

**Nova Scotia Department of Justice
Business Plan**

2007-2008

March 23, 2007

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Message from the Minister and Deputy Minister

It is our privilege to share details of the Nova Scotia Department of Justice's annual business plan. This plan, like the ones before it, presents our department's vision, our strategic directions and our priorities for the upcoming fiscal year.

The plan relies on the efforts of over 1400 staff who are working to ensure our justice system is cost effective and properly administered, and that people are supported in making constructive choices.

The initiatives reflected in these pages involve our partners in the justice system and within communities. Implementing the initiatives involves both management and leadership: management of employees, policies, procedures and facilities, and leadership in the development and dissemination of ideas.

In this upcoming fiscal year and beyond, the work of the department is being shaped by two particularly significant sources. In late 2006, government received the final report of the Nunn Commission, which examined both the specific circumstances surrounding the release of a young offender from custody, as well as Nova Scotia's youth criminal justice system. Government's acceptance of Commissioner Nunn's recommendations will guide our work in ensuring a strong response to youth crime and improved prevention measures in collaboration with other government departments and the community. Also in late 2006, the Minister's Task Force on Safer Streets and Communities was established. This committed and knowledgeable group of volunteers has been gathering ideas from Nova Scotians on ways to prevent crime, and their efforts will help inform the development of a provincial crime prevention strategy.

We encourage you to take a few minutes to review this plan, and we welcome your feedback. We thank our staff and partners for your efforts to implement this plan for all Nova Scotians.

Murray Scott, M.B.
Minister

Marian Tyson
Deputy Minister

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1. Mission

The Department of Justice is committed to the fair and effective administration of justice and to excellence in service to the people of Nova Scotia.

2. Links to Corporate Path

Government has stated its commitment to building a better Nova Scotia for individuals, families and communities, with a particular focus on safe communities and accessible services.

Combatting crime is one of the Department of Justice's key priorities. This includes significant and serious law enforcement, safe and secure custody and supervision of offenders, offender rehabilitative programming, and initiatives that can help prevent crime in the first place.

The enforcement aspect is evidenced by: the introduction of several pieces of legislation in 2006 aimed at protecting Nova Scotians from crime (e.g. *Safer Communities and Neighbourhoods Act* and *Protection from Illegal Drugs Act*); a commitment to fund additional police officers across Nova Scotia; \$6.1 million commitment to Criminal Intelligence Service Nova Scotia to improve coordination among the RCMP, municipal police, correctional services and other justice partners; and support of federal changes to the *Criminal Code of Canada* to strengthen the criminal justice system's response to serious and violent offenders. Other initiatives include the launch of a program that provides rewards for information leading to convictions in certain unsolved crimes.

The programs and services provided by the department's Correctional Services Division improve public safety and security through offender supervision and programming. Recent initiatives include establishment of the Halifax Youth Attendance Centre; investment in youth bail supervision; expansion of electronic supervision; and stronger links between probation officers and police to improve offender supervision in the community. The division's work aims to balance the goals of deterrence, punishment and rehabilitation.

The department partners with the IWK Health Centre to deliver programs and services for youth in custody and in the community, and with the Capital District Health Authority to deliver primary care and mental health services to offenders in adult correctional facilities.

In addition, the department oversees Nova Scotia's Restorative Justice program, a referral-based alternative criminal justice program for youth.

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Numerous initiatives are underway to prevent crime and address its root causes. Better integration within the justice system itself, between the justice system and communities, and among programs and services at the community level will benefit children, youth, families and crime prevention. Work on an interdepartmental youth strategy will help inform this work as will the Minister's Task Force on Safer Streets and Communities. The department is also working with Health Promotion and Protection on a provincial drug strategy.

A partnership agreement is in place between the department and the federal department of Public Safety and Emergency Preparedness Canada in connection with the National Crime Prevention Strategy. Our staff helps community groups to develop proposals and co-chair a joint management committee which recommends proposals for funding. Since the implementation of the national strategy in 1998, Nova Scotia organizations have received funding in excess of \$7 million, which has assisted in the development of over 200 crime prevention projects throughout the province.

The department is working to improve access to justice services, including constructing new justice centres in Lunenburg and Yarmouth counties; completing facility improvements in other areas of the province; pushing for a federal commitment to fund civil legal aid services and a return to 50-50 cost sharing for criminal legal aid; improving case processing times; and enhancing the information available to the public through the department's internet site.

3. Planning Context

Significant initiatives and circumstances that have influenced the department's planning:

Pace of change

Nova Scotia's justice system has been in a state of continuous change and improvement since the early 1990s. It has moved from a paper-based to web-based information system; from county- and municipality-based court systems and officials to a single provincial system; from 17 former county jails to a network of five adult correctional facilities and a youth facility that is second to none. As well, Canada's first independent prosecution service has been established, and a professional justice of the peace system operates 24 hours a day province-wide. We need to do more to support the people in the system who are working amid this change to ensure they understand the system and the part they play in it, and how the system and people are affected by changes.

Interdependence

We know each component of the justice system – the police, prosecution, defence bar, and judiciary – operate as an independent authority. We also know that none of these components does its job in isolation. Effectiveness depends not only on how each plays its role but also how

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all play their roles together. This principle extends beyond the justice system to the larger social system and society as a whole. The justice system can get better at catching, punishing and rehabilitating criminals, but real success is preventing crime in the first place.

The Nunn Report

The recommendations from Commissioner Nunn will make a significant contribution to crime prevention, and the province will be acting on all recommendations made. Commissioner Nunn validated many of the recent initiatives the department has undertaken, including our collaboration with justice partners and with departments involved in social development. The Department of Justice is working to reduce the time it takes a youth's case to proceed through the courts. Investment in court-ordered assessments will help in the short term, while we work with justice partners to identify longer-term solutions. It is also working in consultation with the Associate Chief Judge and justices of the peace stakeholders to develop a provincial training plan for police and other justice partners to ensure criminal procedures and processes are well understood. In addition, the department is expanding rehabilitative services for young offenders and bail supervision and collaborating on a strategy for youth at risk. Commissioner Nunn agreed with the department on the need for changes to the *Youth Criminal Justice Act*. We will continue to lobby the federal government to improve the Act to better serve young offenders and protect Nova Scotians. Further investments will be guided by consultation with justice partners and the development of a comprehensive youth strategy focussing on the needs of children and youth.

Crime and victimization statistics

Nova Scotia's anti-crime agenda aims to reduce crime and prevent it from happening in the first place. To help inform those efforts, the department tracks crime and victimization rates, which are indicators associated with the extent of criminal activity in the province. Each year, police-reported crime statistics are collected by Statistics Canada to measure the magnitude and the nature of criminal activity brought to the attention of the police. Every five years, these crime statistics are complemented by victimization data from the General Social Survey (GSS), also conducted by Statistics Canada. While the police survey measures crimes known to the police, victimization surveys provide estimates of criminal victimization, including those not reported to police. Taken together, these two surveys (police reported and GSS) provide the most accurate picture of crime in Nova Scotia.

