deputy Director, provides support for the Minister's Office; Press Office; Records and Information Management; Programme and Project Management, AccessNI; Causeway and wider ICT support as part of shared services to the Department, its Agencies and some ALBs.

### AccessNI Branch, Tom Clarke, Grade 7

The Branch provides a public facing Criminal History Disclosure service for applications related to vetting of those working with children and vulnerable adults;

### Departmental Information Manager, Dr Tom Clyde, Grade 7

The Branch provides Records and Information management including policy guidance and monitoring of FOI/DPA legal requirements;

### Minister's Office, Tim Logan, Grade 7

The team which comprises the Private Office and Assembly Section, headed by Tim Logan, forms the link between the Department and the Assembly, the Justice Committee and the Executive.

The Minister's Office manages the Assembly question processes for written, oral and topical questions and undertakes the commissioning and provision of advice to colleagues in response to correspondence cases, invitations and submissions.

The team are also responsible for managing the Ministerial diary and provision of support to the Special Adviser.

### Press Office, Fionnuala Campbell, (Acting) Grade 7

The Branch provides media handling and external communication management for the Minister and the Department;

### Corporate and Agency ICT services, Mervyn Chambers, Grade 6 ICT

Chief Technology Officer for the Department provides strategic, policy and all technical management of ICT services and support staff;

Causeway, Youth Justice & Compensation ICT, Harry Donnelly, Grade 7 ICT

The Branch provides ICT professional support services to the Causeway Criminal Justice, Youth Justice and Compensation Services;

NIPS ICT Services Branch, Robbie Burrows, Grade 7 ICT

The Branch provides ICT professional support services to the NI Prison Service;

Legal Service Agency ICT services, Fiona Brashaw, Grade 7 ICT

The Branch provides ICT professional support services to the Legal Services Agency;

NI Courts ICT services Branch, Gareth Herron, Grade 7 ICT

The Branch provides ICT professional support services to the NI Courts and Tribunal service; and

Grade 7 ICT, Steven Dickson

The Branch provides Forensic Science Agency ICT support as well as ICT system development, Programme and Project Management and IT Security services for the Department.

**Achievements to date and current initiatives**

- AccessNI's delivery of a **new system facilitating on-line applications for criminal record checks** via NI Direct (public interface) and case tracking. Significantly improving turnaround times and reducing costs. Key priority is to continue to meet all Application targets and service requirements;
- Records & Information Management's management of **Annual Sensitivity Review** in the Public Records Office and the Department of Culture Arts and Leisure Legacy issues as well as all aspects of FOI/DPA work with published compliance targets of 97% against statutory requirements. A key work area is to ensure the DOJ meets all **legislative information requirements and internal supporting targets**. In addition to take forward a Shared Services strategic approach to Records and Information management;

- During the last mandate the DOJ consistently outperformed other NICS Departments in relation to **AQ response rates** with over 99% answered on time. Going forward a key priority is to achieve the same standard and in other areas ensure that the high quality services are maintained to the Minister, the Department and the Assembly;
- Press Office's key priority is to continue to provide a **comprehensive strategic communications and media handling service** to the Minister and the Department;
- ICT Corporate and Agency Services have ensured all ICT used by the DOJ meets **Service Level Agreements (SLAs) and contractual targets** to levels of at least 97% and will continue to monitor and ensure delivery of all ICT support services to the same high standard going forward;
- Causeway ICT services have ensured over 400,000 criminal cases have been processed since go live in 2009. A key priority is to ensure all **contractual targets and business changes** are met and to support the procurement of a new Causeway system by 2019. In addition Compensation services will continue to meet all service targets;
- Built a **new Learning and Skills Prisoner Education Network**. The Migration of the **NIPS Video link** for court appearances and the implementation of a **virtual visits Skype pilot** as well as a complete technical refresh of the **Prison Record and Information System (PRISM)**. Further consideration of all these areas and other innovative use of ICT is a key priority moving forward;
- **Transformed the desktop and infrastructure ICT in the LSA** bringing it in to line with the rest of the NICS Shared Service policy. A key priority will be the ICT support for the **LSA's Digital Transformation of Legal Aid projects** as well as maintaining all existing ICT service targets; and
- **Major restructuring of all Courts ICT** with the first phase completed in December 2015 which saved the Department over £1m per annum in costs. Moving forward Phase 2 is a key priority as it will **address remaining key ICT systems** with an expectation of further significant savings.



- **Developed and implemented ICT service specifications for the new FSNI Locard Building**, in addition to support for the key **Perseus Project**. In System Development a **Contract Database** giving a holistic view of DOJ contracts for the first time was developed, implemented and supported.

## COMPENSATION SERVICES & CORPORATE SUPPORT SERVICES BRANCH

### COMPENSATION SERVICES

The branch headed by Marcella McKnight, Grade 6, administers statutory compensation schemes for criminal injuries and criminal damage. The Branch is located in Millennium House and currently has a staff of 53. In 2015/16 almost £11m was paid in compensation: £2m relating to criminal damage and £9m for criminal injuries. Appeals against decisions are considered by the Criminal Injuries Compensation Appeals Panel Northern Ireland which is part of the NICTS.

### Achievements to date

- Proposals to **reform the criminal damage and criminal injuries schemes** were subject to public consultation in 2015. The subsequent post consultation report was approved by the then Justice Minister and Departmental officials delivered an oral briefing to the Justice Committee in December 2015.

### Current initiatives

- To introduce a **new criminal injuries scheme in 2017 and to revisit the proposals to reform the criminal damage legislation.**
- introduce a **new case management system** by autumn 2016. The Project is part of the wider NICS Digital Transformation Programme (16x16) and will deliver significant improvements for victims and their representatives including on-line application and tracking facilities.

### CORPORATE SECRETARIAT

Corporate Secretariat sits within Compensation and Support Services in Justice Delivery Directorate. This is a relatively new Branch formed last September to strengthen support for the Departmental Board and to consolidate our response to a number of cross-cutting Departmental initiatives.

The Branch supports the work of the Departmental Board and Senior Civil Service Forum, appoints Independent Board members (IBMs), co-ordinates and advises on public appointments and honours and leads on a range of corporate initiatives. While a proportion of the work undertaken by Corporate Secretariat is cyclical the Branch

also leads on key Departmental priorities such as the PfG, Business Planning, Internal Communications and Equality, Diversity & Human Rights.

### **Achievements to date and current initiatives**

- In preparation of the new **PfG adopting a more Outcomes-based Approach (OBA)** to planning, Corporate Secretariat has initiated awareness sessions for staff within each Directorate. The sessions introduce the OBA concept and include a practical exercise on how outcomes, indicators and measures are developed;
- Corporate Secretariat's target is to produce the draft 2016/17 Business Plans for consideration by the Minister by June;
- Over the summer months, the Branch will undertake a **competition to appoint two new Independent Board members (IBMs)** (one for the core department and the other for NICTS); and
- In response to the Staff Attitude Survey the Branch will develop and implement a **Staff Engagement Plan** aimed at motivating, encouraging involved leadership and improving internal communications.

