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Dear Christine

DEPARTMENT OF JUSTICE 2022-25 DRAFT BUDGET

The Justice Committee has requested further information following a briefing by Departmental officials on 20 January 2022. Responses to the information requested by the Committee are as follows:

Estimated funding requirements in respect of the aspects of the Troubles Permanent Disablement Pension Scheme for which the Department is responsible and clarification.

The Department of Justice (DoJ) is responsible for putting in place the necessary administration arrangements to support the Victims' Payments Board in delivery of the Troubles Permanent Disablement Payment Scheme (TPDPS). All costs incurred by DoJ relating to the TPDPS (administration costs and payments from the scheme) will be reimbursed by The Executive Office (TEO) in line with the underpinning Regulations for the scheme. There is no direct impact on the DoJ's budget and so there isn't a requirement to make any provision in the DoJ's allocation within the Draft Budget for the

TPDPS. TEO is responsible for securing the necessary resources for the scheme from the Department of Finance (DoF) through the normal budget process.

The estimated administration costs that DoJ is anticipated to incur over the three years of the budget period is £16.7m in 2022-23, £17.4m in 2023-24, and £16.7m in 2024-25. That includes all costs for staffing, accommodation, Board members fees, a disablement assessment service, IT, publicity and other office running costs. The administration costs are estimates based on requirements to administer the scheme in line with the forecast of the number of applications from victims. These costs will continue to be kept under review as progress is made with implementation of the scheme to ensure that the scheme meets the needs of victims.

It has been previously estimated in a report produced by The Government Actuary's Department that payments over the next three years of the scheme will be £72m, £73m, and £73m respectively. The overall level of payment will depend on a range of factors including the number of applications considered by the Victims' Payments Board, the number deemed eligible for an award, the level of permanent disablement of applicants, whether an individual opts for a lump sum payment or monthly payments etc. The estimates will therefore be kept under review by TEO as increased numbers of applications are advanced through the scheme.

How the 18% reduction in funding for Forensic Science NI referred to in the Consequences Document has been calculated?

The resource pressures that Forensic Science NI (FSNI) would face from 2022-25 if a 2% reduction is implemented are comprised of two elements – funding for posts previously agreed by Police Service of NI (PSNI) and DoJ which has not been baselined and also the impact of a flat line 2% budget reduction across the next three years. The most significant element of the pressure will come if PSNI and DoJ fail to provide funding for the posts which were agreed and funded in the 2021-22 year and to which staff have already been recruited.

Budget impact

	2022-23	2023-24	2024-25
	£000	£000	£000
PSNI bid (not included in baseline)	630	915	1,399
DoJ bid (not included in baseline)	514	661	672
Potential total FSNI cuts (2%)	259	259	259
Potential total impact of cuts to FSNI	1,403	1,835	2,330
Effective percentage cut to FSNI current funding	10.9%	14.2%	18.0%

The table shows the combined impact of a 2% reduction plus unmet pressure bids. This amounts to reductions of **11%** in year 1, **14%** in year 2 and **18%** in year 3. The information provided above presents the total budget position for FSNI and assumes a 2% reduction is applied by all our DoJ customers, however, there is a risk that the level of cut could vary depending on the customer.

How the Department will prioritise capital projects?

The Department will prioritise capital bids using the following methodology

- Allocation of Inescapable and Pre-committed;
- Prioritisation of PSNI Security requirements (categorised as high priority or above) consistent with prior year allocations;
- Consideration of tails created by allocations; and
- Consideration of remaining High Priority requirements including their impact on Programme for Government (PfG) and links to modernisation.

How many agencies or NDPBs have indicated that a reduction in staffing through either natural wastage or redundancy will be necessary in order to live within budget?

A total of 11 agencies or NDPBs have indicated that a reduction in staffing through either natural wastage or redundancy will be necessary in order to live within budget together with the suppression of unfilled posts.

Does the Department believe that all spending areas will be able to fully meet their statutory functions?

This will be worked through as part of the Final Budget settlement.

What options are being considered to reprioritise non-statutory functions?

This will be considered as part of the Final Budget consideration.

What legislation had the Department considered bring forward in the next mandate that now may not proceed?

It will be for an incoming Minister to decide what primary legislation should be brought forward in the next Assembly mandate, though planning for the next legislative programme is underway. Bids for the next mandate have been commissioned and work is being progressed to identify how any provisions that are identified by business areas might be marshalled and prioritised, with a view to having options available for a Minister to consider. It is too early to say, therefore, what impact the Draft Budget might have on potential legislation though it is expected this is likely to slow down the pace of legislative reforms, which may also be constrained by the available capacity for the Assembly's overall legislative programme and within the Committee's forward work plan. The reduced resourcing on justice agencies and NDPBs would also have a bearing on decisions regarding the development and implementation of new legislation.

What steps will the Department take to ensure that that there is adequate funding identified and committed so that any legislation it brings forward in the next mandate can be fully and properly implemented?

The Department will consider this as part of the prioritisation and allocation of its Final Budget.

How confident is the Department that funding for the Protocol will be confirmed?

The Department has notified the DoF of Protocol funding requirements over the Budget period. DoF will liaise with HM Treasury (HMT) to secure the funding. It is for HMT to consider and allocate funding as it sees fit.

Is it expected that additional funding for Covid recovery will be made available to the Executive over the Budget period?

