

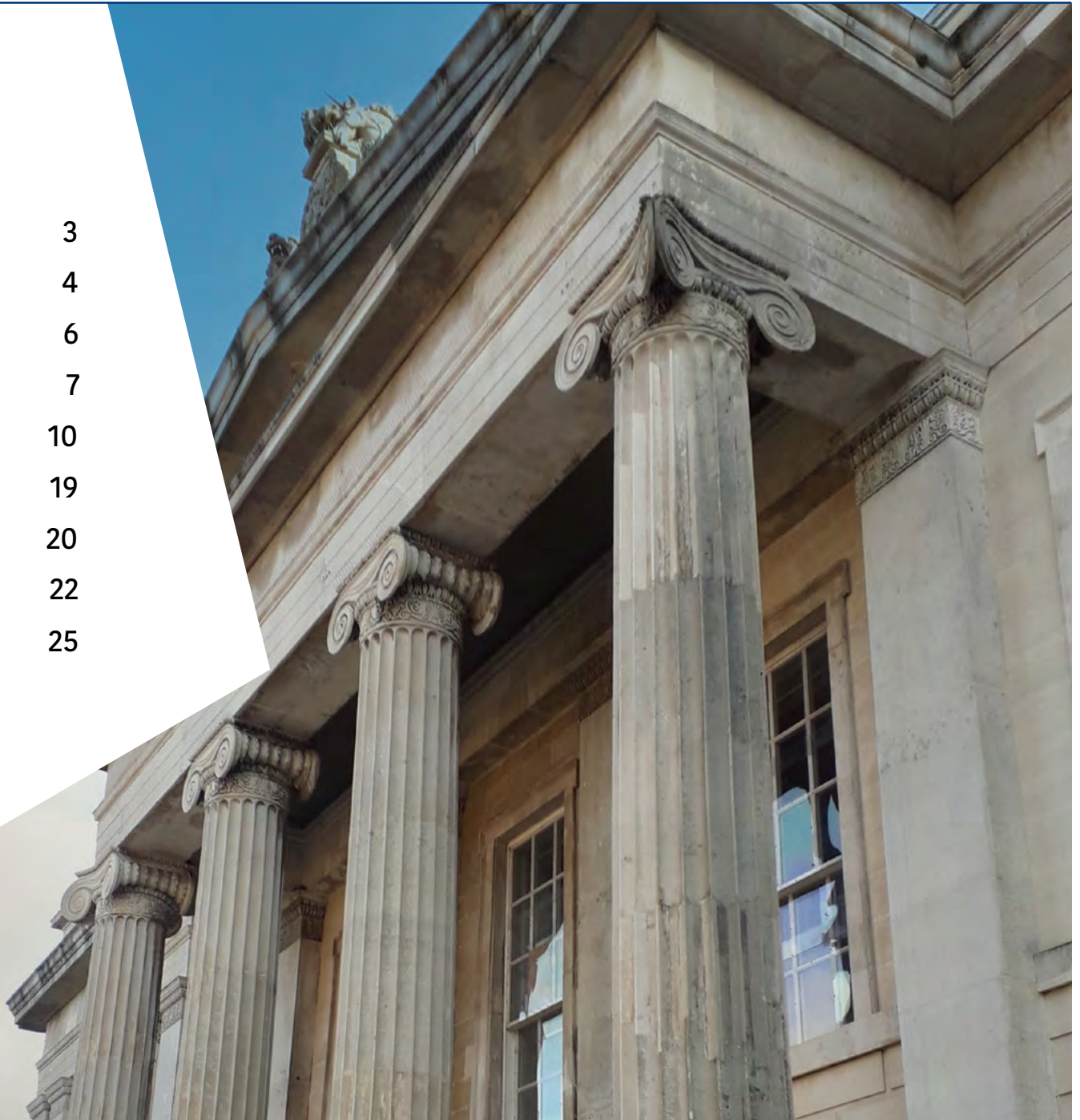
Making the Place for Justice

Northern Ireland Courts and Tribunals Service

Estate Strategy 2023-2030

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Foreword

“The outcomes we seek can only be achieved through partnership working with the judiciary, our staff, our justice partners and those within local and central government to understand what our users really need”

In March 2021 the then Justice Minister and Lord Chief Justice outlined their vision for the modernisation of courts and tribunals. They recognised the need to deliver a reconfigured and modernised physical court and tribunal estate to support new ways of working and to meet the expectations of users.