According to the above-noted sources, the overall crime rate in Nova Scotia has decreased in recent years. However, it remains the highest among the Atlantic Provinces and marginally higher than Canada's overall crime rate. Unlike the national trend, Nova Scotia's youth crime rate increased in 2005¹, driven in part by an increase in youth violent crime. Victimization rates

¹ 2006 crime statistics will be released by the Canadian Centre for Justice Statistics in July, 2007

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are also increasing according to the latest statistics available through the General Social Survey². As reported last year, the violent victimization rate in Nova Scotia increased 65 per cent between 1999 and 2004.

Many factors can influence police-reported crime statistics, including reporting by the public to the police. The failure to report crimes to the police can lead to an under-counting of crime in official police statistics. According to the GSS, only 33% of criminal incidents in Canada came to the attention of the police in 2004. Other factors include reporting to Statistics Canada by police organizations as well as other police practices, such as failure to officially record the use of informal warnings and cautions when dealing with young offenders. It is important to keep these limitations in mind when interpreting the data. It is also important to note that increasing police resources as well as increased public confidence could result in an increase in the number of crimes coming to the attention of police, which will impact the official crime rate.

Public confidence in the justice system has been noted to influence people's willingness to report crime. According to an Atlantic Quarterly Survey conducted by Corporate Research and Associates Inc., public confidence appears to have remained relatively stable in Nova Scotia between 2005 and 2006. The survey asked respondents about their knowledge of and confidence in the justice system. In 2006, the majority of the public indicated they had some confidence (66%) in the justice system. A smaller proportion had a great deal of confidence (10%), while 7% indicated they had no confidence.

In addition to statistical information, the department is aware that Nova Scotians continue to be dismayed by reports of street crime, particularly the behaviour of a small number of out-of-control youth. Communities also report experiencing the negative impacts of illegal drugs, property crimes and theft. Violence against women and children, substance abuse, robberies and homicides in Nova Scotia are also among issues of concern to Nova Scotians.

These crimes are problematic, not only for the justice system, but for all aspects of Nova Scotia society. There is an obvious concern for personal safety, which impairs our quality of life. In a 2006 Atlantic Quarterly survey, 21 per cent of Nova Scotians indicated they were somewhat or very worried when home alone at night, which has remained stable over the year before.

There is also an economic cost to victims as well as an increasing cost to taxpayers to administer the criminal justice system.

²The General Social Survey is a survey administered by Statistics Canada every 5 years. The survey asks a representative sample of Canadian respondents aged 15 and older various questions regarding whether/in what manner they were victims of crime. This survey captures both reported and unreported crimes.

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Minister's Task Force

The creation of a Minister's Task Force on Safer Streets and Communities in 2006 was driven by the government's concern about crime and its effects on Nova Scotians. The task force is comprised of 25 volunteers who are consulting with Nova Scotians to gather information on community programs, government services, legislation and policing initiatives to identify and promote programs that are making a positive difference in communities. They will bring ideas back to the department to help inform development of a provincial crime prevention strategy.

In announcing the task force, Justice Minister Murray Scott underscored the need for dialogue and cooperation among many partners, including police forces, community agencies, municipalities and citizens, recognizing that strong, safe communities result from a mix of social, economic and enforcement factors. The work of the task force will continue to influence the department's initiatives in the months ahead.

Family violence report shows improved justice response

A recent report shows improvements in the justice system's response to family violence in Nova Scotia. The department's Family Violence Tracking Project, released in 2006, indicates police are playing a key role in addressing family violence. The report analyzed data from the 2000 - 2003 period to help inform improvements to the criminal justice system in cases of domestic violence. The report also compares data from two earlier reports to evaluate the justice system's response, while identifying what is working well and what needs to be addressed. Improvements from the 1995 to 2006 reports include: police response times improved by 33 per cent, to six minutes from nine minutes; arrest rates increased by 26 per cent; police charge rates increased by 28 per cent; and police referral rates to victim services programs increased to 96 per cent in 2003 from 85 per cent in 2000. The report identifies longer court processing times and an increase in non-compliance with probation orders as areas that need improvement. Processing times are an issue across Canada, and department staff and justice partners are working to shorten them.

The Family Violence Tracking Project is one of several provincial activities addressing family violence. Other initiatives include introduction of the *Domestic Violence Intervention Act* and family violence training for police, corrections, sheriff services, courts, victim services, military police, legal aid, transition house representatives and Department of Community Services staff. The province also provides more than \$5 million annually for transition houses and men's treatment programs. A protocol has been introduced to guide information sharing on high risk domestic violence cases among professionals and a pocket guide assisting police responding to incidents of family violence. A Deputy Ministers' Leadership Committee on Family Violence is also in place to enable enhanced collaboration among the departments of Justice, Community Services and Health, helping to strengthen government's response to family and spousal/intimate partner violence.

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Federal government's focus on crime

Nova Scotia continues to express its support for federal changes to the *Criminal Code of Canada* to strengthen the criminal justice system's response to serious and violent offenders. Changes will have an impact on the administration of justice in Nova Scotia, with a need to ensure appropriate system supports are in place.

Organizational management

A large number of priorities identified in 2007-2008 will rely heavily on our people resources. We not only need to manage and lead known initiatives but need to ensure we are ready to respond to unforeseen events. To help build the capacity of our people, the department has taken a leadership role in organizational wellness. Justice was fortunate to have been selected in 2005 to pilot a wellness initiative sponsored by the Atlantic Health and Wellness Institute. The strength of the project is the creative threefold focus on individual health, occupational health and safety and organizational health. In this upcoming fiscal year, we will work on detailed action plans at 12 of our pilot work sites, as well as establish a leadership framework which will allow for the extension of our wellness program to all justice offices throughout the province.

Technological challenges

The department is facing increasing requests for technological solutions, such as video conferencing, digital-evidence presentations and digital recording, with numerous initiatives planned in 2007-2008. It is also looking at ways to improve the flow of inter-agency data through electronic ticketing initiatives, and it is investigating on-line payment functionality for courts.

Other external events

Nova Scotia's bid for the 2014 Commonwealth Games may also impact on the department's work in the year ahead, particularly in the areas of public safety and security.

4. Strategic Goals

This section outlines the high level strategic context that frames our annual planning processes. First is our vision – the light on the horizon we aim for. Next are our four strategic directions, which are like four islands between us and the vision on the horizon. Our strategic goals describe ways to travel those islands. And finally there are our priorities, which are this year's travel plans.

