

**Nova Scotia Department of Justice  
Business Plan**

**2009-2010**

**September 18, 2009**

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## **Message from the Minister and Deputy Minister**

It is our pleasure to share with you the details of the Nova Scotia Department of Justice's 2009-2010 annual business plan. This plan outlines our department's vision, strategic directions, and priorities for the upcoming fiscal year.

As in previous years, we have developed and organized our priorities according to the strategic directions that they support. Our strategic directions guide our efforts to effectively administer the justice system, to thereby engender public confidence in that system, as well as to support the public in being safe, feeling safe, and making constructive choices. We will aspire to this while living within our means. We want our justice system to be recognized as properly administered and cost effective. To realize this, we must use resources in the most innovative and adaptive ways.

In 2009-2010, the department will work towards reducing violent crime in Nova Scotia on several fronts in partnership with police agencies and the RCMP. We know that our overall crime rates are down, however, we will continue to strive to reach targets that are all below the national average. Planning is also underway for a new agreement to prepare to meet policing needs for 2012 and beyond.

Implementing the 51 recommendations contained in the Deloitte Audit is a top priority for our department. We will use that audit as a building block for further improvements in the correctional system.

Considerable focus will also be dedicated to enhancing our response to intimate partner violence, as well as implementing Nova Scotia's first mental health court. We will take pro-active steps to improve how mentally ill Nova Scotians who come into conflict with the law are treated.

We continue to rely on the dedication of our talented employees, the support and collaboration of our partners, and the confidence of Nova Scotians in carrying out this work. We welcome your feedback on our plan for 2009-2010 and extend a sincere thanks to all who helped develop it and all who will contribute to its implementation in the upcoming year.

Ross Landry  
Minister

Marian F. 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. Link to Strategic Directions**

The Department of Justice's priorities for the 2009-2010 fiscal year – and all its ongoing activities – are aligned with and supportive of its strategic directions and goals, its mission and vision. Section 4 of this Business Plan outlines the department's strategic directions, goals and vision in detail.

Ultimately, the Department of Justice seeks to enhance the quality of life of Nova Scotians through the creation of safe and healthy communities. At Justice, working to make Nova Scotia communities safe involves serious efforts to reduce and prevent crime through significant law enforcement, safe and secure custody and supervision of offenders, appropriate offender rehabilitative programming, a well administered justice system, and a comprehensive, evidence-based approach to crime prevention.

Ongoing enforcement initiatives include, for example, a review of the 250 additional police officers program and working with industry and justice stakeholders on the development of new private security legislation.

Effective custody, supervision and rehabilitation of offenders is key in ensuring the safety and security of the public. Key correctional services initiatives in 2009-2010 include further work in anticipation of the construction of a new adult correctional facility and implementation of the recommendations from the independent external audit of adult offender correctional facilities completed in late 2008. In addition, the youth bail supervision program is expanding to the Sydney area and electronic supervision is being implemented for select high risk youth in the Halifax Regional Municipality ("HRM").

A properly administered justice system – including safe, accessible, and effective court facilities and administration – is another critical component of safe communities. In 2009-2010, Court Services Division will continue with a number of multi-year initiatives including, for example, implementation of the 2007 Court Facility Security Review Report recommendations and completing construction of the Bridgewater Justice Centre.

Working to prevent crime in the first place is one of the best ways to strengthen communities and make them safer. Our multi-year crime prevention and reduction strategy is aimed at reducing and preventing crime in partnership with organizations, communities, and individuals. In 2009-

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2010, implementation of the crime prevention and reduction strategy will include, for example, work with the Department of Seniors to support seniors safety programs, implementation of a mental health court, and enhancements to the Justice response to intimate partner violence and sexual assault.

While the department recognizes that it has an important contribution to make in creating safe and healthy communities, it also recognizes that it cannot work in isolation. The Department of Justice works in collaboration with other government departments and its partners in other components of the justice system to improve the quality of life in Nova Scotia.

### **3. Planning Context**

Significant initiatives and circumstances that have influenced the department's planning for 2009-2010:

#### Crime, Crime Severity and Victimization Statistics

The department tracks crime, crime severity, and victimization rates to get a clearer picture of both the nature and amount of criminal activity taking place in the province. This information assists the department in its efforts to address and prevent crime.

Statistics Canada now uses two indicators to measure police-reported crime: crime rates to measure the volume of crime and the Crime Severity Index to measure changes in the severity of crimes being committed. Victimization rates are available through the General Social Survey ("GSS"), which is conducted by Statistics Canada every five years and was last conducted in 2004.

According to police-reported data in 2008, we are seeing drops in the overall crime rate (volume), violent crime rate (volume), non-violent crime rate (volume), and youth accused crime rate (volume) in Nova Scotia. In fact, Nova Scotia's overall crime rate (volume) fell for the fourth year in a row in 2008 and our youth accused crime rate (volume) fell for the second year in a row. While decreases in the volume of crime are important, Nova Scotia's overall crime rate still remains the highest among the Atlantic Provinces and 6% higher than Canada's overall crime rate. Our youth accused crime rate also remains higher than the national average and is currently the third highest among the provinces.

However, the new Crime Severity Index provides us with another key piece of information: In 2008, Nova Scotia's overall crime severity, violent crime severity, and non-violent crime severity were all below the national averages. In fact, overall crime severity in Nova Scotia has actually been decreasing – it has gone down 22% since peaking in 2004. Nova Scotia's non-violent crime severity also fell in 2008. Taken together, the crime rate and the Crime Severity

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Index indicate there is a higher volume of crime in Nova Scotia, but that it tends to be of a less serious nature. The same holds true for violent crime taking place in Nova Scotia.

This information is important as we continue to monitor, assess and plan our initiatives and activities as a department. There are, however, inherent limitations in the measurement of crime statistics that must be acknowledged. For example, when the public does not report crimes to police, an under-counting of crime in official police statistics will result. According to the last General Social Survey conducted in 2004, only 33% of criminal incidents in Canada came to the attention of the police. Other factors that can influence crime statistics include reporting to Statistics Canada by police organizations, and other police practices like the failure to officially record the use of informal warnings and cautions when dealing with young offenders. These limitations must be kept in mind when considering the data. It is also important to note that increasing police resources – and even an increase in public confidence in the justice system – could result in more crimes coming to the attention of police and a consequent impact on the official crime rate. Public confidence in the justice system has been noted to influence people's willingness to report crime. According to Atlantic Quarterly Surveys conducted by Corporate Research and Associates Inc., public confidence in the justice system has remained relatively stable in Nova Scotia between 2005 and 2008. The survey asks respondents about their knowledge of and confidence in the justice system. In 2008, the majority of the public indicated they had some confidence (64%) in the justice system. A smaller proportion had a great deal of confidence (8%), while 6% indicated they had no confidence.

### The Nunn Report

In January 2007, the government accepted the 34 recommendations made by Commissioner Nunn. Of the recommendations for which Justice has responsibility, all but one have been implemented. The field testing stage of the Common Arrest Protocol has been completed and the training strategy will be developed in 2009-2010. Even though the recommendations have been implemented, many of them require ongoing work and monitoring. Such is the case with the youth case processing times. We continue to work with justice partners to develop long term solutions to reducing case processing times.