While significant work has been undertaken by the Northern Ireland Courts and Tribunals Service (NICTS) in recent years to improve our estate, a considerable amount of work is still required.

I am therefore delighted to introduce the NICTS Estate Strategy 2023-2030.

The Strategy is based on four **Aims** to improve user experience, resilience, value for money and sustainability and sets the foundation for the delivery of an ambitious and extensive programme of work.

It reflects how we will develop our estate to support the adoption of increased digitalisation, new ways of working and enhanced service design, as well as recognising the environmental and financial challenges we need to address.

The outcomes we seek can only be achieved through partnership working with the judiciary, our staff, our justice partners and those within local and central government to understand what our users really need; to determine how we sustainably meet demand; and to deliver practical, innovative and affordable solutions.

I look forward to seeing the tangible difference that the delivery of this Strategy will make to everyone who uses our buildings and facilities, and to embracing a user-centric design and partnership delivery approach to ensure we collectively achieve the best outcomes we can.



Glyn Capper,
Director



Glyn Capper, Director

Who we are

The Northern Ireland Courts and Tribunals Service is an Agency of the Department of Justice (DoJ). In support of the DoJ's Mission of "working in partnership to create a fair, just and safe community where we respect the law and each other", NICTS has three overarching **Aims: Working in Partnership; Supporting the Judiciary; Improving Courts and Tribunals.**

An efficient and effective courts and tribunals system is essential in any modern society. It allows people to assert their rights if they have been infringed; to be reassured that allegations of crime will be pursued fairly and openly; and to seek the support of the justice system at key points throughout their lives, should the need arise.

The rationale for modernising the justice system, including NICTS, is compelling. The Vision for the Modernisation of Courts and Tribunals in Northern Ireland, as well as a number of independent justice reviews, has identified aspects of the NICTS operating model and estate where change is necessary to ensure that services meet modern expectations and that fundamental requirements including dignity and accessibility are met, whilst continuing to safeguard service delivery and ensure the health and safety of all those who use our buildings and facilities.

Throughout the Covid-19 pandemic the NICTS responded at pace to appropriately adapt the estate whilst also continuing to deliver a programme of essential and reactive building improvements.

These improvements have been supported through the significant investment, deployment and utilisation of enhanced technology across the NICTS estate.

However, our experience of the pandemic has highlighted that much more can and must be done to make the NICTS estate more efficient, accessible, resilient, and fit for the future.

This, together with an increased requirement for reactive maintenance to prevent the likelihood of critical service failures across the Estate; an increasingly challenging fiscal operating environment; and the need to contribute to the NI commitment to achieving Net Zero by 2050, has confirmed the need for a well designed NICTS Estate Strategy that takes a long-term view to secure significant improvements to modernise service delivery and improve operational outcomes.





Vision2030

Through the NICTS Modernisation Portfolio, Vision 2030, NICTS will deliver improved court and tribunal services that work for everyone; that help increase the effectiveness of the wider justice system and increase and improve access to online court and tribunal services.

This Estate Strategy and the Estate Modernisation Programme are key components of the Vision 2030 Portfolio. Through them, NICTS has reaffirmed its commitment to develop and implement an evidence-based Estate Strategy that provides a structured framework for long-term investment.

Its delivery will help the NICTS to provide a more consistent standard of accommodation, facilities and services for all court and tribunal users.





NICTS at a Glance

based on the 2022-23 financial year



We have over **900** members of staff.



We support a judicial complement of over **70** salaried and **600** fee paid judicial office holders.



We supported over **75,000** criminal, civil and family court cases.



We supported over **10,000** tribunal cases.



We supported **18** legacy inquest hearings.



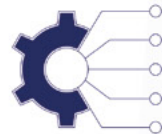
Coroners Service dealt with **4,914** deaths and supported **58** inquests.



We are transforming our services: **14** are now available online.



64 courtrooms have been digitally enabled for remote and hybrid hearings.



Over **680,000** audio or video connections were made for remote and hybrid court and tribunal hearings.



Our total resource expenditure was **£104m**.



We received **£38m** in fees and income.



We operate **24** properties with an asset value of **£215m**.