Vision: Nova Scotia is a place where people and their rights are respected. Justice will provide leadership in partnership with others to build a province where:

- citizens trust the justice system
- people are and feel safe and secure
- disputes are effectively and sensitively resolved

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- access to justice processes is timely and affordable
- communities actively participate in the justice system
- diversity is valued and respected

Strategic directions: The following strategic directions are broad themes for change over the next three to five years, which are consistent with our mission and clearly tied to our vision.

- 1. A justice system that is properly administered and cost effective**, with a focus on:
 - increasing transparency and accountability around decisions concerning the cost and effectiveness of the justice system;
 - well-trained, well-motivated staff who are well deployed;
 - mechanisms to achieve consensus and improve cooperation regarding common issues, strategies and measures;
 - promoting more use of cost-effective vehicles, where appropriate;
 - ensuring efficient operations; and
 - providing cost-effective justice services.

- 2. There is public confidence in the justice system**, with a focus on:
 - improving public perception of courts, corrections and policing;
 - achieving satisfactory understanding regarding how the justice system works and how decisions affecting people are made;
 - demonstrating that we prioritize and manage our resources well;
 - simplifying, streamlining and integrating all justice processes, where appropriate (includes being effective through collaboration by having a justice system that is fully integrated with itself and with other social institutions); and
 - improving our ability to help clients meet their own needs, including enhancing services in French.

- 3. People are and feel safe and secure**, with a focus on:
 - effectively capturing and communicating relevant statistics and public safety initiatives;
 - facilitating and communicating joint initiatives amongst justice partners to create and increase public awareness of safety initiatives;
 - delivering a range of community- and custody-based correctional programs and services based on the highest standards; and
 - improving access to federal funds for crime prevention initiatives and youth justice.

- 4. People make constructive choices**, with a focus on:
 - educating people about all legal options available to resolve disputes;
 - increasing the likelihood of appropriate legal sanctions for illegal behaviour;

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- giving people information and skills to make constructive choices and encourage them to make constructive choices;
- increasing the number of disputes resolved in a manner that is appropriate and timely, using processes the public finds acceptable;
- making compliance with law easier; and
- developing and promoting programs that encourage change in offender behaviour and attitudes.

Our strategic directions support each other. A properly administered and cost-effective justice system will ensure public confidence; and people with confidence in the justice system feel more safe and secure. They also have the confidence to make constructive choices and to explore and use appropriate dispute resolution methods.

5. Core Business Areas

Our department effectively manages daily operations of the justice system through a number of core business areas as outlined below.

Public safety initiatives, including oversight, governance and advice to police, private security services and firearms license holders, as well as enforcement of community safety processes

Improving public safety and security through:

- policing services, including acting in an advisory role to all police services and managing contracts with the RCMP and First Nations Policing, and strengthening policing initiatives through the development of standards and training;
- partnerships with the public safety community to contribute to and facilitate initiatives to improve public safety;
- crime prevention initiatives to reduce and prevent crime in partnership with communities;
- regulation of private security services, including licensing companies and individuals engaged in the private security industry;
- administration of the licensing provisions of the federal *Firearms Act*, including licensing firearms owners/businesses, designation and inspection of firing ranges, and delivering firearms safety courses; and
- enforcement of the *Safer Communities and Neighbourhoods Act*.

Provision of assistance to victims of crime

Reducing the harmful impact of crime on victims by:

- working with justice partners and the community to develop and implement policies and programs that address the needs of crime victims;

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- direct services for victims through four core programs: the Provincial Victim Services Program, Criminal Injuries Counselling Program, Victim Impact Statement Program, and Child Victim/Witness Program.

Principled dispute resolution mechanisms

Improving access to justice and improving public safety and security through:

- civil law court services, including court administration and management, as well as small claims, other civil law, probate law and bankruptcy law adjudication;
- criminal law court services, including court administration and management, security and transport of prisoners to and from court, restorative justice for offences involving youth, and criminal law adjudication (Justice of the Peace); and
- family law court services, including court administration and management, monitoring and enforcing payment of support orders, and family support services.

The department operates 45 facilities throughout the province. Court administration is managed through 14 justice centres. Four are located within the Halifax Regional Municipality with the others located in Bridgewater, Yarmouth, Digby, Kentville, Truro, Pictou/New Glasgow, Amherst, Antigonish, Port Hawkesbury and Sydney. The division also manages the Maintenance Enforcement Program (MEP), with eight offices across the province.

Correctional services

Improving public safety and security through:

- community-based corrections, including fine options, adult diversion, court information, offender supervision, and programs and planning for offenders in the community; and
- custody-based corrections, including safe and secure incarceration and re-integration programs and planning for offenders returning to the community.

The department operates five adult correctional facilities in Amherst, Antigonish, Dartmouth, Sydney and Yarmouth; one youth correctional facility in Waterville; and a small satellite youth detention facility at the adult facility in Sydney. The department also operates 22 community corrections offices. They are located in Amherst, Antigonish, Bedford, Bridgewater, Dartmouth (2), Digby, Glace Bay, Halifax, Kentville, Liverpool, Middleton, New Glasgow, North Sydney, Port Hawkesbury, Shelburne, Spryfield, Shubenacadie, Sydney, Truro, Windsor and Yarmouth. There are approximately 10,000 court-ordered admissions to correctional services on an annual basis.

Legal services to government

Promoting the lawful administration of public affairs through:

- litigation services, including representation of the Crown and its agencies before courts and tribunals, and supporting alternative dispute resolution;

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- solicitor services, including legal advice to the Crown and its agencies, corporate counsel services, drafting regulations and legislation, law reform and legislation support, and client education;
- Registry of Regulations and the Royal Gazette: The Registry of Regulations maintains, publishes and consolidates all regulations, ensures public access, publishes the Royal Gazette, and is responsible for reviewing and editing all regulations submitted to Cabinet to ensure they meet the established standards for form and draftsmanship; and
- tribunal member education with respect to different aspects of administrative justice.

The proper administration of justice in the province in partnership with others

Improving public safety and security and promoting lawful administration of public affairs by:

- legal aid services for qualified applicants, with priority on matters involving the liberty and civil rights of individual clients, and for matters involving the integrity and protection of an individual's family;
- Medical Examiner Services, which investigates all deaths due to violence, undue means, culpable negligence and sudden unexplained deaths, and documentation, which includes cause and manner of death;
- trustee services for incompetent adults, infants and missing persons through the Office of the Public Trustee; and
- administration of the *Freedom of Information and Protection of Privacy Act (FOIPOP)*.

