

**Nova Scotia Department of Justice  
Business Plan**

**2008-2009**

April 17, 2008

**Table of Contents**

Message from the Minister and Deputy Minister

- 1. Mission ..... 1
- 2. Links to Corporate Path ..... 1
- 3. Planning Context ..... 2
- 4. Strategic Goals ..... 7
- 5. Core Business Areas ..... 9
- 6. Priorities and Performance Measures ..... 12
- 7. Human Resource Strategy ..... 33
- 8. Budget Context ..... 35

Appendix A

- Department of Justice Organizational Chart ..... 36

## 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 2008-2009 annual business plan. As our blueprint for action, the business plan sets out our department's vision, our strategic directions and our priorities for the upcoming fiscal year.

In 2008-2009, the work of the department will continue to be shaped by the Report of the Nunn Commission of Inquiry released in late 2006. The Nunn Commission 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 in January 2007 will continue to guide our work in ensuring a strong response to youth crime and improved prevention measures in collaboration with other government departments and the community.

The department's work will also continue to be guided by the Report of the Minister's Task Force on Safer Street and Communities, which was released in May 2007. The volunteer task force consulted with and gathered ideas and opinions from hundreds of Nova Scotians on ways to prevent crime. We are continuing to take action on the thoughtful recommendations made by the task force.

Both the findings of the Nunn Commission and the work of the Minister's Task Force motivated and informed the department's enhancement of its crime prevention focus. Whereas the department has focused primarily on intervention and enforcement initiatives in the past, we are breaking new ground with our comprehensive crime prevention and reduction strategy, *Time to Fight Crime Together*, released in December 2007. The strategy represents a major shift in approach and its success will depend on effective partnerships with other departments and agencies, as well as municipalities and communities.

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.

Cecil P. Clarke  
Minister

Marian Tyson  
Deputy Minister

**DEPARTMENT OF JUSTICE**  
**2008-2009**

---

**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**

The provincial government has a vision for a more prosperous and healthy Nova Scotia – “The New Nova Scotia”. The government’s *Path to 2020: The New Nova Scotia* provides direction for building a stronger, healthier economy by focusing on *Creating Winning Conditions*, *Seizing New Economic Opportunities*, and *Building for Individuals, Families and Communities*. The province has also released two coordinating frameworks – an economic framework and a social framework – that guide its vision for *The New Nova Scotia*.

The province’s economic framework, *Opportunities for Sustainable Prosperity*, is based on the concept of sustainable competitiveness. Our social framework, *Weaving the Threads: A Lasting Social Fabric*, recognizes the dynamic inter-relationship between social, economic and environmental prosperity. Both frameworks provide a path to ensure the province’s strategies, policies and programs work together to advance the future vision for Nova Scotia. The government has expressed its commitment to this vision and has identified five immediate priorities:

- Educating to Compete
- Protecting our Environment
- Better Roads and Infrastructure
- Safer, Healthier Communities
- Shorter Wait Times

The Department of Justice’s business plan priorities for 2008-2009 contribute to building better futures for individuals, families and communities, and are precisely directed at making our communities safer and healthier. Crime hurts all of us – individuals, families and communities – in a variety of ways. There is no question that crime hurts us economically and hinders our social prosperity. Combatting crime is one of the Department of Justice’s key priorities. Combatting crime includes significant law enforcement, safe and secure custody and supervision of offenders, offender rehabilitative programming, and a comprehensive strategy for preventing crime in the first place.

In terms of enforcement, we are funding 250 additional police officers across Nova Scotia, co-leading a provincial drug strategy with the Department of Health Promotion and Protection, developing new private security legislation to enhance enforcement efforts and to establish mandatory training standards and accountability structures for all segments of the security industry, improving security intelligence management through a new Security Intelligence

**DEPARTMENT OF JUSTICE**  
**2008-2009**

---

Management Unit within the department, and continuing our support for federal changes to the *Youth Criminal Justice Act* during the federal government's formal review of the Act in 2008.

The department's Correctional Services Division improves public safety and security through offender custody, supervision and programming, while always seeking to strike an appropriate balance between the goals of deterrence and rehabilitation. New initiatives will include expanding electronic supervision to include voice verification for adult offenders with house arrest conditions, piloting the use of electronic supervision for young offenders in Halifax Regional Municipality, expanding the youth bail supervision program to more parts of the province, and developing a youth attendance centre in Cape Breton.

The department also oversees Nova Scotia's Restorative Justice program, which is a referral-based, community-based, alternative criminal justice program for youth.

Development of our multi-year crime prevention and reduction strategy was completed in late 2007 with the release of *Time to Fight Crime Together*. We will continue to work with other departments and justice partners on implementing the strategy in 2008-2009. A new Crime Prevention Division is being created within the department that will have primary responsibility for leadership in turning this strategy into action. Consistent with the approach taken in the social prosperity framework, the department is integrating efforts within our Crime Prevention and Reduction Strategy with other related government strategies. Just a few examples of strategies (new or under development) with direct links are *Our Kids are Worth it: Strategy for Children and Youth*, the poverty reduction strategy now under development, the drug strategy now under development, and the Nova Scotia Alcohol Strategy.

The department is also involved with the National Crime Prevention and Reduction Strategy by way of a partnership agreement with the federal department of Public Safety Canada. The department assists community groups with the development of proposals for federal funding and our staff co-chair a joint management committee that recommends proposals. Nova Scotia organizations have received more than \$7 million in funding for crime prevention projects since the strategy was launched in 1998.