## **INTERNAL AUDIT**

The Internal Audit team headed by Derek Anderson, Grade 7, provides an independent Internal Audit Service to the Core Department and the majority of its Agencies, Non Departmental Public Bodies (NDPBs) and ALBs. The only exceptions are the PSNI, NI Policing Board, and the Office of the Police Ombudsman for NI. The Head of Internal Audit delivers a prioritised Internal Audit Service and reports directly to the DOJ Permanent Secretary, Agency / NDPB Chief Executives and Audit Committees and has unfettered access to the Chairs of the Audit Committees at all times.

Internal Audit provides a number of distinct services as follows:

- An Annual Assurance Report detailing the Head of Internal Audit's independent professional opinion on the overall system of corporate governance, risk management and internal control operating within the DOJ;
- An annual prioritised programme of risk-based audits;
- Advice and guidance for managers; and
- Special Investigations at the request of management.

The Internal Audit Plans for the 2016/17 year have all been agreed and are underway.

### **Resources**

The Internal Audit team has nine professionally qualified staff and consists of a mix of Internal Auditors and Accountants. The annual budget is currently £361,000.

## **SECTION C**

# **BODIES SPONSORED/SUPPORTED BY THE DEPARTMENT**

## **POLICE SERVICE OF NORTHERN IRELAND**

### **Organisational structure**

Police Service of Northern Ireland, (PSNI) is classified as a body of constables treated as an executive non-departmental public body. The Chief Constable, George Hamilton, is in overall command of the PSNI and is supported by the Service Executive Team, which is the PSNI Senior Management Team, consisting of a Deputy Chief Constable, four Assistant Chief Constables and one senior civilian staff Director (responsibilities include finance and HR).

### **Responsibilities and key functions**

The Police (NI) Act 2000, as amended by the Police (NI) Act 2003, sets out the roles and responsibilities of the Chief Constable, the Policing Board, the Minister and the Department in relation to policing. It identifies the general duty of police officers as:

- to protect life and property;
- to preserve order;
- to prevent the commission of offences; and
- where an offence has been committed, to take measures to bring the offender to justice.

The PSNI aims to work with communities and partners to make NI safe, confident and peaceful. It aims to do this by working closely with, and in, the whole community. The key themes are partnership and co-operation, both with the community served and with other agencies in the private, public and voluntary sectors.

### **Budget and staffing**

The PSNI's unringfenced resource DEL budget for 2016-17 is £718.3m. This includes £12m VES funding and £32m Fresh Start Agreement security funding. PSNI's capital budget is £23.4m plus an allocation of £3.9m for the NI Community Safety College. In terms of full time equivalent staffing, the PSNI has 6,808.75 police officers and 2,159.25 civilian staff.

### **Accountability/governance arrangements**

The Chief Constable, as Accounting Officer, is personally responsible for safeguarding the public funds for which he has charge; for ensuring propriety and regularity in the handling of those public funds; and for the day to day operations and management of the PSNI. He is supported by the PSNI's Audit and Risk Assurance Committee, which meets five times per year. It consists of three non-executive independent members. The PSNI place a high value on the work of the Committee, as demonstrated by their attendance that includes: the Chief Constable, Deputy Chief Constable, senior civilian staff Director and at least one Assistant Chief Constable. Other observers include representatives from Internal Audit (IA) (currently outsourced to PwC), NI Audit Office, the Policing Board and the DOJ sponsor team. A main area of business at all of the Committee meetings is the IA report, which is a key part of the organisation's assurance framework.

As recommended in the Patten Report, the Chief Constable and the PSNI are not directly accountable to the Minister or the Department but to the Board.

In accordance with the Police (NI) Act 2000, the Board sets strategic objectives for the policing of NI (currently set out in its "Strategic Outcomes 2016 – 2020" document). Each year, the PSNI and the Board publish an Annual Policing Plan, aimed at incremental delivery of the strategic objectives. The PSNI, on behalf of the Board, is responsible for drafting the plan. This is done in close consultation with the Board and the Department through regular tripartite meetings. The Board may adopt the plan as submitted, or with amendments made after consultation with the Chief Constable. The Chief Constable is accountable to the Board for delivery of the plan.

The Director of Safer Communities chairs a Police Resources Group (PRG) meeting on a quarterly basis. Its purpose is to provide a forum for tripartite strategic planning and oversight of police resources. Resources will include budget, savings and capital issues, police staffing and HR, and procurement; strategic planning will include planning the use of resources and the Policing Plan and its associated indicators. PRG also provides a forum for seeking assurances on PSNI governance matters. Attendees include senior DOJ officials; the Deputy Chief Constable; senior civilian staff Director; and the Chief Executive of the NI Policing Board.

## **NORTHERN IRELAND POLICING BOARD**

### **Organisational/structure staffing**

The Northern Ireland Policing Board, is an independent public body made up of 19 political and independent members established under the Police (NI) Act 2000. The ten political members, who are all Members of the Assembly, are appointed under d'Hondt principles. The nine independent members are appointed by the Justice Minister.

### **Responsibilities and key functions**

The Board is responsible for securing the maintenance of the police in NI, and has a key role in ensuring the provision of an effective, efficient, impartial and accountable police service which will enjoy the support of all sections of the community. Through meetings of the Board, and through the work of its committees, the Board holds the Chief Constable to account for the exercise of his functions and those of the police.

The Board has a statutory duty to hold eight meetings in public each year. Board meetings normally comprise three sessions – a private session for Board members and officials only; a private session where the Board is joined by the Chief Constable and his chief officers; and a public session that members of the public and media are invited to attend. The Board has four Committees: Partnership; Performance; Resources; and Audit and Risk Management.

The main statutory duties and responsibilities of the Board are:

- to secure an effective and efficient local police service;
- to appoint (and dismiss, if necessary) senior police officers and civilian staff (Assistant Chief Constable and above);
- to consult widely with local people about the policing of their area;
- to set local policing priorities and targets for police performance;
- to monitor how well the police perform against the targets set by the Board;
- to publish a rolling three year policing plan which tells local people what they can expect from their police service and report on police performance every year;



- to make sure local people get best value from police; and
- to oversee complaints against senior officers.

To deliver these statutory obligations, the Board carries out a range of work including, inter-alia:

- developing and monitoring the Annual Policing Plan, which sets the objectives, performance indicators and targets for an effective and efficient police service;
- monitoring police performance in delivering key strategies – including Human Resources (recruitment and composition; training and development; and diversity) Finance; Information and Communication Systems; the police Estate; and Policing with the Community.
- supporting and monitoring the effectiveness of the Policing and Community Safety Partnerships; and
- gaining the co-operation of the public with the police in preventing crime;
- consulting widely with local people about the policing of their area.

### **Budget and staffing**

The Board's unringfenced Resource DEL budget for 2016-17 is £6.2m. It does not have any capital budget allocation.

