



Department of

Justice

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Business Plan

2016-17

(October 2016 – March 2017)



Foreword by Minister Claire Sugden

I am very pleased to set out in the attached Business Plan my objectives for the Department of Justice for the period October 2016 to March 2017.

This will be an important six month period as it leads into the new five year Programme for Government, commencing next April.

The Plan reflects my priorities as Justice Minister for NI. My Department is committed to working across the core department and agencies to deliver our vision of building a 'fair, just and safer community'.

With a new mandate and a new Executive we have a real opportunity to transform the way we deal with criminal justice in Northern Ireland, for the benefit of all our citizens. We can re-think our systems and services; and move from simply managing symptoms to addressing the wider societal issues which lead individuals in to the criminal justice system. I have identified a number of key priorities which cut across the wide range of issues the Department is involved in: tackling domestic violence, older people, children and young people, people in the justice system with mental health issues, and women influencing the justice system. I will be seeking to ensure that we have the most efficient justice systems in place to support individuals across the full spectrum of our society.

The Programme for Government has adopted the Outcomes Based Accountability model. I welcome this approach, and the DOJ's objectives are centred around Problem Solving Justice. Problem Solving Justice gives us scope to drive forward new and more imaginative strategies, based on addressing the underlying causes of offending behaviour. Early intervention can help both the individual, and benefit wider society, and this is borne out by some of the positive work currently being taken forward by my Department. This is set out as key deliverables within this Plan.

The Department has been tasked with leading PfG Outcome 7: "We have a safe community where we respect the law, and each other". We have developed action plans for the three associated measures linked to this outcome:

- Reduce crime and the harm and vulnerability caused by crime
- Increased effectiveness of the justice system
- Reduced re-offending

The deliverables within this six-month business plan reflect these action plans, and we have developed clear performance measures to assess progress against each measurement. A further measure within the plan is to maximise the organisational effectiveness of my Department and develop ways to support staff in their workplace. Maximising effectiveness in a tough budgetary environment against a background of staff reductions is a serious challenge. I am committed to working with my senior team and staff at all levels to ensure my Department is empowered to deliver on the ambitious outcomes set out in this Plan. I am confident we can achieve this working together in line with the Purpose and Values set out on Page 5.

This Plan also reflects a number of major strategic challenges and opportunities I would like to highlight four of these which have a particularly high profile in NI. In relation to Brexit, I am committed to working closely with my Executive colleagues to achieve the best possible outcome for NI. In terms of paramilitary activity, criminality and organised crime, I am determined to see the outcomes that my Department has identified within the Executive Action Plan deliver real change and overcome the obstacles that have seen this form of criminality endure. We are currently developing a costed implementation plan for this complex and creative programme of work. Another strategic priority is continued modernisation of the Prison Service. I want to ensure that our Officers have the right knowledge, skills and resilience to deliver excellence in rehabilitation, thereby reducing offending and making NI safer. This will include a programme to modernise the prison estate.

Finally, the continuance of effective policing in Northern Ireland remains a vitally important part of the Justice portfolio. I want to see us continue the journey of establishing strong confidence in policing across all of our society, through building of effective partnerships with important stakeholders to achieve this shared objective.

I very much look forward to working with colleagues in leading the exciting programme of work set out within this Plan, and to developing the Corporate Plan which will set out our programme for the next four years. It is a challenging Plan and there will be challenges along the way but I believe the actions set out in this Plan, once implemented, will make a meaningful, measurable and lasting impact on all the people of Northern Ireland.



Resourcing the Plan

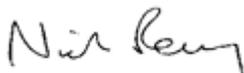
The Department's 2016-17 budget was set as a part of the Executive's one-year Budget 2016-17 process. From a financial perspective, this will be another challenging year for the DOJ given the need to deliver saving and manage pressures.

Our opening non ring-fenced resource DEL and capital DEL budgets for 2016-17 are £1,051m and £58m respectively. These figures include additional security funding for the Police Service of Northern Ireland, part of the Fresh Start Agreement, and additional funding for Voluntary Exit Schemes.

In order to manage within our funding envelope, the Department has already taken action to identify additional savings across all areas – including the core, agencies and arm's length bodies – so that these can be used to offset pressures. This will continue to be an ongoing challenge throughout 2016-17. In delivering savings and prioritising expenditure, our objective is to offer as much protection as possible to front line services.