### **3. Planning Context**

Significant initiatives and circumstances that have influenced the department's planning for 2008-2009:

**DEPARTMENT OF JUSTICE**  
**2008-2009**

---

Crime and Victimization Statistics

The department tracks crime 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.

Police-reported crime statistics are collected every year by Statistics Canada to measure the magnitude and the nature of criminal activity reported to 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 police-reported data, 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. Violent crime in Nova Scotia is now 19 percent above the national average, while property crime in Nova Scotia is marginally lower than the national average.<sup>1</sup> Nova Scotia's youth accused crime rate is currently the third highest among the provinces.<sup>2</sup> Victimization rates are also increasing<sup>3</sup>. As reported in last year's departmental business plan, the violent victimization rate in Nova Scotia increased 65 per cent between 1999 and 2004.

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 GSS, only 33% of criminal incidents in Canada came to the attention of the police in 2004. 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.

There is a correlation between the public's willingness to report crime and the public's confidence in the justice system. An Atlantic Quarterly Survey conducted by Corporate Research

---

<sup>1</sup>2007 crime statistics will be released by the Canadian Centre for Justice Statistics in July 2008.

<sup>2</sup>2007 crime statistics will be released by the Canadian Centre for Justice Statistics in July 2008.

<sup>3</sup>The 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. It was last conducted in 2004.

**DEPARTMENT OF JUSTICE**  
**2008-2009**

---

and Associates Inc. demonstrated that public confidence in the justice system remained relatively stable in Nova Scotia between 2005 and 2007. That survey asked respondents about their knowledge of and confidence in the justice system. In 2007, the majority of the public indicated they had some confidence (60%) in the justice system. A smaller proportion had a great deal of confidence (10%), while 9% indicated they had no confidence.

Crime overburdens the justice system and affects all Nova Scotians. Nova Scotia taxpayers spend more than \$400 million a year to operate the criminal justice system. That figure does not include economic losses to victims or the costs of insurance and private security. The economic costs of shoplifting, robberies, property damage and fraud are suffered by private businesses and then passed on to Nova Scotia consumers.

The Nunn Report

In January 2007, the government accepted all 34 recommendations made by Commissioner Nunn. The Department of Justice has been working to reduce the time it takes a youth's case to proceed through the courts. Investment in the preparation of court-ordered assessments and additional Crown Attorneys have helped and case processing time is now significantly shorter than reported at the inquiry. A target for youth case processing time has been set at 98 days and we are working with justice partners to identify longer-term solutions to assist with the reduction of case processing time. We are working on reducing the turnaround time for pre-sentence reports and filing the reports electronically with the Court. Staff from the Justice of the Peace Centre, with assistance from the Justice Learning Centre and Court Services, developed and delivered a training session for police agencies to help them understand the proper procedures and processes of the Justice of the Peace Centre. Between October and December of 2007, 19 sessions were held in 11 sites across the province with 337 officers attending. Further, the department will be evaluating the Attendance Centre opened in Halifax in February 2007, and looking toward expanding the Youth Attendance Centre and youth bail supervision program to Cape Breton.

Commissioner Nunn agreed with the department on the need for changes to the *Youth Criminal Justice Act*. Since 2005, we have been lobbying the federal government to improve the Act to better serve young offenders and protect Nova Scotians. In November 2007, the federal government tabled Bill C-25, which seeks to amend two parts of the legislation. First, it adds deterrence and denunciation to the principles that a court must consider when determining a youth sentence. Second, it strengthens the pre-trial detention provisions to ensure courts have the flexibility to hold the right young offenders in custody when there are public safety concerns. These are positive measures, but further improvements can be made to the legislation and we will be continuing to push the federal government for those changes in 2008-2009.

**DEPARTMENT OF JUSTICE**  
**2008-2009**

---

Strategy for Children and Youth

Government has stated its commitment to building a better Nova Scotia for individuals, families and communities, with a particular focus on children and youth. The Departments of Community Services, Health, Education, Health Promotion and Protection, and Justice are working together to improve services for children and youth through the development of a comprehensive child and youth strategy which focuses on early intervention, supports for families and support to youth at risk. Specifically, these departments have committed to partnering and coordinating responsibilities for children and youth. The development of a strategy for children and youth was another key recommendation of the Nunn Commission.

*Our Kids are Worth it: Strategy for Children and Youth* was released in December 2007. As suggested by Commissioner Nunn, the strategy has a crime prevention focus and a mix of both immediate and longer-term priorities designed to get at the root causes of crime. It includes community based programs, with the goal of bringing services closer to children, youth and families. This strategy is part of the province's new social prosperity framework, *Weaving the Threads: A Lasting Social Fabric*, based on the principles of collaboration, coordination and shared responsibility.

Crime Prevention and Reduction Strategy

The purpose of this multi-year strategy is to help Nova Scotians feel safe and be safe in their communities by reducing and preventing crime in partnership with organizations, communities, and individuals. *Time to Fight Crime Together* is based on the ideas and concerns of Nova Scotians, presented to government by the Task Force on Safer Streets and Communities. We also considered research and best practices from elsewhere in Canada and the United States.

The strategy contemplates three pillars – enforcement, intervention and prevention – which, together, 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, many of which are new and some of which are already underway. For example, a new Crime Prevention Division is being created within the Department of Justice, which will have primary responsibility for leadership in turning this strategy into action. Commissioner Nunn validated the department's collaboration with justice partners and with departments involved in social development. This collaboration was key to the development of the Crime Prevention and Reduction Strategy and will, in turn, be key to its success.