*In total, the Board employs 45 (43 Full time employment FTE) permanent members of staff, including 1 Chief Executive Officer (CEO) 3 senior managers and 7 FTE temporary members of staff. One of the senior managers is on secondment to the DOJ.*

### **Accountability/governance arrangements**

A Board has been operating since 30 March 2015 with interim Chief Executives. Following a recent recruitment process, Amanda Stewart was selected as the permanent CEO and will be designated Accounting Officer. As such, she is personally responsible for safeguarding the public funds for which she has charge; for ensuring propriety and regularity in the handling of those public funds; and for day to day operations and management.

The DOJ sponsor team, supported by colleagues from Financial Services Division, hold quarterly governance meetings with the Board.

## **OFFICE OF THE POLICE OMBUDSMAN (OPONI)**

### **Organisational Structure**

The Police Ombudsman for Northern Ireland is Dr Michael Maguire. The Office is not governed by a Board, but rather is headed by a Corporation Sole who is appointed by Royal Warrant and normally serves for a period of seven years. Dr Maguire's tenure as Police Ombudsman commenced on 16 July 2012. The status of the Office is that of an NDPB.

### **Responsibilities and Key Functions**

The key strategic aims of the Office, which are framed by the Police (NI) Act 1998, are to secure an effective, efficient and independent police complaints system which is capable of securing the confidence of the public and police. The Office investigates complaints against the PSNI; the Belfast Harbour Police; the Larne Harbour Police; the Belfast International Airport Police; and Ministry of Defence Police in NI.

The Ombudsman investigates complaints about the conduct of police officers and, where appropriate, makes recommendations in respect of criminal and misconduct matters. The Ombudsman also investigates matters referred to him by certain bodies, where appropriate, and reports on these matters to the Department of Justice, the Policing Board and the Chief Constable. In addition, the Ombudsman publishes statements and makes policy recommendations aimed at improving policing within NI. He also provides statistical reports for management purposes to the PSNI and the Policing Board and provides management information to the Department.

In 2015-16, the Office received 2941 complaints about contemporary policing in NI ranging from allegations of police officers being uncivil to allegations of assault, causing death by dangerous driving and perverting the course of justice. The Office also investigates historical matters that are considered by the Ombudsman to meet the relevant statutory test for investigation. The majority of those investigations relate to pre-1998 deaths associated with the 'Troubles'.

### **Budget and Staffing**

The Office comprises five directorates: Investigations (Current); Investigations (Historic); Corporate Services; Legal Services; and Information. Its unringfenced resource DEL budget for 2016-17 is £8.6m and the current, total FTE staff in post is 146.

### **Accountability/Governance Arrangements**

The Police Ombudsman is accountable to the Assembly, through the Justice Minister.

The Chief Executive, Adrian McAllister, is designated as Accounting Officer and, as such, is personally responsible for safeguarding the public funds for which he has charge; for ensuring propriety and regularity in the handling of those public funds; and for day to day operations and management. Policing Policy and Strategy Division (PPSD) is the DOJ sponsoring team.

The Audit and Risk Committee supports the Police Ombudsman and Chief Executive in discharging their responsibilities. As the Police Ombudsman is appointed under statute as a Corporation Sole, and as the Office does not have a Board, the role of the Committee has greater significance than for other such Audit and Risk Committees which operate in other sponsored bodies. Two independent external members, appointed by the Office, chair all Audit and Risk Committee meetings.

## **PRISONER OMBUDSMAN FOR NORTHERN IRELAND**

### **Organisational Structure**

The Prisoner Ombudsman for Northern Ireland is Tom McGonigle. He was appointed on 1 June 2013 by the Justice Minister for a three year term, and may be considered for re-appointment for a second term. The Ombudsman is completely independent of the NIPS. His office is comprised of investigators and other support staff who are civil servants.

### **Responsibilities and key functions**

The Prisoner Ombudsman investigates complaints from prisoners, ex-prisoners and visitors to prisons in NI who remain unhappy with how their complaint has been first responded to by the Prison Service. The Prisoner Ombudsman also investigates all deaths in Prison Service custody in NI.

### **Budget and staffing**

The 2016/17 resource budget for the Prisoner Ombudsman is £592,000. The office comprises 10 staff: one Grade 7 Director of Operations, five investigator posts, two senior investigator posts and two administrative posts.

### **Accountability/Governance Arrangements**

The Prisoner Ombudsman is accountable to the Assembly through the Justice Minister. For corporate governance purposes the Prisoner Ombudsman's Office is treated as an "Advisory NDPB". Departmental officials meet with the Prisoner Ombudsman on a regular basis to review performance and the Ombudsman accounts annually for its performance to the Justice Minister.

## **PROBATION BOARD FOR NORTHERN IRELAND**

### **Organisational Structure**

The Probation Board for Northern Ireland, (PBNI) was established as a NDPB under the Probation Board (NI) Order 1982. The Board is appointed by, and accountable to, the Department of Justice. The current Board consists of a Chair, Vilma Patterson, a Deputy Chair and 10 Board members. The Board is appointed for a term of three years and was last re-constituted in December 2015.

### **Responsibilities and Key Functions**

PBNI seeks to change lives through effective offender management and to rehabilitate and resettle offenders thereby helping create safer communities. PBNI works at every stage of the criminal justice process – at court, in the community, in prisons, and with victims of crime through a Victim’s Unit. It prepares reports for court and the Parole Commissioners and supervises a range of orders and licences. It also provides programmes for offenders to prevent reoffending. PBNI is included in a range of partnerships which work across departments and with a range of agencies including: the Public Protection Arrangements NI, Reducing Offending in Partnership; Policing and Community Safety Partnerships and the Safeguarding Board. PBNI has both mandatory functions which it shall perform, and discretionary functions which it may perform with the approval of the DOJ.

The mandatory functions are to:

- secure the maintenance of an adequate and efficient probation service;
- make arrangements for persons to perform work under Community Service Orders;
- provide such probation officers and other staff as the DOJ considers necessary;
- perform social welfare duties in Prisons and Young Offender Centres; and
- undertake such other duties as may be prescribed.

The discretionary functions are to:

- provide and maintain probation hostels and other establishments for use in connection with the supervision and assistance of offenders;
- provide and maintain bail hostels;
- make and give effect to schemes for the supervision and assistance of offenders and the prevention of crime; and
- make arrangements with voluntary organisations or any other persons (including Government Departments and public bodies) to:
  - provide and maintain such hostels and other establishments as mentioned above; and
  - give effect to schemes for the supervision and assistance of offenders and the prevention of crime.

### **Budget and Staffing**

The PBNI 2016-17 unringfenced resource DEL budget is £16.3m.

The Board employs some 394 staff (350.69 full time equivalents). These currently comprise: one Acting Director; two Deputy Directors; nine Assistant Directors and Heads of Functions; 32 Area Managers; 234 Probation grade staff, 60 Operational support staff and 41 Corporate services staff. PBNI operates from 23 community offices and is also located in the 3 prison establishments and co-located with PSNI in the Public Protection team which deals with high risk sexual offenders and violent offenders.

### **Accountability/Governance Arrangements**

The Department has an agreed Management Statement and Financial Memorandum with PBNI which sets out the broad framework within which the body will operate and how they are to be held to account for their performance.