2016-17 will also see a focus on the next budget period that is expected to set a one year budget for resource DEL and a four year budget for capital DEL. This will provide a further opportunity for the Department to consider how best to allocate its resources in the years ahead.

Key to resourcing of the Business Plan this year will be effective financial management, sound corporate governance and a sharp focus on value for money, with decisions supported by business cases and proper procurement procedures.



Nick Perry

Permanent Secretary and Accounting Officer

The Department's Purpose and Values

Our Department

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

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

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

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

We have three other Executive Agencies:

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

Our Purpose

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

Our delivery will be assessed against:

Programme for Government
Outcome 7:
“We have a safe community where we respect the law. And each other”.

Ministerial Priorities

- *Domestic Violence*
- *Children and Young People*
- *Older People*
- *People with Mental Health issues*
- *Women influencing the Justice System*

Our Values

Delivering Effectively

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

Valuing our People

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

Working Together

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

Being Outwardly Focused

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

Taking Responsibility

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

Ministerial Priorities aligned to the Programme for Government



PfG OUTCOME 7: We have a safe community where we respect the law, and each other

PfG Measure: Reduce crime and the harm and vulnerability caused by crime

Deliverable	Priority ⁱ	Lead Director	SMART Performance Targets
<p>Domestic & Sexual Violence</p> <ul style="list-style-type: none"> Implementation of the year one Implementation Plan to support the joint Stopping Domestic and Sexual Violence & Abuse Strategy 	MP	Anthony Harbinson	<p>Deliver the following aspects of the year one Implementation Plan:</p> <ul style="list-style-type: none"> By December 2016 develop the detail of the domestic abuse offence through engagement with the task and finish group. By March 2017 complete the scoping exercise to inform the detail of a Domestic Violence disclosure scheme. By March 2017 complete research and engagement with stakeholders in advance of commencing the phased implementation of domestic violence protection notices and orders in 2017/18. Commission a review of the Multi Agency Risk Assessment Conferences (MARAC) process by Analytic Services Group for delivery by December 2016. By March 2017 develop way forward following the review. Engage with DoH colleagues and the Strategic Delivery Board to deliver an information and communication plan by March 2017.
<p>Victims & Witnesses –</p> <ul style="list-style-type: none"> Deliver the 2016/17 actions within the five year Victim & Witness Strategy Develop a new three year victim and witness action plan for 2017/18 onwards 	MP	Anthony Harbinson	<ul style="list-style-type: none"> By 31 March 2017 develop a witness charter, and place on a statutory footing. By 31 March 2017 update the Achieving Best Evidence guidance. By 31 March 2017 introduce a pilot on video-recorded cross examination and re-examination of victims and witnesses. By 31 March 2017 publish research on young victims of crime, with a view to improving services provided. By 31 March 2017 agree key areas for inclusion in a new victim and witness action plan.

¹ * *Priority Indicators:* PFG (Programme for Government)
 MP (Ministerial priority)
 NDB (Non-Discretionary business)

SMART Performance Targets in purple text link directly to Ministerial priorities.

PfG OUTCOME 7: We have a safe community where we respect the law, and each other

PfG Measure: Reduce crime and the harm and vulnerability caused by crime

Deliverable	Priority ⁱ	Lead Director	SMART Performance Targets
<ul style="list-style-type: none"> • Deliver changes to the Offender Levy to increase funding for victims • Compensation Services: Deliver statutory compensation schemes and review the Criminal Injuries Compensation Scheme • Progression of work to review the law on stalking 	<p>NDB</p> <p>NDB</p> <p>MP</p>	<p>David Lavery</p> <p>Lianne Patterson</p> <p>David Lavery</p>	<ul style="list-style-type: none"> • By December 2016 changes delivered. • By March 2017 fully implement the new case management system (CIDMIS). • Achieve Compensation Services internal performance targets 2016/17. • Produce a draft of new Criminal Injuries Compensation Scheme for Ministerial approval by March 2017. • Develop proposals to facilitate the launch of JC consultation on review of law on stalking in first quarter of 2017.

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 MP (Ministerial priority)
 NDB (Non-Discretionary business)

SMART Performance Targets in purple text link directly to Ministerial priorities.