Minister's Task Force on Safer Streets and Communities

The creation of a Minister's Task Force in 2006 was driven by the government's concern about crime and its effects on Nova Scotians. The task force was composed of 25 volunteers representing Nova Scotians of all ages, from communities large and small, and of differing experiences and ethnicities. The task force consulted with over 800 Nova Scotians on

**DEPARTMENT OF JUSTICE**  
**2008-2009**

---

community programs, government services, legislation and policing initiatives to identify and promote programs that are making a positive difference in communities. The Minister received the task force's comprehensive final report in May 2007. The work of the task force has been instrumental in the development of the Crime Prevention and Reduction Strategy and will continue to influence the department's initiatives in 2008-2009.

Family and Intimate Partner Violence

We plan to increase support services for victims of family violence, intimate partner violence and sexual assault through a comprehensive approach based on partnerships within government and with community agencies. We will develop information and approaches to change societal attitudes and misconceptions about family violence and violence against women, and will continue to provide annual Intimate Partner Violence training to justice stakeholders. The comprehensive approach will include the continued implementation of the high risk case coordination protocol to increase victim safety, as well as the effectuation of the validated Ontario Domestic Assault Risk Assessment (ODARA) tool.

In 2008, through the implementation of the new Victim Services Aboriginal Outreach Program, we will be developing a specialized model of service delivery that is grounded in the overall philosophy of the comprehensive approach, maintaining particular emphasis on intimate partner violence, sexual assault and violence against women.

As well, the Department will expand the eligibility criteria of the Criminal Injuries Counselling Program to allow for the provision of counselling to children who witness family violence. Along with funding support, we will request counsellors to have training in therapeutic approaches specific to counselling children, such as play therapy, and incorporate ways to involve the parent or family member who was the victim of the abuse. This initiative supports crime prevention and reduction efforts by addressing the root causes of crime and focussing efforts on breaking the cycle of family violence.

Security Intelligence Management Services

The ability to protect citizens, assets and infrastructure from terrorism or other threat activity is a fundamental requirement for a safe and secure society, and is one of the highest priorities of the Nova Scotia government. The development and enhancement of communication networks between government, law enforcement, and key industry stakeholders provides the foundation for early detection and dissemination of information required to address the new and emerging realities of terrorism or other major threat. A new Security Intelligence Management Unit will serve a key role in responding to potential risks to public safety and security in the province by monitoring information related to international, national, regional, and provincial threat assessments, ensuring threat advisories are communicated to key decision makers, and providing necessary security clearances.

**DEPARTMENT OF JUSTICE**  
**2008-2009**

---

Federal Government's Focus on Crime

Nova Scotia continues to express its support for federal changes to the *Criminal Code* to strengthen the criminal justice system's response to serious and violent offenders. 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 is designed to better protect youth from sexual predators, protect society from dangerous offenders, get serious with drug impaired drivers and toughen 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.

Interdependence of the Justice System

Each component of the justice system – the police, prosecution, defence bar, corrections, and judiciary – operate as an independent authority. Cohesiveness within the justice system is critical to combatting crime effectively. Recognizing the interdependence of the justice system and Nova Scotia society as a whole is key to our enforcement efforts, our rehabilitation efforts, and our efforts to prevent crime. Our new Crime Prevention and Reduction Strategy is based on this principle, and its success will require continued collaboration with internal and external partners, as well as with communities.

#### **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 key conditions for the achievement of our vision. Our strategic goals describe ways for us to ensure those “right” conditions are created. And finally there are our priorities, which are this year's 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

**DEPARTMENT OF JUSTICE**  
**2008-2009**

---

**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;
  - 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

**DEPARTMENT OF JUSTICE**  
**2008-2009**

---

- 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 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;
- providing necessary security clearances.

**DEPARTMENT OF JUSTICE**  
**2008-2009**

---

***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;
- 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.

The integration of Victim Services into the Court Services Division in 2007 has facilitated increased synergies and efficiencies of those two core business areas.

***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 department 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.

**DEPARTMENT OF JUSTICE**  
**2008-2009**

---

Correctional Services operates the Halifax Youth Attendance Centre in Halifax, Centre 24/7 for youth in Coldbrook, and also has a contract with the Salvation Army to operate the Cape Breton Youth Resource Centre in Sydney. There are approximately 8,000 court-ordered admissions to community and custodial correctional services annually.

***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;
- 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 training and staff development. The Justice Learning Centre offers training in areas such as performance management, respectful workplace, leadership development, Nunn commission response training, facilitation, and joint initiatives such as domestic violence education.

***Policy and Information Management*** (PIM) offers leadership and services through three branches: Policy, Information Management, and Justice Services. In summary, these branches address (1) the policy, planning, research and Federal Provincial Territorial (FPT) priorities for

**DEPARTMENT OF JUSTICE**  
**2008-2009**

---

the department; (2) a diverse set of interrelated information management services that provide technology and other business solutions while ensuring adequate records and information access and privacy (FOIPOP) practices; and (3) two cross departmental/inter-agency functions addressing crime prevention and justice system learning and development. Individual sections include Information Technology, Policy and FPT Relations, Library and Records Management, Business Improvement Services, the Corporate Information Access and Privacy Office, the Crime Prevention Division, and the Justice Learning Centre.

*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.

## **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 2008-2009:

- a. Operationalize the Crime Prevention and Reduction Strategy, *Time to Fight Crime Together*, by implementing the new Crime Prevention Division in accordance with the multi-year plan, including recruitment of staff, program development and implementation.
- b. Construct and improve facility infrastructure to serve the needs of justice stakeholders, with the following major undertakings planned in 2008-2009:
  - working to establish a new morgue for the Nova Scotia Medical Examiner Services;
  - continuing beyond the design development milestone to replace Antigonish and Cumberland correctional facilities in partnership with the Department of Transportation and Infrastructure Renewal;
  - completing construction of the Lunenburg and Yarmouth counties justice centres;
  - continuing to develop 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.