Cheryl Lamont is the (Acting) Director and is designated as Accounting Officer. As such, she is personally responsible for safeguarding the public funds for which he has charge; for ensuring propriety and regularity in the handling of those public funds; and for day to day operations and management. PPSD is the DOJ sponsoring Division.

## **PAROLE COMMISSIONERS FOR NORTHERN IRELAND**

### **Organisational Structure**

The Parole Commissioners for Northern Ireland, (PCNI) were established on 15 May 2008 under Article 46(1) of the Criminal Justice (NI) Order 2008. They were set up to deal with work emanating from the 2008 Order and incorporated the work of the Life Sentence Review Commissioners. There are currently 36 Parole Commissioners including the Chief Commissioner Christine Glenn, who all serve on a part-time capacity. Of these Commissioners 16 are legally qualified, nine are from a psychology/psychiatry background and the remaining 11 are from background which have relevance to the work to be undertaken, for example probation, criminology, policing etc. Commissioners are appointed by the DOJ and PCNI was last reconstituted on 8 March 2016.

### **Responsibilities and Key Functions**

The role of the Parole Commissioners is defined by the legislation under which they operate. Chapter 7 of the Criminal Justice (NI) Order 2008 states that in discharging their functions, including those defined in the Life Sentences (NI) Order 2001, the Parole Commissioners shall –

- (a) have due regard to the need to protect the public from serious harm; and
- (b) have regard to the desirability of –
  - (i) securing the rehabilitation of prisoners; and
  - (ii) preventing the commission of further offences by prisoners.

Parole Commissioners are required to decide whether:

- it is safe to release on licence persons sentenced to indeterminate custodial sentences after the period of their court imposed imprisonment has expired, once released whether they should be recalled and after recall whether they should again be released on licence;
- persons sentenced to extended custodial sentences should be released on licence once they have served half of the custodial part of their sentence, whether once

released such persons should be recalled and, if recalled, whether they should again be released;

- it is safe to release on licence persons sentenced to life imprisonment after the period of their court imposed imprisonment has expired, once released whether they should be recalled and after recall whether they should again be released on licence; and
- persons given other fixed term sentences and released on licence should be recalled to prison or has been re-released.

In 2012, on the basis of a recommendation from the Criminal Justice Inspection Northern Ireland (CJINI), the Parole Commissioners were operationally repositioned within the NICTS given its similarities to a tribunal (namely the use of a panel and the adversarial nature of proceedings). Probation and Prisoner Ombudsman Branch within Policing Policy Strategy Division continues to deal with the recruitment and terms and conditions for Parole Commissioners.

### **Budget and Staffing**

The Parole Commissioners are funded as part of the NICTS budget. The PCNI budget for 2016/17 is £1.6 million. NICTS provide administrative and business services support to the PCNI through provision of a Secretariat and are accountable to the DOJ for the financial and business elements of the PCNI. The secretariat has 16 members of staff who are responsible for meeting the requirements of the Chief Executive of NICTS, as Accounting Officer, in respect of financial management and administration, and to the PCNI for casework management and support.

### **Accountability /Governance Arrangements**

The Chief Executive of the NICTS as Accounting Officer is accountable for the funding and expenditure incurred by the PCNI. He must obtain the necessary assurances from the PCNI that the administration of public resources allocated to the PCNI is subject to the same accounting and governance requirements applicable the NICTS and that it delivers value for money as required by Managing Public Money Northern Ireland.



A Memorandum of Understanding has been developed between the Chief Executive of NICTS and the Chief Commissioner of the Parole Commissioners. This establishes an operating protocol which recognises the operational and judicial independence of the PCNI and satisfies the rules of accountability and oversight for the effective use of public funds. It also enables the PCNI to carry out their functions in a manner that is, and is perceived to be, independent, supported by their secretariat and own case management function.

## **STATE PATHOLOGIST'S DEPARTMENT**

### **Organisational structure**

The State Pathologist's Department (SPD) provides independent forensic pathology services. It is responsible and accountable to the DOJ.

### **Responsibilities and key functions**

SPD operates under Article 11(1) of the Criminal Justice (NI) Order 1980 and the statutory duties of the SPD are set out within the Coroners Act 1959 and Coroners (Practice and procedure) Rules (NI) 1963. Its primary function is to carry out autopsies to determine the cause of death when it occurs suddenly, suspiciously or unnaturally; preparing autopsy reports; and giving evidence at coroners' inquests.

The SPD supports the PSNI and the PPS by attending scenes of death or crime, providing expert forensic pathology opinion and advice to them and giving evidence in court. SPD Forensic Pathologists provide a 24 hour, 7 days per week service with a duty pathologist always on call.

### **Budget and staffing**

SPD is funded by the DOJ with annual costs in excess of £2.2m. Over half of the budget is spent on staff salaries and the balance covers consumables and running costs. This includes over £400,000 per annum provided to FSNI to pay for forensic tests and services and there are two SLAs with Belfast Health and Social Care Trust: one covers maintenance and utility services and the other covers an element of staffing, some laboratory services and advisory services.

SPD is led by the State Pathologist and who is assisted by a Deputy State Pathologist (vacant), two Consultant Forensic Pathologists, a Trainee Forensic Pathologist (vacant), four Biomedical Scientists and four Medical Personal Secretaries.

Apart from financial resources, the DOJ is also responsible for maintaining the necessary policy and legislative framework for enabling SPD to carry out its functions. A team of DOJ staff carry out the 'back office' (HR and finance) services for SPD.

### **Accountability / governance arrangements**

A management framework document sets out the terms between SPD and the DOJ for the management, service provision and governance of the SPD.

## **NORTHERN IRELAND LAW COMMISSION**

### **Organisational structure**

The Northern Ireland Law Commission (NILC) is an ALB (classified as an Advisory NDPB) of the DOJ established under the Justice (NI) Act 2002 (as amended). The Chairman is Mr Justice Maguire, a public appointee appointed by the Minister. The NILC is at present largely non-operational due to budgetary constraints.

### **Responsibilities and key functions**

The NILC was established to keep the law of NI under review and make recommendations for its systematic development and reform. However, the then Justice Minister decided to significantly reduce funding to the NILC from April 2015 in response to budget pressures within the DOJ. This presently allows NILC to contribute only to essential UK law reform that has a direct impact on NI.

There is currently only one UK-wide law reform project ongoing, namely Electoral Law Reform. The Law Commission (E&W) lead on this project.

### **Budget and staffing**

Current Budget: £10,000. No NILC staff. The Chairman, Mr Justice Maguire, is supported by the DOJ Sponsor Division, Criminal Justice Policy Division, as necessary.

### **Accountability / governance arrangements**

The Head of Criminal Justice Policy Division, Brian Grzymek, is Accounting Officer for NILC. The NILC is accounted for within the DOJ annual accounts. The NILC is required to publish an annual report, and the Chair is supported in this task by the DOJ Sponsor Division.

