

Department of Justice

Strategic Plan

2014-17



Message from the Minister

As the Minister of Justice, and in accordance with the government's commitment to accountability, I hereby submit the 2014-17 Strategic Plan of the Department of Justice. I am accountable for the preparation of this plan and the achievement of goals and objectives contained in it under subsection 5 (4) of the *Transparency and Accountability Act*.

This strategic plan focuses on areas that include enhancing public safety and court security, improving access to justice, supporting gender equity in the workplace and addressing workforce issues through enhanced outreach activities.

Recently, the Department of Justice has invested considerable resources in its effort to make communities in the province as safe as possible for residents. This work will continue as we support our staff in their efforts to further strengthen the justice system in Newfoundland and Labrador.



Sincerely,

A handwritten signature in black ink that reads "Terry French". The signature is fluid and cursive, written in a professional style.

TERRY FRENCH, MHA
Conception Bay South
Minister



Table of Contents

Message from the Minister	i
Overview	1
Mandate	1
Lines of Business	2
Values	3
Primary Clients	4
Vision	4
Mission	5
Strategic Directions Summary	6
Issues	6
Appendices	15
Appendix A: Strategic Directions	17
Appendix B: Electoral Boundaries Commission	18

Overview

In 2013-14, the department employed more than 1,573 individuals, including the Royal Newfoundland Constabulary (RNC). The overall gender breakdown for staffing in the department is approximately 48 per cent female and 52 per cent male. Additionally, pursuant to the Provincial Policing Services Agreement and the Community Tripartite Agreements, in 2013-14 the Royal Canadian Mounted Police (RCMP) employed approximately 431 officers and approximately 110 civilian members and support staff to provide frontline policing services in approximately 49 detachments throughout the province. Department of Justice officials and employees are situated throughout the province.

The Department of Justice employs lawyers, police officers, social workers, psychologists, counsellors, correctional officers, youth care counsellors, deputy sheriffs, fish and wildlife enforcement officers, information management specialists, administrators, financial managers, nurses, educators and administrative support staff. Efforts continue towards employment equity within sectors of justice that have historically been composed of disproportionate numbers of males to females.

The Department of Justice budget for 2014-15 is as follows:

Current Account	\$237,838,600
Capital Account	\$11,747,500
Gross	\$249,586,100
Related Revenue	\$13,362,800

Mandate

The mandate of the Department of Justice derives primarily from the *Executive Council Act*. This mandate reflects the dual responsibilities of the Minister of Justice and the Attorney General for Newfoundland and Labrador. While several other Canadian jurisdictions have separate ministries for Justice and Attorney General, the structure is consolidated in Newfoundland and Labrador. The Department of Justice responsibilities involve administering the province's legal system. The principal components include family justice services, fines administration, support enforcement, policing, sheriff's office, adult secure custody, adult probation services, secure youth justice services, victim services, fish and wildlife enforcement and administration of the courts.

Reflecting the role and authority of the Attorney General, the Department of Justice provides legal services to the Crown including legal advice to departments, litigation, prosecution and legislative drafting services. While the *Executive Council Act* is the primary legislative authority for the Department of Justice mandate, the policies, services and programs are also governed by 100 pieces of legislation, which the Department of Justice is responsible for administering.

Lines of Business

Civil Law Division is responsible for providing legal services to provincial government departments and agencies. These services include providing legal opinions, drafting commercial and financial documents, and representing the provincial government and its agencies in negotiations and civil actions before administrative tribunals, all levels of court and judicial inquiries.

Corrections and Community Services has responsibility for offenders, as well as for victims of crime. It is responsible for the safe and secure custody of young and adult offenders; for providing adult community corrections in the form of probation services; and for providing services to victims of crime involved in the criminal justice system.

Court Services is responsible for providing infrastructure and administrative support to the Supreme Court of Newfoundland and Labrador and the Provincial Court of Newfoundland and Labrador.