**DEPARTMENT OF JUSTICE**  
**2008-2009**

---

- 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 include:
- initiating court administration efficiencies, including developing standards and indicators with respect to workload, streamlining summary offence ticket processing, completing implementation of the digital-recording system for the entire province, and developing a system to improve financial transaction processing in the courts;
  - improving access to evidence-based decision-making through the development of a Public Safety Investigations case management system;
  - developing a comprehensive government-wide training plan by March 31, 2008, to include Train-the-Trainer sessions to facilitate *Freedom of Information and Protection of Privacy* (“FOIPOP”)/Information Access & Privacy Administrator compliance with FOIPOP and *Personal Information International Disclosure Protection Act* obligations;
  - undertaking organizational redesign, including a reorganization of the Legal Services Division to enable improved delivery of legal services and well-being of staff, implementation of an Improved Service Delivery Model for Human Resources (HR) Services via the HR Renewal initiative led by the Public Service Commission, and ensuring a smooth transition of the Justice Learning Centre from an HR reporting structure to the Policy & Information Management Division including adaptations that may flow from the Public Service Commission’s centralization of HR resources;
  - focussing on knowledge retention and training for staff, including development of training on business process improvement, and Court Services Division’s development of an employee mentoring program, as well as Justice of the Peace operational training, and training strategies on accounting, civil procedures rules, and to support the introduction of online materials.
- d. Negotiate federal, provincial and territorial (FPT) agreements, including:
- continuing to seek federal support for expansion of the Supreme Court (Family Division), which is subject to federal legislation and funding;
  - developing community tripartite agreements respecting aboriginal justice programs;
  - exploring the possibility of renegotiating the Federal Contravention Act respecting French Language provisions;
  - negotiating a new five year agreement with the Federal Government in support of child centered justice initiatives that continue to enable provinces and territories to develop and enhance services to support the needs of families experiencing separation and divorce.

**DEPARTMENT OF JUSTICE**  
**2008-2009**

---

- e. Address Nova Scotia's policing needs by continuing 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.
  
- f. Support corporate policy developments, including the examination of ways to integrate the principles and objectives of the Social Policy Framework and The New Nova Scotia (2020) Vision.

**DEPARTMENT OF JUSTICE  
2008-2009**

---

<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> ).	Between 2001-2002 and 2006-2007, the provincial cost of providing justice in Nova Scotia has been increasing. Spending amounted to \$112,460,262 in 2006-2007, which represents a 4.07% increase over the year before (\$108,064,921).  Average rate of growth in spending between 2001-2002 to 2006-2007 was 5.81%. 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 \$120.43 in 2006-2007, which is up from the base year (\$102.74 for 2004-2005).			

**DEPARTMENT OF JUSTICE  
2008-2009**

<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 2006-2007, the department received \$11,460,723 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 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 Legal Services Division is currently undergoing a reorganization to further improve delivery of legal services. Another client survey will be conducted following the reorganization.	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. The division also continues to focus on internal communications and the development of staff and client training programs.

**DEPARTMENT OF JUSTICE  
2008-2009**

<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) 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.	<p style="text-align: center;">Average number of days to process</p> <p><b>ADULTS</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;">Year</td> <td style="width: 35%;">Nova Scotia</td> <td style="width: 50%;">Canada</td> </tr> <tr> <td>2005/06</td> <td style="text-align: center;">229</td> <td style="text-align: center;">211</td> </tr> <tr> <td>2000/01 (base)</td> <td style="text-align: center;">212</td> <td></td> </tr> </table> <p>In 2005-2006, Nova Scotia had the third highest average elapsed time in adult court in Canada.</p> <p><b>YOUTH</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;">Year</td> <td style="width: 35%;">Nova Scotia</td> <td style="width: 50%;">Canada</td> </tr> <tr> <td>2005/06</td> <td style="text-align: center;">210</td> <td style="text-align: center;">157</td> </tr> <tr> <td>2003/04</td> <td style="text-align: center;">208</td> <td></td> </tr> <tr> <td>2000/01 (base)</td> <td style="text-align: center;">150</td> <td></td> </tr> </table> <p>In 2005-2006, Nova Scotia had 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 Justice Enterprise Information Network (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. All CCJS figures have been revised by Statistics Canada.</p>	Year	Nova Scotia	Canada	2005/06	229	211	2000/01 (base)	212		Year	Nova Scotia	Canada	2005/06	210	157	2003/04	208		2000/01 (base)	150		<p>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. This is currently under review.</p> <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>	To ensure that all available efficiencies in case processing are identified and realized while ensuring due process.	<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>
Year	Nova Scotia	Canada																								
2005/06	229	211																								
2000/01 (base)	212																									
Year	Nova Scotia	Canada																								
2005/06	210	157																								
2003/04	208																									
2000/01 (base)	150																									