We managed **£337m** of funds held in court.



We collected **£12m** of fines.



We manage contracts with a combined value of over **£170m**.



The Enforcement of Judgments Office enabled the recovery of **£5m** of debt and **266** properties.



We made over **1,100** compensation payments totalling **£27m** to victims of historical institutional abuse on behalf of the **HIA** Redress Board.



Where we are

For the first time, NICTS has an evidence base that quantifies the state of its estate, highlighting the consequences of historically low levels of maintenance spend and investment.

A large proportion of our properties are at a condition whereby many building elements have reached, or are reaching, end of life status, and over the next decade these buildings will require significant investment.



The NICTS estate currently comprises 24 properties across Northern Ireland, with buildings in every county and local government district. The estate has a spatial footprint of 850,000 square feet and a carbon footprint of 3,000 tonnes of CO₂. In comparison with other government estates, NICTS operates an ageing property portfolio, with nearly two thirds of our buildings constructed before 1960.

Our buildings are also architecturally diverse with features varying from those granted statutory listed status, to those that have been designed to guard against security threats. Both factors can be an impediment to the provision of modern, accessible and flexible public services.

Investments in, or changes to, the NICTS Estate, have been the subject of examination over many years. As far back as 2009, a review recommended significant changes to the estate's constitution and geography. Separate reports by Criminal Justice Inspection and Sir John Gillen have also highlighted deficiencies with the NICTS building stock in terms of functionality, design and condition.



Historic underinvestment in our buildings has led to a widely held view that the facilities in our ageing and fragmented estate fall short of the standards expected by users of the justice system in Northern Ireland. Those investments that have been made in property and facilities have often been more reactive than strategic in nature.

The first NICTS State of the Estate Report was completed in December 2021. That report provided the NICTS with an evidence base, for the first time, that quantifies the consequences of historically low levels of maintenance expenditure.

The report has confirmed that a large proportion of our properties are at a condition whereby many building elements have reached, or are reaching, end of life status and indicates, in detail, that over the next decade these buildings will require a significant investment to address a backlog in maintenance and reduce the probability of critical failures occurring.





In addition to condition-based deficiencies, the configuration of our accommodation and facilities also requires improvement built around modern technology, new ways of working, optimised service delivery models and the expectations of our service users.

Most of our buildings have a range of functional deficits that are having a significant detriment to our ability to deliver modern public services. In many cases they lack the flexibility and accessibility expected of public buildings and poorly support the welfare and wellbeing of different user groups. Improvements will be difficult to achieve without investment, and require new design solutions and innovative thinking to overcome practical constraints.

In the pages that follow, NICTS has identified four **Improvement Aims** and twelve **Strategic Outcomes**, that, if realised, will result in an improved and modernised courts and tribunals estate.



The Estate in numbers



24

Freehold and leasehold buildings



88

Court and Tribunal hearing rooms



182

Consultation rooms



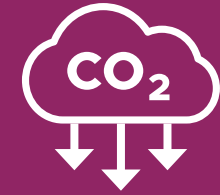
13.8

Annual building running costs (£m)



127

Average age of building



3

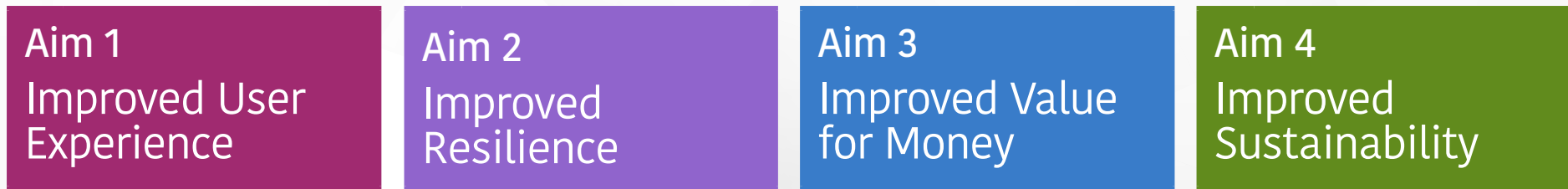
Mt CO² emissions



Where we want to be

Our Estate Strategy is underpinned by four **Improvement Aims** and twelve **Strategic Outcomes**

A key feature of an outcomes based approach is that the design and content of our plans will be directly dependent on the contribution they make towards the achievement of our **Strategic Outcomes**. Developing an outcomes based Estate Strategy therefore requires NICTS to have a clear understanding of the views of our partners, stakeholders and service users.