Family Justice Services is responsible for promoting dispute resolution outside the Court process in helping families resolve separation and divorce issues. The program assists parties in resolving custody, access and child support issues and offers parent information sessions, mediation, counselling, as well as recalculation of child support.

Office of the Legislative Counsel provides legislative drafting services to government. Additionally, in conjunction with the Office of the Queen's Printer and the House of Assembly, it ensures the publication and dissemination of provincial legislation.

Policing Services are delivered through the province's two policing agencies: the RNC and the RCMP. Through a broad range of policing services, both police forces are responsible for fostering and maintaining peaceful and safe communities.

Additional **Enforcement Services** include: the Office of the High Sheriff, which provides administrative, jury and security services to the Supreme and Provincial Courts; the Support Enforcement Program, which collects and distributes court-ordered funds for support; and the Fish and Wildlife Enforcement Division, which focuses on protecting the province's valuable fish and wildlife resources.

Public Prosecutions is responsible for prosecuting all offences pursuant to the Criminal Code of Canada and provincial statutes. Prosecutors appear in every level of court in the province and in the Supreme Court of Canada. Public Prosecutions also provide legal opinions and advice on criminal and criminal-related matters to policing agencies and other government departments that enforce provincial statutes.

Values

Accessibility:

Each person endeavours to enhance access to justice.

Collaboration:

Each person seeks opportunities to work cooperatively to enhance service delivery and achieve efficiencies.

Excellence:

Each person demonstrates professionalism and strives to do his/her personal best in carrying out duties.

Fairness and Dignity:

Each person demonstrates sensitivity, respect and tolerance for diversity and delivers services in a non-judgmental manner.

Independence:

Each person fosters public trust by performing his/her duties with impartiality.

Integrity:

Each person maintains the highest professional and ethical standards in dealings with clients and each other.

Trust and Accountability:

Each person shares and protects information, as appropriate, and follows through on requests and commitments.

Primary Clients

General Public

At the broadest level, the general public is the largest client group for the Department of Justice. The general public relies on the effectiveness and fairness of the justice system to protect people's fundamental rights, liberties and freedoms.

Government Departments and Agencies

The Civil Law Division provides legal advice and representation in litigation to government departments and agencies and Legislative Counsel provides legislative drafting services. Public Prosecutions also provides legal advice on criminal law issues to government departments and agencies involved in the enforcement of provincial statutes.

Individuals

At the individual level, those who are victims of a crime and those who are accused or convicted of criminal offences are clearly identified recipients of justice services and interventions. Victims or offenders may require the intervention of police, court services, prosecutions, legal aid, victim services or corrections at various times throughout the justice process. Clients in family law matters may seek dispute resolution and counselling services through Family Justice Services. Additionally, there are individuals who rely on the Support Enforcement Program to collect and disburse amounts owing to them through court orders.

Vision

A justice system that is accessible and understood and which plays a key role in creating a fair, equitable and safe society where all people can pursue their lawful rights and freedoms.

Mission

The mission statement identifies the priority focus areas of the Minister over two planning cycles. The timeframe covered by the current mission statement is 2011-2017. It represents the key longer-term results that the Minister will be looking towards in moving forward on the strategic directions of government. The statement also identifies the measures and indicators that demonstrate progress towards the achievement of the mission. Given the role the Department of Justice plays in society, it is critical that it ensures the public has the utmost trust and confidence in the services it provides and the professionals who provide them. During the next three years (second planning cycle), the department will:

- enhance responses to organized crime, drug trafficking, child exploitation and intimate partner violence;
- implement enhancements to court security;
- focus on fostering a workplace that supports gender equity; and
- address workforce issues through enhanced outreach activities.

Mission Statement:

By March 31, 2017, the Department of Justice will have enhanced services and responses to improve public protection and access to justice in a manner that is sensitive to the diverse needs of its clients.