**DEPARTMENT OF JUSTICE  
2008-2009**

<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>																		
	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 CCJS. Currently, the only data available from the survey is for fiscal 2005-06:</p> <p style="text-align: center;">Case processing times (2005-06)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Number of Months</u></th> <th style="text-align: center;"><u>Family</u></th> <th style="text-align: center;"><u>Civil</u></th> </tr> </thead> <tbody> <tr> <td>Under 3 months</td> <td style="text-align: center;">36%</td> <td style="text-align: center;">29%</td> </tr> <tr> <td>Between 3-6 months</td> <td style="text-align: center;">15%</td> <td style="text-align: center;">12%</td> </tr> <tr> <td>Between 6-12 months</td> <td style="text-align: center;">14%</td> <td style="text-align: center;">15%</td> </tr> <tr> <td>Between 12-24 months</td> <td style="text-align: center;">13%</td> <td style="text-align: center;">17%</td> </tr> <tr> <td>Over 24 months</td> <td style="text-align: center;">22%</td> <td style="text-align: center;">28%</td> </tr> </tbody> </table> <p>Court Services Division is leading 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.</p>	<u>Number of Months</u>	<u>Family</u>	<u>Civil</u>	Under 3 months	36%	29%	Between 3-6 months	15%	12%	Between 6-12 months	14%	15%	Between 12-24 months	13%	17%	Over 24 months	22%	28%	TBD	To ensure all available efficiencies in case processing are identified and realized while ensuring procedural due process.	Court Services Division is leading a Workplace Efficiencies Project that seeks to identify efficiencies in court administration and will develop best practices and standards to improve procedures and increase efficiencies.
<u>Number of Months</u>	<u>Family</u>	<u>Civil</u>																					
Under 3 months	36%	29%																					
Between 3-6 months	15%	12%																					
Between 6-12 months	14%	15%																					
Between 12-24 months	13%	17%																					
Over 24 months	22%	28%																					

**DEPARTMENT OF JUSTICE**  
**2008-2009**

---

**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 2008-2009:

- a. Implement the Crime Prevention and Reduction Strategy, *Time to Fight Crime Together*, by:
  - implementing a Provincial Proceeds of Crime Unit with the power to seize or restrain assets related to criminal activities or purchased from the profits of crime;
  - working to improve restitution for victims through the development of a Restitution Collection Program;
  - working with the Department of Seniors, we will support community programs focussed on seniors safety by providing collaborative funding to support seniors safety programming across the province.
  
- b. Undertake research, assessment and evaluation initiatives, and implement response plans to support justice policies, programs and services, including:
  - continuing to develop response plan to the Auditor General's Report on the Maintenance Enforcement Program;
  - implementing plan to address findings of the Justice Enterprise Information Network (JEIN) data integrity review;
  - evaluating the Halifax Youth Attendance Centre.
  
- c. Continue implementation of the French Language Services Program in partnership with the Acadian and francophone community in Nova Scotia.
  
- d. Assist the judiciary in implementation of new Civil Procedure Rules.
  
- e. Complete the establishment of RCMP advisory boards.
  
- f. Enhance the Information Access and Privacy Office, by:
  - completing, seeking approval for, and implementing a Government Confidentiality Policy in accordance with the intent of the civil service code of conduct;
  - examining opportunities to update provincial access and privacy legislation/regulations;
  - implementing Government's direction on privacy review options for Nova Scotia (due March 31, 2008).

**DEPARTMENT OF JUSTICE  
2008-2009**

<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, undertaken in Spring 2005 (base year) and Spring 2007, provides an indication of the public's knowledge of the justice system. Results have remained stable: In 2007, 53% of Nova Scotians considered themselves to be at least somewhat familiar with the justice system (54% in 2005). Overall results follow: In 2007, a large proportion of the public (44%) indicated they were somewhat familiar with the justice system (45% in 2005), while 9% indicated they were very familiar with the justice system (9% in 2005). Another 33% indicated they were not very familiar with the justice system (34% in 2005). A minority of the public (13%) indicated they were not at all familiar with the justice system (12% in 2005). Another 1% indicating "don't know/no answer" (1% 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 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 2007. Results follow: In 2007, the majority of the public indicated they had "some confidence" (60%) in the justice system (62% in 2005). A smaller proportion (10%) had "a great deal of confidence" (10% in 2005); 20% indicated they "had not much confidence" (17% in 2005); while "9% 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.	

**Strategic Direction #3: People are and feel safe and secure**

**DEPARTMENT OF JUSTICE**  
**2008-2009**

---

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. Implement the Crime Prevention and Reduction Strategy, *Time to Fight Crime Together*, by:
- expanding electronic supervision to include voice verification technology (in addition to existing global positioning system technology and ankle bracelets) for adult offenders with house arrest conditions in their conditional sentence orders;
  - piloting the use of electronic supervision of young offenders in Halifax Regional Municipality;
  - expanding the youth bail supervision program to more parts of the province - to the Cape Breton Regional Municipality;
  - developing a youth attendance centre in Cape Breton building on the Cape Breton Youth Resource Centre now operated by the Salvation Army in Sydney;
  - reporting on the Integrated Impaired Driving Enforcement Unit pilot program;
  - continuing implementation of the plan for additional police officers;
  - enhancing the Justice response to and increasing support services for victims of family violence, intimate partner violence, and sexual assault;
  - implementing the Victim Services Aboriginal Outreach Program;
  - expanding the Criminal Injuries Counselling program to children who have been witnesses of family violence;
  - developing resources and training to facilitate the testimony of child victim/witnesses and vulnerable witnesses;
  - implementing the Victim Impact Statement Travel Assistance Program.
- 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*. The federal government will be reviewing the Act in 2008 and Nova Scotia will be vigilant in recommending amendments. While pre-trial detention and custody provisions have recently been strengthened, Nova Scotia also wants to see public protection as a primary goal of the Act;
  - continuing efforts to reduce youth court processing time, including establishing a mechanism to track progress, providing information to youth and parents about court preparation, and ensuring additional probation staff attend youth court;
  - electronic filing of pre-sentence reports with the court;
  - collaborating on the implementation of pilot projects under the recently released Strategy for Children and Youth, which are aimed at filling the gaps in programs and services for children, youth and their families.
- c. Strengthen public safety and security through a variety of initiatives, including:

**DEPARTMENT OF JUSTICE**  
**2008-2009**

---

- developing and proposing new 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;
  - working with government agencies, law enforcement, and key industry stakeholders, to monitor information related to international, national, regional, and provincial threat assessments, ensure threat advisories are communicated to key decision makers, and provide necessary security clearances;
  - implementing the recommendations of the 2007 Court Facility Security Review Report.
- d. Deliver intimate partner violence training in partnership with the Department of Justice/Public Prosecution Service Intimate Partner Violence Committee.

