

Department of Justice

Strategic Plan 2011-14

Newfoundland
Labrador

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Message from the Minister



As Minister of Justice and Attorney General, and in accordance with government's commitment to accountability, I hereby submit the 2011-14 Strategic Plan of the Department of Justice. I am accountable for the preparation of this plan and the achievement of the goals and objectives contained in it under subsection 5(4) of the *Transparency and Accountability Act*.

This strategic plan focuses on the justice system fundamentals of public protection, order and safety; access to justice; public trust and confidence; and in ensuring our work is conducted innovatively, efficiently and with a view to the benefits of technological enhancements.

In recent years, the Department of Justice has received tremendous support in providing more progressive and responsive services to the citizens of this province. I am committed to maintaining this momentum as we embark on this new strategic blueprint.

Sincerely,

Felix Collins
Minister of Justice and
Attorney General



Plan At A Glance

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	By March 31, 2017, the Department of Justice will have ensured high quality, professional and efficient services are delivered and which respond to the diverse needs of those we serve.

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.

Goal 1:	By March 31, 2014, the Department of Justice will have implemented initiatives to enhance public trust and confidence.	
	Objective 1.1:	By March 31, 2012, the Department of Justice will have assessed initiatives that demonstrate commitment to public trust and confidence.
	Objective 1.2:	By March 31, 2013, the Department of Justice will have implemented select initiatives that demonstrate commitment to public trust and confidence.
	Objective 1.3:	By March 31, 2014, the Department of Justice will have assessed the progress of initiatives that demonstrate commitment to public trust and confidence.

Plan At A Glance

Goal 2:	By March 31, 2014, the Department of Justice will have enhanced its responsiveness to clients' diverse needs and interests..	
	Objective 2.1:	By March 31, 2012, the Department of Justice will have enhanced partnerships with diversity and equality seeking groups.
	Objective 2.2:	By March 31, 2013, the Department of Justice will have improved awareness activities and training opportunities.
	Objective 2.3:	By March 31, 2014, the Department of Justice will have enhanced its recruitment practices to reflect the diverse needs and interests of its clients.
Goal 3:	By March 31, 2014, the Department of Justice will have enhanced public access by addressing select issues.	
	Objective 3.1:	By March 31, 2012, the Department of Justice will have researched barriers impacting access to justice.
	Objective 3.2:	By March 31, 2013, the Department of Justice will have enhanced outreach services based on research findings.
	Objective 3.3:	By March 31, 2014, the Department of Justice will have enhanced eligibility criteria and service delivery responses in select programs.

Departmental Overview

Mandate

The mandate of the Department of Justice derives primarily from the *Executive Council Act*. This mandate reflects the dual responsibilities of its Minister as both 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 has responsibility for administering the province's legal system. The principal components include administration of the courts, policing, adult corrections, secure youth justice services, victim services and wildlife and fish enforcement.

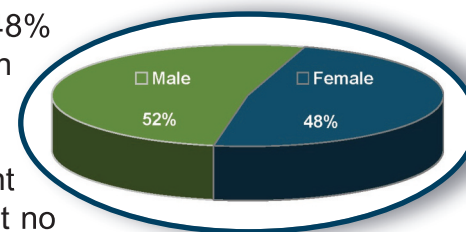
Reflecting the role and authority of the Attorney General, the Department of Justice provides litigation, prosecution and legislative drafting services, as well as legal services to the Crown, including legal advice to departments. Within this role, the department's central agency function requires it to provide ongoing policy advice and direction. This occurs within the department as well as throughout government and its agencies on matters of public interest and concern.

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 96 pieces of legislation which the Department of Justice is responsible for administering.

Employees

The department employs approximately 1,631 individuals including the Royal Newfoundland Constabulary (RNC). Additionally, pursuant to the Provincial Policing Services and Community Tripartite Agreements between the Provincial and Federal Governments, the Royal Canadian Mounted Police (RCMP) employs approximately 443 RCMP officers and 110 civilian members and support staff to provide frontline policing services in approximately 49 locations throughout the province.

The overall gender breakdown for staffing in the department is approximately 48% female and 52% male. Advances are being made towards employment equity within sectors of justice that have historically been composed of disproportionate numbers of males to females. For example, the RNC is pleased to report that female officers now comprise 22.5% of police officers. The RCMP has established an Employment Equity and Leadership Committee to eliminate barriers in the workplace so that no person is denied employment opportunities for reasons unrelated to abilities.



Lines of Business

The Department of Justice serves the province and fulfills its mandate through the following lines of business:

- **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 Royal Newfoundland Constabulary (RNC) and the Royal Canadian Mounted Police (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.
- **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.
- **Public Prosecutions** is responsible for prosecuting all *Criminal Code* of Canada and provincial statute matters in the province. Prosecutors appear in every level of court in the province and in the Supreme Court of Canada. Legal opinions in criminal and criminal related matters are provided to police agencies and other government departments by Public Prosecutions upon request.
- **Civil Law Division** is responsible for providing legal services to government departments and agencies. These services include providing legal opinions, drafting commercial and financial documents and representing government and its agencies in negotiations and civil actions before administrative tribunals, all levels of court and judicial inquiries.
- **Access to Information and Protection of Privacy Office** provides assistance to public bodies to which the *Access to Information and Protection of Privacy Act* applies. This legislation is designed to enhance openness and accountability in the public sector.
- **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.