### Independent external audit of adult correctional facilities

In April 2008, the Department of Justice ordered an independent external audit of Nova Scotia's adult correctional facilities. The audit was conducted by the management consulting firm, Deloitte, and contains 51 recommendations as part of its comprehensive review on the policies and procedures of correctional facilities in Nova Scotia. The audit revealed that, as with other jurisdictions across Canada, the increased number of people within Nova Scotia's correctional system and the increased movement of these individuals has put strains on the system. The audit also found that employees and management share the common goal of a secure correctional environment. The department has prepared an Action Plan to address the audit recommendations and implementation of some of the recommendations is already underway. Implementing all 51 recommendations, however, will take time. While some of the recommendations can be

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implemented quickly, others have budget implications that will impact our operational costs. Implementing our Action Plan to strengthen Nova Scotia's adult correctional facilities will be a major focus for the department throughout fiscal 2009-2010.

### Nova Scotia's Strategy to Prevent and Reduce Crime

The purpose of this multi-year strategy is to help Nova Scotians feel safe and be safe in their communities. The strategy is based on the ideas and concerns of Nova Scotians presented to government by the Task Force on Safer Streets and Communities, as well as research and best practices from elsewhere in Canada and the United States.

Together, the strategy's three pillars – enforcement, intervention and prevention – support a vision of an “improved quality of life through a safer Nova Scotia.” Each pillar has a set of associated actions outlined in the strategy, some of which are already underway. The department is integrating efforts under the crime prevention and reduction strategy with other related government strategies, including *Our Kids are Worth it: Strategy for Children and Youth*, the *Poverty Reduction Strategy: Preventing Poverty, Promoting Prosperity*, and the Nova Scotia Alcohol Strategy.

One of the key initiatives being implemented in 2009-2010 under the strategy is the opening of Nova Scotia's first mental health court in Dartmouth. Justice has been working with the departments of Health, Community Services, Health Promotion and Protection, the Public Prosecution Services, Legal Aid, the judiciary and other justice partners, on the development of a Mental Health Court Program that will hold offenders who suffer from mental illness accountable for their criminal actions in a way that is supportive and sensitive to their illness. The model that will be used is based on the best practices of other jurisdictions and tailored to meet the needs of Nova Scotians. Staff for the court will include dedicated Crown, Legal Aid and probation staff along with two mental health clinicians. The Mental Health Court team will assess accused for their eligibility for the program and work with those accepted on developing an individualized community treatment plan. The intent of the Mental Health Court is to reduce the level of re-contact mentally ill offenders have with the criminal justice system by linking the individual to appropriate and timely services and monitoring progress while, at the same time, ensuring public safety.

### Strategy for Children and Youth

The Strategy for Children and Youth released its progress report in December 2008. This first year was a foundation year with planning and research being critical. However, pilot projects were started and these projects will help shape the work of the strategy in 2009-2010. The Department of Justice continues to be a partner on the Child and Youth Social Policy Committee as we improve the way we deliver programs and services to children and youth.

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### Family and Intimate Partner Violence

The Department of Justice is committed to working collaboratively towards the eradication of intimate partner violence. To this end, the Domestic Violence Prevention Committee, composed of community stakeholders and government representatives, was struck to address domestic violence in Nova Scotia. On June 30, 2009, the committee made recommendations to the Deputy Ministers Leadership Committee that will be reviewed in 2009-2010 and will contribute to the determination of next steps in addressing intimate partner violence prevention in Nova Scotia.

### Federal Government's Focus on Crime

In November 2007, the Canadian Government introduced the comprehensive *Tackling Violent Crime Act*, the first in a new series of tackling community crime bills. This legislation seeks to protect youth from sexual predators and addresses dangerous offenders, drug impaired drivers, and sentencing and bail for those who commit serious gun crimes. The administration of justice in Nova Scotia will be impacted by these and other changes and we will have to ensure appropriate system supports are in place.

## 4. Strategic Goals

This section outlines the high level strategic context that frames our annual planning processes. Our vision is what we're striving for. Our four strategic directions are key conditions for the achievement of our vision. Our strategic goals describe ways for us to ensure those "right" conditions are created, and our priorities are our immediate plans for creating those right conditions.

**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
- 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 which continue to guide us. They 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;

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- 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;
  - 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

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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 and security intelligence management services.***

Improving public safety and security through:

- administration of the *Police Act*, including acting in an advisory role to all police services, managing contracts with the RCMP and First Nations Policing, and strengthening policing initiatives through the development of standards, audits and inspections and governance training;
- partnerships with the public safety community and federal/provincial/territorial partners to contribute to and facilitate initiatives to improve public safety;
- liaising with public safety stakeholders and federal/provincial/territorial partners on crime prevention initiatives;
- effective regulation and monitoring of the private security industry pursuant to the *Private Investigators and Private Guards Act*, including the licensing of businesses and individuals engaged in private security services;
- 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;
- enforcement of the *Safer Communities and Neighbourhoods Act*, through closure of illegal activity sites;
- administration of the Rewards for Major Unsolved Crimes program;
- monitoring and communicating threat advisory information to key government decision makers; and
- providing necessary security clearances.

#### ***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

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- family law court services, including court administration and management, monitoring and enforcing payment of support orders, and family support services.

The Court Services Division occupies facilities throughout the province. Full service Justice Centres or stand-alone courts are located in Halifax Regional Municipality (4), Bridgewater (1 as of April 1, 2009), Yarmouth (1), Digby (1), Kentville (2), Truro (2), Amherst (2), Pictou (1), New Glasgow (1), Antigonish (1), Port Hawkesbury (1) and Sydney (1). There are also satellite courts located in 16 different communities. The Court Services Division manages the Victim Services program with offices in five communities.

### ***Provision of assistance to victims of crime***

Reducing the harmful impact of crime on victims by:

- promoting victims' rights and interests and advising government on issues relating to victims of crime;
- working with justice partners and the community to develop policies and programs that address the needs of crime victims; and
- 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.

### ***Enforcement of maintenance orders/agreements***

Improving access to justice for families by registering, collecting and enforcing court orders or agreements registered with the court for child and spousal support. This work is accomplished through the department's Maintenance Enforcement Program, which has six offices across the province.

### ***Correctional services***

Improving public safety and security through effective custody-based corrections and community-based corrections. There are approximately 8,000 court-ordered admissions to community and custodial correctional services annually.

The Correctional Services Division operates five adult offender and two young offender correctional facilities. The key functions of correctional facilities are to provide safe and secure custody, direction and control of offenders, and programs that address criminogenic factors to assist with the successful reintegration of offenders into the community. The department's five adult correctional facilities are Antigonish Correctional Facility, Cape Breton Correctional Facility, Central Nova Scotia Correctional Facility, Cumberland Correctional Facility, and Southwest Nova Scotia Correctional Facility. The Nova Scotia Youth Facility and the Cape Breton Youth Detention Facility, which was relocated to the Cape Breton Correctional Facility in 2006, are the youth facilities.