**DEPARTMENT OF JUSTICE  
2008-2009**

<b>Strategic Direction: People are and feel safe and secure</b>																															
<b>Outcome</b>	<b>Measure</b>	<b>Data</b> <b>(Base Year and Subsequent Year data)</b>	<b>Target</b> <b>(Target for end of next Fiscal Year)</b>	<b>Target</b> <b>(Ultimate Target)</b>	<b>Strategic Actions to Achieve Target</b>																										
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. However, it has decreased for the past two years. Despite these consecutive decreases, the total crime rate in 2006 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%;"><b>2006</b></td> <td style="width: 50%;"><b>2001</b> (base year)</td> </tr> <tr> <td>Total <i>Criminal Code</i> offences (excl traffic)</td> <td></td> </tr> <tr> <td>Nova Scotia: 8069</td> <td>NS: 7671</td> </tr> <tr> <td>Canada: 7518</td> <td>Canada: 7655</td> </tr> <tr> <td>Total crimes of violence</td> <td></td> </tr> <tr> <td>Nova Scotia: 1135</td> <td>NS: 1049</td> </tr> <tr> <td>Canada: 951</td> <td>Canada: 984</td> </tr> <tr> <td>Total property crimes</td> <td></td> </tr> <tr> <td>Nova Scotia: 3514</td> <td>NS: 3453</td> </tr> <tr> <td>Canada: 3588</td> <td>Canada: 4004</td> </tr> <tr> <td>Other <i>Criminal Code</i> offences</td> <td></td> </tr> <tr> <td>Nova Scotia: 3420</td> <td>NS: 3169</td> </tr> <tr> <td>Canada: 2980</td> <td>Canada: 2668</td> </tr> </table>	<b>2006</b>	<b>2001</b> (base year)	Total <i>Criminal Code</i> offences (excl traffic)		Nova Scotia: 8069	NS: 7671	Canada: 7518	Canada: 7655	Total crimes of violence		Nova Scotia: 1135	NS: 1049	Canada: 951	Canada: 984	Total property crimes		Nova Scotia: 3514	NS: 3453	Canada: 3588	Canada: 4004	Other <i>Criminal Code</i> offences		Nova Scotia: 3420	NS: 3169	Canada: 2980	Canada: 2668	Reduce crime in Nova Scotia. In 2006, Nova Scotia was below the national property 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 the roll out of the Crime Prevention and Reduction Strategy, expansion of electronic supervision of adult offenders, piloting electronic supervision of high-risk young offenders in Halifax Regional Municipality (HRM), 250 additional police officers, and the development of a Sydney Youth Attendance Centre.
<b>2006</b>	<b>2001</b> (base year)																														
Total <i>Criminal Code</i> offences (excl traffic)																															
Nova Scotia: 8069	NS: 7671																														
Canada: 7518	Canada: 7655																														
Total crimes of violence																															
Nova Scotia: 1135	NS: 1049																														
Canada: 951	Canada: 984																														
Total property crimes																															
Nova Scotia: 3514	NS: 3453																														
Canada: 3588	Canada: 4004																														
Other <i>Criminal Code</i> offences																															
Nova Scotia: 3420	NS: 3169																														
Canada: 2980	Canada: 2668																														

**DEPARTMENT OF JUSTICE  
2008-2009**

<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>																										
	(9 b) Rate of youth crime.	<p>Since 2003, overall youth accused rates have risen by 10%. This has been driven by significant increases in other <i>Criminal Code</i> offences, property crime and to a lesser extent by violent crime. In 2006, youth accused rates in Nova Scotia were higher than the national average for all major crime categories and were third highest in the country. 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>2006</b></td> <td style="width: 50%;"><b>2003 (base year)</b></td> </tr> <tr> <td colspan="2">Total <i>Criminal Code</i> offences (excl traffic)</td> </tr> <tr> <td>Nova Scotia: 11113</td> <td>NS: 10088</td> </tr> <tr> <td>Canada: 6885</td> <td>Canada: 7302</td> </tr> <tr> <td colspan="2">Total crimes of violence</td> </tr> <tr> <td>Nova Scotia: 2272</td> <td>NS: 2186</td> </tr> <tr> <td>Canada: 1528</td> <td>Canada: 1510</td> </tr> <tr> <td colspan="2">Total property crimes</td> </tr> <tr> <td>Nova Scotia: 3687</td> <td>NS: 3800</td> </tr> <tr> <td>Canada: 2534</td> <td>Canada: 3148</td> </tr> <tr> <td colspan="2">Other <i>Criminal Code</i> offences</td> </tr> <tr> <td>Nova Scotia: 5154</td> <td>NS: 4102</td> </tr> <tr> <td>Canada: 2823</td> <td>Canada: 2644</td> </tr> </table>	<b>2006</b>	<b>2003 (base year)</b>	Total <i>Criminal Code</i> offences (excl traffic)		Nova Scotia: 11113	NS: 10088	Canada: 6885	Canada: 7302	Total crimes of violence		Nova Scotia: 2272	NS: 2186	Canada: 1528	Canada: 1510	Total property crimes		Nova Scotia: 3687	NS: 3800	Canada: 2534	Canada: 3148	Other <i>Criminal Code</i> offences		Nova Scotia: 5154	NS: 4102	Canada: 2823	Canada: 2644	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 2008-2009, Justice will be collaborating on the implementation of pilot projects under the Strategy for Children and Youth.
<b>2006</b>	<b>2003 (base year)</b>																														
Total <i>Criminal Code</i> offences (excl traffic)																															
Nova Scotia: 11113	NS: 10088																														
Canada: 6885	Canada: 7302																														
Total crimes of violence																															
Nova Scotia: 2272	NS: 2186																														
Canada: 1528	Canada: 1510																														
Total property crimes																															
Nova Scotia: 3687	NS: 3800																														
Canada: 2534	Canada: 3148																														
Other <i>Criminal Code</i> offences																															
Nova Scotia: 5154	NS: 4102																														
Canada: 2823	Canada: 2644																														