At this time no additional funding for Covid recovery has been made separately available to the Executive.

The Department has outlined that the work of the justice system has a positive impact on other areas such as health and states that significant number of people in the justice system are the biggest users of the health service. What assessment has been made of the number and types of services across the justice system that are delivered by the Department or which it purchases from other departments that have a cross-cutting impact and support the work of other departments and what discussions has the Department had with other departments regarding the funding for the delivery of such services e.g. the substances misuse court or CAMHS?

Youth Justice Agency (YJA)

The proposed budget settlement will present challenges on delivering services for children and young people. The Youth Justice Agency (YJA) faces the prospect that non-statutory services focused on early intervention or meeting health-related needs would need to be scaled back during years 2 and 3 of the new budget period to ensure statutory work in YJA could be delivered. YJA spends £508k on health related services

and £575k on education services. These health and education services funded by Justice play a positive role in supporting young people to re-build their lives and prevent further re-offending. Earlier stage diversion services seek to divert young people from the criminal justice system at the earliest possible point. This work, which is nonstatutory and therefore at risk from budget reductions, helps reduce re-offending and helps avoid costs in other areas of public expenditure, including health.

Legal Services Agency NI (LSANI)

Legal aid had direct impact on Health as public law cases which are funded are brought by the Department of Health (DoH) and Health Trusts and effective outcomes to these cases can reduce the long term costs of children in care. Likewise, clinical negligence claims funded by legal aid are brought against the DoH for a range of incidents. At the most complex and serious level, these individuals will have lifelong dependence on health services.

At a more general level, many recipients of legal aid (including criminal legal aid) suffer from substance addiction, have suffered long term injuries, have chaotic lifestyles which involve social services – all of these scenarios involve individuals who have long-term health and social services dependencies.

Enabling Access to Justice Division

The Private Family Law Early Intervention Action Plan, a joint DoJ/DoH initiative, launched in August 2021 in recognition of the long term impacts acrimonious dispute can have on the health and wellbeing of children and families and consequent impact on public resource in terms of health and social care and repetitious court proceedings. The Plan aims to improve long term outcomes for children and families experiencing relationship breakdown by diverting parental disputes from court to alternative less acrimonious forms of resolution and by ensuring the early resolution of disputes which do come before the courts. Initiatives proposed under the Plan cut across policy responsibilities of both departments but actions in train have thus far been led by DoJ. That includes an animation for parents on the merits of resolving disputes outside court, which launched in August 2021 and a number of actions expected to launch in coming

months including a parenting agreement template and associated animation to aid parents to settle issues themselves, 3D tours of family court rooms to enhance accessibility, an animation on tips for co-parenting following separation and videos on the role of social workers in the court system and to help parents prepare to attend court for the first time. More substantive proposed actions, a mediation pilot and pilot education sessions for separating parents, which are likely to be the most impactful, will be contingent on the availability of funding.

Access to Justice:

DoJ provides support services for victims and witnesses of crime, both as they engage with the criminal justice system and as they recover from the impact of crime, which may have interdependencies with, in particular, the DoH.

Health Trust based behavioural change programmes operate across Northern Ireland, aimed at early intervention for up to 60 individuals who have displayed concerning behaviour in an intimate relationship but have not yet reached the criminal justice system, particularly where there is a safety concern around children. The DoJ fund these behavioural change programmes and considers that there is a sound rationale for a health contribution towards this. This has been sought in terms of any future expansion of the programmes.

The Family Drug and Alcohol Court pilot, a joint DoJ/DoH initiative, commenced operation in December 2017 in Newry Family Proceedings Court with the support of the Southern Health and Social Care Trust. The pilot was introduced in recognition that failure to provide the appropriate health and social care services in the right way and to address the root causes of risk to children including addiction can lead to cyclical proceedings, poorer long term outcomes for children, and longer term draws on public resource. Formal therapeutic interventions ceased in March 2019 but a number of pilot cases continued before the court after that point. All cases have now concluded and the evaluation, which was delayed by the impact of Covid, is expected to complete by the end of the financial year. The pilot was funded by the Early Intervention Transformation Programme (Atlantic Philanthropies) but costs associated with the model predominantly

relate to the provision of therapeutic interventions and treatments for participating parents. The evaluation will inform discussions with health on sustainability, roll out or continuance.

The Substance Misuse Court (SMC) takes an alternative approach to help individuals when substance abuse is the underlying problem. It aims to tackle the root causes of their criminal behaviour and provides specialist support and interventions to help people turn their lives around. It allows a judge to direct individuals onto an intensive treatment programme, before sentencing, to help address their addictions and change their behaviour. Phase 1 of the pilot SMC commenced operation in Laganside Courts, Belfast, on 9 April 2018 and ended on 30 June 2019. It was immediately followed by Phase 2 which ran from 1 July 2019 until 31 March 2021.

The evaluation of the SMU pilot found a number of clients who presented to the SMU were found to suffer from serious mental health problems, which would have required treatment prior to addressing issues around substance misuse. A key lesson learnt was that a separate programme is needed here, to run parallel with the SMC that would accommodate defendants suffering from serious mental health issues.

DoJ, in collaboration with DoH, Health Trusts, NI Courts and Tribunals Service (NICTs) and Probation Board NI (PBNI) was scoping the Mental Health Courts. Scoping work has now been paused due to the Covid pandemic.