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The division also operates 22 community corrections offices. The functions of community corrections are to:

- provide information to assist the court in the sentencing process(es);
- administer and supervise community-based sentences of the courts;
- provide programs that address dynamic criminogenic factors to assist with the successful reintegration of offenders into the community; and
- provide selected alternative measures (e.g. adult diversion program, fine options) to assist the court by diverting minor offences from the court process.

Community corrections offices 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.

The division also currently operates the Halifax Youth Attendance Centre and Centre 24/7 (an alternative school program). Key functions of attendance centres are to provide youth under supervision in the community with on-site experientially-based education, consistent with the requirements of the Department of Education, and programs that address criminogenic factors to assist with the successful reintegration of offenders into the community.

The division also operates the Nova Scotia Restorative Justice Program with offices in seven communities across the province.

### ***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;
- 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;

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- 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 advice and support in recruitment and retention, labour relations, occupational health and safety, wellness, compensation/classification, payroll/benefits administration, and in partnership with the Justice Learning Center addresses staff training and development needs.

***Policy and Information Management*** brings together a diverse but inter-related group of department functions dedicated to the creation, analysis, sharing, security, accuracy, storage, protection and business use of information. The division's support for Justice includes stimulating innovation through technological and other solutions, administering Information Access and Privacy matters according to legislation, and providing policy formulation, advice, research, and strategic planning services. The Justice Learning Centre, a unique partnership between the Department of Justice and the Nova Scotia Community College, provides accessible, affordable, sustainable training and development, and supports the exchange of ideas for people involved in the justice system.

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

***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. The division also supports internal communications to branches and leads the creation of a department newsletter.

## 6. Priorities

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

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### **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 2009-2010:

- a. Operationalize the crime prevention and reduction strategy by continuing to implement the new Crime Prevention Section in accordance with the multi-year plan, including further program development and implementation.
- b. Construct and improve facility infrastructure to serve the needs of justice stakeholders, with the following major undertakings planned in 2009-2010:
  - working to establish a new morgue for the Nova Scotia Medical Examiner Services;
  - further the work required to construct new correctional facilities;
  - continuing to develop plans for a consolidated court house in HRM to replace the existing four court buildings, including looking at possible sites; and
  - completing construction of the Bridgewater Justice Centre and renovations to the Pictou Justice Centre, as well as relocating court staff from New Glasgow to Pictou.
- c. Improve operational effectiveness by continually assessing and improving on the value of existing programs and services, including funding, staff, infrastructure, technology and business processes. Priorities for 2009-2010 include:
  - continuing to develop court administration efficiencies, including the further refinement of standards and indicators with respect to workload, streamlining summary offence ticket arraignment, continuing to examine workplace efficiencies, and developing a system to improve financial transaction processing in the civil courts;
  - continuing to implement the organizational redesign of the Legal Services Division recommended in the Legal Services Review, including finalizing position descriptions for new roles, enabling smooth transition to new structure, and evaluating new roles and structure. The division will continue to monitor client service and follow up with a client satisfaction survey this year;
  - reviewing and upgrading or expanding drug interdiction tools and strategies to assist in preventing the entry of drugs into correctional facilities;
  - developing business continuity plans for each division province wide;
  - exploring new opportunities for accessible and cost-effective electronic delivery of key programs, services and business processes;
  - introducing a new IT corporate project review, approval and management process that will help to ensure Justice's business priorities are being constantly monitored and addressed, and resources are being optimally allocated;

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- ongoing focus on training and development of Justice staff and partners through special courses (such as Bias Free Policing and Domestic Violence Education), customized training to support legislation (such as the RCMP Advisory Board and municipal police training), and the development of online learning modules to improve accessibility of training on both human resource and customized justice topics;
  - facilitating the appointment of a Privacy Review Officer under the new *Privacy Review Officer Act*; and
  - creating an inventory of existing Information, Access and Privacy on-line training in government and consolidating all approaches for a corporate vision of IAP on-line training, as well as coordinating government resources and training in response to the new *Privacy Review Officer Act*.
- d. Negotiate federal, provincial and territorial agreements, including:
- continuing to seek federal support for expansion of the Supreme Court (Family Division), which is subject to federal legislation and funding;
  - negotiating community tripartite agreements respecting policing in First Nations communities;
  - negotiating a new five year agreement with the Federal Government in support of family law justice initiatives that continue to enable provinces and territories to develop and enhance services to support the needs of families experiencing separation and divorce; and
  - negotiating a new agreement with the Federal Government for the provision of crime scene DNA analysis by RCMP Forensic labs.
- e. Address Nova Scotia's policing needs by continuing ongoing preparations to meet policing needs for 2012 and beyond given the expiry of our 20-year-contract with the federal government for the RCMP as our provincial police service in 2012.

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<b>Strategic Direction: A justice system that is properly administered and cost effective</b>					
<b>Outcome</b>	<b>Measure</b>	<b>Data (Base Year and Subsequent Year data)</b>	<b>Target (Target for end of next Fiscal Year)</b>	<b>Target (Ultimate Target)</b>	<b>Strategic Actions to Achieve Target</b>
Cost-effective justice services, including corrections, courts, policing, the Nova Scotia Medical Examiner Services, legal aid and public prosecution.	(1) Annual provincial costs of providing justice services ( <i>excludes federal and municipal contributions</i> ).	<p>Between 2001-2002 and 2007-2008, the provincial cost of providing justice in Nova Scotia has been increasing. Spending amounted to \$127,465,964 in 2007-2008, which represents a 13.76% increase over the year before (\$112,048,698).</p> <p>Average rate of growth in spending between 2001-2002 to 2007-2008 was 7.1%. During the base year period, growth in spending was 4.9%<sup>r</sup> (2000-2001 to 2004-2005).</p> <p>r=revised</p>	<p>Adopt a realistic approach to managing the growing cost of providing justice services in Nova Scotia.</p> <p>The department is tracking data associated with these indicators and will work to establish a target once more trend data is available.</p>	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> )	<p>The provincial per capita cost of providing justice services in Nova Scotia has been increasing since 2001-2002. Per capita costs amounted to \$136.24 in 2007-2008, which is up from the base year (\$102.23<sup>r</sup> for 2004-2005).</p> <p>r=revised</p>			

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<b>Strategic Direction: A justice system that is properly administered and cost effective</b>					
<b>Outcome</b>	<b>Measure</b>	<b>Data (Base Year and Subsequent Year data)</b>	<b>Target (Target for end of next Fiscal Year)</b>	<b>Target (Ultimate Target)</b>	<b>Strategic Actions to Achieve Target</b>
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 2007-2008, the department received \$11,524,920 in federal funds for justice initiatives, which is a 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 areas of First Nations policing (under our cost-shared Community Tripartite Agreements), DNA analysis, and child centered justice initiatives.
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 (100%). 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 is undergoing an organizational redesign to further improve delivery of legal services to its clients. Another client survey will be conducted in 2009-2010 following the reorganization.