## **NORTHERN IRELAND POLICE FUND**

### **Organisational Structure**

The Northern Ireland Police Fund is an Executive NDPB of the Department and comprises a Chairperson and six members. The Chairperson and four board members are appointed by the Minister, one of the members is nominated by the Chief Constable and one nominated by the Police Association. All nominations are approved by the Department. The Board has corporate responsibility for ensuring that the Fund fulfils its aims and objectives set by the Department and approved by the Minister, and for promoting the efficient, economic and effective use of staff and other resources.

### **Responsibilities and Key Functions**

The Fund was established for the purpose of providing financial assistance, advice, support and care to police officers and former officers who have been killed or injured by terrorism, and their families and dependants, in connection with the objectives in section 11 of the Financial Provisions Act (NI) 2014.

### **Budget and Staffing**

The Fund's unringfenced resource DEL budget for 2016-17 is £1.5m. The Fund has six members of staff (4.65 FTE) which includes a Chief Executive Officer (CEO) who is seconded from the Department, a senior manager (Head of Assessment) and an office manager on a one year secondment from DFP.

### **Accountability/Governance Arrangements**

The CEO, Ronnie Pedlow, is designated as Accounting Officer and, as such, is personally responsible for safeguarding the public funds for which he has charge; for ensuring propriety and regularity in the handling of those public funds; and for day to day operations and management. PPSD is the DOJ sponsoring Division

## **CRIMINAL JUSTICE INSPECTION NORTHERN IRELAND**

### **Organisational structure**

Criminal Justice Inspection Northern Ireland (CJINI) is an ALB (classified as an Executive NDPB) of the DOJ established under the Justice (NI) Act 2002 (as amended). The organisation is led by the Chief Inspector of Criminal Justice, Brendan McGuigan, who is a public appointee appointed by the Justice Minister and operates as a corporation sole.

### **Responsibilities and key functions**

CJI's role is to inspect or ensure the inspection of all aspects of the criminal justice system in NI (apart from the judiciary), and to contribute to the effective and efficient running of the criminal justice system.

CJI's objectives include:

- providing an independent assessment to Minister(s) and the wider community on the working of the criminal justice system; and
- providing independent scrutiny of the conditions for and treatment of, users of the criminal justice system.

To achieve these objectives, CJI:

- ensure the inspection of the main agencies of the criminal justice system in NI;
- bring forward a programme of inspection in consultation with the Justice Minister and the Attorney General for Northern Ireland; and
- publish an annual report of CJI's activities.

### **Budget and staffing**

2016-17 Unringfenced Resource DEL budget: £1.2m. The Chief Inspector is supported by a Deputy Chief Inspector, James Corrigan, along with a small team of Inspectors and an administrative unit.

### **Accountability / governance arrangements**

The Deputy Chief Inspector is also Chief Executive and Accounting Officer and a Management Statement and Financial Memorandum between CJI and the DOJ Sponsor Division exists. A substantial assurance rating (the top rating) was achieved in the Audit for 2015/16.

## **ROYAL ULSTER CONSTABULARY GEORGE CROSS FOUNDATION**

### **Organisational Structure**

The Royal Ulster Constabulary George Cross Foundation is an Executive NDPB of the Department and comprises a Chairman and five Trustees. The Chairman and three Trustees are appointed by the Minister; one of the Trustees is nominated by the Chief Constable and the other by the NI Policing Board. All nominations are subject to the approval of the Department. The Board has corporate responsibility for ensuring that the Foundation fulfils its aims and objectives set by the Department and approved by the Minister, and for promoting the efficient, economic and effective use of staff and other resources.

### **Responsibilities and Key Functions**

The Foundation was established for the purposes of marking the sacrifices and honouring the achievements of the Royal Ulster Constabulary. The Board of Trustees, in consultation with stakeholder groups within the policing family, as appropriate, decide on the disbursement of funds, funding of projects commensurate with its aims; and support the professional development of police officers and innovations in policing. In addition the Foundation has responsibility for the Royal Ulster Constabulary George Cross (GC) Memorial Garden and development of a business case for a new policing museum.

### **Budget and Staffing**

The Foundation's unringfenced resource DEL budget for 2016-17 is £133,000. The Foundation has one full-time member of staff seconded from the PSNI.

### **Accountability / Governance Arrangements**

The Chairman, Brian Rea, is designated as Accounting Officer and, as such, is personally responsible for safeguarding the public funds for which he has charge; for ensuring propriety and regularity in the handling of those public funds; and for day to day operations and management. PPSD is the DOJ sponsoring Division.



## **INDEPENDENT ASSESSOR OF PSNI RECRUITMENT VETTING – SIR ANTHONY CAMPBELL**

The Independent Assessor is an Independent Statutory Office Holder of the Department and is responsible for reviewing decisions on candidates disqualified from the PSNI on vetting grounds, should the candidate so request. On receipt of an appeal against a decision by the Chief Constable's vetting panel, the Assessor will review the decision and is required to make a report to the Chief Constable stating whether he agrees or disagrees with the decision of the panel, and may make such recommendations as he considers appropriate. The final decision on the suitability of the candidate as an officer or staff member remains with the Chief Constable.

The Assessor is a public appointment made by the Justice Minister in accordance with regulation 13 and Schedule 3 of the Police (Recruitment) (NI) Regulations 2001. The appointment is regulated by the Commissioner for Public Appointments for NI (CPANI). The current incumbent, Sir Anthony Campbell's current term of office is due to expire on 31 October 2016 and, as he will have served two terms, he is not eligible for re-appointment. It is proposed that a public appointment process will be launched by June 2016 to appoint a successor.

In accordance with the requirements of the Regulations, the Assessor is also required to report to the Minister on the discharge of his functions not later than three months after the end of each financial year.

## **POLICE REHABILITATION AND RETRAINING TRUST**

### **Organisational Structure**

Police Rehabilitation and Retraining Trust (PRRT) is an Executive NDPB of the Department and comprises a chairperson and six other members. The chairperson and three board members are appointed by the Minister; one of the members is nominated by the Chief Constable and two by the Police Association. All nominations are approved by the Department. The Board has corporate responsibility for ensuring that PRRT fulfils its aims and objectives set by the Department and approved by the Minister and for promoting the efficient, economic and effective use of staff and other resources.

### **Responsibilities and Key Functions**

The Trust was established as a body corporate for the purposes of providing assistance to police officers and former police officers, and their families, with clinical and support services in connection with the objectives in section 11 of the Financial Provisions Act (NI) 2014 prior to and after cessation of their service.

### **Budget and Staffing**

The Trust's unringfenced resource DEL budget for 2016-17 is £1.8m (including £151,000 Voluntary Exit Scheme funding) and the capital budget is £31,000. There are 34 members (FTE 31.2) of staff which includes a Chief Executive Officer (CEO) and four senior managers who make up the senior management team.

### **Accountability / Governance Arrangements**

The CEO, Eddie Gaw, is designated as Accounting Officer and, as such, is personally responsible for safeguarding the public funds for which he has charge; for ensuring propriety and regularity in the handling of those public funds; and for day to day operations and management. PPSD is the DOJ sponsoring Division.