The Enhanced Combination Order pilot was developed in 2015 as a result of a request from the Lord Chief Justice for PBNI to provide an intensive alternative to short prison sentences. Enhanced Combination Orders (ECOs) have been available in two pilot areas (Ards and Armagh/South Down) since October 2015 and in the Northwest (Londonderry, Limavady and Strabane Courts) since October 2018. The focus is on addressing risk factors such as substance misuse and poor mental health. The service users have complex needs and often require interventions which are delivered by PBNI and community and voluntary sector partners; for example, ASCERT. The ECO programme has been baselined into the PBNI budget since 1 April 2021.

The Mental Capacity Act 2016 (MCA) (DoH Legislation) introduced provisions for the deprivation of liberty (DoL) of persons in hospital and care settings including a safeguard measure. Whereby DoL cases can be referred by the Attorney General's Office to the Review Tribunal for independent scrutiny. The volume of referrals to the Review Tribunal in 2021-22 is expected to be some 2,000 cases.

This level of business volume is anticipated to rise even further with an additional stream of new Health and Social Services Trusts referrals under Section 48 of the Act with effect from December 2021. Discussions are ongoing between DoJ and DoH to consider how best to deal with the growing resourcing pressures.

In relation to Planning Appeals Commission and Water Appeals Commission (PACWAC), part of the services delivered NICTS are directly created by Department for Infrastructure (Dfi) legislation, namely the Planning Act (NI) 2011, resulting in an increased financial impact to the DoJ annual budget without additional funding.

Police Service Northern Ireland (PSNI)

Justice Healthcare:

Examples of PSNI services which have a cross-cutting impact are:

1. The NI Executive has agreed to fund the role of the Mental Health Champion - the costs are split equally between all government departments. With a commencement date of June 2020, the total annual costs are up to £500k. The DoJ contribution to this initiative in 2020-21 was £42k.
2. Provision of a nurse led healthcare service to detained persons. This initiative commenced in Dec 2018 and has total annual costs of £1.2m (not funded by the DoJ). This provides an opportunity for Health and Social Care Trusts (HSCT) to deliver healthcare to detained persons, ensures equality of care and meets a number of Health objectives including those in the Health in Criminal Justice Strategy.
3. Provision of a multi-agency response to people in mental health crisis. This initiative commenced in the summer of 2018 and is funded by the Public Health

Agency (PHA). This service is primarily for people who find themselves in a health crisis with no access to the right service at right time. Although funded by PHA at present, PSNI provide a location and base for the team, as well as transport for face to face service.

Public Protection Branch:

PSNI have a Joint Protocol with Health and Social Care Trusts (HSCT) for the investigation of suspected child abuse cases, including Child Sexual Exploitation (CSE), and cases of abuse involving adults at risk of harm. These involve joint investigations between police officers and social workers, responding to reports of abuse and ensuring the safeguarding of victims, witnesses, and the wider community. This work seeks to prevent further harm by reducing repeat victimisation and repeat offending, working with partners such as HSCT and the Regulation and Quality Improvement Authority.

PSNI are represented on the Safeguarding Board for Northern Ireland (SBNI) which is health funded. Through this work, police officers chair committees including the Online Safety forum and the Child Sexual Exploitation (CSE) sub-group. This seeks to coordinate the work of all SBNI member agencies in relation to the implementation of the Criminal Justice Inspection Northern Ireland (CJINI) and Leonard Report recommendations in respect of CSE, and implementation of the new Northern Ireland Online Safety Strategy. PSNI are constituent members of the Board itself, and support the work of SBNI. This includes representation on the Domestic Violence sub-group; interfaith sub-group; and Child Protection sub-group. All of this contributes to providing services to victims of abuse, particularly children and reducing the burden on other government departments, particularly health.

PSNI are working with the Health and Social Care Board (HSCB) and a number of Trusts in relation to missing persons. This work is focused on creating a refreshed protocol for the joint response of missing episodes from HSCT establishments, leading

to effective outcomes for children and reduced demand across policing/Health by focusing on repeated missing episodes in particular.

PSNI jointly fund the Rowan Sexual Assault Referral Centre (SARC). This is a critical service for the investigation of serious sexual offences including rape, and supports victims of these horrendous crimes from a healthcare perspective, in addition to assisting in the progression of a criminal investigation. This victim-centred approach ensures victims get the healthcare advice at an early stage whilst forensic evidence is collected in parallel.

PSNI jointly fund the Multi-Agency Risk Assessment Conference (MARAC). The MARAC is a multi-agency forum in which high-risk domestic abuse cases are discussed, including those which are referred on professional judgment and repeat cases. The MARAC process acknowledges that effective risk assessment and safety planning cannot be achieved by any one single agency. This cross-cutting initiative includes DoH, PBNI, PSNI and other agencies such as Women's aid. The purpose is to safeguard victims from further harm, address the behaviour of the perpetrator, and safeguard others, such as any children involved and indeed the wider community.

PSNI jointly fund ASSIST advocates. These advocates assist victims of domestic and sexual violence and have special skills and experience of working with victims of abuse. The purpose of advocates is to ensure victims are safe, informed, and supported through their journey in the criminal justice system. This work supports the wider system by ensuring victims are given the help they need; prevented from suffering further harm; and by supporting victims through the process, ensuring justice is served and wider society protected.