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<b>Strategic Direction: A justice system that is properly administered and cost effective</b>							
<b>Outcome</b>	<b>Measure</b>	<b>Data (Base Year and Subsequent Year data)</b>			<b>Target (Target for end of next Fiscal Year)</b>	<b>Target (Ultimate Target)</b>	<b>Strategic Actions to Achieve Target</b>
Fair and accessible criminal, civil and family court justice system.	(5 a) Case processing times in criminal courts – average amount of time it takes to process adult cases in criminal court from first to last appearance.	Average number of days to process			For adult cases, the target was to meet and/or fall below the Canadian average elapsed time to complete an adult case in criminal court in any given year. In 2006-2007, Nova Scotia was below the national average.	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.
	A new industry standard for case processing times has been introduced by Statistics Canada. The definition of a court case now includes all charges against the same person having overlapping court dates.	ADULTS	Year	Nova Scotia			
		2008-09	206				
		2007-08	193				
		2006-07	197	237			
		2000-01 (base)	213 <sup>r</sup>	173			
		In 2006-2007, Nova Scotia had the fifth lowest average elapsed time in adult court in Canada. Between 2007-2008 and 2008-2009, adult case processing times increased by 13 days. Comparable Canadian data will be available for 2007-2008 and 2008-2009 from Statistics Canada in March 2010.					

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<b>Strategic Direction: A justice system that is properly administered and cost effective</b>															
<b>Outcome</b>	<b>Measure</b>	<b>Data (Base Year and Subsequent Year data)</b>	<b>Target (Target for end of next Fiscal Year)</b>	<b>Target (Ultimate Target)</b>	<b>Strategic Actions to Achieve Target</b>										
	<p>(5 b) Case processing times in criminal courts – average amount of time it takes to process youth cases in criminal court from first to last appearance.</p> <p>A new industry standard for case processing times has been introduced by Statistics Canada. The definition of a court case now includes all charges against the same person having overlapping court dates.</p>	<p align="center">Average number of days to process</p> <table border="1"> <thead> <tr> <th align="left" colspan="2">YOUTH</th> </tr> <tr> <th align="left">Year</th> <th align="left">Nova Scotia</th> </tr> </thead> <tbody> <tr> <td>2008-09</td> <td>142</td> </tr> <tr> <td>2007-08</td> <td>128</td> </tr> <tr> <td>2006-07 (base)</td> <td>137<sup>r</sup></td> </tr> </tbody> </table> <p>The average elapsed time from the accused's first appearance in youth court until the final disposition increased in 2008-2009. In 2007-2008, the average time elapsed was 128 days and in 2008-2009 it had increased to 142 days. This represents an increase of 14 days (10%).</p> <p>For youth case processing times, Nova Scotia excludes restorative justice and bench warrants when calculating the time it takes to process a youth from first hearing to disposition. Restorative justice is excluded because on average it takes over 200 days for an offender to successfully complete the program and this can artificially inflate the overall processing times. Bench warrants are excluded because, once issued by the Court, the Court cannot control how long it takes to have that warrant executed.</p> <p>r=revised</p>	YOUTH		Year	Nova Scotia	2008-09	142	2007-08	128	2006-07 (base)	137 <sup>r</sup>	<p>For youth cases, we have set a target of 98 days elapsed time to complete a youth case in criminal court in any given year.</p>	<p>To ensure that all available efficiencies in case processing are identified and realized while ensuring due process.</p>	<p>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.</p> <p>To meet our target of 98 days elapsed time in youth case processing, we are:</p> <ol style="list-style-type: none"> <li>1) addressing the issue of disclosure,</li> <li>2) ensuring timely completion of pre-sentence reports, and</li> <li>3) as part of the crime prevention and reduction strategy, contracting with non-government agencies on a pilot basis to contact youth prior to their first appearance to ensure they are prepared to attend court.</li> </ol> <p>In addition, we have implemented a serious offence policy requiring all youth charged with a serious offence to appear in court within 7 days.</p>
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<b>Strategic Direction: There is public confidence in the justice system</b>																																									
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	6) Average amount of time it takes to process family and civil cases from case initiation to first disposition.	<p>Nova Scotia is participating in a national civil court survey with the Statistics Canada. Case processing times for fiscal 2006-07 and 2007-08 are presented below:</p> <p align="center">Case processing times</p> <p><b>FAMILY</b></p> <table border="1"> <thead> <tr> <th><u>Number of Months</u></th> <th><u>2006-07</u></th> <th><u>2007-08</u></th> </tr> </thead> <tbody> <tr> <td>Under 3 months</td> <td>39%</td> <td>39%</td> </tr> <tr> <td>Between 3-6 months</td> <td>15%</td> <td>16%</td> </tr> <tr> <td>Between 6-12 months</td> <td>13%</td> <td>13%</td> </tr> <tr> <td>Between 12-24 months</td> <td>11%</td> <td>11%</td> </tr> <tr> <td>Over 24 months</td> <td>21%</td> <td>21%</td> </tr> </tbody> </table> <p><b>CIVIL</b></p> <table border="1"> <thead> <tr> <th><u>Number of Months</u></th> <th><u>2006-07</u></th> <th><u>2007-08</u></th> </tr> </thead> <tbody> <tr> <td>Under 3 months</td> <td>29%</td> <td>29%</td> </tr> <tr> <td>Between 3-6 months</td> <td>11%</td> <td>14%</td> </tr> <tr> <td>Between 6-12 months</td> <td>12%</td> <td>11%</td> </tr> <tr> <td>Between 12-24 months</td> <td>15%</td> <td>14%</td> </tr> <tr> <td>Over 24 months</td> <td>32%</td> <td>32%</td> </tr> </tbody> </table>	<u>Number of Months</u>	<u>2006-07</u>	<u>2007-08</u>	Under 3 months	39%	39%	Between 3-6 months	15%	16%	Between 6-12 months	13%	13%	Between 12-24 months	11%	11%	Over 24 months	21%	21%	<u>Number of Months</u>	<u>2006-07</u>	<u>2007-08</u>	Under 3 months	29%	29%	Between 3-6 months	11%	14%	Between 6-12 months	12%	11%	Between 12-24 months	15%	14%	Over 24 months	32%	32%	TBD	To ensure all available efficiencies in case processing are identified and realized while ensuring procedural due process.	Court Services Division will continue to lead a Workplace Efficiencies Project that seeks to: 1) identify efficiencies in court administration and 2) develop best practices and standards to improve procedures and increase efficiencies. The information produced through the Workplace Efficiencies Project will assist the department's development of a target for this outcome measure.
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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 the 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 2009-2010:

- a. Implement the crime prevention and reduction strategy by:
  - working to improve restitution for victims through the development of a Restitution Collection Program. This is one of six crime prevention initiatives that are multi-year in nature. We have obtained federal funding for a Restitution Coordinator pilot project, which will be implemented this year;
  - undertaking program enhancements for under served or high needs victims, including children and persons with physical and mental diminished capacity, in accordance with recent amendments to the *Criminal Code*; and
  - continuing to work with the Department of Seniors and to provide collaborative funding in support of community programs focused on safety for seniors across the province.
  
- b. Implement recommendations from the independent external audit of adult offender correctional facilities, including:
  - improving the function of the admitting and discharge areas in the correctional facilities;
  - ensure proper technology is available in all admitting and discharge units;
  - provide staff with a new sentence-calculation manual to reduce the possibility of errors;
  - assign a full-time training contact at the Central Nova Scotia Correctional Facility to coordinate training at that facility;
  - assign a lead trainer for use of force for both Correctional Services and Sheriff Services;
  - ensure there are similar policies for both sheriffs and correctional workers regarding the transport of offenders; and
  - conduct an in-depth review of staffing levels at correctional facilities;
  - assign a full-time person to absenteeism management.
  