Measure: Enhanced services and responses

Indicators:

Quality of select service areas enhanced

Targeted professional development opportunities provided

Resource efficiencies achieved

Diverse needs addressed

Oversight and accountability processes enhanced, as appropriate

Strategic Directions Summary

Strategic directions represent significant desired outcomes that the department works towards and which may require combined effort. These major directions usually come from such sources as platform documents, Throne and Budget speeches, policy documents and other communiqués and public commitments. The department is required by legislation to incorporate these directions into the strategic planning process to ensure key commitments are being advanced and met. For this planning cycle, the Department of Justice Strategic Directions are:

Strategic Direction 1: Public Protection, Order and Safety

Strategic Direction 2: Access to Justice

Strategic Direction 3: Public Trust and Confidence

For the full version of the strategic directions please see Appendix A.

Issues

Within the overall context of our strategic directions, focused strategic issues are identified for action. As this plan clearly demonstrates, these issues do not represent the total of all actions and efforts of the Department of Justice. However the strategic issues have clearly articulated goals, objectives and associated measures and indicators. They must be able to be met within the department's authority, funding, resources and mandate. This section focuses on the 2014-17 strategic issues for the Department of Justice.

Issue 1: Community Safety

Issue 2: Enhancements to the Office of the High Sheriff

Issue 3: Gender Equity

Issue 4: Strengthened Workforce

Issue 1: Community Safety

The Department of Justice is committed to ensuring the safety of our communities. Through the dedicated policing services of the RNC and the RCMP, the department will continue to focus efforts on addressing organized crime, drug trafficking, child exploitation and intimate partner violence.

The Combined Forces Special Enforcement Unit of Newfoundland and Labrador (CFSEU-NL) is dedicated to addressing organized crime, drug trafficking and child exploitation. Over the next three years, in addition to its ongoing operations, the CFSEU-NL will enhance public education and awareness, particularly regarding child exploitation.

Additional resources will be added to our police forces. New policing positions will be implemented to develop an integrated policing initiative to address the serious issue of intimate partner violence. The involvement of both the RNC and RCMP will enable a comprehensive provincial plan. The Policing Studies Program at Memorial University will expand class size for additional RNC recruits. This will help to ensure a strong and stable police force.

This focus supports the strategic direction entitled Public Protection, Order and Safety.

Goal 1:

By March 31, 2017, the Department of Justice will have implemented initiatives that enhance community safety.

Measure: Initiatives to enhance community safety implemented

Indicators:

- Responses to organized crime, drugs, child exploitation and intimate partner violence enhanced
- Community partnerships enhanced
- Community engagement enhanced
- Youth engagement enhanced
- Additional police resources hired



Objective 1.1:

By March 31, 2015, the Department of Justice will have enhanced its capacity to address organized crime, drugs, child exploitation and intimate partner violence.

Measure: Capacity to address organized crime, drugs, child exploitation and intimate partner violence enhanced

Indicators:

Increased recruitment to the Police Studies Program at Memorial University

Enhanced RCMP resources in targeted areas

Implemented an integrated RCMP/RNC policing model for intimate partner violence

Enhanced community partnerships

Enhanced capacity and supports to CFSEU-NL

Objective 1.2:

By March 31, 2016, the Department of Justice will have implemented initiatives to further enhance its response to organized crime, drugs, child exploitation and intimate partner violence.

Objective 1.3:

By March 31, 2017, the Department of Justice will have implemented initiatives to enhance the inclusion of the community in addressing community safety issues.

Issue 2: Enhancements to the Office of the High Sheriff

In June 2013, the Department of Justice announced an external review of the Office of the High Sheriff. The review was completed by retired Inspector Leigh DesRoches, a 42-year veteran with the RCMP, and was released publicly in March 2014. All 16 recommendations contained in the report have been accepted by Government and will be phased-in over the next three years. Investments will be made in staffing levels, organizational structure improvements and enhanced security measures.

This focus supports the strategic direction entitled Public Protection, Order and Safety.



Goal 2:

By March 31, 2017, the Department of Justice will have implemented the recommendations contained in the external review of the Office of the High Sheriff using a phased-in approach.