Values

Accountability

Each person accepts responsibility for his/her actions and follows through on requests and commitments.

Integrity

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

Impartiality and Fairness

Each person deals fairly, respectfully and equitably with individuals and organizations to protect the rights and interests of all parties involved in criminal and civil matters.

Excellence

Each person excels through continuous learning, strong partnerships and personal initiative to deliver services for the good of the people of Newfoundland and Labrador.

Collaboration

Each person strives to create a working environment where resources and energies are shared within the justice system, with our partners, and with the public that we serve in order to achieve enhanced responses.

Accessibility

Each person provides understandable, available and affordable justice services to the citizens of Newfoundland and Labrador.

Trust

Each person shares information and promotes openness with each other and with clients, while respecting confidentiality requirements.



Who We Serve

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 efficiency 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 to government departments and agencies on criminal law issues.

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 Statement

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.

*"To those whom
much is given,
much is expected."*

John F. Kennedy

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 (first planning cycle), the department will:

- enhance public trust and confidence in probation officers, adult correctional officers, sheriff's officers and wildlife and fish enforcement officers.
- complete a review of current Civilian oversight processes locally, as well as those existing in other jurisdictions for other enforcement agencies.
- enhance sensitivity to diversity, including, but not limited to gender, sexual orientation, age, disability and culture.
- enhance outreach services by addressing the needs of clients who reside outside direct service areas.

This mission supports all four strategic directions which can be found in *Appendix A* on page 15.

Mission:	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:

<i>Strategic Direction 1:</i>	Public Protection, Order and Safety
<i>Strategic Direction 2:</i>	Access to Justice
<i>Strategic Direction 3:</i>	Public Trust and Confidence
<i>Strategic Direction 4:</i>	Innovation, Efficiencies and Technology

For the full version of the strategic directions please see page 15.

Strategic 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. The following section focuses on the 2011-14 strategic issues for the Department of Justice.

<i>Strategic Issue 1:</i>	Public Trust and Confidence
<i>Strategic Issue 2:</i>	Responsiveness to Diverse and Unique Needs
<i>Strategic Issue 3:</i>	Public Access to Justice

Strategic Issue 1: Public Trust and Confidence



The department of Justice recognizes the importance of ensuring the public has trust and confidence in the justice system. During the last three years, the Public Prosecutions Division was an area of strategic focus in this regard. The department also recognizes that the RNC has made much advancement in this area in the recent past. A critical aspect of ensuring public trust and confidence is an organization's ability to effectively deliver services and respond to client needs. Over the next three years, the Department will focus on enhancing public trust and confidence in probation officers, adult correctional officers, sheriff's officers and wildlife and fish enforcement officers. The Department of Justice will work to ensure that these employees have access to the professional development opportunities that will foster a highly skilled workforce that is able to respond effectively. The Department will continue to implement the recommendations of the *Decades of Darkness: Moving Towards the Light* report and it will implement the recommendations of the Baker report on adult probation. It will work towards the modernization of the administrative structure of the Supreme Court, while balancing the Court's position of independence with government's responsibility for effective and efficient stewardship of public services and resources. Additionally, the department will expand its range of enforcement services to include Wildlife Enforcement through the establishment and launch of the new Fish and Wildlife Enforcement Division. This focus supports the strategic directions entitled *Public Trust and Confidence* and *Public Protection, Order and Safety*.

Goal 1:

By March 31, 2014, the Department of Justice will have implemented initiatives to enhance public trust and confidence.

Measure

Initiatives to enhance public trust and confidence implemented

Indicators

Professional development needs of select roles assessed

Professional development plans for select roles implemented

Recommendations from the Baker review of Adult Probation, implemented, as appropriate

Implementation of recommendations from *Decades of Darkness: Moving Towards the Light* report continued

Supreme Court administrative structure modernized

Fish and Wildlife Enforcement Division established

Objective 1.1:

By March 31, 2012, the Department of Justice will have assessed initiatives that demonstrate commitment to public trust and confidence.

Measure	Initiatives assessed
Indicators	Inventory of professional development needs for select roles compiled
	Inventory of professional development needs assessed
	Professional development plans developed
	Baker review recommendations assessed
	Implementation of Baker recommendations begun
	Modernization of Supreme Court administrative structure begun
	Fish and Wildlife Division launched

Objective 1.2:

By March 31, 2013, the Department of Justice will have implemented select initiatives that demonstrate commitment to public trust and confidence.