PfG OUTCOME 7: We have a safe community where we respect the law, and each other

PfG Measure: Reduce crime and the harm and vulnerability caused by crime

Deliverable	Priority ¹	Lead Director	SMART Performance Targets
Human Trafficking <ul style="list-style-type: none"> Support potential victims of human trafficking 	NDB	Anthony Harbinson	<ul style="list-style-type: none"> By March 2017 maintain the delivery of Support Service to potential victims of human trafficking to March 2017 and beyond.
Tackle Paramilitary Activity & Organised Crime <ul style="list-style-type: none"> Deliver 2016/17 Justice commitments within the Fresh Start Agreement Produce a costed implementation plan for 2017/18 onwards Deliver the 2016/17 actions contained in the revised OCTF Strategy 	PfG	Anthony Harbinson	<ul style="list-style-type: none"> By October 2016 issue TOR for a project to review bail conditions. By December 2016, launch a public awareness campaign on the harm caused by organised crime and associated paramilitarism. By March 2017 plan developed to address the new requirements for disclosure, arising from the 'Fresh Start' action plan. By February 2017 develop draft policy proposals for consideration following a review of relevant organised crime legislation. By March 2017 complete preparatory work for a review into the framework related to the separated regime. First draft of an Executive costed implementation plan for January 2017 to be finalised by March 2017. DOJ targets in the OCTF strategy for the period to March 2017 completed.

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 MP (Ministerial priority)
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SMART Performance Targets in purple text link directly to Ministerial priorities.

PfG OUTCOME 7: We have a safe community where we respect the law, and each other

PfG Measure: Reduce crime and the harm and vulnerability caused by crime

Deliverable	Priority ⁱ	Lead Director	SMART Performance Targets
<p>Harm and Vulnerability</p> <ul style="list-style-type: none"> • Deliver the 2016/17 actions within the Community Safety Strategy for NI 2012/17 including in relation to hate crime and crimes against older people • Develop a new Community Safety Strategy for 2017 onwards to meet Ministerial priorities and PfG commitments, including place-based approaches. • Deliver the Pilot re Early interventions with young people on the cusp of the CJ System 	MP	Anthony Harbinson	<ul style="list-style-type: none"> • Implement HIPA scheme for victims of hate crime [ongoing]. • By end March 2017 conduct an evaluation of Advocacy services. • By end March 2017 consider need for a review of hate crime legislation. • By end March 2017 work with older persons groups to commence roll out of phase 2 of Feel Safe. • By November 2016 launch the “Scamwise” initiative. • By end January 2017 agree a process for the development of the new Community Safety Strategy with Criminal Justice Board and the Minister. • By March 2017 develop a roll out plan for place based approaches. • By December 2016 complete limited consultation on the banning of zombie knives and develop draft legislative requirements by March 2017. • By March 2017 oversee delivery of the Departmental Action Plan through the Marshall Delivery Group.
<p>Interface Structures</p> <ul style="list-style-type: none"> • Reduce the number of structures in line with Executive commitments 	PfG	Anthony Harbinson	<ul style="list-style-type: none"> • By end March 2017, finalise scheme to provide home protection measures where the removal of structures and/or significant redesign has been agreed. • Produce action plans for structures identified as part of TBUC 16/17 funding. • By end December 2016 work with IFI on agreeing applications for their Peace Wall Programme.

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PfG OUTCOME 7: We have a safe community where we respect the law, and each other

PfG Measure: Reduce crime and the harm and vulnerability caused by crime

Deliverable	Priority ⁱ	Lead Director	SMART Performance Targets
<p>Legacy</p> <ul style="list-style-type: none"> Produce an implementation plan to establish the HIU (funding dependent) Support enactment of Stormont House Agreement Bill 	NDB	Anthony Harbinson David Lavery	<ul style="list-style-type: none"> By March 2017 implementation plan produced. Prepare Bill for Introduction by March 2017

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SMART Performance Targets in purple text link directly to Ministerial priorities.