Strategic Outcomes

<p>1a Our estate provides quality facilities for the judiciary, our staff, service users and other justice and legal partners</p>	<p>2a Our estate is actively maintained to reduce risks and ensure statutory and regulatory compliance</p>	<p>3a Our estate is operated and maintained in a financially sustainable manner</p>	<p>4a Our estate has the minimum possible impact on the environment and, contributes to Executive targets to achieve net zero</p>
<p>1b Our estate is inclusive and accessible for everyone, and supports the needs of victims and vulnerable users</p>	<p>2b Our estate provides a secure environment for the Judiciary, our staff, and all court users</p>	<p>3b Our estate investments facilitate the delivery of services that are proportionate and accessible</p>	<p>4b Our estate facilitates sustainable ways of working and supports active travel and wellbeing</p>
<p>1c Our estate provides the physical infrastructure to support a modern digital environment</p>	<p>2c Our estate provides operational resilience that supports continuity of service and can readily adapt to change</p>	<p>3c Our estate supports innovation in service delivery, by both enabling, and availing of, co-location opportunities</p>	<p>4c Our estate embodies best practice in the care and protection of our heritage assets</p>



Aim 1 | Improved User Experience



1a Our estate provides quality facilities for the judiciary, our staff, service users and other justice and legal partners

While the focus of other areas of Vision 2030 is to modernise and redesign services, it is clear that our buildings must continue to provide a physical statement of the formality, solemnity and integrity of justice and the legal process. It is only right, then, that we should aspire to provide quality, sustainable buildings that support effective operations, and create workplaces that are conducive to staff wellbeing. The appropriate layout of court and tribunal buildings and hearing rooms helps to support an understanding of their processes and expected behaviours, facilitating more positive user experiences. We recognise that our buildings may be used by a range of cross sectoral organisations to deliver services, and we want to look for opportunities to use these relationships to deliver better societal outcomes.

1b Our estate is inclusive and accessible for everyone, supporting the needs of victims and vulnerable users

The people that avail of our services are a diverse cross-section of society, and we want our buildings to reflect that diversity. We want our estate to respect the dignity of all users and become universally accessible, so that nobody feels excluded. Creating court and tribunal buildings that can be used by all intuitively and with ease supports full and appropriate participation in hearings. We want our estate to contribute to achieving better outcomes for victims and vulnerable users, while also ensuring the dignity of those in the custody of the court. The implementation of recommendations arising from Sir John Gillen's reviews of Serious Sexual Offences and Civil and Family Justice is a priority for the Department of Justice, and the modernisation of our estate will be a vital component to this work.

1c Our estate provides the physical infrastructure to support a modern digital environment

Physical courts and tribunal hearing rooms will always be required but will continue to be modernised to take advantage of more efficient systems and technology. In support of the Vision 2030 Digital Strategy, our buildings must have stable and secure infrastructure to support the technology required to allow courts and tribunals to operate remotely, and for parties to use e-bundles and electronic evidence. In addition to supporting digital modernisation, we want to embed technology into our property assets so that we can monitor and improve performance, reduce risks and deliver efficiencies. We will harness the advantages of Building Information Modelling (BIM), and incorporate smart building technology in our delivery plans.



Aim 1 | Improved User Experience

What success will look like



SUCCESS FACTORS

- ✓ All buildings have a consistent good condition rating.
- ✓ Staff, Judiciary and services users have a positive perception of the buildings and the facilities they use.
- ✓ All accepted estates-related recommendations from Gillen reviews are implemented.
- ✓ There is an agreed specification and layout for court and tribunal facilities at each court and tribunal tier.
- ✓ All buildings are compliant with DDA provisions for mobility and cognitive impairment.
- ✓ All buildings are compliant with Equality legislation.
- ✓ Custody suites meet expectations for detainees in custody.
- ✓ All Judicial chambers, hearing rooms and consultation rooms are digitally enabled.
- ✓ All court and tribunal venues have a consistent aesthetic, to include colour palette, signage and wayfinding.
- ✓ Staff have access to facilities to host or attend virtual meetings.
- ✓ Smart building technology is included in all NICTS buildings.
- ✓ All building services systems are automated and enable energy efficiency.