**DEPARTMENT OF JUSTICE  
2008-2009**

<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>
	(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 of violent victimization below the national average. Currently, Nova Scotia is below the national victimization rate for both property and household crime.	The target is to stay below the national victimization rate for both property and household crime, and to reduce rates of violent victimization below the national average.	As noted previously, numerous efforts are underway to ensure safer, stronger communities, including the roll out of the Crime Prevention and Reduction Strategy, expansion of electronic supervision of adult offenders, piloting electronic supervision of high-risk young offenders in HRM, 250 additional police officers, and the development of a Sydney Youth Attendance Centre.
	(11) Public perception of safety in the home.	The Atlantic Quarterly Survey, undertaken in Spring 2005 (base year) and Spring 2007, provides an indication of the public's perception of safety in the home. Overall results have remained relatively stable. Results follow: In 2007, 45% of those surveyed indicated they were not at all worried when home alone at night (49% in 2005). A smaller proportion (33%) indicated they were not very worried (27% in 2005). Another 19% 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.	

**DEPARTMENT OF JUSTICE  
2008-2009**

<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>
	(12) Public perception of safety in the neighbourhood.	The Atlantic Quarterly Survey, undertaken in Spring 2005 (base year) and Spring 2007, provides an indication of the public's perception of safety in the neighbourhood. There has been a decline since 2005 in the number of those surveyed who indicated feeling very safe or reasonably safe walking alone after dark. Overall results follow: In 2007, 67% of those surveyed felt very safe or reasonably safe walking alone after dark (74% in 2005). Another 18% felt somewhat unsafe (13% in 2005) or very unsafe (8%); (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.

**DEPARTMENT OF JUSTICE  
2008-2009**

<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>
	(13) Major incidents within correctional facilities.	<p>Two major incidents in a correctional facility were reported in 2006-07 (one incident was reported in 2005-2006 (base year)). In 2006-07, both incidents occurred at the Central Nova Scotia Correctional Facility and both involved an aggravated assault. 'Major incidents' has been defined as follows:</p> <ul style="list-style-type: none"> <li>• Purposeful damage to property in excess of \$5,000,</li> <li>• An unnatural death has occurred,</li> <li>• An aggravated assault has been committed by an offender against another person resulting in a hospital admission, or</li> <li>• 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.</li> </ul>	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.

**DEPARTMENT OF JUSTICE  
2008-2009**

<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, b) escapes from correctional facility staff while being escorted in the community, eg. to and from a doctor's appointment, and 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) 2006-2007: 0</p> <p>Wrongful releases: 2006-2007: 2</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, staff training and offender supports.</p>

**DEPARTMENT OF JUSTICE  
2008-2009**

<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>, and escapes from sheriffs' custody in a</p>	<p>Escapes from sheriffs' custody: 2004-2005: 0 (base year) 2006-2007: 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>Ongoing efforts to enhance facilities design and operation, staff training and offender supports.</p>

**DEPARTMENT OF JUSTICE**  
**2008-2009**

---

**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, *Time to Fight Crime Together*, by:
  - developing a mental health court program in consultation with judiciary and other stakeholders;
  - developing 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;
  - developing and implementing a comprehensive, 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.
  
- b. Review and assess services provided by Family Court and identify improvements in consultation with the judiciary and stakeholders.
  
- c. Co-lead a Nova Scotia Drug Strategy with the department of Health Promotion and Protection, focusing on prevention, treatment, harm reduction, and enforcement.