- c. Undertake research, assessment and evaluation initiatives, and implement response plans to support justice policies, programs and services, including:
  - continuing implementation of the recommendations from the Auditor General's Report for the Maintenance Enforcement Program;
  - commencing implementation of recommendations made in response to the Justice Enterprise Information Network (JEIN) data integrity review. This is a multi-year initiative;

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- commencing an external evaluation of the Halifax Youth Attendance Centre;
  - evaluating the electronic supervision tools used to supervise select offenders who are serving their sentences in the community;
  - conducting a study on the frequency and nature of re-contact (recidivism) within the justice system; and
  - beginning the next phase of the Intimate Partner Violence Tracking Project, which tracks the effectiveness of the criminal justice system's response to spousal/intimate partner violence in Nova Scotia.
- d. Continue implementation of the French Language Services Program by managing the federal government budget contribution, identifying initiatives and priorities for delivery of French-language services, coordinating French training and consulting with stakeholders and outside agencies.
- e. Act on recommendations of the 'Advisory Panel to the Minister of Justice on the use of the Conducted Energy Device by law enforcement agencies in Nova Scotia'. A 'Use of Force' coordinator will be established for the province. Responsibilities will include establishing core standards that clearly provide parameters for use of force, training and reporting obligations. A panel made up of mental health and medical experts has provided us with their report for action on the issue of excited delirium.
- f. Assist the judiciary in implementation of new Civil Procedure Rules, including training of Court Services staff.
- g. Continue to improve and support the Justice corporate web site as a key vehicle in the timely and reliable delivery of information, news, programs and services to Nova Scotians.
- h. Reduce the fee for applications under FOIPOP from \$25.00 to \$5.00.

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<b>Strategic Direction: There is public confidence in the justice system</b>					
<b>Outcome</b>	<b>Measure</b>	<b>Data (Base Year and Subsequent Year data)</b>	<b>Target (Target for end of next Fiscal Year)</b>	<b>Target (Ultimate Target)</b>	<b>Strategic Actions to Achieve Target</b>
Improved knowledge of and confidence in the justice system.	(7) Public knowledge of the justice system.	The Atlantic Quarterly Survey conducted annually since Spring 2005 (base year) provides an indication of the public’s knowledge of the justice system. Results have remained stable between 2005 and 2008. In 2008, 59% of Nova Scotians considered themselves to be at least somewhat familiar with the justice system (54% in 2005). Overall results follow: In 2008, a large proportion of the public (47%) indicated they were somewhat familiar with the justice system (45% in 2005), while 12% indicated they were very familiar with the justice system (9% in 2005). Another 29% indicated they were not very familiar with the justice system (34% in 2005). A minority of the public (10%) indicated they were not at all familiar with the justice system (12% in 2005).	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 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. In addition, the department will be further developing and implementing its crime prevention multi-media campaign in 2009-2010 to engage and inform the public about crime prevention. 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 conducted annually since Spring 2005 (base year) provides an indication of the public’s confidence in the justice system. Overall results have not changed in a statistically significant manner between 2005 and 2008. Results follow: In 2008, the majority of the public indicated they had “some confidence” (64%) in the justice system (62% in 2005). A smaller proportion (8%) had “a great deal of confidence” (12% in 2005); 20% indicated they “had not much confidence” (17% in 2005); while “6% indicated they had no confidence at all” (9% 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 2009-2010, we will focus on the following priorities:

- a. Implement the crime prevention and reduction strategy by:
  - implementing electronic supervision of select high risk youth in the HRM;
  - expanding the youth bail supervision program to the Sydney area;
  - reviewing the additional police officer program. In 2007, the province commenced the process to add 250 police officer positions in Nova Scotia from 2007 through 2011. Plans for continuing to add new officers will be reviewed in 2009-2010 to ensure that resources continue to be used in the most effective way; and
  - enhancing the Justice response to and increasing support services for victims of family violence, intimate partner violence, and sexual assault. This will be a multi-year initiative with intimate partner violence being focused on first. The recommendations received by government in June 2009 from a Domestic Violence Prevention Committee composed of government representatives and community stakeholders will be reviewed and next steps will be determined in addressing intimate partner violence prevention.
  
- b. Continue to act on recommendations from the Nunn Commission – In cooperation with department stakeholders and justice system partners, the department is:
  - continuing to push the federal government for further changes to the *Youth Criminal Justice Act*. Nova Scotia has prepared a paper on proposed amendments, which has been submitted to the federal Government;
  - continuing efforts to reduce youth court processing time, including providing information to youth and parents about court preparation and piloting and evaluating the electronic exchange of documents, including pre-sentence reports; and
  - continuing to partner with Community Services, Health, Education and Health Promotion and Protection on the implementation of the child and youth strategy.
  
- c. Strengthen public safety and security through a variety of initiatives, including:
  - continuing to work with industry and justice stakeholders to develop and propose private security legislation to enhance government's regulatory and enforcement efforts, expanding coverage to include all security providers, and establishing mandatory training standards and accountability structures for all segments of the security industry;
  - opening a satellite office in Cape Breton to increase the capability of the Public Safety Investigative Section;

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- continuing to implement the recommendations of the 2007 Court Facility Security Review Report; and
  - developing a transportation model to ensure the safe, secure, efficient and timely transportation of persons in custody. This work will include the development of training for sheriffs on the new transportation model.
- d. Continue to deliver intimate partner violence training through the Justice Learning Centre in partnership with the Department of Justice/Public Prosecution Service Intimate Partner Violence Committee. In 2009-2010, we will be changing from a centralized model of delivery to a regional model with four sites. This will reduce travel costs and facilitate greater collaboration between the educators in the local jurisdictions.