Aim 2 | Improved Resilience



2a Our estate is actively maintained to reduce risks and ensure statutory and regulatory compliance

We will ensure that all our buildings continue to meet statutory obligations and all measures are implemented to ensure safe and secure buildings for all users. We will provide environments that look and feel safe and are in good repair - to allow users to access, support and participate in the justice and legal processes. The evidence that we continue to collect about the condition and functional suitability of our estate will allow us to make data driven, and user-focused decisions to minimise risks to safety and service continuity.

2b Our estate provides a secure environment for the Judiciary, our staff, and all court users

Due to the nature of business delivered across our estate, it is clear that security of our buildings and those who use them will remain a key consideration. We will ensure that our buildings retain levels of physical security that are proportionate to operational requirements, supported by regular reviews. While we aspire to modernise buildings so that they are both welcoming and accessible, physical measures will continue to provide appropriate security for all users. We will seek to exploit the opportunities offered by modern security technology and will use this to drive efficiencies and appropriately harness relevant building data.

2c Our estate provides operational resilience that supports continuity of service and can readily adapt to change

While maintaining service continuity is of critical importance in our estate, so too is having a level of resilience that will allow our organisation to respond and adapt to unexpected events and circumstances. During the Covid-19 pandemic, it was difficult to quickly expand court capacity in our older buildings, but the creation of Nightingale facilities and the introduction of Covid-safe Jury courts demonstrated the benefits of flexible spaces. Hearing rooms should reflect the nature of the case and authority of the court or tribunal, reinforcing participants' understanding of the justice process. Of equal importance is the ability to adapt working spaces and facilities to meet the needs of Judges and Commissioners, as this will support the ability to administer justice. By providing more flexible spaces and services, our estate can more readily adapt to the everyday needs of multiple types of business, and can be modified to suit future requirements.



Aim 2 | Improved Resilience

What success will look like



SUCCESS FACTORS

- ✓ Our cyclical maintenance regime ensures that all building elements are statutorily compliant.
- ✓ Reactive maintenance issues are identified and rectified promptly.
- ✓ Health and Safety audits and fire risk assessments are regularly undertaken, with any remedial action completed promptly.
- ✓ Regular cycles of condition surveys are undertaken, and lifecycle replacements are planned in advance.
- ✓ Staff, Judiciary and service users feel safe and secure when in our premises.
- ✓ All buildings are subject to regular security reviews.
- ✓ Access to our buildings is monitored and controlled and public, private and Judicial zones are physically segregated.
- ✓ The functions of security contractors are complemented by the use of security technology and automated access technology.
- ✓ Court and tribunal hearings are not interrupted or delayed due to building failure.
- ✓ Building improvements take account of the need to ensure resilience from future pandemics, climate change and capacity changes.
- ✓ The space available for service delivery is maximised in all buildings.
- ✓ Non-criminal hearing rooms can facilitate business across all non-criminal court and tribunal tiers.



Aim 3 | Improved Value for Money



3a Our estate is operated and maintained in a financially sustainable manner

An estate that is affordable to resource and maintain is a fundamental factor in the financial sustainability of NICTS. Value for money and efficiency of operation can be achieved through creating a right-sized estate with space and facilities in the right locations that are designed to achieve economic, social and environmental value. By right-sizing and efficiently operating and maintaining a modern estate, we will demonstrate the value of expenditure on the Court and Tribunal estate, and its contribution to achieving better service outcomes for those who use our facilities. We want to improve how we manage and operate our estate, relying less on reactive maintenance and more on planned interventions that deliver recurring savings. We will use innovation and best practice in public procurement to drive efficiencies with our contractors and delivery partners, and we will ensure that all estate expenditure is supported by robust evidence and data.

3b Our estate investments facilitate the delivery of services that are proportionate and accessible

We want our staff, Judiciary, and all court users to recognise the investment in our estate as an effective and appropriate use of public money. We also want our investments to deliver demonstrable benefits that build and sustain respect for the justice and legal system. All evidence points to the fact that our estate requires significant capital investment to improve condition, functionality, and sustainability. While it is important that the physical constraints and geography of our estate do not inhibit the timely administration of justice, it is also vital that we use data to critically understand current and future service demand to help inform our investment decisions. Providing value for money justice will require allocating an appropriate share of the Agency's resources to estate investment, while taking into account the need to allocate resources to other priority areas, and this must be reflective of service needs.