## **INDEPENDENT MONITORING BOARDS**

### **Organisational Structure**

An Independent Monitoring Board (IMB) is appointed for each prison in NI under the Prison Act (NI) 1953. There are separate IMBs for Maghaberry, Magilligan and Hydebank Wood College. The members of the IMB are appointed by the Justice Minister under Section 3 of the Treatment of Offenders Act (NI) 1968 and under the Prison Act (NI) 1953.

### **Responsibilities and key functions**

Members of each IMB are drawn from the general public. They act as independent observers of all aspects of the prison regime and, as such, have free access at all times to the prison to which they are appointed. The work is voluntary and unpaid.

The Boards are required to:

- visit their establishments regularly and report to the Justice Minister on the conditions of imprisonment and the treatment of offenders;
- consider requests and complaints made by prisoners to the Board;
- report matters of concern to the Governor or, in serious cases, the Justice Minister; and
- exercise certain powers that are given under the Prison and Young Offender Centre Rules (NI) 2005.

### **Budget and staffing**

The 2016-17 budget is £128,000, of which £65,000 accounts for wages and salaries. The IMB Secretariat office is staffed with two administrative posts, and there are 31 IMB volunteer members.

### **Accountability/Governance Arrangements**

The Department has an agreed framework document which sets out the broad framework within which IMBs will operate, and how they are to be held to account for their performance. PPSD is the DOJ sponsoring Division.