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<b>Strategic Direction: People are and feel safe and secure</b>																										
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Safer communities	<p>(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> <p>In 2008, Statistics Canada expanded the violent crime rate to include a number of offences which were previously considered to be “other <i>Criminal Code</i>” offences, but target and impact individual victims.</p> <p>The non-violent crime rate has also been expanded and now includes property crimes as well as “other <i>Criminal Code</i>” offences which do not fall under the violent crime category.</p>	<p>The crime rate increased steadily between 2001 and 2004. However, it has decreased for the past four years. In 2008, decreases were reported for total violent crimes and total non-violent crimes. Crime rate figures for Nova Scotia and Canada are outlined below (per 100,000 population):</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"><b>2008</b></td> <td style="width: 50%;"><b>2001 (base year)</b></td> </tr> <tr> <td>Total <i>Criminal Code</i> rate (excl traffic)</td> <td></td> </tr> <tr> <td>Nova Scotia: 6,956</td> <td>NS: 7,725<sup>f</sup></td> </tr> <tr> <td>Canada: 6,588</td> <td>Canada: 7,587<sup>f</sup></td> </tr> <tr> <td>Total violent crime rate</td> <td></td> </tr> <tr> <td>Nova Scotia: 1,689</td> <td>NS: 1,944<sup>f</sup></td> </tr> <tr> <td>Canada: 1,326</td> <td>Canada: 1,473<sup>f</sup></td> </tr> <tr> <td>Total non-violent crime rate</td> <td></td> </tr> <tr> <td>Nova Scotia: 5,266</td> <td>NS: 5,781<sup>f</sup></td> </tr> <tr> <td>Canada: 5,262</td> <td>Canada: 6,113<sup>f</sup></td> </tr> </table> <p><sup>f</sup> revised by Statistics Canada to reflect the new definition of violent crime and non-violent crime.</p>		<b>2008</b>	<b>2001 (base year)</b>	Total <i>Criminal Code</i> rate (excl traffic)		Nova Scotia: 6,956	NS: 7,725 <sup>f</sup>	Canada: 6,588	Canada: 7,587 <sup>f</sup>	Total violent crime rate		Nova Scotia: 1,689	NS: 1,944 <sup>f</sup>	Canada: 1,326	Canada: 1,473 <sup>f</sup>	Total non-violent crime rate		Nova Scotia: 5,266	NS: 5,781 <sup>f</sup>	Canada: 5,262	Canada: 6,113 <sup>f</sup>	Reduce crime in Nova Scotia. In 2008, Nova Scotia was above the national average for the total crime rate, total violent crime rate and total non-violent crime rate.	Reduce crime rates below the national average. 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 rates, increased police resources and public confidence could result in more crimes coming to the attention of police, which will impact the official crime rate.	Numerous efforts are underway to ensure safer, stronger communities, including initiatives under the crime prevention and reduction strategy, implementation of the recommendations of the external audit of adult offender correctional facilities, implementation of electronic supervision of select high-risk young offenders in HRM, and a focus on enhancing the Justice response to family and intimate partner violence.
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	(9 b) The Crime Severity Index is a new tool developed by Statistics Canada to complement the crime rate. While the crime rate measures the volume of crime coming to the attention of the police, the Crime Severity Index measures the severity of police-reported crime. It measures change in the overall seriousness of crime from one year to the next, as well as relative differences in the seriousness of crime across the country. The Index is standardized to "100" for Canada (a system similar to the Consumer Price Index), using 2006 as a base year. Three severity indices have been created: one for overall police-reported crime (including all offences), one for violent crime (including only crimes against the person), and one for non-violent crime.	<p>Overall crime severity in Nova Scotia dropped 9% last year, following a 9% decline in 2007. In 2008, decreases were reported for total violent crime severity (-5%) and total non-violent crime severity (-11%). Overall crime severity has decreased by approximately 22% since peaking in 2004. Crime severity indices for each category for Nova Scotia and Canada are outlined below:</p> <table border="0"> <tr> <td><b>2008</b></td> <td><b>2001</b> (base year)</td> </tr> <tr> <td colspan="2">Total <i>Criminal Code</i> rate (excl traffic)</td> </tr> <tr> <td>Nova Scotia: 83.6</td> <td>NS: 92.5</td> </tr> <tr> <td>Canada: 90.0</td> <td>Canada: 105.3</td> </tr> <tr> <td colspan="2">Total violent crime rate</td> </tr> <tr> <td>Nova Scotia: 87.6</td> <td>NS: 94.2</td> </tr> <tr> <td>Canada: 94.6</td> <td>Canada: 97.2</td> </tr> <tr> <td colspan="2">Total non-violent crime rate</td> </tr> <tr> <td>Nova Scotia: 82.1</td> <td>NS: 91.9</td> </tr> <tr> <td>Canada: 88.2</td> <td>Canada: 108.4</td> </tr> </table>	<b>2008</b>	<b>2001</b> (base year)	Total <i>Criminal Code</i> rate (excl traffic)		Nova Scotia: 83.6	NS: 92.5	Canada: 90.0	Canada: 105.3	Total violent crime rate		Nova Scotia: 87.6	NS: 94.2	Canada: 94.6	Canada: 97.2	Total non-violent crime rate		Nova Scotia: 82.1	NS: 91.9	Canada: 88.2	Canada: 108.4	Reduce crime severity in Nova Scotia. In 2008, Nova Scotia was below the national average on all three indices of crime severity: the overall crime severity index, violent crime severity index and non-violent severity crime index.	Maintain crime severity below the national average.	Numerous efforts are underway to ensure safer, stronger communities, including initiatives under the crime prevention and reduction strategy, implementation of the recommendations of the external audit of adult offender correctional facilities, implementation of electronic supervision of select high-risk young offenders in HRM, and a focus on enhancing the Justice response to family and intimate partner violence.
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	(9 c) Rate of youth crime.	<p>In 2008, the rate of youth accused of crime declined 7%, the second consecutive annual decline. Youth accused rates in Nova Scotia continue to be 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%;"><b>2008</b></td> <td style="width: 50%;"><b>2007</b></td> </tr> <tr> <td colspan="2">Total <i>Criminal Code</i> offences (excl traffic)</td> </tr> <tr> <td>Nova Scotia: 9,778</td> <td>NS: 10,562<sup>†</sup></td> </tr> <tr> <td>Canada: 6,454</td> <td>Canada: 6,783<sup>†</sup></td> </tr> <tr> <td colspan="2">Total crimes of violence</td> </tr> <tr> <td>Nova Scotia: 2,755</td> <td>NS: 3,040<sup>†</sup></td> </tr> <tr> <td>Canada: 1,887</td> <td>Canada: 1,950<sup>†</sup></td> </tr> <tr> <td colspan="2">Total non-violent crimes</td> </tr> <tr> <td>Nova Scotia: 7,024</td> <td>NS: 7,522<sup>†</sup></td> </tr> <tr> <td>Canada: 4,567</td> <td>Canada: 4,833<sup>†</sup></td> </tr> </table> <p><sup>†</sup> revised by Statistics Canada to reflect the new definition of violent crime and non-violent crime.</p>		<b>2008</b>	<b>2007</b>	Total <i>Criminal Code</i> offences (excl traffic)		Nova Scotia: 9,778	NS: 10,562 <sup>†</sup>	Canada: 6,454	Canada: 6,783 <sup>†</sup>	Total crimes of violence		Nova Scotia: 2,755	NS: 3,040 <sup>†</sup>	Canada: 1,887	Canada: 1,950 <sup>†</sup>	Total non-violent crimes		Nova Scotia: 7,024	NS: 7,522 <sup>†</sup>	Canada: 4,567	Canada: 4,833 <sup>†</sup>	Reduce youth crime in Nova Scotia.	Reduce rates below the national average. 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 rates, increased police resources and public confidence could result in more 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, youth and their families. In 2009-2010, Justice will continue to collaborate on the implementation of pilot projects under the child and youth strategy. In addition, the department will continue with its implementation of initiatives under the crime prevention and reduction strategy, including expansion of the youth bail supervision program and implementation of electronic supervision of select high risk youth in HRM.
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	<p>(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> <p>While the department considers GSS victimization rates important and continues to consider them in departmental planning, it has determined that the rates are too infrequently reported (once every five years) to be considered a useful measure. Therefore, this measure will be discontinued.</p>	<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>			