3c Our estate supports innovation in service delivery, by both enabling, and availing of, co-location opportunities

We want to learn from our experience in delivering Nightingale Court facilities during the pandemic, and explore if similar models could be deployed in future to support the delivery of capital estate modernisation projects and new ways of working. As part of the Northern Ireland Civil Service, we will continue to be part of the discussions around how strategic changes in public sector asset management could support the delivery of court and tribunal services, and contribute to better value for money throughout the wider government estate. We will continue to work with partners across local government to learn more about the role of our estate in adding to the social and economic value of our towns and cities.



Aim 3 | Improved Value for Money

What success will look like



SUCCESS FACTORS

- ✓ We prioritise capital investments that result in reduced revenue expenditure.
- ✓ Our major capital works projects all include social value clauses that support external job creation.
- ✓ We use data and evidence to target planned maintenance investment to reduce unplanned expenditure.
- ✓ Our court and tribunal locations reflect evidence-based service need, providing enhanced design and modern services within our buildings.
- ✓ Objective data is used to ensure the appropriate and proportionate allocation of investment across the estate.
- ✓ Staff, Judiciary and service users understand the rationale for investment in our buildings.
- ✓ We have established relationships with property colleagues across Justice and the wider public sector to deliver viable and financially sustainable accommodation solutions.
- ✓ When required, and when it is in the interests of justice, we can facilitate non-criminal business outside of the freehold estate.
- ✓ We regularly collaborate with partners across the Justice system to ensure investments are coordinated and support the strategic objectives of the Department.
- ✓ Tenancy agreements with other organisations deliver benefits for the justice system.



Aim 4 | Improved Sustainability



4a Our estate has the minimum possible impact on the environment and contributes to Executive targets to achieve net zero

NICTS has an important role to play in ensuring that sustainability and best practice are embedded within the Department of Justice. We will continue to demonstrate that reducing energy demand and choosing low carbon solutions are key priorities for NICTS, thereby contributing towards the achievement of net zero targets, minimising the impacts from climate change, and reducing our operating costs. We will raise awareness of sustainability amongst our staff and court users, and promote measures to reduce energy demand. We will use technology and efficient materials within our maintenance and capital works to improve the efficiency and decarbonisation of our building stock.

4b Our estate facilitates sustainable ways of working and supports active travel and wellbeing

The services delivered in our estate have a key role in reducing travel related emissions by harnessing digital tools. For those who will continue to use our estate in person, we want to ensure that the use of active travel solutions and sustainable transport is supported. We want to ensure that hybrid working is facilitated by changes to the physical environment. Sustainability, health and wellbeing will be embedded in all of our workplace improvement projects. In particular, physical changes to our office environments will also consider opportunities to improve environmental performance, incorporate wellbeing facilities and enhance the sensory environment.

4c Our estate embodies best practice in the care and protection of our heritage assets

The fact that we have 10 listed buildings throughout our estate, confers on us a range of challenges, but also a corporate responsibility for built heritage in a number of our towns and cities. The maintenance of heritage assets in active use and good repair is part of a sustainable approach to the environment. NICTS recognise that a strategic, systematic approach to the management of historic property will help to achieve value for money and safeguard the special interest of this part of the environment.



Aim 4 | Improved Sustainability

What success will look like

SUCCESS FACTORS

- ✓ Our estate meets the sectoral emissions targets within the Climate Action Plan.
- ✓ All energy and water consumption is actively and automatically monitored.
- ✓ Fossil fuels are not used in our estate for space or water heating.
- ✓ We use renewable energy technologies to reduce reliance on grid supplied utilities.
- ✓ Staff are engaged in activities to reduce energy and water consumption.
- ✓ We actively promote the sustainability benefits of remote and hybrid courts and tribunals.
- ✓ All buildings provide facilities to enable active travel and sustainable transport.
- ✓ Sustainability, health and wellbeing improvements are embedded in all of our workplace improvement projects.
- ✓ All of our listed buildings have a conservation management plan and an asset management plan in place.
- ✓ We undertake works on our listed buildings specifically to preserve their heritage aspects.
- ✓ We regularly engage with Historic Environment Division when considering functional improvements to our listed buildings.
- ✓ Staff, service users and the public appreciate the listed buildings and heritage features in our estate.