Crime Prevention and Early Intervention:

Multi Agency Support Hubs

The operational function of Multi Agency Support Hubs within the PSNI is to facilitate bringing key professionals together, to enable better quality information sharing and

decision making. It allows partner organisations to work together to improve a person's situation. It facilitates early intervention to reduce vulnerability, with all partner agencies working together to ensure the best outcome for an individual or family. Evaluation was published in March 2021 provided an assessment of the types of services assessed by clients and the referring. The assessment provides an insight regarding cross-cutting impact and support the work of other departments. Support Hubs Evaluation (justice-ni.gov.uk) [evaluation-support-hubs-northern-ireland-infographics.pdf](#) (justice-ni.gov.uk)

Northern Ireland Policing Board (NIPB)

Policing and Community Safety Partnerships (PCSPs) deliver a significant number of projects and initiatives that have been demonstrated to improve the lives of citizens in the PCSP area, for example, Drugs and alcohol support, DSV education and victim support, road safety initiatives, community safety warden schemes and projects to address fear of crime for older or vulnerable individuals. As above, a budget reduction would have a knock-on effect on the PCSPs' ability to deliver the same level of initiatives.

Police Retraining and Rehabilitation Trust (PRRT)

PRRT provides specialist clinical health services, primarily psychological therapies and physiotherapy which contributes to alleviating waiting times and treatment pressures on the National Health Service (NHS). The proposed cuts will undoubtedly impact upon PRRT's service provision and capacity. As a result, it will give rise to a displacement of some clients who will then seek alternative treatment through the NHS. It should be noted that these displaced cases will require specialist treatment provision and contain a significant proportion of individuals who on assessment present risks to self and others.

Probation Board NI (PBNI)

PBNI delivers a range of services that impact across the NI Departments, mainly relating to health, but also the Department for Communities, Economy and

Education. Below is a list of projects that PBNI are currently working on that have impacts across other areas.

Name of Initiative	Brief summary of initiative	DoJ Contribution 20/21 (£000's)	Cross cutting area
Problem Solving Justice (PSJ) - ECO	The ECO pilot was developed in 2015 as a result of a request from the Lord Chief Justice for PBNI to provide an intensive alternative to short prison sentences. Enhanced Combination Orders (ECO's) have been available in two pilot areas (Ards and Armagh/South Down) since October 2015 and in the Northwest (Londonderry, Limavady and Strabane Courts) since October 2018. The focus is on addressing risk factors such as substance misuse and poor mental health. The service users have complex needs and often require interventions which are delivered by PBNI and community and voluntary sector partners; for example, ASCERT. The ECO programme has been baselined into the PBNI budget since 1 April 2021.	1,098.9	Links with health outcomes around substance misuse and poor mental health. PBNI also fund Barnardos £100k for parenting services which would again impact on health and education outcomes.

<p>'Engage' – Start 360</p>	<p>This service supports women in contact with the criminal justice system, and provides one-to-one interventions and group work to address mental health and wellbeing.</p>	<p>92</p>	<p>The Engage initiative directly links to DoH outcomes as it improves mental health and wellbeing and promotes resilience for women released from custody to the community. Individuals have reported difficulties accessing GP/mental health support in the</p>
			<p>community and as such, PBNI Psychology has provided additional support and interventions to our service users.</p>
<p>Protect Life – Start360</p>	<p>This is a Belfast based service providing individual mentoring support to service users who are at risk of suicide/self-harm. This is a time-limited intervention for individuals on Probation.</p>	<p>50</p>	<p>This project links to health outcomes as it works with individuals to reduce the risk of suicide and self-harm and also improves their mental health and wellbeing.</p>

<p>ASCERT</p>	<p>This service provides a Regional Rapid Response Addictions Service and mental health support to individuals supervised by PBNI in the community.</p>	<p>300</p>	<p>This links to health outcomes, as there is a significant need to address substance misuse/addiction issues and mental health difficulties of service users supervised by Probation (70% of those supervised by PBNI report having an alcohol or drug related problem). There has been a significant increase in demand for addiction/mental health support services during Covid. Our service users have historically reported difficulties accessing appropriate support in the community, thus funding for this project has assisted PBNI in the management and supervision of this client group in the community.</p>
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The ASCERT project associated with ASPIRE	This is a collaborative initiative delivered by PBNI, Northern Ireland Association for the Care and Resettlement of Offenders (NIACRO) and restorative justice partners to focus on diverting young men at risk of becoming involved, or further involved, in paramilitary and criminal behaviour. This service provides support for young males between 18-30 with a focus on addressing risk factors such as substance misuse and poor mental health.	80	Direct link to health based outcomes. There is significant Psychology input to the Aspire Project, providing assessment and specialist mental health interventions and therapies which PBNI provide. The cohort of individuals engaged in the Aspire project have historically reported difficulties accessing mental health support in the community, thus PBNI Psychologists have provided mental health assessments and interventions to date. Recent evaluations have indicated that this intervention has contributed significantly to the successful completion and positive outcomes of the many service users involved in the Aspire project.
Working Well programme	This program delivers funding to NIACRO to provide service users with employment based action plans in order to gain skills and find permanent employment.	100	Links to outcomes for delivery by Department for the Economy and Communities around increased employment and reduced reliance on benefit structure.