PfG OUTCOME 7: We have a safe community where we respect the law, and each other

PfG Measure: Increased effectiveness of the justice system

Deliverable	Priority ^{ii*}	Lead Director	SMART Performance Targets
Partnership Working- <ul style="list-style-type: none"> PSNI, DOJ & front line CJS organisations work collaboratively to increase confidence in the CJS and in partnership with other government departments, local government and the voluntary and community sector to deliver PfG outcomes. Causeway re-procurement project 2016/17 milestones delivered 	PfG	ALL	<ul style="list-style-type: none"> By end March 2017 respond to Council-led community planning consultations to ensure community plans align with PCSP action plans and promote PCSPs as the main delivery mechanism for community safety issues. By February 2017 launch the Joint Justice & Healthcare Strategy for NIPS.
	NDB	David Lavery	<ul style="list-style-type: none"> By March 2017 achieve all targets as per the Project Plan.
Law Reform – <ul style="list-style-type: none"> Deliver statutory case management in courts Determine policy in relation to Statutory Time Limits Deliver 3 phases of ‘Live-Link’ 	PfG	Anthony Harbinson	<ul style="list-style-type: none"> Statutory case management regulations in place by March 2017. Policy determined by March 2017.
		David Lavery	<ul style="list-style-type: none"> Phase 3 delivered by end March 2017.

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 NDB (Non-Discretionary business)

SMART Performance Targets in purple text link directly to Ministerial priorities.

PfG OUTCOME 7: We have a safe community where we respect the law, and each other

PfG Measure: Increased effectiveness of the justice system

Deliverable	Priority ^{ii*}	Lead Director	SMART Performance Targets
Structure and Reform of CJS– <ul style="list-style-type: none"> Review of Sentencing Policy 	NDB	David Lavery	<ul style="list-style-type: none"> By March 2017 complete preparations to facilitate commencement of the review in April 2017.
<ul style="list-style-type: none"> Deliver planned reform to the Legal Aid Regime 	NDB	David Lavery	<ul style="list-style-type: none"> By March 2017 develop a Strategy for Legal Aid for 2017/20, with an implementation plan. By March 2017 complete preparations to deliver a new remuneration structure for Family cases. By March 2017 develop proposals for reform of Criminal Appeals remuneration. By March 2017 complete preparation for implementation of a Registration Scheme for the legal profession.
<ul style="list-style-type: none"> Establish Fine collection and enforcement Service 	NDB	David Lavery	<ul style="list-style-type: none"> By March 2017 establish new service.
Brexit – <ul style="list-style-type: none"> Establish the implications of Brexit on the CJ System and deliver against Executive programme 	NDB	David Lavery	<ul style="list-style-type: none"> By March 2017 complete an audit of civil, family and criminal justice EU Measures.

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SMART Performance Targets in purple text link directly to Ministerial priorities.

PfG OUTCOME 7: We have a safe community where we respect the law, and each other

PfG Measure: Increased effectiveness of the justice system

Deliverable	Priority ^{ii*}	Lead Director	SMART Performance Targets
EU- <ul style="list-style-type: none"> Address EU Commission concerns about Aarhus (cost of environmental cases) compliance 	NDB	David Lavery	<ul style="list-style-type: none"> By January 2017 lay draft regulations in the Assembly.
Tribunal Reform – <ul style="list-style-type: none"> Provide for transfer of Appeals Service from DFC Produce Way Forward paper in respect of Tribunal Reform 	NDB	David Lavery	<ul style="list-style-type: none"> By March 2017 lay Transfer of Functions Order in Assembly to allow transfer to take effect in April 2017. Produce Way Forward Paper to facilitate publication in Jan/Feb 2017.
Develop a criminal justice legislative programme for the mandate	NDB	David Lavery	<ul style="list-style-type: none"> By March 2017 agree the programme and timeline for new Bills to be introduced in current mandate.

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SMART Performance Targets in purple text link directly to Ministerial priorities.