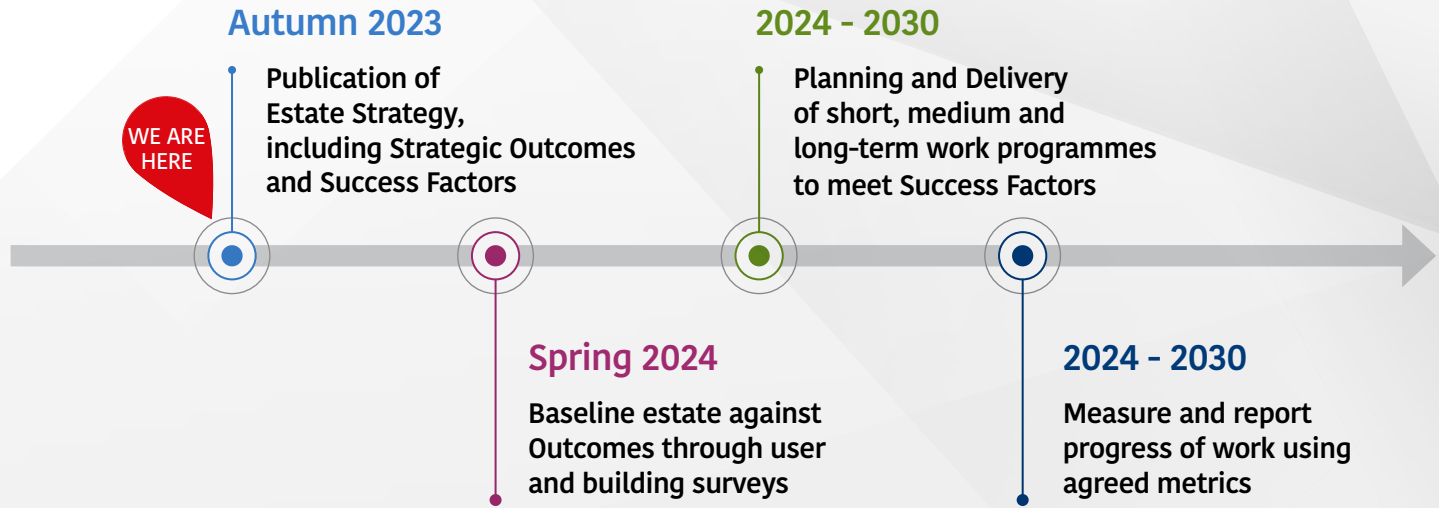
How we get there

NICTS will deliver the **Strategic Outcomes** in this Strategy through the development of specific, measurable actions that will be implemented through short, medium and long term investment delivery plans.

Outcomes Based Accountability

The preceding pages have set out an Estate Strategy based around 12 **Strategic Outcomes** that, if realised, will result in a courts and tribunals estate that can provide modernised and improved facilities for all citizens of Northern Ireland. Outcomes Based Accountability (OBA) is an approach used across Government which has immense potential to transform public service delivery. The OBA approach allows a focus to be placed on the ultimate impact of our estate investments, rather than on how they are being delivered.

Our **Strategic Outcomes** provide the starting point for short, medium and long term investment delivery plans, and are the basis for the strategic and proportionate investment of public money. The benchmark for future investment and delivery will be the contribution that each action makes towards achieving the desired **Strategic Outcomes**.



How we measure our progress

The use of data, and evidence-based decision making is a fundamental component of the Estate Strategy.

Data Driven and Evidence-Based

The use of data, and evidence-based decision making is a fundamental component of the Estate Strategy, and one which underpins the best practice approach to strategic asset management that links directly to the Agency's corporate planning process.

We have already developed a comprehensive asset information register for our buildings in line with best practice guidance for Strategic Asset Management, and we are continuing to work with Land and Property Services (LPS) on the Government Land and Property Register (GLPR) programme.

In addition, we have completed multi-faceted condition surveys of our entire estate, as well as accessibility audits and an assessment of custodial areas. To finalise the baseline assessment of our estate, these functional suitability assessments will continue, using the **Aims, Strategic Outcomes** and **Success Factors** included in the Strategy as benchmark standards.