Core business areas are supported by the following functions:

Human Resources provides recruitment and retention programs, occupational health and safety, wellness, compensation/classification, payroll/benefits administration, and training and staff development. The Justice Learning Centre offers training in areas such as performance management, leadership development, Justice Enterprise Information Network (JEIN), facilitation and conflict resolution, and joint initiatives such as domestic violence education, respectful workplace, wellness and communication strategies to help employees make constructive choices.

Information Management (IM) offers leadership and services that provide information solutions for the justice system that emphasize and balance integration and efficiency, access and transparency, security, and quality data for social and business decision-making. Service areas include IM business solutions, information technology (IT) infrastructure, IT business application development and support, policy, planning and research, records management, legal/justice library collections, web solutions, management of the FOIPOP application process, and central oversight and expertise for government-wide FOIPOP matters.

Finance and Administration provides strategic financial leadership and expertise to ensure all accounting/budgeting/procurement functions are performed in a timely and accurate manner.

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Communications prepares an annual strategic communications plan, which outlines internal and external communications activities to support the department's goals and objectives and promote public understanding of the justice system. Communications support includes issues management, communications planning, speech writing, publications, bill briefings, media relations, events and media conferences.

6. Priorities

The department's annual priorities are presented under each strategic direction:

Strategic Direction #1: A justice system that is properly administered and cost effective: We want our justice system to be recognized as the most properly administered and cost effective in Canada. To realize this vision, we must use resources in the most innovative and adaptive ways, with the following priorities identified for 2007-2008:

- a. Construct and manage facility infrastructure to serve the needs of justice stakeholders, with the following major undertakings planned in 2007-2008:
 - working to replace Antigonish and Cumberland correctional facilities in partnership with the Department of Transportation and Public Works;
 - completing facility improvements in existing justice centres and satellites;
 - continued construction of the Lunenburg and Yarmouth counties justice centres;
 - developing plans for a consolidated court house in Halifax Regional Municipality to replace the existing four court buildings, including looking at possible sites and completing a preliminary building program;
 - developing plans for a new morgue for the Office of the Nova Scotia Chief Medical Examiner.

- b. Improve operational effectiveness to continually assess and improve upon the value of existing programs and services, including funding, staff, infrastructure, technology and business processes. Priorities include:
 - continuing to pursue linkages between the Department of Natural Resources and the Provincial Firearms Office regarding license administration and enforcement as well as training;
 - initiating court administration efficiencies, including developing standards and indicators with respect to workload; streamlining summary offence ticket (SOT) processing; completing implementation of the digital-recording system for the entire province; and developing a system to improve financial transaction processing in the courts;

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- addressing potential recommendations arising from a review of the Public Safety Anti-terrorism (PSAT) initiative which is helping to ensure coordinated action across organizations involved in public safety and security;
 - working with justice partners to analyze options and make recommendations for improving case processing times in cases of spousal/intimate partner violence;
 - developing a protocol with police-based victim services to promote seamless service delivery for victims of crime;
 - implementing business intelligence (BI) tools to support effective decision-making through improved access to operational data and management information.
- c. Negotiate federal, provincial and territorial (FPT) agreements, including a new federal/provincial/territorial cost-sharing agreement for youth justice, funding for Legal Aid, community tripartite agreements and provincial police services agreements. The department also continues to seek federal support for expansion of the Supreme Court (Family Division), which is subject to federal legislation and funding.
- d. Improve internal information management, processing and sharing, including:
- developing components of the Justice Enterprise Information Network (JEIN), including a correctional services interface and victim services interface;
 - completing a review and revision of all 24 Court Services manuals and placing them on the Intranet;
 - enhancing electronic document handling and records management through continued implementation of a shared directory initiative and a modernization of the Standard for Operational Records (STOR);
 - implementing a new automated library system;
 - implementing a new corporate information confidentiality policy;
 - providing intranet-based information, education and training for access and privacy records management;
 - defining a process for continuous updating of the department's emergency management and business continuity plans in partnership with the Emergency Management Office;
 - ensuring the availability of a training package for enforcement agencies on the *Firearms Act* and Part III of the *Criminal Code*.
- e. Implement a response to the O'Brien FOIPOP review;
- proposing legislation in response to the 2003 FOIPOP Review Committee Report.
- f. Implement an action plan to improve victim access to restitution.
- g. Initiate implementation of a firearms license outreach plan for Aboriginal communities.

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Strategic Direction: A justice system that is properly administered and cost effective					
Outcome	Measure	Data (Base Year and Subsequent Year data)	Target (Target for end of next Fiscal Year)	Target (Ultimate Target)	Strategic Actions to Achieve Target
Cost-effective justice services, including corrections, courts, policing, the Chief Medical Examiner's Office, legal aid and public prosecution.	(1) Annual provincial costs of providing justice services <i>(excludes federal and municipal contributions)</i> .	Between 2001-2002 and 2005-2006, the provincial cost of providing justice in Nova Scotia has been increasing. Spending amounted to \$108,064,921 in 2005-2006, which represents a 12.19% increase over the year before (\$96,321,162). Average rate of growth in spending between 2001-2002 to 2005-2006 was 6.16%. During the base year period, growth in spending was 4.65% (2000-2001 to 2004-2005).	Adopt a realistic approach to managing the growing cost of providing justice services in Nova Scotia. The department is tracking data associated with these indicators and will work to establish a target once more trend data is available.	Adopt a realistic approach to managing growing costs of programs and services.	Effectively manage daily operations of the justice system through a number of core business areas as outlined in this plan and act on priorities identified under this strategic direction.
	(2) Per-capita costs of providing justice services (cost per Nova Scotian). <i>(Figures exclude federal and municipal contributions.)</i>	The provincial per capita cost of providing justice services in Nova Scotia has been increasing since 2001-2002. Per capita costs amounted to \$115.22 in 2005-2006, which is up from the base year (\$102.74 for 2004-2005).			

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Strategic Direction: A justice system that is properly administered and cost effective					
Outcome	Measure	Data (Base Year and Subsequent Year data)	Target (Target for end of next Fiscal Year)	Target (Ultimate Target)	Strategic Actions to Achieve Target
Leveraging of funds through partnerships with the federal government.	(3) Federal funds leveraged by the department. This measure indicates the amount of federal funds leveraged by the department for justice initiatives, including youth criminal justice, legal aid, court services (excluding judiciary) and gun control.	In 2005-2006, the department received \$11,714,677 in federal funds for justice initiatives, which is a slight drop over the 2004-2005 base year (\$11,829,716).	Our target is to maintain/increase efforts to leverage federal funds.	To ensure sufficient funds are received from the federal government to adequately and effectively implement federally-partnered justice initiatives.	The department will continue to lobby the federal government for increased funding, particularly in the area of legal aid. It will also conduct a review of opportunities available under the new federal crime prevention initiative.
Effective legal services.	(4) Client satisfaction with legal services. In this case, clients consist of government departments and agencies that rely on the department's legal services staff.	Results from a 2006 survey indicate a very high level of satisfaction with the work performed by the Legal Services Division. 33% of those surveyed indicated they were very satisfied, while 67% indicated they were satisfied. This result is consistent with other client surveys done in the past.	The target for this measure is to maintain client satisfaction.	Maximize the number of clients reporting they are very satisfied with work performed.	Legal Services continues to focus on internal communications and the development of staff and client training programs.