PfG OUTCOME 7: We have a safe community where we respect the law, and each other
PfG Measure : Reduced Re-offending

Deliverable	Priority*	Lead Director	SMART Performance Targets
<p>Problem Solving Justice -</p> <ul style="list-style-type: none"> • Produce a plan to pilot a Substance Misuse Court • Produce a plan to pilot a Family drugs and Alcohol Court • Produce a plan for addressing offending linked to mental health issues • Develop a Problem Solving Justice framework • Implement pilot programme for perpetrators of domestic violence 	<p>PfG and MP</p> <p>MP</p>	<p>David Lavery</p> <p>Anthony Harbinson</p>	<ul style="list-style-type: none"> • By March 2017 establish a pilot Substance Misuse Court. • By March 2017 produce a plan to pilot a Family Drug and Alcohol Court. • By March 2017 produce a plan for addressing offending linked to mental health issues. • By March 2017 develop a Problem Solving Justice framework. • By March 2017 commence delivery of pilot programme for perpetrators of domestic violence in the Domestic Violence Court in Derry/Londonderry.

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SMART Performance Targets in purple text link directly to Ministerial priorities.

PfG OUTCOME 7: We have a safe community where we respect the law, and each other
PfG Measure : Reduced Re-offending

Deliverable	Priority*	Lead Director	SMART Performance Targets
Restorative Justice – <ul style="list-style-type: none"> Public consultation of an Adult Restorative Justice Strategy Feasibility Study for a centre of restorative excellence complete. 	PfG	Reducing Offending	<ul style="list-style-type: none"> By March 2017 produce the report.
Youth Offending – <ul style="list-style-type: none"> Develop a plan of action to implement agreed proposals in the “Scoping Study on Children in the CJS”. Finalise arrangements for the transfer of education and vocational training to the Education Authority. 	PfG and MP	Reducing Offending	<ul style="list-style-type: none"> By March 2017 to have Ministerial approval to move to the next phase of the Scoping Study. By 31 December 2016 to have Woodlands established as an Education Authority operated EOTAS centre by 31 December 2016.
Prisons Modernisation – <ul style="list-style-type: none"> Modernisation programme to equip staff with the support, skills, knowledge and resilience to deliver excellence in rehabilitation Produce Modernisation Programme plan and deliver 2016/17 actions Whole Prisons Rehabilitation Employment 	NDB	Reducing Offending	<ul style="list-style-type: none"> By March 2017 complete Staff & Trade Unions engagement. By March 2017 work streams developed & scoped. By December 2016 launch the T50 Leadership Programme. By January 2017 scope and develop options for additional support services for Prison Staff.

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PfG OUTCOME 7: We have a safe community where we respect the law, and each other
PfG Measure : Reduced Re-offending

Deliverable	Priority*	Lead Director	SMART Performance Targets
<p>Prisons Estate –</p> <ul style="list-style-type: none"> Deliver the 2016/17 projects within the Capital Works Programme 	NDB	Reducing Offending	<ul style="list-style-type: none"> Upgrade of heating mains –to be complete by November 2016. 360 Cell Block Accommodation Block Project – started on site July 2016 to be completed by May 2019. Redevelopment of Magilligan Project - OBC approved January 2015 awaiting capital funding 2016/17. New Facility for Women - OBC approved December 2015 awaiting capital funding 2016/17. New Visits @ Maghaberry – submitted May 2016 OBC1, completing amendments by December 2016. High Security Facility @ Maghaberry – submitted May 2016 OBC1, completing amendments by December 2016.

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PfG OUTCOME 7: We have a safe community where we respect the law, and each other
DOJ Business Measure - Maximise the efficiency of the Department

Deliverable	Priority*	Lead Director	SMART Performance Measure
<p>Financial Management-</p> <ul style="list-style-type: none"> • Monitor and continue to allocate budgets to all spending areas based on Ministerial and Executive priorities • Final outturn as close to budget as possible • Produce financial information in line with internal and external stakeholder requirements 	NDB	Lianne Patterson	<ul style="list-style-type: none"> • In-year monitoring rounds completed in line with Department of Finance (DoF) deadlines. • At least four meetings of the Strategic Resources Committee during 2016-17. • No overspend against the final 2016-17 budget and final outturn within 1% of budget. • Secure agreement to Budget 2016 DOJ budget by the Justice Minister and the Justice Committee in line with DoF timescales. • Internal financial reporting, support and advice in line with agreed Service Level Agreements.
<p>Corporate Services-</p> <ul style="list-style-type: none"> • ICT, HR, Procurement, Internal Audit, Records Management and ASG and corporate secretariat services delivered to meet departmental requirements 	NDB	Lianne Patterson	<ul style="list-style-type: none"> • Complete tasks in line with Programme Plan to facilitate the transfer of HR/Payroll Services to NICS HR on 1 April 2017. • By March 2017 establish the range of residual POSD functions and incorporate into existing JDD structure. • Complete tasks required to facilitate transfer of property assets to DOF on 1 April 2017. • ISD services achieve agreed performance targets in terms of quality, cost and availability across a range of service areas such as: record and information management, ICT support, AccessNI and also including AQ, FOI and DPA departmental compliance.