Transitions Programmes	PBNI provides funding to NIACRO to deliver mentoring services in the periods during the transition from custody into the community for service users. This provides assistance with	40	Links to outcomes for delivery by Department for the Economy and Communities around increased employment and reduced reliance on benefit structure. Also links in with access to mental health
	accommodation, finances, mental health and addiction.		and addiction services to assist with Health outcomes.
Promoting positive relationships programme - PSJ	This program is funded by DoJ and delivered by PBNI. PBNI staff will complete programs with individuals referred by the Health trusts with the aim of reducing domestic violence. Funding is also granted to women's aid to as a 'partner support provider'.	376	Direct relationship with DoH as services are provided based on referrals from Health Trusts, and benefits also to education with regards to the program outcomes. Program users are not within the Justice system at point of referral but provides early intervention and cross cutting benefits for a number of sectors.

The Committee agreed to write to the Department to request details of its plans for transformation and the associated costs and benefits; what it believes should be included in the Investment Strategy from a justice perspective; and what the Minister thinks the priorities for the Executive should be beyond the decision to prioritise Health.

The plans for transformation for the business areas within the DoJ are as follows:

NIPB

Independent Custody Visiting Digital Transformation

The Board's proposal would look to enhance the Custody Visiting Scheme by introducing IT to replace the existing paper driven administration of the Custody Visiting Scheme.

Last year Independent Custody Visitors (ICVs) carried out over 500 visits to Custody Suites across Northern Ireland. From this they complete (handwritten), and post back to the Board, a copy of the required form (CV2 or CV4). The Digital Transformation would look to move this paper based process to a secure online system.

In turn it would deliver a number of efficiencies. Primarily in terms of form completion for the ICVs and deciphering of said forms for administrators. It would enable more efficient processes to be put in place in relation to taking forward any concerns in relation to custody (and unsatisfactory visits). This could then be expedited once again when brought to PSNI's attention in seeking clarification / resolution. Efficiencies would also be delivered in relation to out-of-pocket expenses vouching; at present this cannot be completed unless all the necessary hardcopy forms are received.

This transformation would ensure that the Board's method of communication, in relation to the Custody Visiting Scheme, is keeping pace with modern technology.

The capital cost for this project over the three year period is £21k with annual revenue licence costs of £30k over the same period

Case Management System

The purpose of the bid is to modernise the current system for processing ill health retirement and injury on duty applications which is archaic, cumbersome and purely paper based. The Board currently has responsibility for managing and administering this paper based process as Scheme Manager of the relevant schemes. The current system is paper-based and a case management system is required in order to ensure the system is fit for purpose for both the administrators and scheme applicants and is processed in line with data protection legislation. The bid is further to various recommendations from auditors and other stakeholders. The delay in advancing this

project is further to a contemporaneous project involving key stakeholders to review and amend the Injury on Duty and Ill Health Retirement processes (further to a Northern Ireland Audit Office report from 10 March 2020 which recommended same). This process is ongoing with a public consultation due imminently and legislative amendment therefore. Once same is finalised, and roles and responsibilities are clarified, work on the business case can commence with input from the relevant and correct legislative bodies. The cost for this is approx. £500k capital in 2023/24 and £200k revenue over the period 2023-2025 for the digitisation of the paper records.

Web Site Software

The ReachDeck software product offers a holistic approach to monitoring the accessibility of the websites with a 3-in-1 approach. It has auditor, editor and toolbar functionality designed in response to the latest accessibility regulations, and ReachDeck have a wealth of experience in public sector accessibility. The capital cost over the three year period is £11k.

Other communications equipment

Other transformational equipment required over the three year period amounts to £46k and includes mobile phones, replacement digital display equipment and the replacement of laptops to: prepare video promotions; run remote working; and meetings.

Northern Ireland Courts and Tribunal Service (NICTS)

NICTS has established its Vision 2030 portfolio to deliver the Vision for the Modernisation of Courts and Tribunals which was published in March 2021. This will be delivered through 4 overarching programmes: Digital Modernisation; Service Design; People; and Estates Modernisation.

NICTS is currently quantifying and validating project resource costs associated with implementation as part of the ongoing budget planning process.

The modernisation of NICTS will require significant capital investment, currently estimated at £44m, which will enable a modernised technical and estate infrastructure to be established.

The Portfolio continues to develop the business cases required to initiate the required projects of work, and the resulting savings and wider benefits will be quantified through that process.

LSANI

LAMS (legal aid management system) is the centre piece of the Agency's transformation piece and all expenditure is linked to it either in capital or Resource DEL.

Transformational Expenditure LSANI 2022-25

CAPITAL EXPENDITURE	2022-23	2023-24	2024-25	Total
	£k	£k	£k	£k
LAMS Development (minimum viable product)	250	250	250	750
LAMS Transition costs	28	-	-	28
LAMS infrastructure upgrade e.g.: IT Assist refresh	-	50	-	50
Qlik (reporting tool)	3	3	3	9
Future requirements (IT driven technical refresh investment)	100	100	100	300
	381	403	353	1,137
REVENUE EXPENDITURE				
LAMS related operational costs	504	349	385	1,238
Total LAMS expenditure Capital & Resource	885	752	738	2,375

Northern Ireland Prison Service (NIPS):