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Strategic Direction: A justice system that is properly administered and cost effective					
Outcome	Measure	Data (Base Year and Subsequent Year data)	Target (Target for end of next Fiscal Year)	Target (Ultimate Target)	Strategic Actions to Achieve Target
Fair and accessible criminal, civil and family court justice system.	(5) Case processing times in criminal courts – average amount of time it takes to process adult and youth cases in criminal court from first to last appearance.	According to CCJS figures, in 2003-2004, adult cases took an average of 213 days to process, an increase of 57 days since 2000-2001. The Canadian average was 220 days. Youth cases took an average of 175 days to process in 2003-2004. The Canadian average was 141 days. For youth court, this marked an increase of 31 days from the previous year and an increase of 47 days since 2000-2001. In 2003-2004, Nova Scotia had the third highest average elapsed time in adult court and the highest average elapsed time in youth court in Canada. Official CCJS statistics on elapsed time in youth court in Nova Scotia are somewhat exaggerated by the inclusion of restorative justice as well as bench warrants. Closer examination of data available in JEIN reveals that it took, on average, 144 days in 2003-2004 for a youth case to be processed, excluding non-court delays. Comparable figures for 2004-2005 and 2005-2006 show a reduction in youth court case processing times from 144 days in 2003-2004 to 134 days in 2004-2005 and 110 days in 2005-2006.	The target was to meet and/or fall below the Canadian average elapsed time to complete a case in criminal court in any given year. This is currently under review.	To ensure that all available efficiencies in case processing are identified and realized while ensuring due process.	The department continues to work with justice partners to determine what is causing delays in case processing and how this can best be addressed, e.g. the development of policy recommendations, procedural changes, targets, etc.

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Strategic Direction: A justice system that is properly administered and cost effective					
Outcome	Measure	Data (Base Year and Subsequent Year data)	Target (Target for end of next Fiscal Year)	Target (Ultimate Target)	Strategic Actions to Achieve Target
	6) Average amount of time it takes to process family and civil cases from first to last appearance.	Court Services is developing an indicator that will measure case processing time for family and civil cases based on the "time to disposition," which is the time between the case being filed and its disposition. Data is available from the existing Civil Index Systems I and II. Data will be collected and interpreted starting April 1, 2007 and will be available for the 2007-2008 fiscal year.	TBD	TBD	

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Strategic Direction #2: There is public confidence in the justice system: We want the public to value the rule of law and trust the justice system. To help realize this vision, the department must be open and accountable for its actions. This confidence in law makes a significant contribution to the social and economic well-being of Nova Scotians. To help build that confidence, the department will undertake the following priorities in 2007-2008:

- a. Undertake research, assessment and evaluation initiatives to support justice policies, programs and services, including:
 - auditing of correctional facilities;
 - continuing work with justice partners to determine what is causing delays in criminal case processing, with a particular focus on youth cases and how this can best be addressed (e.g. policy development and recommendations, procedural changes, targets, etc.);
 - establishing an evaluation framework for the Halifax Youth Attendance Centre;
 - evaluating the electronic supervision program;
 - partnering with the provincial Community Counts initiative to develop crime profiles at the community level;
 - conducting an assessment of the province-wide implementation of the High Risk Domestic Violence Case Coordination Protocol Framework and addressing the recommendations.

- b. Respond to findings in the Auditor General's Report associated with a review of correctional services.

- c. Continue to enhance police oversight in partnership with police agencies and the Union of Nova Scotia Municipalities, including:
 - developing and implementing a strategy for ongoing governance training to municipal police boards and identify gaps to strengthen public accountability in policing;
 - establishing RCMP advisory boards;
 - standardizing the process for auditing municipal police agencies.

- d. Increase public awareness of the impact of crime on victims by posting relevant material on the department's internet site.

- e. Conduct follow-up, training and education on the *Personal Information International Disclosure Act (PIIDA)*.

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Strategic Direction: There is public confidence in the justice system					
Outcome	Measure	Data (Base Year and Subsequent Year data)	Target (Target for end of next Fiscal Year)	Target (Ultimate Target)	Strategic Actions to Achieve Target
Improved knowledge of and confidence in the justice system.	(7) Public knowledge of the justice system.	The Atlantic Quarterly Survey, undertaken in Spring 2005 (base year) and Spring 2006, provides an indication of the public's knowledge of the justice system. A decline from 54% to 48% of Nova Scotians who consider themselves to be at least somewhat familiar with the justice system is a statistically significant decline. Overall results follow: In 2006, a large proportion of the public (41%) indicated they were somewhat familiar with the justice system (45% in 2005), while 7% indicated they were very familiar with the justice system (9% in 2005). Another 37% indicated they were not very familiar with the justice system (34% in 2005). A minority of the public (14%) indicated they were not at all familiar with the justice system (12% in 2005, with another 1% indicating "don't know/no answer").	The goal is to maintain/increase public knowledge of the justice system.	Maximize the number of people who indicate they are familiar with the justice system.	Initiatives such as those outlined in this plan will see even closer cooperation between our justice partners and the larger social systems to both respond to crime and the conditions that create crime. These efforts should help to build knowledge of and public confidence in the justice system.
	(8) Public confidence in the justice system.	The Atlantic Quarterly Survey provides an indication of the public's confidence in the justice system. Overall results have not changed in a statistically significant manner between 2005 (base year) and 2006. Results follow: In 2006, the majority of the public indicated they had "some confidence" (66%) in the justice system (62% in 2005). A smaller proportion (10%) had "a great deal of confidence" (12% in 2005); 15% indicated they "had not much confidence" (17% in 2005); while "7% indicated they had no confidence at all" (9% in 2005). Another 2% indicated "don't know/no answer" (1% in 2005).	The goal is to maintain/increase public confidence in the justice system.	Maximize the number of people who indicate they have confidence in the justice system.	