Measure: Recommendations contained in the external review of the Office of the High Sheriff implemented

Indicators:

Staffing levels increased in select areas

Organizational structure improvements implemented

Enhanced security measures implemented

Objective 2.1:

By March 31, 2015, the Department of Justice will have implemented phase 1 of the recommendations of the external review of the Office of the High Sheriff.

Measure: Phase 1 recommendations implemented

Indicators:

Staff recruitment requirements addressed

Staff engagement and communications enhanced

Safety enhanced through improvements to equipment and infrastructure

Point of Entry Screening for Supreme Court Family Division and Corner Brook court house implemented

Objective 2.2:

By March 31, 2016, the Department of Justice will have implemented phase 2 of the recommendations of the external review of the Office of the High Sheriff.

Objective 2.3:

By March 31, 2017, the Department of Justice will have implemented phase 3 of the recommendations of the external review of the Office of the High Sheriff.

Issue 3: Gender Equity

The Department of Justice will continue its efforts to mobilize the knowledge and expertise available through a more balanced and representational workforce. Gender equity contributes to a highly skilled workforce, which fosters confidence and trust with the public. In recent years, the department has made significant progress towards increasing women's participation in areas of the workforce that have been traditionally male-dominated. At the end of March, 2013:

- 25 per cent of RNC uniformed services were women;
- 24 per cent of uniformed Correctional Officers were women; and
- 20 per cent of Deputy Sheriff's and Baliffs were women.



Over the next three years, the department will further its work in this area by identifying and addressing barriers to ensure enhanced participation of women in these roles.

This focus supports the strategic direction entitled Public Trust and Confidence.

Goal 3:

By March 31, 2017, the Department of Justice will have expanded gender equity initiatives to support women's participation in non-traditional roles.

Measure: Gender equity initiatives expanded

Indicators:

Initiatives to enhance gender equity implemented

Responses to gender equity issues enhanced

Progress towards gender equity assessed

Objective 3.1:

By March 31, 2015, the Department of Justice will have implemented initiatives to enhance gender equity.

Measure: Initiatives to enhance gender equity implemented

Indicators:

Community of practice implemented to focus on and support gender inclusive approaches

Respectful workplace training plans and priorities developed

Respectful workplace training opportunities provided

Targeted female recruitment initiatives implemented

Opportunities for staff input provided

Objective 3.2:

By March 31, 2016, the Department of Justice will have enhanced its response to gender equity issues.

Objective 3.3:

By March 31, 2017, the Department of Justice will have assessed its progress towards gender equity to inform future work in this area.

Issue 4: Strengthened Workforce

The Department of Justice recognizes that the key to achieving its mandate is a stable, highly skilled workforce. Over the next three to five years, a significant number of employees will be eligible for retirement. In order to prepare for upcoming retirements, the department is taking a strategic approach to strengthening its workforce. It will accomplish this through progressive recruitment, professional development and retention practices. While the mandate of the Human Resource Secretariat encompasses all of government, the Department of Justice has an independent, strategic and lead role to play, particularly with respect to outreach activities.

This focus supports the strategic direction entitled Public Trust and Confidence.



Goal 4:

By March 31, 2017, the Department of Justice will have addressed workforce planning priorities.

Measure: Workforce planning priorities addressed

Indicators:

Workplace engaged in outreach

Training opportunities provided

Outreach recruitment activities enhanced through innovation

Objective 4.1:

By March 31, 2015, the Department of Justice will have implemented initiatives to enhance outreach.

Measure: Initiatives to enhance outreach implemented

Indicators:

Website and social media enhancements implemented

Career information enhanced

Promotional materials developed and distributed

Physical fitness testing preparation sessions developed and offered for individuals considering a career in areas with physical fitness requirements

Objective 4.2:

By March 31, 2016, the Department of Justice will have implemented enhanced training and mentoring initiatives to support organizational growth and development.