New Facility for Women at Hydebank	This will create a discrete separate female facility within the current Hydebank Wood site by redeveloping the existing Ash and Beech Houses and completely separating them from the Secure College.
Reconfiguration of Magilligan	This will provide a modern, fit for purpose and staff efficient facility, which will deliver a safe, decent and secure environment for the rehabilitation of prisoners. This will include a new 240 Accommodation Block, new Independent Living Units for prisoners, a new Visits/Welcome Centre, a new energy centre and a new Admin building.
New Visits at Maghaberry	The existing visits facility was built to accommodate a population of 432 but the current population is 50% higher than this. The new Visits at Maghaberry will meet current and future requirements and deliver an enhanced, more family focussed visitor experience which is crucial for the rehabilitation of prisoners.
PRISM - BAU Change Controls post contract renewal (Includes all changes, e.g. causeway, safer custody and archiving, as well as enforced changes e.g. policy)	These changes are essential to ensure the PRISM system stays fit for purpose for NIPS. We have innovative working practices which are in line with emerging technology and digital solutions. In particular the target to - Extend the use of digital technology across the NIPS estate.
Online Visits web presence to allow people to book visits.	This change is essential to ensure that the service NIPS provides has a professional look and feel and will reduce the administrative overhead for officers and NIPS in general. We have innovative working practices which are in line with emerging technology and digital solutions. (In particular the target to - Extend the use of digital technology across the NIPS estate). It will also realise staff savings (Staff can be re-allocated to higher impact posts.).

<p>Technical Refresh of User Interface of PRISM to remove the intelligence from the oracle forms and move to browser based.</p>	<p>These changes are essential to ensure the PRISM system stays modern and fit for purpose for NIPS providing a new client that can be displayed on any device without the need for a client and making it truly hardware and software independent. We have innovative working practices which are in line with emerging technology and digital solutions. (In particular the target to - Extend the use of digital technology across the NIPS estate). It should also improve the service that NIPS are able to provide for the people in their care by making the use of the system easier and less time consuming.</p>
<p>Replacement of virtual visits/learning infrastructure</p>	<p>If we don't replace and procure a new infrastructure to enable virtual visits and learning, we will eventually either be left with a system that does not function or will not be licensed appropriately. This service is now business critical.</p>
<p>Prisoner Portal</p>	<p>Service would provide benefits by reducing staff time on resource intensive tasks and empowering inmates to manage aspects of their own prison life</p>
<p>NIPS Replacement Video Endpoints (DX 80 -SX10)</p>	<p>IT Assist would remove the endpoints from their service and we would have to transport more prisoners to court for court appearances.</p>
<p>L&S Replacement Server and Network Infrastructure</p>	<p>If we don't replace the system infrastructure promptly as they become out of date they will eventually fail. This adversely affects the level of service we can provide to L&S and PDU. Ultimately affecting NIPS capability to Reduce Reoffending through education.</p>
<p>L&S Replacement PCs and Printers</p>	<p>If we don't replace PCs promptly as they become out of date they will eventually fail. This adversely affects the level of service we can provide to L&S and PDU. Ultimately affecting NIPS capability to Reduce Reoffending through education.</p>

Security - X-Ray Body Scanners	The Operations Directorate has been researching how to modernise security functions throughout the entire prison estate. The procurement of specialised equipment under the heading of Security Equipment will help to counteract threats from organised crime gangs both inside and outside our establishments which will provide a safe, secure and decent environment for both prisoners and staff.
Security - Equipment including radio network	The Operations Directorate has been researching how to modernise security functions throughout the entire prison estate. The procurement of specialised equipment under the heading of Security Equipment will help to counteract threats from organised crime gangs both inside and outside our establishments which will provide a safe, secure, and decent environment for both prisoners and staff.
NIPS Replacement PCs, Laptops, Software and Printers	If we don't replace PCs promptly as they become out of date they will eventually fail. This adversely affects the level of service we can provide to NIPS. Ultimately affecting NIPS capability to perform their duties effectively.
X-Ray Body Scanners	The Operations Directorate has been researching how to modernise security functions throughout the entire prison estate. The procurement of specialised equipment under the heading of Security Equipment will help to counteract threats from organised crime gangs both inside and outside our establishments which will provide a safe, secure and decent environment for both prisoners and staff.

YJA Repurposing of Woodlands Juvenile Justice Centre:

A joint DoJ/DoH Programme Team is leading on the development of design proposals for an integrated Care and Justice Campus, to deliver on recommendations from reports on both custody and secure care. Currently, YJA jointly funds the Programme

Team, which is expected to be £200k in 2022/23. There may be additional capital costs when the consultation and design stage is completed. Given that we are at an early stage in this programme, it is impossible to gauge the quantum of capital funding required at this time. However, as it is not a new build project, the capital works are considered relatively minor.

While the primary focus of this programme is not specifically to generate savings, it is expected that efficiencies (resource) may arise through economies of scale in respect of the integration of services such as education, health and catering inter alia. It is intended to use any savings that arise to plug identified gaps in services for vulnerable children in the community to prevent re-offending. The benefits will in the main be focussed on creating a considerably improved service for children and young people. The Campus has the potential to make a significant improvement in overall life outcomes for children and young people in Northern Ireland and to deliver on several Programme for Government (PfG) commitments.

Safer Communities Directorate (SCD)

Interfaces team - interface reduction and removal work is an effective 'invest to save' approach. Every time an interface fence or wall is taken down, we don't have to incur costs maintaining it (or replacing it if it's nearing the end of its shelf life). When we remove an interface gate, we don't have to pay contractors to open and close them on a daily basis.