## **SECTION D**

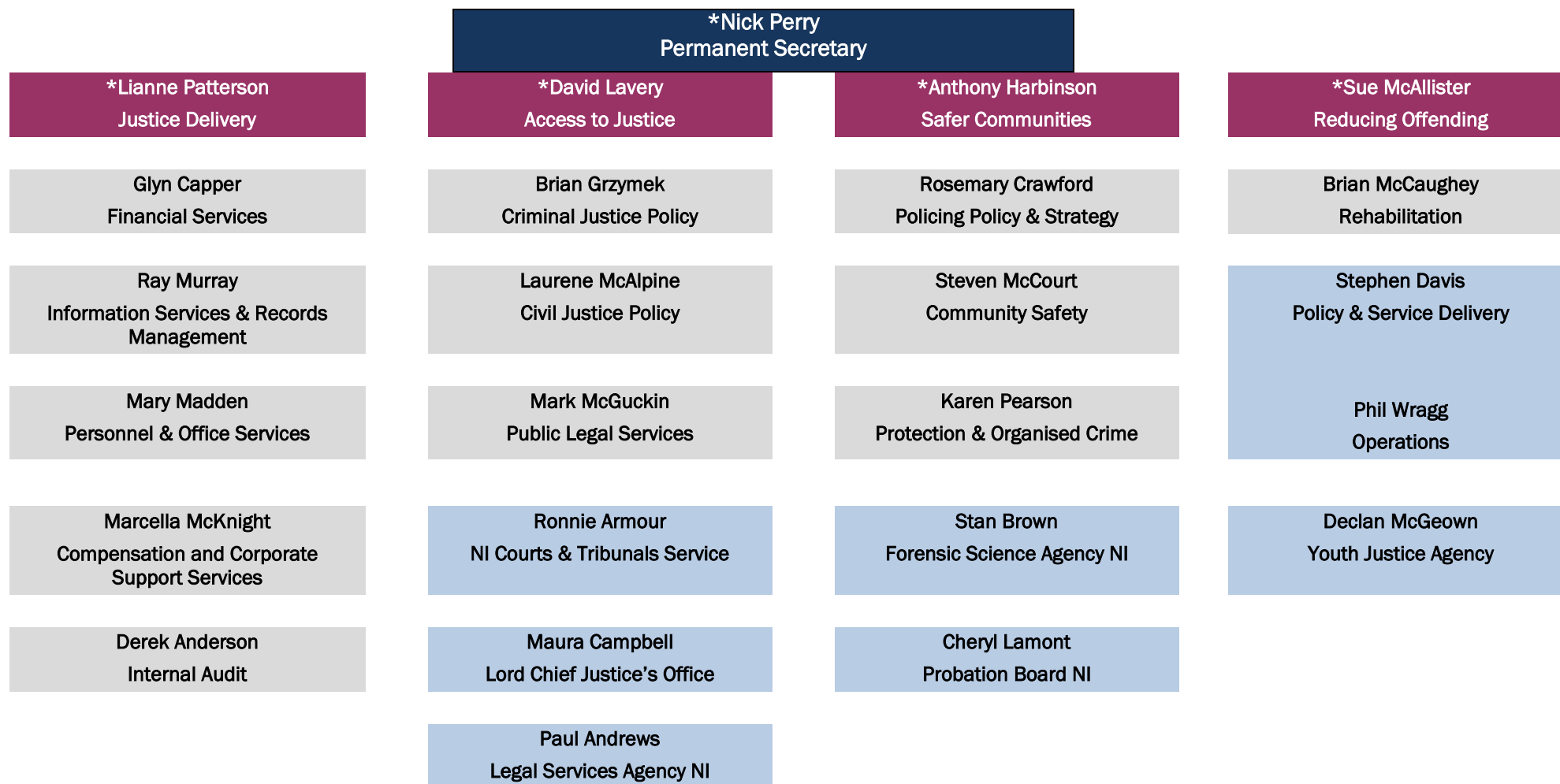
### **ORGANISATIONAL CHARTS**

#### **BUDGET PIE CHART**


#### **STAFFING PIE CHART**

## ANNEX A – ORGANISATIONAL CHARTS

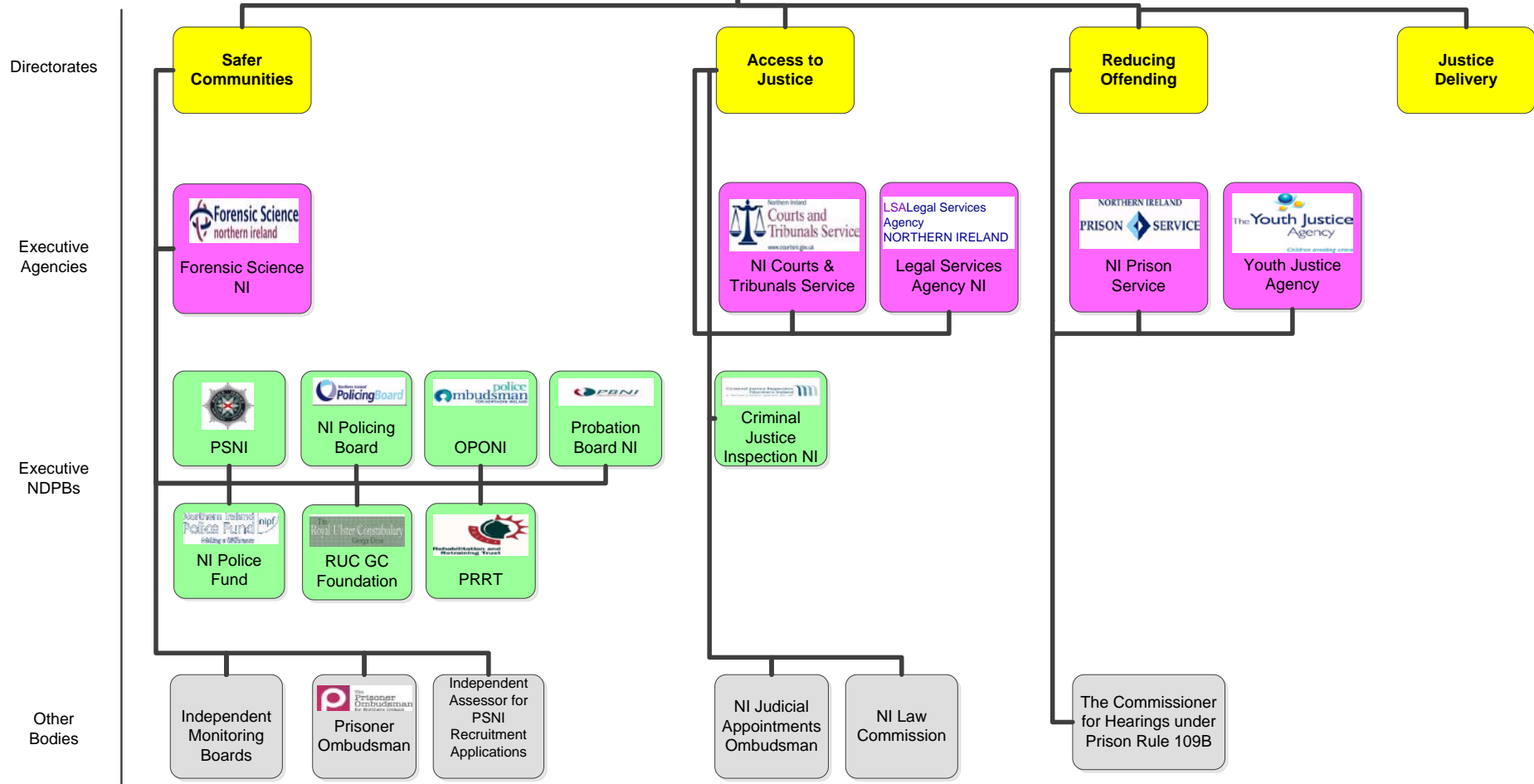
### DOJ Organisational Chart



\* Departmental Board Members

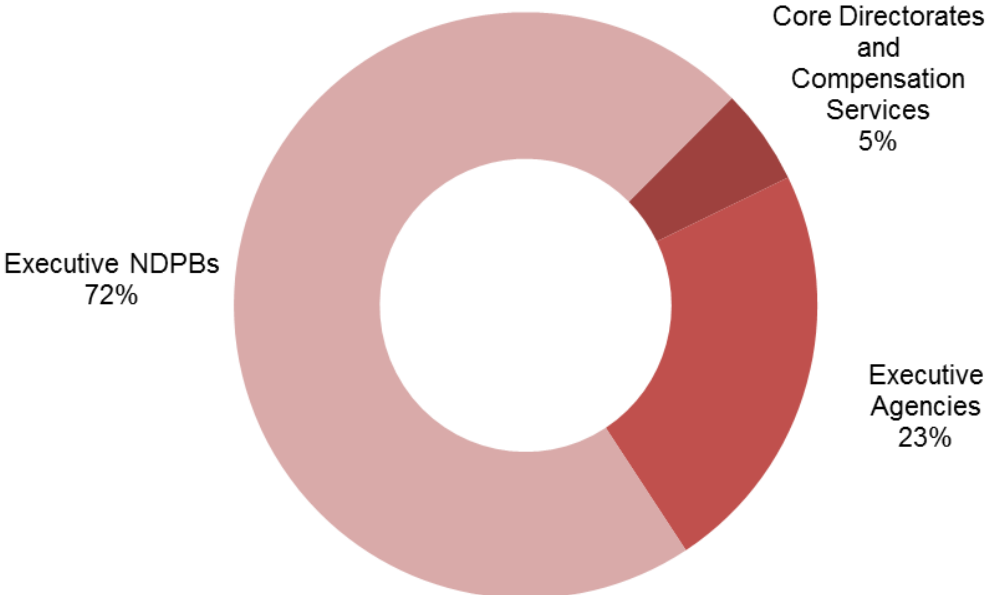

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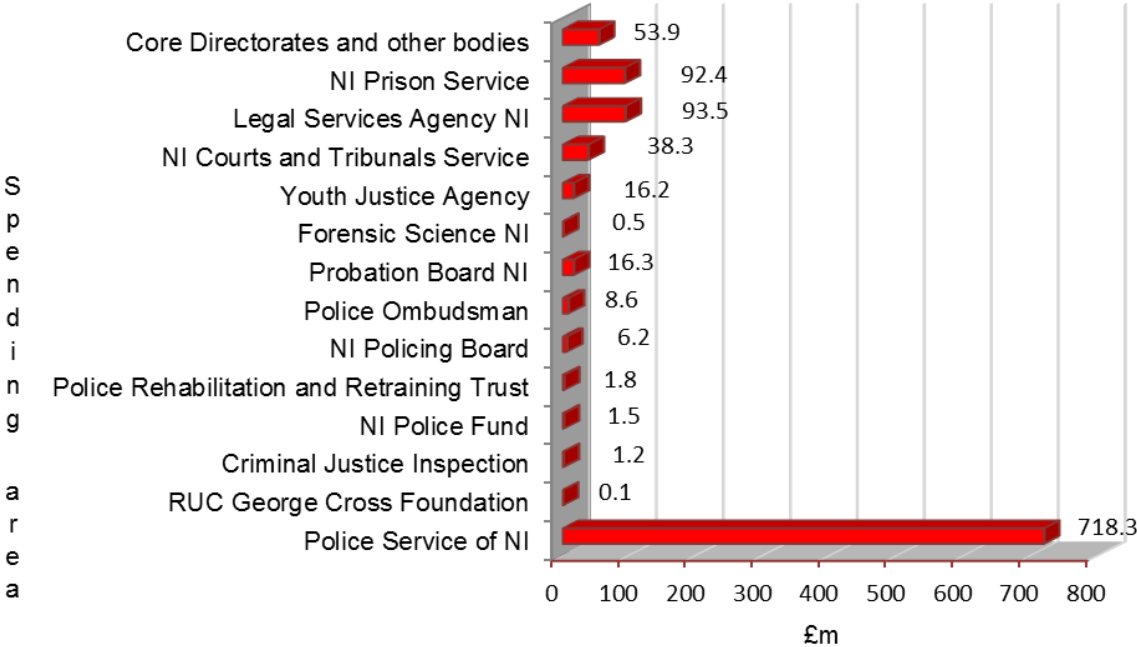