Objective 4.3:

By March 31, 2017, the Department of Justice will have assessed recruitment processes to address future workforce requirements.

Appendices

Appendix A: Strategic Directions

Strategic Direction 1:	Public Protection, Order and Safety			
Outcome Statement:	Continuous improvement of public protection, order and safety for the people in Newfoundland and Labrador.			
This outcome supports the policy direction of government and will require systematic intervention in the following areas:				
Components of Strategic Direction	Applicable to other Entities Reporting to the Minister	This Direction is addressed:		
		In the department's strategic plan	In the department's operational plan	In the branch/divisional work plans of the department
Organized Crime, Drug Trafficking and Child Exploitation		✓		
Intimate Partner Violence		✓		
Corrections Legislation			✓	
Infrastructure				✓
Office of the High Sheriff		✓		

Strategic Direction 2:	Access to Justice			
Outcome Statement:	Enhanced access to justice through ongoing innovations and efficiencies in the delivery of justice services.			
This outcome supports the policy direction of government and will require systematic intervention in the following areas:				
Components of Strategic Direction	Applicable to other Entities Reporting to the Minister	This Direction is addressed:		
		In the department's strategic plan	In the department's operational plan	In the branch/divisional work plans of the department
Office of the Public Trustee			✓	
Self-Represented Litigants			✓	
Family Justice Services				✓
Civil Division				✓
Legal Aid	✓			✓

Strategic Direction 3:	Public Trust and Confidence			
Outcome Statement:	A justice system that continues to ensure the trust and confidence of the people it serves.			
This outcome supports the policy direction of government and will require systematic intervention in the following areas:				
Components of Strategic Direction	Applicable to other Entities Reporting to the Minister	This Direction is addressed:		
		In the department's strategic plan	In the department's operational plan	In the branch/divisional work plans of the department
Code of Conduct				✓
Gender Equity		✓		
Aboriginal Justice			✓	
Strengthened Workforce		✓		

Appendix B: Electoral Boundaries Commission

The Electoral Boundaries Commission was active in 2006; however, it is currently disbanded. The Electoral Boundaries Commission will be appointed again in 2016, at which time it will meet its planning and reporting requirements as appropriate under the *Transparency and Accountability Act*. In the interim, this appendix will serve to describe the activities of the Commission when it is active, as prescribed in the *Electoral Boundaries Act*.

Overview

The *Electoral Boundaries Act* states the Electoral Boundaries Commission shall consist of five members. The chairperson is to be appointed by the Chief Justice of Newfoundland and Labrador, and the additional four members are to be appointed by the Speaker of the House of Assembly. The Commission is responsible to the Minister of Justice, and its financial information is included in the financial information for the Department of Justice.

Mandate

The Commission is directed to divide the province into 48 proposed one-member districts. The *Act* provides that the Commission divide the Labrador portion of the province into four proposed districts and shall describe the boundaries of those districts in such a manner that the proposed new districts conform as closely as practicable to the present districts. With regard to the island portion of the province, in 2006, the Commission determined the boundaries by obtaining a quotient for each proposed district by dividing the total population of the province (except that portion of the total population living within the area of the province comprising Labrador) by the number 44. In 2016 and subsequent years, the Commission will determine the boundaries by obtaining a quotient for each proposed district by dividing the total population of the province by 47, as per the *Electoral Boundaries Commission Act*.

The Commission shall assume that the proportion of electors to the general population is constant throughout the province. Where the Commission considers it necessary to do so, it may depart from the quotient not to a greater extent than 10 per cent more or 10 per cent less of the quotient. The Commission may also recommend the creation of a district with a population that departs from the quotient up to 25 per cent more or 25 per cent less of the quotient, where the Commission concludes that the departure is warranted by special geographic considerations.

The Commission will submit a report to the Minister of Justice setting out its recommendations concerning the division of the province, the description of the boundaries and the name to be given to each district, which names shall incorporate the historical and geographical factors that the Commission considers appropriate.

Department of Justice

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