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PfG OUTCOME 7: We have a safe community where we respect the law, and each other
DOJ Business Measure - Maximise the efficiency of the Department

Deliverable	Priority*	Lead Director	SMART Performance Measure
<p>Staff support-</p> <ul style="list-style-type: none"> • Deliver the 2016/17 actions within the Staff Engagement strategy • Develop a plan to extend the services provided by PRRT to Prison Officers 	<p>NDB and MP</p>	<p>Lianne Patterson</p> <p>Reducing offending</p>	<ul style="list-style-type: none"> • By December 2016 Staff Engagement Forum have an agreed work plan and deliverables for January-March achieved. • By December 2016 introduce new DOJ Intranet site. • By 31 March complete Phase 1 of the visible leadership programme. • By November 2016 agree proposals to extend PRRT services and achieve actions for January-March 2017.
<p>Governance of and Support to Agencies and Arms' Length Bodies-</p> <ul style="list-style-type: none"> • Establish a revised governance manual which recognises the PfG framework and best practice in governance and accountability • Deliver the 2016/17 programme of actions set by the Criminal Justice Board and Criminal Justice Programme delivery Group • Deliver ongoing sponsorship and oversight of NDPBs in line 	<p>NDB</p>	<p>Lianne Patterson</p> <p>David Lavery</p> <p>Anthony Harbinson</p>	<ul style="list-style-type: none"> • By December 2016 Governance Manual agreed by Departmental Board. • By March 2017 deliver the 2016 /17 programme of criminal justice actions. • By end March 2017, through effective governance and relationship management, ensure that the tripartite oversight arrangements for policing operate as intended and support delivery of a high-quality

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PfG OUTCOME 7: We have a safe community where we respect the law, and each other
DOJ Business Measure - Maximise the efficiency of the Department

Deliverable	Priority*	Lead Director	SMART Performance Measure
with existing governance requirements (e.g. Management Frameworks , Financial Memorandums)			<p>policing service to the public.</p> <ul style="list-style-type: none"> • By end March 2017, have concluded a targeted consultation on proposed Regulations to establish the new Prison Ombudsman, thereby increasing confidence levels and contributing to efforts to reduce tensions in prisons. • By end January 2017, have concluded a research project to enable the Minister to reach an informed view as to how best to meet the current and future needs of the respective client groups of the NIPF and PRRT. • By end March 2017, to have established new Regulations for the Police Injury Benefit Scheme which: (a) introduce wider reforms; and (b) take account of the deduction of Employment Support Allowance (ESA).

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SMART Performance Targets in purple text link directly to Ministerial priorities.

DOJ Organisational Chart

Nick Perry
Permanent Secretary

Lianne Patterson
Justice Delivery

David Lavery
Access to Justice

Anthony Harbinson
Safer Communities

Phil Wragg
Acting Director, Reducing Offending

Glyn Capper
Financial Services

Brian Grzymek
Criminal Justice Policy & Legislation
(CJPLD)

Rosemary Crawford
Policing Policy & Strategy

NI Prison Service

Phil Wragg
Director of Operations

Brian McCaughey
Director of Rehabilitation

Ray Murray
Information Services & Records
Management

Laurene McAlpine
Civil Justice Policy (CJPD)

Steven McCourt
Community Safety

Mary Madden
Personnel & Office Services

Mark McGuckin
Public Legal Services (PLSD)

Karen Pearson
Protection & Organised Crime

Marcella McKnight
Compensation and Corporate
Support Services

Ronnie Armour
NI Courts & Tribunals Service

Stan Brown
Forensic Science NI

Derek Anderson
Internal Audit

Maura Campbell
Lord Chief Justice's Office

Cheryl Lamont
Probation Board NI

Declan McGeown
Youth Justice Agency

Paul Andrews
Legal Services Agency NI