Objective 1.3:

By March 31, 2014, the Department of Justice will have assessed the progress of initiatives that demonstrate commitment to public trust and confidence.

Strategic Issue 2: Responsiveness to Diverse and Unique Needs



The Department of Justice is committed to ensuring it is responsive to the diverse and unique needs of its clients and partners. The department will strive to be more sensitive to diversity, including, but not limited to gender, sexual orientation, age, disability and culture. This will include providing opportunities to learn more about various groups, responding more effectively, developing progressive approaches and increasing awareness activities to inform others about the role of justice services. In recent years, partnerships with Aboriginal communities have been very productive in enhancing justice services in culturally appropriate ways. These efforts will continue in order to better respond to the needs, aspirations and values of Aboriginal people.

This focus supports the strategic direction entitled *Public Trust and Confidence* and *Access to Justice*.

Goal 2

By March 31, 2014, the Department of Justice will have enhanced its responsiveness to clients' diverse needs and interests.

Measure	Enhanced responsiveness to clients' diverse needs and interests
Indicators	Partnerships with diversity and equality seeking groups enhanced
	Awareness activities improved
	Recruitment practices enhanced
	Aboriginal organizations engaged
	Multiculturalism policy promoted throughout the justice system

Objective 2.1:	By March 31, 2012, the Department of Justice will have enhanced partnerships with diversity and equality seeking groups.	
	Measure	Partnerships with diversity and equality seeking groups enhanced
	Indicators	Collaboration with diversity and equality seeking groups enhanced
		Aboriginal organizations engaged to increase their participation in service delivery
Multiculturalism policy promoted throughout the justice system		
Objective 2.2:	By March 31, 2013, the Department of Justice will have improved awareness activities and training opportunities.	
Objective 2.3:	By March 31, 2014, the Department of Justice will have enhanced its recruitment practices to reflect the diverse needs and interests of its clients.	

Strategic Issue 3: Public Access to Justice



Improving public access to the justice system and its various facets and programs is an ongoing and critical commitment. The Department will research barriers impacting access to justice. It will also enhance outreach services by addressing the needs of clients who reside outside direct service areas. For their part, the courts have already addressed some of these needs for people involved in court proceedings through its system of circuit courts throughout the province and through the use of videoconferencing. The department will need to assess its own service delivery systems and resources to determine how and where to make improvements. This will include a focus on women involved in the justice system, including women living within the Labrador region of the province.

Additionally, the department will review the eligibility criteria for current services to determine what is working well, what needs enhancement and if gaps exist. This focus supports the strategic direction entitled *Access to Justice*.

Goal 3:

By March 31, 2014, the Department of Justice will have enhanced public access by addressing select issues.

Measure

Public access enhanced by addressing select issues

Indicators

Access to justice barriers researched

Outreach services enhanced

Eligibility criteria for select programs analyzed

Needs of women involved in the justice system, including women living within the Labrador region of the province, addressed

Objective 3.1:	By March 31, 2012, the Department of Justice will have researched barriers impacting access to justice.	
	Measure	Barriers impacting access to justice researched
	Indicators	Stakeholders engaged, as appropriate
		Research conducted
		Report of research findings prepared
		Identified issues assessed
Implementation of initiatives to address the needs of women involved in the justice system begun		
Objective 3.2:	By March 31, 2013, the Department of Justice will have enhanced outreach services based on research findings.	
Objective 3.3:	By March 31, 2014, the Department of Justice will have enhanced eligibility criteria and service delivery responses in select programs.	

Strategic Directions

Strategic Direction 1:

Public Protection, Order and Safety

Outcome Statement:

Improve 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
Community-based corrections and community services		✓		
Infrastructure for secure custody			✓	
Court security			✓	
Organized crime and child sexual exploitation			✓	
Family violence			✓	
Community Notification			✓	

Strategic Directions

Strategic Direction 2:	Access to Justice
Outcome Statement:	Improved access to the justice system.

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
Culturally sensitive responses to the needs, aspirations and values of Aboriginal people		✓		
Outreach service enhancement		✓		
Clients with complex needs			✓	
Self-represented litigants			✓	
Eligibility criteria for various program areas		✓		

Strategic Directions

Strategic Direction 3:

Public Trust and Confidence

Outcome Statement:

Improved public trust and confidence in the justice system.

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
Oversight processes			✓	
Responses to diverse and unique needs of individuals		✓		
Strategic partnerships to enhance integrated service delivery		✓		

Strategic Directions

Strategic Direction 4:	Innovation, Efficiencies and Technology
Outcome Statement:	Enhanced innovation and efficiencies in the justice system.

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
Information management needs and practices			✓	
Use of emerging technologies and best practices			✓	

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, the Commission shall determine 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.

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, they may depart from the quotient not to a greater extent than 10% more or 10% 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% more or 25% 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, P.O. Box 8700, St. John's NL, A1B 4J6

<http://www.justice.gov.nl.ca>