**DEPARTMENT OF JUSTICE  
2008-2009**

<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 style="text-align: center;">Conditional Sentence Orders (CSO) Breached</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td></td> <td style="text-align: center;">2006/07</td> <td style="text-align: center;">2005/06 (base year)</td> </tr> <tr> <td>CSOs</td> <td style="text-align: center;">695</td> <td style="text-align: center;">802</td> </tr> <tr> <td>CSOs Breached</td> <td style="text-align: center;">166</td> <td style="text-align: center;">238</td> </tr> <tr> <td>CSOs Terminated</td> <td style="text-align: center;">95</td> <td style="text-align: center;">110</td> </tr> </table> <p>Conditional sentence breaches can result in termination, meaning the balance of the sentence is served in a custodial facility. Please 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>		2006/07	2005/06 (base year)	CSOs	695	802	CSOs Breached	166	238	CSOs Terminated	95	110	The 2005-2006 figures will serve as benchmark data, with targets to be determined in future years.	The target is to increase offender accountability.	Electronic supervision and development of a Sydney Youth Attendance Centre.							
		2006/07	2005/06 (base year)																					
CSOs	695	802																						
CSOs Breached	166	238																						
CSOs Terminated	95	110																						
(16) Probation breaches are an indicator of offender accountability.	<p style="text-align: center;">Probation Orders Breached</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td></td> <td style="text-align: center;">2006/07</td> <td style="text-align: center;">2005/06 (Base yr)</td> </tr> <tr> <td colspan="3"><b>ADULTS</b></td> </tr> <tr> <td>Probation Orders</td> <td style="text-align: center;">4287</td> <td style="text-align: center;">3,889</td> </tr> <tr> <td>Charges Laid for Breach</td> <td style="text-align: center;">1527</td> <td style="text-align: center;">866</td> </tr> <tr> <td colspan="3"><b>YOUTH</b></td> </tr> <tr> <td>Probation Orders</td> <td style="text-align: center;">915</td> <td style="text-align: center;">639</td> </tr> <tr> <td>Charges Laid for Breach</td> <td style="text-align: center;">885</td> <td style="text-align: center;">269</td> </tr> </table> <p>These charges can be laid by Correctional Services staff or police agencies. Please 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.</p>		2006/07	2005/06 (Base yr)	<b>ADULTS</b>			Probation Orders	4287	3,889	Charges Laid for Breach	1527	866	<b>YOUTH</b>			Probation Orders	915	639	Charges Laid for Breach	885	269	The 2005-2006 figures will serve as benchmark data, with targets to be determined in future years.	Initiatives such as electronic supervision may actually lead to an increase in reported breaches.
	2006/07	2005/06 (Base yr)																						
<b>ADULTS</b>																								
Probation Orders	4287	3,889																						
Charges Laid for Breach	1527	866																						
<b>YOUTH</b>																								
Probation Orders	915	639																						
Charges Laid for Breach	885	269																						

**DEPARTMENT OF JUSTICE  
2008-2009**

<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 the Canadian Centre for Justice Statistics (CCJS), 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.	To develop benchmark data on recidivism in Nova Scotia. This data will inform the province's long-term efforts to effectively address the issue of re-offending.	TBD	In 2008, the department will be developing and implementing a project plan to produce benchmark recidivism statistics.  We will also be continuing our reintegration programming and planning through the Correctional Services Division, and collaborating with other government departments on implementation of pilot projects under the Strategy for Children and Youth (led by the Department of Community Services), as well as implementation of the Crime Prevention and Reduction 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 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.	Develop and introduce enhanced data collection for the conciliation process in Family Division.	TBD	Develop and introduce enhanced data collection for the conciliation process in Family Division.  Continue to develop support and educational opportunities for clients to inform their decision making and encourage constructive choices.

**DEPARTMENT OF JUSTICE**  
**2008-2009**

---

## **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. In addition, the strategy provides opportunities for staff to network, share ideas and further understand and contribute to an effective justice system. Specific 2008-2009 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, the Department of 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 focusing 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.
- As part of our department's Healthy Workplace Plan, Justice will also be developing a departmental recognition program. The recognition program for the Justice department will have both formal and informal components and will be complementary to other provincial and divisional programs.
- Justice will provide basic Occupational Health and Safety (OH&S) training for employees. OH&S reviews are planned. In response to Environment and Labour's new workplace violence policy, workplace violence assessments and training will be developed.
- Various divisions have also identified specific human resources priorities for the upcoming fiscal year. For example, Public Safety Division will host a division-wide session focussed on organizational wellness, with a focus on career development planning and improving internal information-sharing processes. 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.

**DEPARTMENT OF JUSTICE**  
**2008-2009**

---

- In addition to the provision of training and facilitation activities within the Department of Justice, including leadership development, performance management and orientation 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 Education” and “Bias Free Policing” are examples of the special courses offered.
- The Correctional Services Division has planned for 25,000 hours of correctional services training for its employees in 2008-2009, and will purchase additional training 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, case management, and direct supervision.
- With the reorganization of the Corporate Service Units becoming part of the Public Service Commission, the Department of Justice, as the employer for the Public Servants in Local 480, will need to redefine how Labour Relation Services will be provided to Local 480.
- 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.
- An improved service delivery model for Human Resource services in government will be unfolding this year, as led by the Public Service Commission.
- The Human Resource Strategy for Human Resource professionals will support professional development and implementation of new competencies for the Human Resource community.
- We will be completing the 07/08 department training and development needs analysis and exploring changes to the Justice Learning Centre that may flow from that exercise.

**DEPARTMENT OF JUSTICE  
2008-2009**

---

**8. Budget Context**

<b>Justice</b>			
	<b>2007-2008 Estimate</b>	<b>2007-2008 Forecast</b>	<b>2008-2009 Estimate</b>
<b>Program &amp; Service Area</b>	<b>(\$thousands)</b>	<b>(\$thousands)</b>	<b>(\$thousands)</b>
<b>Total Program Expenses:</b>			
Administration	18297	17216	24874
Nova Scotia Legal Aid	18702	19436	19874
Court Services	52709	53196	56907
Correctional Services	47574	47916	51486
Public Trustee	1411	1271	1788
Fatality Inquiry Act	2678	3266	3217
Public Safety	91392	92426	104098
<b>Total Program Expenses</b>	<b>232763</b>	<b>234727</b>	<b>262244</b>
<b>TCA Purchase Requirements</b>	<b>---</b>	<b>---</b>	<b>---</b>
<b>Provincial Funded Staff (FTEs)</b>	<b>1454</b>	<b>1427</b>	<b>1525</b>

**DEPARTMENT OF JUSTICE**  
**2008-2009**

---

**Appendix A**

**Department of Justice Organizational Chart**