BUDGET CHARTS

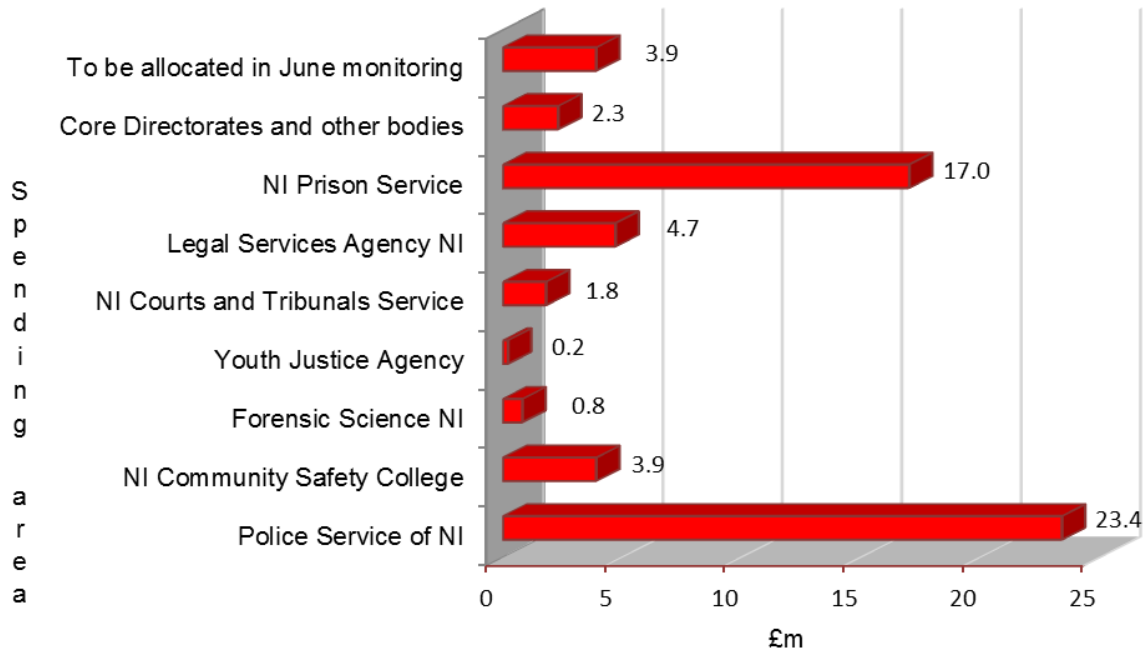
DOJ 2016-17 Unringfenced Resource DEL split



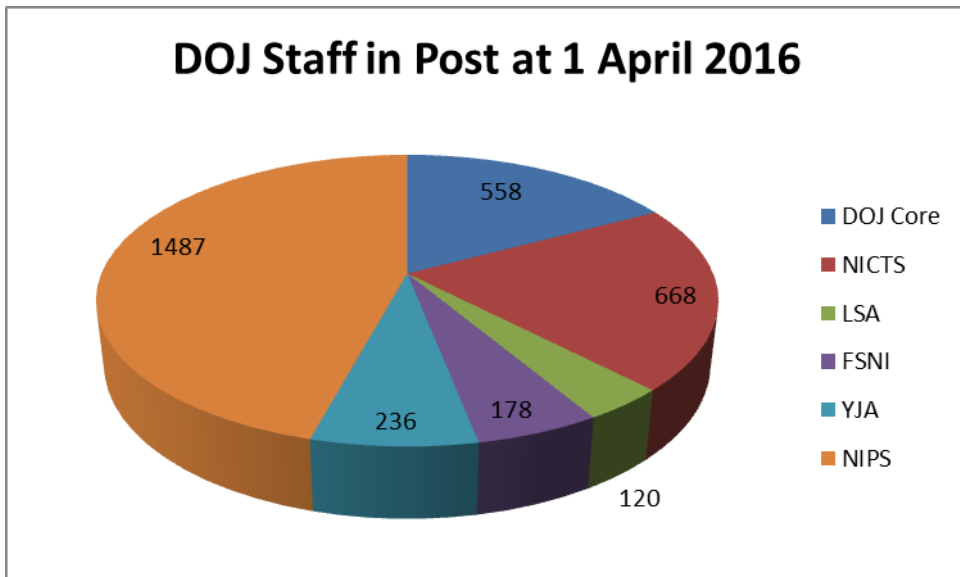
DOJ 2016-17 Unringfenced Resource DEL opening budgets



DOJ 2016-17 Capital DEL opening budgets



**STAFF PIE CHART**





## GLOSSARY

ALB	Arm's Length Body
AQ	Assembly Questions
CBRN	Chemical, Biological, Radiological and Nuclear
CFO	Court Funds Office
CJINI	Criminal Justice Inspection Northern Ireland
CJO	Criminal Justice Organisations
CSD	Community Safety Division
CSE	Child Sexual Exploitation
DEL	Departmental Expenditure Limits
DoF	Department of Finance
DoH	Department of Health
DOJ	Department of Justice
DPA	Data Protection Act
DPP	Director of Public Prosecutions
DSD	Department for Social Development
EJO	Enforcement of Judgments Office
EOTAS	Education Other Than At School
EU	European Union
FOI	Freedom of Information
FSD	Financial Services Division
FSNI	Forensic Science Northern Ireland
FTE	Full Time Employment
GC	George Cross
HIAI	Historical Institutional Abuse Inquiry
HIU	Historical Investigations Unit
HMRC	HM Revenue and Customs
IBM	Independent Board Member
ICP	Indictable Cases Pilot
IGA	Intergovernmental Agreement on criminal justice co-operation
IMB	Independent Monitoring Boards
ISD	Information Services Division
JJC	Juvenile Justice Centre
LCJ	Lord Chief Justice
LCM	Legislative Consent Motion
LSA	Legal Services Agency
NCA	National Crime Agency
NDPB	Non Departmental Public Bodies
NICSC	Northern Ireland Community Safety College
NICTS	Northern Ireland Courts and Tribunals Service
NILC	Northern Ireland Law Commission
NIO	Northern Ireland Office
NIPB	Northern Ireland Policing Board
NIPF	Northern Ireland Police Fund
NIPS	Northern Ireland Prison Service

NSV	National Security Vetting
OBA	Outcomes-based Approach
OBC	Outline Business Case
OCTF	Organised Crime Task Force
OPONI	Office of the Police Ombudsman for NI
PACE	Police and Criminal Evidence (NI) Order 1989
PACWAC	Planning Appeals Commission and Water Appeals Commission
PBNI	Probation Board Northern Ireland
PCNI	Parole Commissioners for Northern Ireland
PCSPs	Policing and Community Safety Partnerships
PfG	Programme for Government
POCD	Protection and Organised Crime Division
POSD	Personnel and Office Services Division
PPS	Public Prosecution Service
PPSD	Policing Policy and Strategy Division
PRISM	Prison Record and Information System
PRRT	Police Rehabilitation and Retraining Trust
PSC	Prison Service College
PSIAS	Public Sector Internal Audit Standards
PSMB	Prison Service Management Board
PSNI	Police Service of Northern Ireland
SAR	Search and Rescue
SHA	Stormont House Agreement
SIP	Services Improvement Project
SLA	Service Level Agreement
SPD	State Pathologist's Department
SUJ	Speeding up Justice
TAS	The Appeals Service Tribunal
UKAS	UK Accreditation Service
VES	Voluntary Exit Scheme
YJA	Youth Justice Agency