Prisoner Ombudsman's Office NI

The Prisoner Ombudsman's Office is hoping to procure a new case management system. Total capital costs have been estimated at £250k i.e. £125k each year over or 22-23 and 23-24. Annual support costs estimated at £12k per year, in addition to the development of a product specification costs of c£25k.

The benefits of a new CMS as a digital solution include:

- (i) Improved recording and delivery of case management information,

- (ii) Faster information sharing,
- (iii) Improved information security,
- (iv) Improved management reporting information, and
- (v) Capacity to interrogate data more quickly

State Pathologist's Department (SPD)

SPD - Development and Implementation of a new case management system (CMS). There is a need for this as the CMS needs modernised to comply with Human Tissue Association (HTA) recommendations. Failure to do so will leave SPD vulnerable to challenge and unable to contribute to an effective justice system in NI.

Benefits:

- To ensure that SPD has a CMS which enables it to meet HTA licensing requirements;
- To ensure SPD has access to a CMS that enhances the extent and quality of management information and produces required information in a timely manner;
- Improved efficiency of staff time due to the introduction of a modern system with enhanced automation throughout; and
- Ensure SPD operates with procurement laws.

Costs (est.):

- Capital - £100k in 2021/22; £900k in 2022/23
- Resource - £330k (6 year costs)

PBNI

PBNI is planning to continue with a number of projects and undertake works to modernise the probation service.

Pay modernisation is one of the main challenges for PBNI. The plan is to reform the pay and grading structure for PBNI staff to provide a more reflective and appropriate framework. The aim will also be to remove the current disparity of pay progression between Probation Officers and healthcare based social workers. Initial costings show a

minimum requirement of £1.3m over the three year budget period to deliver the changes required, with further costings required as the proposals are developed. The main benefits we hope to realise will be to achieve higher levels of retention, creating a more stable workforce and the ability to attract experienced social workers into probation.

PBNI will also continue to develop its Electronic Case Management System. The system has been live for just under a year and has been successful in helping to reduce duplication and provide more effective and efficient work practices, in line with practice standards. In 2022-23 we plan to become a Causeway sharing partner. On-boarding will transform how PBNI interacts with the other Criminal Justice Organisations and the criminal justice system, and will fundamentally change the role of a number of staff, freeing up resources to be redeployed to other business critical areas. It is anticipated that there will be costs for PBNI of approximately £325k across the budget period. PBNI is also currently in the process of implementing a new integrated HR and Payroll system, this will streamline processes and provide a more efficient service for staff and back office functions. The initial costs of the system over the next 5 years will be in the region of £280k with some anticipated staff savings to be realised upon completion of the project to offset this.

PBNI will also be undertaking a review of its Estate Strategy, to ensure that it is fit for purpose, taking into account a more flexible working approach going forward. At present work is not far enough progressed to provide costs and benefit estimates.

Office of the Police Ombudsman NI (OPONI)

OPONI are in the process of developing a business case for a replacement case management system. The costs of the range of options being considered are not yet determined, however, OPONI would estimate them to be with the range of £1.5 - £3m.

The anticipated benefits could include but are not limited to:

- Improve the service delivery for the organisation and provide flexibility for enabling future change to the system.
- The ability to use, store, retrieve and share digital evidence (with relevant stakeholders).

- Facilitate mobile and remote working for users.
- Potential to improve citizen access to case progression via electronic self-service and information sharing, if possible.
- Improve Records Management and Information Assurance responsibilities (e.g. retention and disposal).
- Improve system stability and disaster recover capability, through an updated IT system infrastructure
- Improve information management system capability to monitor, assess and evaluate organisational performance
- Mitigate risks associated with the current contract management arrangements.

PRRT

The client management system is a cost of approx. £250k and the benefits are as follows:

The benefits that PRRT would hope to gain from a new CMS are:

- Improved efficiency for administration tasks including authorisation code automatic updates, a central point for letter and task generation, the ability to upload information from externally/email, reduced use of paperwork which must be scanned and uploaded to input directly unto the CMS.
- Improved ability to generate appropriate reports from all populated fields in all departments.
- Improved efficiency in clinical note keeping to allow for improved time management.
- Improved governance of CMS e.g. improved audit logs.
- To be able to create new processes that are paperless or paper light.
- To be able to receive updates, advances within the CMS throughout the length of the contract in order to keep up to date with improving technology.
- To provide all the requirements of case management within all 3 service departments.
- To allow for adaptations within the CMS if professional or General Data Protection Regulation (GDPR) standards change.
- Maintenance of the CMS product throughout its lifespan of use.

- Maintenance of Data security.
- Maintenance of professional notes standards in keeping with professional bodies.
- Fully GDPR compliant.
- Automatic detection of data retention period of cases.
- Increased efficiency with Data Protection Act 2018 in note requests.
- A fully supported system for the duration of contract, reducing risk for data management for PRRT.

Regarding what the DoJ believes should be included in the Investment Strategy from a justice perspective;

The DoJ welcomes the Investment Strategy which provides a forward look to 2050 which is aligned with other Executive key strategies including Green Growth and Energy.

There is a need to ensure we are strengthening our existing services while planning for the future, with a need to be realistic about what may be achievable given the budgetary challenges ahead. The capital budget will not meet all the requirements and it is important to recognise the significant resource needed to deliver this.