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Strategic Direction #3: People are and feel safe and secure: We work with many partners, including police boards, the Tripartite Aboriginal Justice Forum, Ombudsman's Office and non-governmental agencies to develop safer communities. We must strengthen relationships to collectively use resources to move forward key justice initiatives, programs and policies. In 2007-2008, we will focus on the following priorities:

- a. Take action on recommendations from the Nunn Commission to improve community safety, prevent crime and enhance services for young people. In addition to the establishment of a Halifax Youth Attendance Centre and bail supervision program in 2006-2007, the department is:
 - continuing to push the federal government for changes to the *Youth Criminal Justice Act*, including pre-trial detention and custody provisions. Nova Scotia wants to see public protection as a primary goal of the Act;
 - identifying options to reduce the time it takes a youth's case to proceed through the courts, including establishing a mechanism to track progress;
 - consulting with the Associate Chief Judge and justices of the peace stakeholders to develop a provincial training plan for police and other justice partners to ensure criminal procedures and processes are well understood;
 - implementing a JEIN monitoring program to provide tools for auditing system access and use;
 - collaborating on the development of a youth strategy, with more details provided in an upcoming section of this plan.

- b. Improve the supervision of offenders, including:
 - expanding electronic monitoring to more areas of the province;
 - implementing an adult bail supervision program to help monitor bail compliance.

- c. Strengthen public safety and security through a variety of initiatives, including:
 - proposing new legislation for reform of the private security industry to strengthen standards within the private security industry;
 - acting on a review of Sheriff Services with a view to enhancing operational processes and human resources effectiveness;
 - implementing a protocol in partnership with the Public Prosecution Service, Criminal Review Board and the East Coast Forensic Hospital to include victim notification when an accused found not criminally responsible is released from forensic hospitals;
 - supporting the establishment of a new Public Safety Investigations Unit, which will work with communities to shut down illegal activity sites.

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- d. Address Nova Scotia's policing needs:
- developing options to address public safety needs for 2012 and beyond. A 20-year contract with the RCMP for provincial police services expires in 2012;
 - continue implementing the plan for additional police officers over a four-year period, beginning in 2007-2008.
- e. Conduct a review of the opportunities available under the new federal crime prevention initiative in partnership with the National Crime Prevention Centre.

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Strategic Direction: People are and feel safe and secure																															
Outcome	Measure	Data (Base Year and Subsequent Year data)	Target (Target for end of next Fiscal Year)	Target (Ultimate Target)	Strategic Actions to Achieve Target																										
Safer communities.	(9 a) Overall crime rate is a key indicator of social and economic well-being within a society. It indicates how many criminal incidents have been reported to the police for violent, property and other offences, excluding <i>Criminal Code</i> traffic offences.	<p>The crime rate increased steadily between 2001 and 2004. Despite a decrease in 2005, the total crime rate in 2005 was higher than in 2001 for all major crime categories. Crime rate figures for Nova Scotia and Canada are outlined below (per 100,000 population):</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">2005</td> <td style="width: 50%;">2001 (base year)</td> </tr> <tr> <td colspan="2">Total <i>Criminal Code</i> (CC) (excl traffic)</td> </tr> <tr> <td>Nova Scotia: 8345</td> <td>NS: 7671</td> </tr> <tr> <td>Canada: 7761</td> <td>Canada: 7655</td> </tr> <tr> <td colspan="2">Total crimes of violence</td> </tr> <tr> <td>Nova Scotia: 1138</td> <td>NS: 1049</td> </tr> <tr> <td>Canada: 943</td> <td>Canada: 984</td> </tr> <tr> <td colspan="2">Total property crimes</td> </tr> <tr> <td>Nova Scotia: 3626</td> <td>NS: 3453</td> </tr> <tr> <td>Canada: 3738</td> <td>Canada: 4004</td> </tr> <tr> <td colspan="2">Other <i>CC</i> offences</td> </tr> <tr> <td>Nova Scotia: 3581</td> <td>NS: 3169</td> </tr> <tr> <td>Canada: 3081</td> <td>Canada: 2668</td> </tr> </table>	2005	2001 (base year)	Total <i>Criminal Code</i> (CC) (excl traffic)		Nova Scotia: 8345	NS: 7671	Canada: 7761	Canada: 7655	Total crimes of violence		Nova Scotia: 1138	NS: 1049	Canada: 943	Canada: 984	Total property crimes		Nova Scotia: 3626	NS: 3453	Canada: 3738	Canada: 4004	Other <i>CC</i> offences		Nova Scotia: 3581	NS: 3169	Canada: 3081	Canada: 2668	The target is to reduce rates below the national average. Currently, Nova Scotia is below the national property crime rate.	Reduce crime in Nova Scotia. Crime rate statistics are influenced by many factors such as reporting by the public to police and police practices. While the target is to reduce crime, increased police resources and public confidence could result in an increase in the number of crimes coming to the attention of police, which will impact the official crime rate.	Numerous efforts are underway to ensure safer, stronger communities, including a Minister's Task Force on Safer Streets and Communities; new resources for police; a new investigative unit to support Nova Scotia's <i>Safer Neighbourhoods and Communities Act</i> ; a Halifax Youth Attendance Centre; and new laws against the production of illegal drugs.
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Strategic Direction: People are and feel safe and secure																															
Outcome	Measure	Data (Base Year and Subsequent Year data)	Target (Target for end of next Fiscal Year)	Target (Ultimate Target)	Strategic Actions to Achieve Target																										
	(9 b) Rate of youth crime.	<p>Since 2001, overall rates of youth crime have gone down. This has been driven by reductions in property crime and other <i>Criminal Code</i> offences. In 2005, the rates of youth crime in Nova Scotia were higher than the national average for all major crime categories. Youth crime rate figures for Nova Scotia and Canada are outlined below (per 100,000 population):</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">2005</td> <td style="width: 50%;">2001 (base year)</td> </tr> <tr> <td colspan="2">Total <i>Criminal Code</i> (CC) (excl traffic)</td> </tr> <tr> <td>Nova Scotia: 3118</td> <td>NS: 3717</td> </tr> <tr> <td>Canada: 2864</td> <td>Canada: 4117</td> </tr> <tr> <td colspan="2">Total crimes of violence</td> </tr> <tr> <td>Nova Scotia: 923</td> <td>NS: 829</td> </tr> <tr> <td>Canada: 782</td> <td>Canada: 947</td> </tr> <tr> <td colspan="2">Total property crimes</td> </tr> <tr> <td>Nova Scotia: 1098</td> <td>NS: 1638</td> </tr> <tr> <td>Canada: 1045</td> <td>Canada: 1811</td> </tr> <tr> <td colspan="2">Other CC offences</td> </tr> <tr> <td>Nova Scotia: 1098</td> <td>NS: 1250</td> </tr> <tr> <td>Canada: 1037</td> <td>Canada: 1359</td> </tr> </table>	2005	2001 (base year)	Total <i>Criminal Code</i> (CC) (excl traffic)		Nova Scotia: 3118	NS: 3717	Canada: 2864	Canada: 4117	Total crimes of violence		Nova Scotia: 923	NS: 829	Canada: 782	Canada: 947	Total property crimes		Nova Scotia: 1098	NS: 1638	Canada: 1045	Canada: 1811	Other CC offences		Nova Scotia: 1098	NS: 1250	Canada: 1037	Canada: 1359	The target is to reduce rates below the national average.	Reduce youth crime in Nova Scotia. Crime rate statistics are influenced by many factors such as reporting by the public to police and police practices. While the target is to reduce crime, increased police resources and public confidence could result in an increase in the number of crimes coming to the attention of police, which will impact the official crime rate.	The departments of Community Services, Health, Education, Health Promotion and Protection and Justice are working together to improve services to children and youth. A comprehensive youth strategy will be developed, with a focus on early intervention, family counselling and support to youth at risk.
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Strategic Direction: People are and feel safe and secure					
Outcome	Measure	Data (Base Year and Subsequent Year data)	Target (Target for end of next Fiscal Year)	Target (Ultimate Target)	Strategic Actions to Achieve Target
	(10) The rate of violent, property and household victimization as reported through the General Social Survey (GSS) which, in 2004, sampled about 24,000 individuals aged 15 years and older. The GSS records respondents' personal accounts of criminal victimization incidents.	<p>The rate of violent victimization, property theft and household victimization increased between 1999 and 2004. 2004 victimization rates for Nova Scotia and Canada are outlined below (per 1000 population):</p> <p>Violent victimization Nova Scotia: 157 Canada: 106</p> <p>Theft of personal property Nova Scotia: 84 Canada: 93</p> <p>Household victimization Nova Scotia: 232 Canada: 248</p>	The target is to reduce rates below the national average. Currently, Nova Scotia is below the national victimization rate for both property and household crime.	Minimize victimization rates in Nova Scotia.	As noted previously, numerous efforts are underway to ensure safer, stronger communities, including a Minister's Task Force on Safer Streets and Communities; new resources for police; a new investigative unit to support Nova Scotia's <i>Safer Neighbourhoods and Communities Act</i> ; a Halifax Youth Attendance Centre; and new laws against the production of illegal drugs.
	(11) Public perception of safety in the home.	The Atlantic Quarterly Survey, undertaken in Spring 2005 (base year) and Spring 2006, provides an indication of the public's perception of safety in the home. Overall results have remained relatively stable. Results follow: In 2006, half (50%) of those surveyed indicated they were not at all worried when home alone at night (49% in 2005). A smaller proportion (29%) indicated they were not very worried (27% in 2005). Another 18% indicated they were somewhat worried (21% in 2005) or very worried (3%); (2% in 2005).	The target is to maintain/increase perceptions of safety in the home.	Maximize the number of people who indicate they feel safe at home at night.	