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<b>Strategic Direction: People are and feel safe and secure</b>					
<b>Outcome</b>	<b>Measure</b>	<b>Data (Base Year and Subsequent Year data)</b>	<b>Target (Target for end of next Fiscal Year)</b>	<b>Target (Ultimate Target)</b>	<b>Strategic Actions to Achieve Target</b>
	(11) Public perception of safety in the home.	The Atlantic Quarterly Survey, conducted annually since Spring 2005 (base year), provides an indication of the public's perception of safety in the home. Overall results have remained relatively stable: In 2008, 54% of those surveyed indicated they were not at all worried when home alone at night (49% in 2005). A smaller proportion (27%) indicated they were not very worried (27% in 2005). Another 16% indicated they were somewhat worried (21% 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.	Numerous initiatives outlined in this plan are underway to ensure safer, stronger communities. Many of them will see even closer cooperation between our justice partners and the larger social systems in both responding to crime and the conditions that create crime. The combination of these efforts with the further implementation of our crime prevention multi-media campaign in 2009-2010 should not only increase public safety, but also help Nova Scotians to feel safer in their homes, neighbourhoods and communities.
	(12) Public perception of safety in the neighbourhood.	The Atlantic Quarterly Survey, conducted annually since Spring 2005 (base year), provides an indication of the public's perception of safety in the neighbourhood. Results have remained stable between 2005 and 2008. Overall results follow: In 2008, 74% of those surveyed felt very safe or reasonably safe walking alone after dark (74% in 2005). Another 12% 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).	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.	

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<b>Strategic Direction: People are and feel safe and secure</b>					
<b>Outcome</b>	<b>Measure</b>	<b>Data (Base Year and Subsequent Year data)</b>	<b>Target (Target for end of next Fiscal Year)</b>	<b>Target (Ultimate Target)</b>	<b>Strategic Actions to Achieve Target</b>
	<p>(13) Major incidents within correctional facilities.</p> <p>'Major incidents' has been defined as follows:</p> <p>a) purposeful damage to property in excess of \$5,000;</p> <p>b) an unnatural death;</p> <p>c) an aggravated assault committed by an offender against another person resulting in a hospital admission; or</p> <p>d) 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.</p>	<p>Three major incidents in a correctional facility were reported in 2007-08 (one incident was reported in 2005-2006 (base year)). In 2007-08, the Central Nova Scotia Correctional Facility reported one death from natural causes, the Southwest Nova Scotia Correctional Facility reported one purposeful damage to property in excess of \$5,000, and the Nova Scotia Youth Facility reported one assault by an offender against another person.</p>	<p>Our goal is to have no major incidents in any of our facilities.</p>	<p>No major incidents.</p>	<p>Ongoing efforts to enhance facilities design and operation, staff training and offender supports.</p>

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<b>Strategic Direction: People are and feel safe and secure</b>					
<b>Outcome</b>	<b>Measure</b>	<b>Data (Base Year and Subsequent Year data)</b>	<b>Target (Target for end of next Fiscal Year)</b>	<b>Target (Ultimate Target)</b>	<b>Strategic Actions to Achieve Target</b>
	<p>(14 a) This measure tracks Correctional Services information on the number of:</p> <p>a) escapes from correctional facilities;</p> <p>b) escapes from correctional facility staff while being escorted in the community, eg. to and from a doctor's appointment; and</p> <p>c) wrongful or improper releases from a correctional facility, ie. errors by correctional facility staff resulting in the release of an offender from custody due to a misinterpretation of a warrant or as a result of warrants not being forwarded to the facility prior to the offender's release from custody.</p>	<p>Escapes from facilities/staff: 2004-2005: 6 (base year) 2007-2008: 2</p> <p>Wrongful releases: 2007-2008: 7 (base year)</p>	<p>Our goal is to have no escapes or wrongful releases in any of these areas.</p>	<p>No escapes or wrongful releases.</p>	<p>Ongoing efforts to enhance facilities design and operation, and staff training.</p>

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<b>Strategic Direction: People are and feel safe and secure</b>					
<b>Outcome</b>	<b>Measure</b>	<b>Data (Base Year and Subsequent Year data)</b>	<b>Target (Target for end of next Fiscal Year)</b>	<b>Target (Ultimate Target)</b>	<b>Strategic Actions to Achieve Target</b>
	<p>(14 b) This measure tracks Sheriffs Services information on the number of:</p> <p>a) escapes from courts;  b) escapes from Sheriffs Services staff while the offender is being transported, eg. between court and a correctional facility or between police custody and a correctional facility;  and  c) wrongful or improper releases from Sheriffs Services staff custody, ie. errors by court staff or sheriffs resulting in the release of an offender from custody due to a misinterpretation of a warrant or as a result of warrants not being forwarded to the court prior to the offender's release from custody.</p>	<p>Escapes from sheriffs' custody:  2004-2005: 0 (base year)  2007-2008: 0</p>	<p>Our goal is to have no escapes or wrongful releases in any of these areas.</p>	<p>No escapes or wrongful releases.</p>	<p>Efforts that will be made in 2009-2010 to improve security include use of force training, Sheriff escort training, high-security leg irons and handcuffs, a review of sheriff transport vehicle containment units, and exploring renovations to facilities (e.g., sally ports).</p>

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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. Implement the crime prevention and reduction strategy by:
  - implementing the Mental Health Court in HRM;
  - continuing to develop restorative justice (“RJ”) demonstration pilots with Community partners in Sydney, HRM, Yarmouth and Truro. The pilots have various areas of focus within communities, including intervention for children under 12, bringing RJ to schools, high-risk youth, and enhancing capacity for conflict resolution;
  - further developing and implementing a multi-media campaign to engage and inform the public about prevention and encourage all Nova Scotians to become more involved in preventing crime in their communities; and
  - developing community crime prevention profiles so that communities and government can make informed decisions about crime prevention efforts.
  
- b. Continue to review and assess services provided by Family Court and identify improvements in consultation with the judiciary and stakeholders, by:
  - exploring opportunities to expand services in family matters in order to ensure an equitable provision of services for all areas of the province.
  
- c. Implementing recommendations from the Nova Scotia Restorative Justice Program Review.
  
- d. Exploring opportunities for a Domestic Violence Court and Drug Court in Nova Scotia.