We will invest in the transformation of our justice system by investing in technology and facilities that support the delivery of a modern, responsive justice system.

For example, investment in IT for the justice system is needed to enable the greater use of remote hearings, improve the online submissions of documents and speed up the payment of fines. For cases that go to court, we need improved buildings that meet the needs of vulnerable witnesses and defendants. The NI Courts and Tribunals Service (NICTS) will target investment to deliver a more consistent standard of accommodation, facilities and services for all court and tribunal users. For those in the care of the NI Prison Service, there will be a focus on using digitalisation to improve staff and prisoner safety, enhance prisoner independence and family connectivity and maximise efficiency.

Policing is changing as we move away from the legacy of the past, resulting in the sale of surplus assets such as redundant police stations and housing. New police training facilities are needed to enable and support new policing models and technology. Police headquarters will be rationalised, shared administration systems implemented, and new analytic capabilities developed to meet the needs of policing in the twenty-first century. A major upgrade is planned for the regional communications network, shared across the 'blue light' services and other critical public sector services.

Regarding what the Minister thinks the priorities for the Executive should be beyond the decision to prioritise Health:

The NI Executive 2022-25 Draft Budget seeks to prioritise health. However, support for good mental and physical health of people and communities is not delivered by the Department of Health (DoH) alone: the substantial contribution of policing and justice and our partners, such as social workers in courts, police as first responders to harm, and early intervention to address complex issues such as addiction and mental health should not be overlooked. Significant numbers of people in the justice system are also the biggest users of the health service. Therefore, investing appropriately in tackling the problems at source will help to reduce the burden on health.

The Committee understands that the Children's Services Co-operation Act 2015 enables departments to pool resources and agreed to ask the Department what scoping exercises have been undertaken across the justice system to identify services for children and young people that may be reduced or withdrawn and what representations have been made by the Minister to her Executive colleagues regarding the pooling of budgets for the provision of services for children and young people.

YJA

The Department's Draft Budget 2022-25 Consequences Document, published last month, makes clear that the budget reductions faced by my Department will impact on the ability of the YJA to continue the joint funding and roll-out of dedicated Child and

Adolescent Mental Health Services (CAMHS) for young people within the criminal justice system and will require the Agency to divert resources to ensure continued delivery of the Agency's statutory services.

The Justice Minister continues to engage with other Executive Ministers on the potential impacts of budget reductions across Justice, but as yet there have been no representations by the Minister to the Executive regarding the pooling of budgets for the provision of services for children and young people. The YJA has a statutory duty to provide education, vocational training and medical provision to young people in custody, and has proactively responded to a gap in effective mental health services for young people in our care by co-funding (with Trusts) community-based CAMHS on a pilot basis in two of our five areas. This was welcomed by the cross-Government and crosssectoral Children and Young People's Strategic Partnership as an innovative approach to working effectively across agencies to deliver better outcomes for children. It had been our hope to continue to extend this service to the other three YJA area teams over the next three years. Given the Draft Budget, maintaining the service in the existing two areas will be difficult and extending the pilot to the other areas very unlikely.

Costs are paid for directly by YJA.

SCD

The only service which touches upon children and young people is the Northern Ireland Appropriate Adult Scheme (NIAAS) – it's a statutory responsibility of the Department and as such, is not necessarily open to discussion with other Departments about pooling of budgets.

Access to Justice

DoJ will continue to fund NSPCC's Young Witness Service to provide support services to children and young people who are victims and witnesses of crime, as they engage with the criminal justice system.

A 2% reduction to NICTS budget would impact on their day to day business, potentially resulting in significant delays to the speed of the civil and criminal justice system, with associated impacts on service users including vulnerable adults, families and children who need vindication of their rights through access to justice.

As a result of the budget reductions, it will not be possible to progress all planned Gillen Review recommendations (which was a New Decade, New Approach commitment). This could impact improvements for child witnesses; improvements to Achieving Best Evidence; measures to 'fast track' sexual offence cases involving under 13s; a pilot for pre-recorded cross examination and the further provision of remote evidence facilities.

LSANI

The legal aid system supports directly and indirectly a wide range of advice, assistance and representation for children and young people, the following list is not exhaustive:

- (i) in family and matrimonial cases - ward ship and adoption proceedings, protecting their interests in public law cases, contact cases which directly impact on their lives and relationships, divorce which can include support for children;
- (ii) in civil litigation – a range of scenarios where children suffer damages including catastrophic injuries at birth, variety of scenarios in which children seek to enforce their right by challenges to various state bodies; and
- (iii) in criminal matters – children and young people receive criminal legal aid as defendants

While the budget will not directly result in these services not being available, the reduction in legal aid funding will mean that there will be significant delays in paying for the services provided. This is likely to result in some solicitors and barristers not providing services or ceasing to practice all together. This will impact on access to justice as the pool of and the accessibility to providers will reduce. This same risk is also likely to apply to experts who are engaged to further the interests of the children and young people.

NIPB

NIPB part fund the PCSPs who have a total budget of £4.5m. In reviewing their Action Plans, almost half of their operational budget (£2.1m) is allocated to Children & Young People projects and initiatives which cover thematic areas such as road safety, drugs and alcohol, anti-social behaviour, domestic and sexual violence, and cybercrime. A budget reduction would have an impact on the number and scale of such projects across the PCSPs.

**CLAIRE McCORMICK
DALO**