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Strategic Direction: People are and feel safe and secure					
Outcome	Measure	Data (Base Year and Subsequent Year data)	Target (Target for end of next Fiscal Year)	Target (Ultimate Target)	Strategic Actions to Achieve Target
	(12) Public perception of safety in the neighbourhood.	The Atlantic Quarterly Survey, undertaken in Spring 2005 (base year) and Spring 2006, provides an indication of the public's perception of safety in the neighbourhood. Overall results have remained relatively stable. Results follow: In 2006, 72% of those surveyed felt very safe or reasonably safe walking alone after dark (74% in 2005). Another 15% felt somewhat unsafe (13% in 2005) or very unsafe (7%); 5% in 2005. Another 6% indicated they do not walk alone at night (7% in 2005 with another 1% indicating "don't know/no answer").	The target is to maintain/increase perceptions of safety in the neighbourhood.	Maximize the number of people who indicate they feel safe while walking alone after dark.	As noted previously, initiatives outlined in this plan will see even closer cooperation between our justice partners and the larger social systems to both respond to crime and the conditions that create crime.
	(13) Major incidents within correctional facilities.	Only one major incident in a correctional facility was reported in 2005-2006 (base year). The incident occurred at the Cape Breton Correctional Facility which involved an aggravated assault. Major incidents has been defined as follows: <ul style="list-style-type: none"> • Purposeful damage to property in excess of \$5,000, or • An unnatural death has occurred, or • An aggravated assault has been committed by an offender against another person resulting in a hospital admission, or • A disturbance of four or more offenders, over a protracted period of 60 minutes or longer, and a) necessitating the hold or call back of staff, with an expenditure of more than \$1000, or b) exceeding the resource capacity of the facility, requiring emergency police services to respond to the identified threat. 	Our goal is to have no major incidents in any of our facilities.	No major incidents.	Ongoing efforts to enhance facilities design and operation, staff training and offender supports.

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Strategic Direction: People are and feel safe and secure					
Outcome	Measure	Data (Base Year and Subsequent Year data)	Target (Target for end of next Fiscal Year)	Target (Ultimate Target)	Strategic Actions to Achieve Target
	(14) This measure, which tracks the number of escapes from facilities, escapes from staff while being escorted in the community, and escapes from sheriffs' custody in a fiscal year provides information on security levels and measures.	Escapes from facilities/staff: 2004-2005: 6 (base year) 2005-2006: 2 From sheriffs' custody: 2004-2005: 0 (base year) 2005-2006: 0	Our goal is to have no escapes in any of these areas.	No escapes.	Ongoing efforts to enhance facilities design and operation, staff training and offender supports.

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Strategic Direction #4: People make constructive choices: We want Nova Scotia to be known as a place where rights are respected and protected and where disputes are resolved in a variety of principled ways. To help realize this vision, the department will undertake the following priorities:

- a. Develop a provincial crime prevention strategy, which will be informed by the work of the Minister's Task Force on Safer Streets and Communities. The task force is exploring community programs, government services, legislation and law enforcement to identify and promote programs that are making a positive impact in communities.
- b. Introduce a Nova Scotia Drug Strategy in collaboration with the Department of Health Promotion and Protection and other key departments and stakeholders focussing on prevention, treatment, harm reduction and enforcement.
- c. Collaborate on the development of a comprehensive youth strategy focussing on the needs of children and youth. The departments of Community Services, Health, Education, Health Promotion and Protection and Justice will collaborate on the development of government-wide policies (including government-wide legislation, policy and outcomes); and create working groups to support collaboration on department-specific policy development, program development or program/service delivery between more than one department. Early intervention, family counselling and support to youth at risk will be priorities.
- d. Actively inform and support federal changes to the *Criminal Code of Canada* to strengthen the criminal justice system's response to serious and violent offenders. As noted earlier, the department will also continue to push for changes to the YCJA.
- e. In addition to collaborating with other departments on a strategy for youth at risk, the department will continue to explore the potential to expand restorative justice for children under 12.