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<b>Strategic Direction: People make constructive choices</b>																	
<b>Outcome</b>	<b>Measure</b>	<b>Data (Base Year and Subsequent Year data)</b>	<b>Target (Target for end of next Fiscal Year)</b>	<b>Target (Ultimate Target)</b>	<b>Strategic Actions to Achieve Target</b>												
Offender accountability	(15) Conditional sentence breaches are an indicator of offender accountability.	<p>Conditional Sentence Orders (CSO) Breached</p> <table border="1"> <tr> <td></td> <td>2007/08</td> <td>2005/06 (base year)</td> </tr> <tr> <td>CSOs</td> <td>821</td> <td>802</td> </tr> <tr> <td>CSOs Breached</td> <td>184</td> <td>238</td> </tr> <tr> <td>CSOs Terminated</td> <td>98</td> <td>110</td> </tr> </table> <p>Conditional sentence breaches can result in termination, meaning the balance of the sentence is served in a custodial facility. It is important to note that one person can receive more than one order and one order can be breached many times. Both breaches and terminations may be related to an order issued by the court that year or in a previous year.</p>		2007/08	2005/06 (base year)	CSOs	821	802	CSOs Breached	184	238	CSOs Terminated	98	110	<p>The identification of an appropriate target for conditional sentence breaches is under review. The number of breaches is a function of a variety of factors including: the number of orders in effect in any given year (which is not the same as the number of new orders issued during that year), the enforcement tools used by staff, e.g. electronic supervision, and the choices made by offenders to comply with the conditions ordered by the court.</p>	<p>The target is to increase offender accountability. Initiatives such as electronic supervision may actually lead to an increase in reported breaches.</p>	Electronic supervision and development of a Sydney Youth Attendance Centre.
	2007/08	2005/06 (base year)															
CSOs	821	802															
CSOs Breached	184	238															
CSOs Terminated	98	110															

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<b>Strategic Direction: People make constructive choices</b>							
<b>Outcome</b>	<b>Measure</b>	<b>Data (Base Year and Subsequent Year data)</b>		<b>Target (Target for end of next Fiscal Year)</b>	<b>Target (Ultimate Target)</b>	<b>Strategic Actions to Achieve Target</b>	
	(16) Probation breaches are an indicator of offender accountability.	Probation Orders Breached		The identification of an appropriate target for probation breaches is under review. The number of breaches is a function of a variety of factors including: the number in effect in any given year (which is not the same as the number of new orders issued during that year), and the choices made by offenders to comply with the conditions ordered by the court.			
		2007/08	2005/06				
		ADULTS (base year)					
		Probation Orders	4,613				3,889
		Charges Laid for Breach	1,756				866
		YOUTH					
		Probation Orders	933	639			
		Charges Laid for Breach	1,040	269			
		These charges can be laid by Correctional Services staff or police agencies. It is important to note that one probation order can be breached many times. Breaches may be related to an order issued by the court that year or in a previous year.					

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<b>Strategic Direction: People make constructive choices</b>					
<b>Outcome</b>	<b>Measure</b>	<b>Data (Base Year and Subsequent Year data)</b>	<b>Target (Target for end of next Fiscal Year)</b>	<b>Target (Ultimate Target)</b>	<b>Strategic Actions to Achieve Target</b>
Reduction in youth and adults who re-offend (recidivism).	(17) Percent of incarcerated young offenders and (18) adult offenders who re-offend.	Coming to an accurate and appropriate definition of recidivism is complex. Staff continue to participate in a recidivism working group with Statistics Canada, which is working to develop an acceptable definition of recidivism. As part of the crime prevention and reduction strategy, Nova Scotia has committed to working on the development of benchmark data on recidivism, which would include the development of a definition of recidivism, as well as determining the various sources of recidivism data in the province and whether there are additional measures.	To continue with the development of benchmark data on recidivism in Nova Scotia. We will be refining the benchmark data we have developed for youth court and restorative justice, and focusing on the development of benchmark data for corrections.	To define recidivism in keeping with a national standard.	We will continue to implement our project plan to produce benchmark recidivism statistics, by refining the benchmark data now developed for youth court and restorative justice and developing benchmark data for corrections. We will also continue reintegration programming and planning through the Correctional Services Division, and continue collaborating with other government departments on implementing pilot projects under the child and youth strategy (led by the Department of Community Services), as well as implementing the crime strategy.
Effective use of alternative dispute resolution mechanisms.	(19) Percent of family cases that reach consent order through conciliation.	The department's Court Services Division is currently working to accurately capture this data. Once a data capture 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.	Identify outcome measures and bench mark values.	TBD	We will be developing and introducing enhanced data collection for the conciliation process in Family Division. We will also continue to develop support and educational opportunities for clients to inform their decision making and encourage constructive choices.

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### 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. The Department of Justice Human Resource Strategy supports the strategic goals by ensuring well trained, well motivated staff who are well deployed. Specific 2009-2010 priorities are outlined below:

- During the 2004 to 2008 four year period, in collaboration with the Public Service Commission, the Department of Health Promotion and Protection, the Atlantic Health and Wellness Institute, Pfizer Canada Inc., AstraZeneca Canada Inc., and Sun Life Financial, the Department of Justice participated in a pilot project that engaged staff throughout the organization in several health and wellness initiatives. This year Justice will continue to build on positive project results by assisting Healthy Life Works with the analysis of data generated from the study. This analysis will provide additional information to assist with the further development of a broad departmental strategy that guides future activity in support of organizational wellness that also meets and sustains operational business needs, supports employee career development plans and opportunities, and contributes to the attraction and retention of a skilled, committed and accountable public service.
- As part of our department's Healthy Workplace Plan, Justice will be continuing to develop a departmental recognition program and add a corporate component to the departmental orientation program that will compliment other provincial and divisional programs.
- Human Resources, in partnership with the Justice Learning Centre, is working with the Department of Justice Legal Services Division in achieving a new organizational structure that provides an expanded client service delivery model to improve client relations, enhance effective workload management strategies, improve internal communications, and increase staff training and mentoring opportunities. Human Resources will continue to provide support to all Justice management teams with employee attraction and retention strategies, training opportunities and management leadership development initiatives which contribute to, improve on and enhance overall organizational wellness.
- The Department of Justice continues to focus on diversity action plans this year. The creation of an internal tracking system in 2008-2009 that captured diversity data provides the foundation this year for the department to analyse diversity statistics that will measure the success of Fair Hiring and Employment Equity attraction and retention initiatives. As well, two Justice Human Resource professionals are members of the corporate Diversity Committee hosted by the Public Service Commission, and in participating, will impact

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advancing strategies that will increase employee diversity representation within the Department of Justice.

- Effective recruitment and retention strategies are critical to ensuring that the workforce is ready and able to continue to provide quality service to the public. This year, the departmental management team will partner with human resources professionals to implement new recruitment and selection standards stemming from two new Policies, The Fair Hiring Policy and the Employment Equity Policy, effective October 1, 2008. This includes training all staff who are involved in the recruitment and selection process to ensure the department's commitment to maintaining and improving the ability to attract and retain qualified diverse public servants.

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**8. Budget Context**

<b>Justice</b>			
	<b>2008-2009 Estimate</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Estimate</b>
<b>Program &amp; Service Area</b>	(\$ thousands)	(\$ thousands)	(\$ thousands)
<b>Gross Departmental Expense</b>			
Administration	24,499	24,673	26,862
Nova Scotia Legal Aid	19,874	20,374	21,419
Court Services	54,631	55,960	57,874
Correctional Services	53,762	56,250	57,713
Public Trustee	1,788	1,567	2,081
Fatality Inquiry Act	3,217	3,864	3,332
Public Safety	104,473	99,383	112,970
<b>Total Gross Department Expenses</b>	<b>262,244</b>	<b>262,071</b>	<b>281,490</b>
<b>Additional Information:</b>			
Ordinary Revenue	928	2,015	1,428
Fees and Other Charges	18,573	19,257	19,128
Ordinary Recoveries	92,324	93,620	97,726
TCA Purchase Requirements			
<b>Provincial Funded Staff (FTEs)</b>	<b>1,525</b>	<b>1,422</b>	<b>1,567</b>

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## Appendix A

### Department of Justice Organizational Chart