Service delivery and demand

In addition to the information about the condition, performance and functionality of our buildings, we recognise that the data relating to service demand and delivery from our buildings will be vital for making the case for change and supporting investment.

We are working in collaboration with Ordnance Survey of Northern Ireland (OSNI) to develop a geographical information system (GIS) application to map the populations served by each of our buildings, analyse the travel time distances across the estate and help us ensure a ‘right sized’ public estate, with services in the right locations.

We will continue to work with colleagues from the Northern Ireland Statistics and Research Agency (NISRA) to analyse how these demographic and geographic metrics translate into the demand for our buildings and facilities.

User Experience

We understand that our buildings play a key role in how service users interact with, and perceive the justice and legal systems. To complement the condition and functional assessments of our estate, we will conduct an estate focussed User Experience Survey. This will provide us with insights on how we can tailor and target our financial investments to deliver transformed interactions with citizens and to ensure that our buildings help deliver a better service experience.

Accountability

We will use data and evidence to ensure that this Strategy is delivered in line with our **Aims**. Each **Strategic Outcome** is supported by a set of **Success Factors** which are clear statements for change. Every success factor in turn is accompanied by a metric which gives evidence around performance in relation to the **Strategic Outcomes** and provides a basis to monitor progress. After completing the baseline functionality and user experience assessment of our estate, we will develop a long list of investment proposals, which will subsequently be prioritised according to the contribution that they make towards achieving the desired **Strategic Outcomes**.



How we engage with partners

Delivering an outcomes based Estate Strategy requires NICTS to have a clear understanding of the views of our partners, stakeholders and service users.



Collaboration in development

The success of an outcomes based approach is reliant on a collaborative approach between service users and service providers. Developing an outcomes based Estates Strategy therefore requires NICTS to have a clear understanding of the views of the Judiciary, our partners, stakeholders and service users.

During the development of this Estate Strategy, NICTS established an Estate Strategy Advisory Group (ESAG). This comprised senior stakeholders, partners and user group representatives, each of whom interact with the NICTS estate and had independent operational knowledge of the justice and legal systems, and those who rely upon and use our buildings.

To support the development of this Strategy, the ESAG participated in a series of four themed workshops, which provided an opportunity to exchange views and develop a shared understanding of the challenges faced by members' organisations and service users in the context of a challenging financial environment.

The group considered the proposed NICTS Estate Strategy document; provided feedback on the **Aims** and **Strategic Outcomes**; and contributed to the development of the quantitative and qualitative **Success Factors** against which the current estate can be baselined, and future progress measured.

By garnering insights and perspectives from a broad spectrum of users, partners and stakeholders, NICTS has robustly tested the **Strategic Outcomes**, evidence base and methodology required to successfully deliver the Strategy.



Estate Strategy Advisory Group (ESAG)

The following organisations were represented at the ESAG workshops:

- Bar of Northern Ireland
- Criminal Justice Inspection NI
- Department of Finance
- Department of Justice
- Disability Action
- Lady Chief Justice’s Office
- Law Society of Northern Ireland
- Litigants in Person
- NI Courts and Tribunals Service
- Northern Ireland Prison Service
- NSPCC
- Police Service of Northern Ireland
- Public Prosecution Service
- Victim Support NI



Collaboration in delivery

During the ESAG workshops members expressed a clear appetite for continued engagement and collaboration during delivery of the Strategy. The ESAG will continue to meet as our investment delivery plans mature and develop.

We are also committed to participating in similar collaborative advisory groups led by justice and legal partners or others across central and local government. We will use the results from our User Experience Survey to inform and tailor the focus of our delivery plans, and will continue to engage with a wider spectrum of users through the Vision 2030 Stakeholder Advisory Group.

Strategic Partnerships

We will continue to work closely with the Judiciary, DOJ colleagues, and the Department of Finance as our key strategic delivery partners. Internally, we will establish an Estate Strategy Committee, which will allow scrutiny of our investment delivery plans and govern our strategic estate investment decisions, and which will report, and be accountable to, the NICTS Board.



Feedback on this Estate Strategy

Please direct any feedback on this strategy to:

Modernisation@courtsni.gov.uk