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Strategic Direction: People make constructive choices					
Outcome	Measure	Data (Base Year and Subsequent Year data)	Target (Target for end of next Fiscal Year)	Target (Ultimate Target)	Strategic Actions to Achieve Target
Offender accountability.	(15) Conditional sentence breaches are an indicator of offender accountability.	During 2005-2006 (base year), there were 802 adult conditional sentence orders given by the courts. During this same time period, there were 238 conditional sentence breaches before the courts. Of these, 110 resulted in termination, meaning the balance of the sentence was served in a custodial facility. Please note that one person can receive more than one order and one order can be breached many times.	The 2005-2006 figures will serve as benchmark data, with targets to be determined in future years.	The target is to increase offender accountability. Initiatives such as bail supervision and electronic monitoring may actually lead to an increase in reported breaches.	Electronic monitoring and bail supervision; Halifax Youth Attendance Centre.
	(16) Probation breaches are an indicator of offender accountability.	During 2005-2006 (base year), 3,889 adults received probation orders, while 639 young persons received probation orders. During this same time period, 1,135 persons were charged with breach of probation. Of these, 866 were adults and 269 were youth. These charges can be laid by Correctional Services staff or police agencies. Please note that one probation order can be breached many times.	The 2005-2006 figures will serve as benchmark data, with targets to be determined in future years.		

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Strategic Direction: People make constructive choices					
Outcome	Measure	Data (Base Year and Subsequent Year data)	Target (Target for end of next Fiscal Year)	Target (Ultimate Target)	Strategic Actions to Achieve Target
Reduction in youth and adults who re-offend (recidivism).	(17) Percent of incarcerated young offenders and (18) adult offenders who re-offend.	Staff are participating in a recidivism working group with the Canadian Centre for Justice Statistics (CCJS), which is working to develop an accurate definition of recidivism. Nova Scotia is working to ensure provincial data is included when a pilot begins. The department is also planning to collect data from offenders through a 'one-day snapshot' survey, which will also gather information on previous involvement with the justice system. The department anticipates being able to report on this measure in the next Accountability Report.	TBD		Reintegration programming and planning through the Correctional Services Division; collaboration with other government departments to develop a youth strategy led by the Department of Community Services; and development of a provincial crime prevention strategy.
Effective use of alternative dispute resolution mechanisms.	(19) Percent of family cases that reach consent order through conciliation/ mediation.	The department's Court Services Division is currently working to accurately capture this data. Once an accurate system is established, the department will report on this measure. A consent order is any order issued by the court that has been mutually agreed to by the two parties without an actual court hearing. It is an indicator of the effective use of alternative dispute resolution mechanisms.	TBD	TBD	Educational initiatives and support to inform decision making and to encourage constructive choices.

7. Human Resource Strategy

The department is committed to supporting the goals of the Corporate Human Resource Plan. Those goals are: to make a difference through a skilled, committed, and accountable public service; to be a preferred employer; to be a safe and supportive workplace; to be a diverse workforce; and to be a learning organization. Specific 2007-2008 priorities are outlined below:

- Justice will continue to play a leadership role in a comprehensive, sustainable healthy workplace initiative. The department took part in a pilot project in collaboration with the Public Service Commission, Nova Scotia Health Promotion and Protection, the Atlantic Health and Wellness Institute, Pfizer Canada Inc., AstraZeneca Canada Inc., and Sun Life Financial. As part of the pilot, employees at 12 different sites have been actively working with and engaging staff in health and wellness initiatives. In the upcoming fiscal year, the department will focus on establishing action plans at those pilot sites, engage staff from other sites across Nova Scotia, as well as develop a broad departmental strategy to guide future activity, including focussing on training programs to meet operational and career development needs. The initiative is helping the department make a difference through a skilled, committed and accountable public service.
- Occupational health and safety reviews are planned, with a particular focus on Correctional Services and the Provincial Firearms Office. Court Services will also be responding to air quality, ergonomics and other OH&S issues in its buildings.
- Various divisions have also identified specific human resources priorities for the upcoming fiscal year. For example, Correctional Services is developing core competencies for corrections workers, youth workers and probation officers; introducing a staff recognition program; and developing corrections-specific management/supervisory training. Policing and Victim Services will host a division-wide session focused on organizational wellness, with a focus on career development planning and improving internal information-sharing processes. Court Services will establish a communications strategy regarding performance appraisals and links to succession management. Legal Services will continue to improve internal communications, staff training and staff mentoring.
- In support of diversity, we have developed an affirmative action plan. Efforts are underway to develop an internal tracking system to collect and analyze diversity data. We are also supporting French language training for employees, and a departmental representative participates on the Public Service Commission's Diversity Roundtable.
- In addition to the provision of training and facilitation activities within the Department of Justice, including leadership development, performance management and orientation

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programs, the Justice Learning Centre is expanding to provide support to justice partners such as Halifax Regional Police and other areas of government. “Leading a Respectful Workplace,” “Domestic Violence Intervention” and “Bias Free Policing” are examples of the special courses offered.

- The Correctional Services Division has scheduled 121 courses for 2007-2008 and will purchase additional training for its employees from the Public Service Commission, the Justice Learning Centre and outside training providers. In addition, Correctional Services will update its curriculum in several areas and develop new training, e.g. corrections-specific leadership training and case management.
- On the labour relations front, the negotiation of a new collective agreement with NSGEU Local 480 will be completed in 2007-08.
- Recruitment and retention strategies will be key to ensuring that the workforce is ready and able to continue to provide quality service to the public. The department is committed to maintaining and improving on our ability to attract and retain qualified diverse public servants. As part of an ongoing commitment to process improvement directed at fair hiring within the provincial government, several initiatives have been implemented that will contribute to successful attraction and retention of a properly resourced and diverse workforce. A merit audit reviewed recruitment and staffing policies and processes across government which has resulted in the design and implementation of improved systems that utilize corporate standards and templates. This corporate approach also includes the development of a generic corporate recruitment and selection training program that will be delivered to both the human resource community and all line management as part of ongoing refresher training in human resource best practices.

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8. Budget Context

	Estimate 2006-2007 (\$ thousands)	Forecast 2006-2007 (\$ thousands)	Estimate 2007-2008 (\$ thousands)
Gross Expenses	\$224,202	\$234,852	\$242,946
Net Expenses	\$116,467	\$115,036	\$128,205
Salaries and Employee Benefits	\$89,373	\$ 96,856	\$97,623
Funded Staff (FTEs)	1,474	1,437	1,503

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Appendix A

Department of Justice Organizational Chart

